



**OUR VISION & VALUES** ONE TEAM DELIVERING WITH

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Passion | Respect | Innovation | Dedication | Excellence

**OUR MISSION** TO BE EASY TO DO BUSINESS WITH

# **ATTACHMENTS**

## **ENCLOSURES**

### **Ordinary Council Meeting**

**19 September 2023**





# Table of Contents

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16.4	Special Rate Variation (SRV)	
	Attachment 1	Draft Revised Long Term Financial Plan 2023-2034 Including Capacity to Pay Report ..... 4
	Attachment 2	Draft Revised Delivery Plan 2022-2026 ..... 98
	Attachment 3	SRV Background Paper..... 126
	Attachment 4	Organisational Sustainability Review and Improvement Plan..... 140
	Attachment 5	Community Engagement Strategy ..... 188
16.6	Goulburn Rail Trail Steering Committee - Final Report	
	Attachment 1	Goulburn Rail Trail Draft Recommendation to Council..... 203
	Attachment 2	Goulburn Rail Trail Feasibility Study August 2023 ..... 208
	Attachment 3	Goulburn Rail Trail Business Case August 2023 ..... 395



# Goulburn Mulwaree Council Long Term Financial Plan 2023 - 2034

Adopted TBA

# Long Term Financial Plan

The creation of a Long Term Financial Plan is a requirement under the Integrated Planning and Reporting framework for NSW Local Government and forms part of the Resourcing Strategy.

The Long Term Financial Plan is a 10 year plan that tests the community's aspirations against its financial capacity. The Long Term Financial Plan will be used as a decision-making tool and is not set in concrete and will continue to evolve and change as circumstances change and Council decisions are implemented.

A Long Term Financial Plan provides a framework for Goulburn Mulwaree Council to assess its revenue building capacity to deliver upon the key performance indicators for all the principal activity areas and provide suitable level of services outlined in the Community Strategic Plan.

The Long Term Financial Plan also aims to:

- ✓ Establish greater transparency and accountability of Council to the community;
- ✓ Provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- ✓ Provide a mechanism to solve financial problems and understand the financial impact of Council decisions; and
- ✓ Provide a means of measuring Council's success in implementing strategies.

The Long Term Financial Plan is a living document and will change as the community's aspirations change, and as the underlying principles and key assumptions and Council's financial position change over time. Council has identified a number of strategic performance measures that are incorporated into the assessment of Council's financial performance and financial position. Council will be vigilant in reviewing each performance measure to gauge how Council is progressing to achieve its community aspirations and strategic objectives.

The community engagement period, which informed the development of the Community Strategic Plan, identified infrastructure as priority number one and Council has allocated the largest proportion of funds annually over the life of the Long Term Financial Plan.

## Table of Contents

1.	Executive Summary.....	4 - 7
2.	Financial Objectives .....	8
3.	Current Financial Position of Council .....	9 – 12
4.	Long Term Financial Plan and how it will be used .....	13
5.	Key Planning Assumptions .....	14
6.	Detailed Income & Expenditure Forecasts .....	15 - 24
7.	Methods of Monitoring Financial Performance .....	25
8.	Conclusion .....	26
9.	Financial Modelling Scenarios .....	27
10.	APPENDIX 1: 10 Year Long Term Financial Plan:	
	Base Case (Consolidated & All Funds)	
	- Income Statement	
	- Balance Sheet	
	- Cash Flow Statement	
	Scenario 1 & Scenario 2 (Consolidated & General Fund only)	
	- Income Statement	
	- Balance Sheet	
	- Cash Flow Statement	
11.	APPENDIX 2: Capacity to Pay Report	

## Executive Summary

The most recent version of Goulburn Mulwaree Council's Long Term Financial Plan (LTFP) was adopted in December 2022 following a 28-day public exhibition period. Council stated in this document that there would be a need for a thorough review of the document during the preparation of the 2023/24 Operational Plan and Budget and that the outcome of the review *"..may drive the need for Council to consider the need for a Special Rate Variation (SRV) for the 2024-25 financial year"*.

Council subsequently engaged Morrison Low to undertake an independent financial assessment, including an organisational review to identify financial improvements that could improve value for ratepayers and minimise any SRV that might be required.

Morrison Low have presented their independent financial assessment of Council and identified that without intervention:

- the average operating deficit for the 10-year forecast period in the general fund is estimated at \$10.7 million per annum.
- the general fund has insufficient money to maintain service levels or asset renewals at levels the community requires.
- inadequate infrastructure renewal will result in the degradation of community infrastructure.
- under funding for expected growth and expanded services required for the growing population.

The Morrison Low assessment identified the contributing factors to the structural financial deficit noting that growth in core costs have outpaced growth in revenue. They noted the fundamental flaw in the income and cost structures for NSW local government affecting all NSW Councils. Costs to maintain community infrastructure and services are more than the revenue that local government receives.

All the financial scenarios that were assessed for inclusion in the LTFP include additional financial savings measures, one-off cash injections from the sale of property and ongoing efficiency targets. In addition to the productivity improvements that have already been implemented and that are ongoing, Morrison Low undertook an Organisational Service Review to identify additional financial improvements to improve value for ratepayers and minimise the SRV. The review identified several efficiency savings that Council has already begun to implement and has identified further opportunities including a future program of detailed service reviews to prioritise ongoing improvement and future efficiency savings.

In refining its LTFP Council engaged Morrison Low to provide an independent financial model and analysis. The outcome of this modelling is an ongoing deficit in the general fund averaging \$10.7M per annum. For Council's financial sustainability and to avoid a risk of unplanned service reduction, this must be addressed.

Council has updated this LTFP to include and show the impacts of both the Business as Usual (BAU) – no change scenario, and the two SRV options as a solution to the revenue shortfall.

The 2 financial sustainability options to be discussed with the community are as follows:

1. A proposed one-off SRV of 40.00% in addition to the rate peg. Including the rate peg, this amounts to a rates increase of 43.5% (Council's preferred option). Including an assumed 2.5% rate peg in year 2, this amounts to a cumulative increase of 47.1% at the end of 2 years; and
2. A 2-year SRV option averaging 20% over 2 years (22% and 18%) in addition to the rate peg. Including the rate peg, this amounts to a cumulative increase of 51.2% at the end of 2 years.

All options include an allowance for additional service and infrastructure improvements, including:

- Increased asset renewal spends of approximately \$6M per annum from 2024/25 and onwards for roads, stormwater and buildings.
- Increased resources for the maintenance of Council's facilities including parks and sporting fields.
- Additional staff resources to meet the demands of a growing community.
- Funding the future rehabilitation of Council's Waste Management Centres in the amount of \$1.25m per year

The options presented will have the following impact on the average rates in each of the rating categories as per the following table:

Goulburn Mulwaree Council Long Term Financial Plan 2023-2034

Rate Category	Average Rate 2023/24	Average Rate Cumulative 2024/25	Average Rate Cumulative 2025/26
<b>Residential</b>			
No SRV – rate peg only	\$1161	\$1202	\$1231
1 Year SV	\$1161	\$1666	\$1708
2 Year SV	\$1161	\$1457	\$1719
<b>Business</b>			
No SRV – rate peg only	\$5300	\$5486	\$5623
1 Year SV	\$5300	\$7606	\$7796
2 Year SV	\$5300	\$6652	\$7849
<b>Farmland</b>			
No SRV – Rate peg only	\$2543	\$2632	\$2698
1 Year SV	\$2543	\$3649	\$3740
2 Year SV	\$2543	\$3191	\$3766

*Minimum Rates*

Council has in place a minimum rate for Business category of \$591. To maintain equity Council plans to apply the proposed SRV options evenly across the rating structure and will need to make an SRV minimum rate application in accordance with the IPART requirements. The proposed minimums are: one SRV option \$848 for 2024/25; two-year option \$724 for 2024/25 and \$872 for 2025/26.

IPART determines the annual rate peg that councils receive each year, based on the increase in cost of a selection of goods and services that NSW councils purchase. This calculation looks back over the past year of cost increases and applies the rate peg to the next financial year. The 2024-25 rate peg will be based on cost increases experienced in 2022-23. The rate peg increases for 2024-25 and 2025-26 have been forecasted at 3.5%, and 2.5% respectively. Further details on these assumptions are outlined in Council's updated Long Term Financial Plan. It is noted that IPART is currently reviewing the rate peg methodology.

For more information on ratepayer impact and capacity to pay, refer to Capacity to Pay report (Appendix 2). The report finds that there is some degree of inequity within the Goulburn Mulwaree LGA. However, as average residential land values generally align to the levels of advantage and disadvantage across the LGA, the increases proposed under the SV options are relatively proportionate. This indicates a level of capacity to pay additional rates across the Council area.



## Financial Objectives

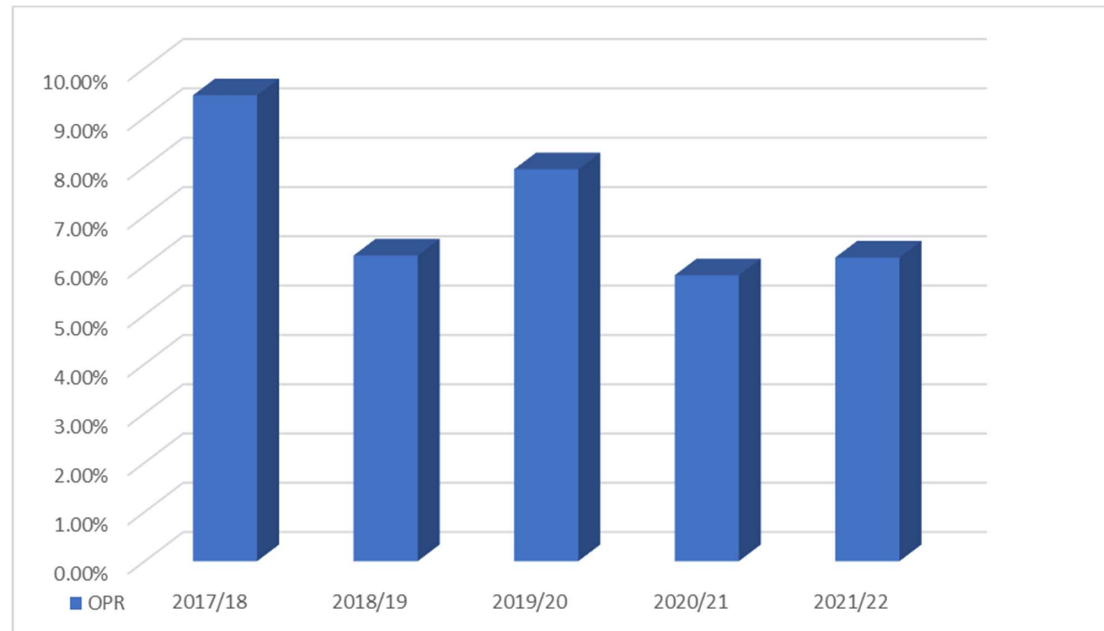
Goulburn Mulwaree Council will pursue the following financial objectives for the term of the Long Term Financial Plan:

1. Maintain Council's sound financial performance and sound financial position for the next 10 year period;
2. Continue to provide a fair and equitable rating structure and revenue policy;
3. Attract and maximise government grants, contributions and subsidies as an external funding source to assist in delivering Council services;
4. Budget for and achieve a minor cash flow surplus each financial year (unless repaying long term debt) to maintain an unrestricted current ratio of at minimum 2:1; thereby ensuring access to adequate working funds on a continual basis;
5. Annually fund the asset renewal program in line with Council's Asset Management Strategy for all of its asset classes.
6. Implement quarterly budget reporting requirements and six monthly Delivery Program reviews;
7. Continually review all operating expenditure and improve efficiency in service delivery where possible;
8. Reduce Council-owned assets which do not align with Council's adopted strategic objectives and that place an unnecessary ongoing maintenance burden on Council and the community;
9. Implement user-pay principles on service provision and assets, excluding known and Council approved community service obligations. Full cost recovery pricing principles to be implemented where appropriate.

### Current Financial Position of Council

#### Operating Performance Ratio (Consolidated)

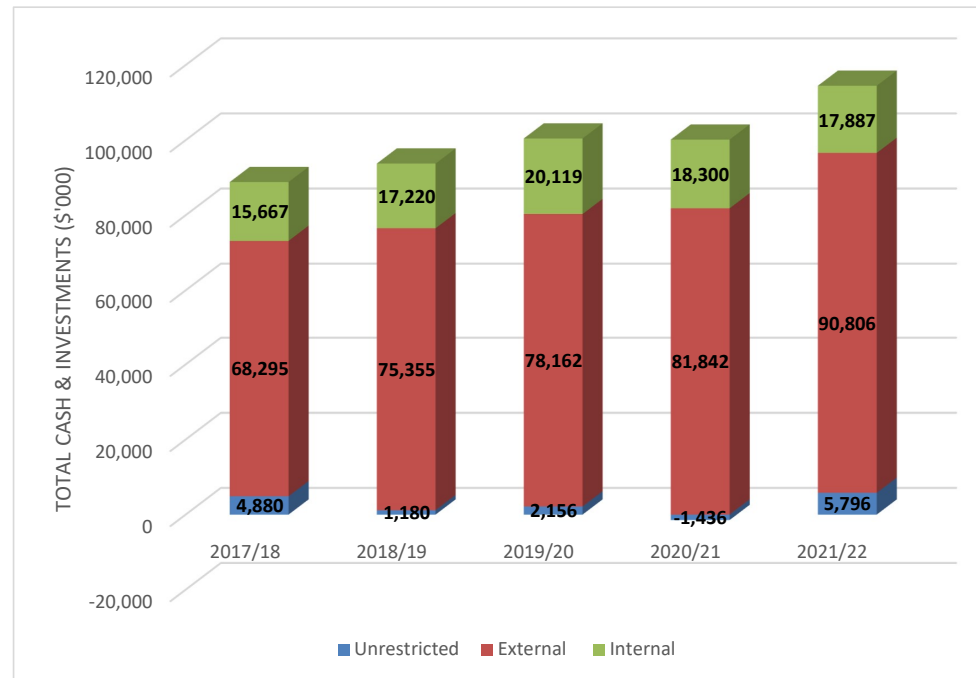
The Operating Performance Ratio for the past five financial years from 2017-18 to 2021-22 is seen in the below graph:



It must be noted however that the general fund has recorded operating deficits in both 2020/21 and 2021/22.

Cash and Investments

The total cash and investments, as measured at market valuation, is divided into unrestricted cash, internally restricted cash (by Council), and externally restricted cash (includes water supply, sewerage, and domestic waste funds, external grants unexpended and development contributions) for the past five financial years from 2017-18 to 2021-22, is shown in the following graph:



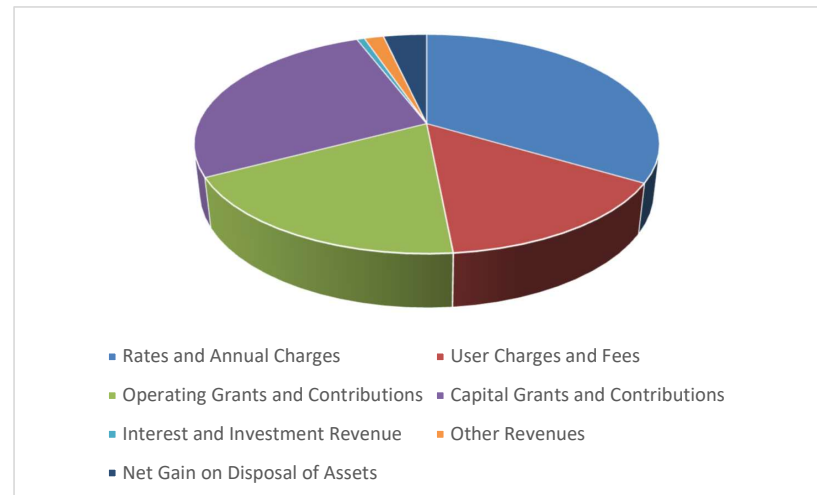
It should be noted that in 2020-21, Council recorded a negative unrestricted cash balance. This was primarily due to a delay in receiving claimed grant funds due to Council. The unrestricted cash balance returned to a healthy positive balance at 30 June 2022. Future budgets indicated a gradual decline in the projected unrestricted cash balance over the coming years. It is important that this balance does not reduce over time and it is suggested that, for Council, the optimum balance for unrestricted cash should be in the vicinity of \$15 million.

Other Financial Position Information (Consolidated)

Financial Performance Measures	Indicator	Target	2018	2019	2020	2021	2022
Unrestricted Current Ratio	Ratio	>1.50	3.49	3.32	3.78	2.79	2.69
Debt Service Cover Ratio	Ratio	>2.00	2.08	7.28	7.85	8.71	7.06
Own Source Operating Revenue	Percentage	>60%	53.37%	70.3%	61.9%	55.3%	52.58%
Rates and Annual Charges Outstanding	Percentage	<10%	3.02%	2.93%	3.49%	3.74%	3.16%
Building and Infrastructure Renewals Ratio	Ratio	>100%	60.2%	108.2%	74.1%	108.2%	74.1%
Operating Result (before capital grants)	(\$'000)	>0	3,667	(1,165)	8,151	4,142	9,385

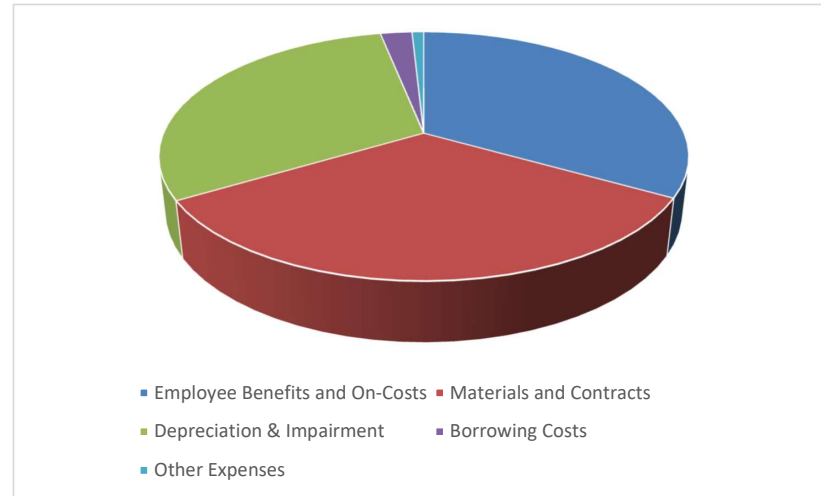
Income from Continuing Operations by Source – 2021-2022 (\$'000)

Rates and Annual Charges	39,607
User Charges and Fees	17,693
Operating Grants and Contributions	22,213
Capital Grants and Contributions	31,764
Interest and Investment Revenue	753
Other Revenues	1,892
Net Gain on Disposal of Assets	4,243



Expenditure from Continuing Operations by Source – 2021-2022 (\$'000)

Employee Benefits and On-Costs	25,564
Materials and Contracts	25,663
Depreciation & Impairment	23,387
Borrowing Costs	1,774
Other Expenses	658



## Long Term Financial Plan and how it will be used

Council's Long Term Financial Plan model consists of linked spreadsheets that use the 2023-24 Budget, information contained in the Delivery Plan and Operational Plan, as well as long term key planning principles and assumptions to generate 10-year forecasts of income and expenditure.

Council's Long Term Financial Plan covers all areas of Council operations; including General Fund, Domestic Waste Fund, Water Supply and Sewerage Funds. The plan considers the high degree of infrastructure renewal required in each of these funds other than Domestic Waste.

The Long Term Financial Plan will be subject to review and adjustment annually or as priorities change to align with the Community Strategic Plan and Resourcing Strategy components. The 10 year plan presents an Income Statement, Balance Sheet and Cash Flow Statement.

The Long Term Financial Plan also draws on Council's Asset Management Strategy which defines the capital maintenance and renewal expenditure requirements for their respective asset classes.

### The Purpose of the Long Term Financial Plan

- Provide a transparent account of Council's financial situation to the community;
- Set out the assumptions upon which Council's financial budgets have been structured;
- Provide methodology for strategic decision making that is in the community's best interest;
- Identify Key Performance Indicators upon which Council can benchmark its financial performance against comparable size and resourced NSW Councils;
- Evaluate the impact of future scenarios upon Council's financial position;
- Provide a basis for future decision making particularly when the Infrastructure Plan and asset management strategy are further refined and developed;
- Identify issues which impact upon the financial sustainability of Council including known opportunities and threats;
- Achieve a consolidated funds cash flow surplus result annually and endeavour to achieve a balanced operational budget result over time acknowledging that minimum service delivery may need to be reviewed while attempting to reduce operating costs in real terms;
- Achieve a current working fund surplus result annually; and
- Assist with planning for major capital infrastructure renewal program.

## Key Planning Assumptions

A Long Term Financial Plan is dependent on a number of planning assumptions. In preparing this plan it was necessary to consider a range of matters and make appropriate assumptions. These assumptions have been used to model and formulate the plan.

In developing the Long Term Financial Plan Council has considered and made assumptions with regards to demographics of the Local Government Area (LGA), projected economic growth and industrial development within the LGA, service delivery standards, and all other major influences on Council’s income streams and expenditure patterns and projects.

### Income Forecasts

Income Source	Projected Annual Increase
General (Ordinary) Rates - Base Case	3.5% (2024/25) 2.5% (2025/26-2033/34)
General (Ordinary) Rates - Scenario 1	43.5% (2024/25) 2.5% (2025/26-2033/34)
General (Ordinary) Rates - Scenario 2	25.5% (2024/25) 20.5% (2025/26) 2.5% (2026/27-2033/34)
Domestic Waste Charges	3.0%
Sewerage Charges	3.0%
Water Supply Charges	3.0%
Water supply User Pay Charges	4.0%
Interest Rate on Investments	3.0%
Interest Rate on Overdue Rates	7.0%
Financial Assistance Grant	2.5%
Other Revenues	4.0%
User Charges and Fees	4.0%
Growth Rate	1.1%

### Expenditure Forecasts

Expenditure Source	Projected Annual Increase
Salaries and Wages	4.0% (2024/25) 3.5% (2025/26) 3.0% (2026/27-2027/28) 2.5% (2028/29-2033/34)
Consumer Price Index	3.0% (2025/26) 2.8% (2026/27-2033/34)
Interest Rate for Borrowings	4.0%
Other Expenses	4.0% (2025/26) 3.0% (2026/27-2027/28) 2.8% (2028/29-2033/34)
Depreciation Expense	2.2%

## Detailed Income Forecast

### General (Ordinary) Rates Income

Council is currently experiencing good growth in terms of rateable assessments throughout the LGA. Consistently over the last three to four years, this growth has increased our rating yield by 1.5% per annum. The model assumes an ongoing rate of 1.1% per annum through to 2033/34.

Rate pegging still poses a major concern to Council as the limit set over recent years has not kept pace with inflation or salary increases. The previous 10 years of rate peg limits are as follows:

Year	Rate Peg
2022/23*	2.50%
2021/22	2.00%
2020/21	2.60%
2019/20	2.70%
2018/19	2.30%
2017/18	1.50%
2016/17	1.80%
2015/16	2.40%
2014/15	2.30%
2013/14	3.40%

\* The original rate peg limit set for the 2022/23 was 0.7%. In recognition that this limit was unrealistic, the Office of Local Government announced that an “Additional Special Rates Variation” would be made available under which Councils could apply to have their rate peg limit increased to 2.5%. Council was successful in its application and applied the full 2.5% to the 2022-23 rates.

The 2023/24 rate peg limit was set at 3.7%. The model assumes a 3.5% increase in 2024/25, reducing to 2.5% in 2025/26 and all subsequent years.

As stated in the Executive Summary, the model is presented with two scenarios containing Special Rate Variations as follows:

- **Option 1** – A 43.5% increase (including rate peg) in 2024/25 returning to the rate peg in 2025/26
- **Option 2** – A 25.5% increase (including rate peg) in 2024/25, a 20.5% increase (including rate peg) in 2025/26 returning to the rate peg in 2026/27.



### Domestic Waste Charges

The Domestic Waste Management (DWM) service is provided by Council to Goulburn, Marulan and Run-O-Waters. The DWM service provides garbage, green waste and recycling collection services. The basis of the DWM annual charge is on a full cost recovery basis to fund DWM plant fleet, garbage bins, and partial allocation for the operation of the waste centres (rubbish tips) in the LGA (through a waste disposal charge paid to the General Fund).

The DWM charge is projected to increase annually by 3.0% over the next ten-year period. Council will continue to ensure that any service changes are consulted with and conveyed to the community. In 2024/25 a survey will be undertaken in relation to how bulky waste collections are undertaken. Currently this is managed through free weekends at the Waste Management Centres. Council will be looking to determine whether this is still the most appropriate way to handle the waste or if there is a more suitable alternative. Dependent upon the outcome of this process, fluctuations in future increases to the DWM charge may be required.

### Sewerage Charges

Council operates and manages sewerage systems and services in Goulburn and Marulan. Council intends to maintain the sewerage services and improve the infrastructure in the coming ten-year period.

In recent years, and with assistance from the Federal Government, Council has been able fully upgrade the Goulburn Wastewater Treatment Plant. It has also successfully continued its sewer main relining program and nearing completion on the project to enable the irrigation of sporting fields and parks throughout Goulburn with effluent produced at the new treatment plant.

While there are still several large projects still to be undertaken in the next two to three years, particularly the upgrade of the Marulan Wastewater Treatment Plant and sewer network, an average annual increase for sewerage charges of 3% is projected over the next ten-year period based on full cost recovery principles.

### Water Supply Charges

Council operates and manages water supply systems at both Goulburn and Marulan. Council intends to maintain the water supply services and improve the infrastructure for these reticulated water supply systems.

Council has continued to undertake substantial upgrades to all of its water network assets including treatment plants, reservoirs and network infrastructure. This will continue over the period of this plan with the major project being the upgrade of the Marulan Water Treatment Plant and associated infrastructure.

The average annual increase for water supply annual charges of 3% is projected over the next ten-year period based on full cost recovery principles.

### Water and Sewer User Pay Charges

Both of these charges are based on water consumption levels and the revenue they generate can vary (although not significantly) due to prevailing weather conditions.

This being said, previous initiatives have reduced the expected fluctuation in the revenue generated. These include the Highland Source Pipeline project which will reduce the need for the previous severe water restrictions that required during drought conditions. New requirements in relation to water tanks and water efficient devices has also lessened the demand for the use of town water and, now that these initiatives have been in place for some time, the consumption of water is more consistent and less prone to peaks and troughs.

The water and sewer supply user charges are projected to increase annually by 4% over the next ten-year period. All water supply users pay a dollar amount per kilolitre charge with a two tiered tariff pricing system. Residential Sewer user charges are built into the annual charge. Businesses are charged based on their consumption and a "standard discharge factor" which is based on an expected percentage of the water used that will end up in the wastewater system. Both charges are based on full cost recovery of the service.

### Interest Rate on Investments

Interest rates are coming off a period where historically low interest rates have been on offer. This has impacted Councils revenue from interest on investments reduce from \$2.8M in 2015-2016 to less than \$1M in the 2021-22 financial year despite Council's investment portfolio being decidedly larger.

While investment rates now appear to be on the increase, Council has taken a conservative approach and projected an average investment interest rate of 3.0% over the ten-year period. Council's total cash investment portfolio is estimated to range from \$60-\$140 million up to 2033/35; movements in cash flows and forecast interest rate returns are included in the model. Future changes or volatility in interest rates will have an impact on Council's long term financial outlook.

### Interest Rate on Overdue Rates

Council has maintained its rates and annual charges outstanding percentage below 5% for the past five years. Council staff have enforced Council's Debt Recovery Policy and remained vigilant in assuring regular cash flow from rates and annual charges. Council will be endeavouring to maintain a rates and annual charges outstanding percentage of below 5%.

Council has projected an average overdue interest rate of 7% over the ten-year period. The total interest revenue from outstanding rates and annual charges will not be materially affected by any changes in the maximum interest rate as determined every year by the Office of Local Government.

### Operating Grants

Council's most important and material recurrent operating grant is the untied Financial Assistance Grants (FAG) received from the Federal Government and administered by the NSW Local Government Grants Commission. The FAG grant has a general and roads component. Council has estimated a 2.5% increase annually for the FAG over the 10 year period which is based on the IPART's guidance for future rates increases.

The other material operating grant received by Council is from the Roads and Traffic Authority (RTA) for the Regional Roads Block Grant. This amount is also estimated to increase in line with CPI increases projected as 2.5% annually. Council has assumed that all other recurrent grants and contributions for operating purposes will also increase at a similar rate.

Operating Grant income is only included in the forward projections for recurrent funding where there is relative certainty that the funding will continue.

### Capital Grants

Capital grants are by their nature highly variable from year to year depending on the need and community support for major capital works projects and the availability of relevant programs to assist in funding major capital improvement projects.

Council has been extremely successful in recent years in securing grants to fund major projects such as the Goulburn Performing Arts Centre, Aquatic Centre Upgrade, Goulburn Wastewater Treatment Plant Upgrade, various bridge replacements, sporting field amenities (including Seiffert Oval, Cookbundoon and the Goulburn Regional Hockey Complex) and several major roads projects.

Ongoing and new projects for which funding has been secured are contained within the 2023/24 Operational Plan include the Goulburn Waste Management Centre Upgrade, Marulan Wastewater Treatment Plant Upgrade, effluent reuse irrigation scheme, Carr Confoy amenities and the Common Street upgrade.

Once again capital grant income is only included in the forward projections for recurrent funding where there is relative certainty that the funding will continue or where funding has already been secured for a project. Following elections at both a Federal and State level, there has been a noticeable shift in policy in relation to grant programs with planning becoming more vital in obtaining funding for projects.

Through its Grants Officers, Council will continue to pursue all available grant funding opportunities for projects that directly meet its strategic direction.

### Development Contributions

In July 2020, Council adopted the Urban and Fringe Housing Strategy which provides direction for future residential growth within Goulburn and Marulan. Consequently, this triggered a review of Council's existing Developer Contribution Plans levied under sections 7.11 and 7.12 (formerly s94 and s94A) of the Environmental Planning and Assessment Act 1979, resulting in the adoption of the new Local Infrastructure Contributions Plan 2021 (LICP). The new LICP not only complements the Urban and Fringe Housing Strategy, but also the Employment Lands Strategy and the Local Strategic Planning Statement by identifying future infrastructure needs that will be driven by the ongoing growth being experienced within the LGA and providing a mechanism for Council to fund such infrastructure.

Additionally, the LICP provides Council with the ability to levy contributions from developments that require haulage of products along local roads, and therefore enabling Council to appropriately fund maintenance works.

Council also has a Development Servicing Plan, made under section 64 of the Local Government Act 1993, which levies contributions for water, sewer and stormwater services.

Council will ensure that these funds are placed in the appropriate reserves to be used to fund infrastructure projects whenever this option is available.

### User Charges and Fees

Council has numerous user charges and fees that are statutory fees determined by regulation or by another government agency, such as Development Application fees these user charges and fees provided in the relevant legislation. Therefore, no increase is estimated in statutory fees.

For discretionary fees, the most material fees are for waste disposal at Council's Waste Management Centres, Goulburn Performing Arts Centre hire, admission and activities at the Goulburn Aquatic Centre and cemetery fees. For all discretionary fees an annual increase of 4% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

### Other Revenues

Other Revenues are relatively immaterial in Council's operating budget these items include; property rental income, fuel tax credits and other recoverable charges. An annual increase of 4% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

### Other Economic Factors

There are a number of economic factors that may potentially adversely affect the long term financial projections and assumptions used by Council in formulating the current Long Term Financial Plan. These include the following items:

**Volatility in the Consumer Price Index**

In recent years, the Consumer Price Index (CPI) has been relatively low. CPI was in negative territory from June 2019 to June 2020 but increased quickly as the economy recovered from the Covid-19 pandemic and was above 7% for part of the 2022/23 financial year. The Reserve Bank reacted to this with a series of increases to the official cash rate in an effort to reign in inflation. Currently the CPI rate appears to be on the way down with the 12 month CPI rate at June 2023 being recorded at 6.0%.

The following table shows the CPI movements over the last 6 years (June to June)

Year	CPI Movement
2022-23	6.0%
2021-22	6.1%
2020-21	3.8%
2019-20	-0.03%
2018-19	1.6%
2017-18	2.1%

Council’s operating budget is particularly sensitive to changes in the CPI. This variability has the potential to have significant implications on Council’s financial outlook.

**Cost Shifting from Federal and State Governments**

The issue of cost shifting is of significant concern to all NSW Councils. Traditional cost shifted activities include Rural Fire Services, pensioner rates concessions, public libraries and noxious weeds. In recent years a number of traditional NSW Government compliance activities have been handed over to Council with little to no supporting resources (financial or physical), including:

- Underground Petroleum Storage System regulation and monitoring
- Home Based Food Business regulation and monitoring
- Legionella Control & Warm Water System Regulation
- Boarding Houses and short-term Rental Accomodation Regulation
- Biosecurity Compliance & Planning – Animal Services & Weeds
- Contaminated Land
- Illegal Clearing
- Private Water Supply Quality Assurance Programs
- Water Carter Compliance Inspections

In addition to the above, Council’s contribution towards the emergency services has increased significantly in recent years with the contribution increasing from \$450,615 in 2018/19 to \$840,000 in 2023/24. While the State Government eased the increase burden on Council through recent subsidies, the subsidy was removed following the State Government election in 2023 with Councils now left to fund the whole contribution through its general revenue. If this situation is not addressed Council’s financial position will continue to worsen.

**Salaries and Wages**

Goulburn Mulwaree employs 315 full-time equivalent employees including seasonal casual staff. The Workforce Plan identifies human resources key performance areas, goals and strategies and how they interact with Council’s Strategic Objectives and Aspirations from the Community Strategic Plan to assist in delivering Council’s programs. Council’s single largest expense relates to employee costs.

Council reviews each position upon a vacancy and assesses the need for changes to a position or to the position parameters. Council does not anticipate any significant decrease in the number of employees.

All staff members (other than the contracted Senior Executive staff) are employed by Council under the NSW Industrial Relations System. The employment terms and conditions are set out in the Local Government (State) Award. The most recent Award came into effect on 1 July 2023 with increases of 4.5% (2023/24), 4.0% (2024/25) and 3.5% (2025/26).

Also, salaries and wages costs are affected by individual staff progressing in Council’s Salary Structure by achieving productivity improvements related to their grading and salary steps. Council provides a modest allowance for these additional impacts. Subsequent to the 3 years covered by the current award, Council has forecast an annual increase in salaries and wages of 3.0% (2026/27 and 2027/28) reducing to 2.5% for the remainder of the term of the Long Term Financial Plan.

**Superannuation Guarantee Contribution**

The Superannuation Guarantee is required to be paid by Council to nominated superannuation funds as employer contributions on behalf of individual employees. The Superannuation Guarantee has been set at 11.0% of employee’s salary for the 2023/24 Financial Year, however the Federal Government announced the % contribution rate will increase by 0.5% per annum until 2025/26 where the rate will reach the target rate of 12.0%. The superannuation guarantee contribution rates are as follows:

Financial Year	Rate
2023/24	11.0%
2024/25	11.5%
2025/26 onwards	12.0%

The Long Term Financial Plan assumes that the Superannuation Guarantee expense will increase by the increment amounts and also increase in line with forecast increases in salaries and wages.

### Defined Benefit Plan Contribution

Council is involved in an industry defined benefits superannuation scheme, known as the Local Government Superannuation Retirement Scheme. This superannuation scheme is a multi-employer fund where assets accumulate in the fund to meet member's benefits as defined in a Trust Deed consisting of all NSW Councils.

In 2009, Local Government Superannuation advised that the Retirement Scheme, as a result of the global financial crisis, had a significant deficiency of assets over liabilities. As a result, the Scheme imposed increased contributions from 2009-10 for a period of up to 10 years to recover the deficit. Despite now being outside of the initial ten-year period, Council is still faced with these increased contributions.

While this figure will continue to drop as members of the scheme retire or resign, Council has taken a conservative approach and has carried the additional expense over the whole ten years of the Long Term Financial Plan. Council currently has 13 employee members in this scheme, and the current annual employer contribution expense is approximately \$70,000

### Workers Compensation

Council's Workers Compensation Insurance Premium is a significant employee expenditure oncost. The premium is calculated based on three years of workers compensation claims experience, estimated salaries and wages and various multiplier factors.

It is extremely difficult to calculate an appropriate inflationary index to forecast likely future premiums. However, the claims history being currently experienced by Council combined with the increased annual salary and wages costs is likely to result in increases to workers compensation premiums in the immediate future.

The Long-Term Financial Plan estimates an 3.0% increase annually.

### Interest Rate for Borrowings

Loan borrowings are a viable option for Councils to utilise to fund major capital works projects. These projects involve the construction of assets which have a long term useful life. Borrowing effectively enables these assets to be paid for by those who benefit from them.

Historically Council loans have been for fixed term periods and fixed interest rates to reduce the risk of exposure to variable repayment amounts.

Council has recently undertaken significant borrowings to fund major projects such as the Goulburn Performing Arts Centre, Aquatic Centre upgrade, Goulburn Waste Management Centre upgrade and the Towrang Bridge replacement. Council has utilised both internal loans and low interest loans from TCorp in the funding of these projects. Despite these borrowings Council's Debt Service Cover ratio is projected to remain well above expected benchmarks.

Any future upward movement in the official cash rate by the Australian Reserve Bank (current cash rate at 6 September 2023 is at 4.10%) has the potential to increase the borrowing interest rates available from financial institutions. At the time this plan was being prepared, the official cash rate was in a definite upwards trend.

At present the only future borrowings contained within the Long Term Financial Plan is in the 2023-24 financial year where \$4 million is proposed to be borrowed for the construction of the new amenities building at the Carr Confoy sporting fields.

### Consumer Price Index

See comments in economic factors outlined earlier titled "Volatility in Consumer Price Index". The annual CPI is estimated at 2.8% annually for 10 years in Council's Long Term Financial Plan.

### Depreciation Expense

Depreciation of Council's major infrastructure assets is determined within their respective asset management strategies and this is reflected in the Long Term Financial Plan. These documents also detail the useful lives and depreciation periods for each class of asset.

The depreciation expense is calculated using the straight line method to allocate their cost, net of their residual value, over their estimated useful lives. The assets' useful lives and residual values are reviewed each year.

In calculating depreciation, an annual provision for revaluation and recurrent depreciation expense increase of 2.20% has been included in the Long Term Financial Plan. This is based on recent assets revaluation data.

Council continues to revalue its assets on a 5-year rolling cycle. Since the commencement of revaluations Council's total depreciation has more than doubled. The additional annual depreciation expense for all these classes of assets continues to make generating a positive operational result extremely difficult, especially in the general fund where Council's transport assets sit.

### Major Capital Works Projects

Council is emerging from a period of large capital works projects, including:

- Performing Arts Centre
- Aquatic Centre upgrade
- Goulburn Waste Water Treatment Plant upgrade
- Wollondilly Walking Track
- Sporting Field amenity upgrades
- Timber bridge replacements
- Riverside Park
- Victoria Park Adventure Playground



There are a number of large projects included in the 10-year period of this Plan including:

- Goulburn Waste Management Centre Upgrade
- Marulan Water and Wastewater Treatment Plant Upgrades
- Marulan Water Treatment Plant Upgrade
- Effluent reuse irrigation scheme
- Carr Confoy amenities
- Common Street upgrade.

While the recent focus has been on the enhancement of Council's portfolio of facilities for the enjoyment of the community, recent weather events has caused significant damage to Council's road network. During 2023-24 Council will be performing full asset condition testing on all its transport assets. This will provide more complete information for our Asset Management Plans and will more than likely place an increased focus on the renewal of existing infrastructure to bring these assets back to what is deemed a satisfactory standard.

**Methods of Monitoring Financial Performance**

The financial sustainability of local government has been the subject of various independent reviews which discuss contributing factors such as constraints on revenue growth (such as rate capping), ageing infrastructure, ageing population, legislative change and cost shifting.

Through the new reporting framework, the Long Term Financial Plan opens the way for Council to address these issues and, in consultation with the community, set funding priorities and service levels that set Council on a path to a more sustainable future.

**Council will annually monitor, report, and assess its financial performance using the following measures:**

Performance Measures	Performance Indicator
Unrestricted Current Ratio of Assets to Liabilities	>2:1
Consolidated Debt Service Ratio for all Funds	<10% of Operating Revenue
Rates and Annual Charges Outstanding Ratio	<=10%
User Charges and Fees Outstanding Ratio	<=10%
Infrastructure Renewal Ratio	>=1:1
Total Unrestricted Cash Reserves	>\$250,000 at financial year end
Employee Leave Entitlements Cash Reserve	Maintain at 30% of total liability
Working Capital Result	Surplus maintained annually
Each Fund (Water, Sewer and DWM)	Full cost recovery and replenish cash reserves for future asset renewals
Completion of Capital Budget	>=80% completion rate each year
Budget Revote works carryovers	<2% of original operating budget
Investment Returns	>90 day BBSW Rate

## Conclusion

The Long Term Financial Plan has confirmed that these are indeed difficult, changing and financial challenging times. The 10 year analysis shows Council with an operating deficit, before capital grants and contributions, for the entire period to 2034. It will be necessary for all Council stakeholders to work constructively together to progress through various difficult issues.

Council has completed two revaluations of assets at fair value for the following asset classes: operational land, buildings, property, plant and equipment, office equipment, stormwater, roads, bridges, footpaths, water supply, and sewerage assets.

The revaluation processes have led to Council more than doubling its depreciation expenses recorded annually with the largest increases seen in roads and bridges. The ongoing increases in the depreciation expense shows the challenge Council will have in funding asset renewal programs into the future and this depreciation expense makes it unlikely for Council to achieve an operating budget surplus or balance budget (before capital grants and contributions) in the immediate future without inter-governmental funding distribution changes.

Further obligations imposed upon Councils (cost shifts) by other tiers of government continue to have negative impacts upon Council's Long Term Financial Plan modelling and financial position. Local Government NSW have demonstrated that the impact of cost shifting upon NSW Councils continues to equate to approximately 3.5% of total revenue for Council each year.

Funding from the other tiers of government is available from time to time but has not been included in the Long Term Financial Plan as these sources are irregular and largely unpredictable. However, Council continues to endeavour to apply for and maximise access to State and Federal grants through our Grants Officers.

Consideration by Council of a special rates variation application is imperative to maintain the existing standard of services to the Goulburn Mulwaree community. In particular, an additional revenue source is necessary for the asset renewal program for the Council local road network.

## Financial Modelling Scenarios

The Long Term Financial Plan has outlined financial modelling for the following scenario.

### Base Scenario (Consolidated and all funds)

The Base Scenario is based upon the 2023-24 Budget and 4-year projections contained within the Delivery Plan. Future projections beyond the four years are based on the assumptions outlined in this document.

Council will continue to deliver the same services based on the principal activities as outlined in Council's Integrated Planning and Reporting documents. The variable component will be the capital expenditure and capital grants program. These programs have been based on current information but will need to be reviewed as more information comes to hand.

### Scenario 1 (Consolidated and General Fund only)

Scenario 1 includes a proposed one-off SRV in 2024/25 of 43.5% (including the rate peg). The subsequent years return to the 2.5% rate peg increases.

The scenario also includes:

- Increased asset renewal spends of approximately \$6M per annum from 2024/25 and onwards for roads, stormwater and buildings to ensure Council is renewing its assets at the same rate they are depreciating;
- Increased resources for the maintenance of Council's facilities including parks and sporting fields;
- Additional staff resources to meet the demands of a growing community;
- Funding the future rehabilitation of Council's Waste Management Centres in the amount of \$1.25m per year.

### Scenario 2 (Consolidated and General Fund only)

Scenario 2 includes all information contained in Scenario 1 apart from the rating income.

This scenario included the option whereby the proposed SRV is implemented over a 2 year period as follows:

- An increase of 25.5% (including the rate peg) in 2024/25;
- An increase of 20.5% (including the rate peg) in 2025/26;
- Returning to the rate peg in 2026/27.

<b>CONSOLIDATED FINANCIAL STATEMENTS - Base Case</b>												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$22,685	\$23,671	\$24,806	\$25,744	\$26,717	\$27,727	\$28,776	\$29,864	\$30,993	\$32,165	\$33,381	\$34,643
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$18,275	\$18,970	\$19,544	\$20,136	\$20,745	\$21,373	\$22,020	\$22,687	\$23,374	\$24,082	\$24,812	\$25,563
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>	<b>\$40,960</b>	<b>\$42,641</b>	<b>\$44,350</b>	<b>\$45,879</b>	<b>\$47,462</b>	<b>\$49,101</b>	<b>\$50,796</b>	<b>\$52,551</b>	<b>\$54,367</b>	<b>\$56,247</b>	<b>\$58,193</b>	<b>\$60,207</b>
User Charges and fees	\$18,425	\$19,205	\$20,210	\$21,268	\$22,337	\$23,459	\$24,639	\$25,878	\$27,179	\$28,523	\$29,933	\$31,414
Other revenues	\$1,561	\$1,728	\$1,780	\$1,830	\$1,881	\$1,934	\$1,988	\$2,044	\$2,101	\$2,160	\$2,220	\$2,283
Interest and Investment Income	\$2,760	\$2,965	\$2,132	\$2,559	\$2,547	\$2,610	\$2,550	\$2,469	\$2,687	\$2,931	\$3,226	\$3,568
Other Income	\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>	<b>\$84,759</b>	<b>\$88,184</b>	<b>\$90,765</b>	<b>\$94,454</b>	<b>\$97,787</b>	<b>\$101,323</b>	<b>\$104,869</b>	<b>\$108,535</b>	<b>\$112,645</b>	<b>\$116,909</b>	<b>\$121,377</b>	<b>\$126,055</b>
Grants & Contributions - Operating Purposes	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Grants & Contributions for Capital Purposes	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$125,309	\$139,781	\$114,459	\$115,568	\$119,316	\$133,688	\$137,544	\$133,578	\$136,041	\$142,666	\$145,500	\$152,771
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$102,989</b>	<b>\$100,107</b>	<b>\$102,987</b>	<b>\$106,981</b>	<b>\$110,627</b>	<b>\$114,484</b>	<b>\$118,360</b>	<b>\$122,363</b>	<b>\$126,819</b>	<b>\$131,436</b>	<b>\$136,268</b>	<b>\$141,318</b>
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Borrowing Costs	\$1,700	\$1,594	\$1,458	\$1,370	\$1,278	\$1,180	\$1,078	\$970	\$857	\$737	\$611	\$478
Depreciation & Amortisation	\$22,667	\$22,681	\$26,219	\$26,911	\$27,600	\$28,512	\$29,514	\$30,226	\$30,958	\$31,709	\$32,474	\$33,253
Other Expenses	\$21,551	\$22,355	\$23,025	\$23,670	\$24,333	\$25,014	\$25,715	\$26,435	\$27,175	\$27,936	\$28,718	\$29,522
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$105,316</b>	<b>\$104,383</b>	<b>\$111,157</b>	<b>\$114,797</b>	<b>\$118,324</b>	<b>\$122,170</b>	<b>\$126,014</b>	<b>\$129,659</b>	<b>\$133,416</b>	<b>\$137,267</b>	<b>\$141,230</b>	<b>\$145,307</b>
<b>OPERATING RESULT (Excl. Capital)</b>	<b>-\$2,327</b>	<b>-\$4,276</b>	<b>-\$8,171</b>	<b>-\$7,816</b>	<b>-\$7,697</b>	<b>-\$7,686</b>	<b>-\$7,654</b>	<b>-\$7,296</b>	<b>-\$6,598</b>	<b>-\$5,831</b>	<b>-\$4,962</b>	<b>-\$3,990</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>-\$2,327</b>	<b>-\$4,276</b>	<b>-\$8,171</b>	<b>-\$7,816</b>	<b>-\$7,697</b>	<b>-\$7,686</b>	<b>-\$7,654</b>	<b>-\$7,296</b>	<b>-\$6,598</b>	<b>-\$5,831</b>	<b>-\$4,962</b>	<b>-\$3,990</b>
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$3,301</b>	<b>\$771</b>	<b>\$992</b>	<b>\$11,518</b>	<b>\$11,530</b>	<b>\$3,919</b>	<b>\$2,624</b>	<b>\$5,399</b>	<b>\$4,270</b>	<b>\$7,463</b>
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$3,301</b>	<b>\$771</b>	<b>\$992</b>	<b>\$11,518</b>	<b>\$11,530</b>	<b>\$3,919</b>	<b>\$2,624</b>	<b>\$5,399</b>	<b>\$4,270</b>	<b>\$7,463</b>
<b>Net Operating Result from Income Statement</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$3,301</b>	<b>\$771</b>	<b>\$992</b>	<b>\$11,518</b>	<b>\$11,530</b>	<b>\$3,919</b>	<b>\$2,624</b>	<b>\$5,399</b>	<b>\$4,270</b>	<b>\$7,463</b>
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$32,015	\$31,612	\$31,766	\$27,220	\$30,287	\$31,853	\$35,234	\$34,825	\$38,160	\$39,251
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,015</b>	<b>\$31,612</b>	<b>\$31,766</b>	<b>\$27,220</b>	<b>\$30,287</b>	<b>\$31,853</b>	<b>\$35,234</b>	<b>\$34,825</b>	<b>\$38,160</b>	<b>\$39,251</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$35,317</b>	<b>\$32,382</b>	<b>\$32,758</b>	<b>\$38,738</b>	<b>\$41,817</b>	<b>\$35,772</b>	<b>\$37,858</b>	<b>\$40,224</b>	<b>\$42,430</b>	<b>\$46,714</b>

<b>Balance Sheet</b>												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$17,467	\$17,467	\$31,713	\$31,328	\$33,412	\$31,401	\$28,704	\$35,988	\$44,130	\$53,945	\$65,359	\$80,617
Investments - Current	\$69,838	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221
Receivables - Current	\$6,525	\$6,525	\$6,794	\$7,472	\$7,535	\$7,779	\$8,136	\$8,370	\$8,669	\$8,988	\$9,291	\$9,620
Right of Use and Contract Assets - Current	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>\$98,487</b>	<b>\$81,870</b>	<b>\$96,384</b>	<b>\$96,678</b>	<b>\$98,824</b>	<b>\$97,057</b>	<b>\$94,717</b>	<b>\$102,236</b>	<b>\$110,676</b>	<b>\$120,810</b>	<b>\$132,527</b>	<b>\$148,115</b>
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$1,436,799	\$1,438,287	\$1,533,881	\$1,562,874	\$1,590,558	\$1,628,219	\$1,669,502	\$1,695,143	\$1,721,854	\$1,749,125	\$1,776,897	\$1,804,951
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$1,442,012</b>	<b>\$1,443,500</b>	<b>\$1,538,645</b>	<b>\$1,567,637</b>	<b>\$1,595,322</b>	<b>\$1,632,982</b>	<b>\$1,674,266</b>	<b>\$1,699,907</b>	<b>\$1,726,617</b>	<b>\$1,753,888</b>	<b>\$1,781,660</b>	<b>\$1,809,715</b>
<b>Inventory Days</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>70</b>	<b>93</b>	<b>124</b>	<b>96</b>	<b>104</b>	<b>108</b>	<b>103</b>	<b>105</b>	<b>\$105</b>
<b>TOTAL ASSETS</b>	<b>\$1,540,499</b>	<b>\$1,525,370</b>	<b>\$1,635,029</b>	<b>\$1,664,315</b>	<b>\$1,694,146</b>	<b>\$1,730,040</b>	<b>\$1,768,983</b>	<b>\$1,802,142</b>	<b>\$1,837,293</b>	<b>\$1,874,698</b>	<b>\$1,914,187</b>	<b>\$1,957,829</b>
Payables - Current	\$9,504	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$4,000	\$1,503	\$2,511	\$2,604	\$2,701	\$2,803	\$2,578	\$2,691	\$2,811	\$2,937	\$3,070	\$0
Provisions - Current	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$25,861</b>	<b>\$23,142</b>	<b>\$24,150</b>	<b>\$24,242</b>	<b>\$24,340</b>	<b>\$24,442</b>	<b>\$24,216</b>	<b>\$24,330</b>	<b>\$24,450</b>	<b>\$24,576</b>	<b>\$24,709</b>	<b>\$21,639</b>
<b>Payables Days</b>	<b>237</b>	<b>252</b>	<b>245</b>	<b>245</b>	<b>247</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>\$246</b>
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$28,383	\$25,779	\$23,079	\$20,275	\$17,698	\$15,007	\$12,196	\$9,259	\$6,189	\$6,189
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$53,297</b>	<b>\$53,297</b>	<b>\$44,671</b>	<b>\$41,482</b>	<b>\$38,458</b>	<b>\$35,511</b>	<b>\$32,863</b>	<b>\$30,136</b>	<b>\$27,309</b>	<b>\$24,364</b>	<b>\$21,290</b>	<b>\$21,288</b>
<b>TOTAL LIABILITIES</b>	<b>\$79,158</b>	<b>\$76,439</b>	<b>\$68,821</b>	<b>\$65,724</b>	<b>\$62,798</b>	<b>\$59,953</b>	<b>\$57,079</b>	<b>\$54,466</b>	<b>\$51,758</b>	<b>\$48,940</b>	<b>\$45,999</b>	<b>\$42,927</b>
<b>NET ASSETS</b>	<b>\$1,461,341</b>	<b>\$1,448,931</b>	<b>\$1,566,208</b>	<b>\$1,598,591</b>	<b>\$1,631,348</b>	<b>\$1,670,087</b>	<b>\$1,711,904</b>	<b>\$1,747,676</b>	<b>\$1,785,534</b>	<b>\$1,825,759</b>	<b>\$1,868,188</b>	<b>\$1,914,902</b>
Accumulated Surplus	\$487,697	\$439,889	\$475,287	\$478,588	\$479,359	\$480,351	\$491,869	\$503,398	\$507,317	\$509,942	\$515,341	\$519,610
Revaluation Reserves	\$973,644	\$973,644	\$973,644	\$1,005,659	\$1,037,271	\$1,069,037	\$1,096,257	\$1,126,544	\$1,158,398	\$1,193,632	\$1,228,457	\$1,266,617
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,484,247</b>	<b>\$1,516,630</b>	<b>\$1,549,387</b>	<b>\$1,588,125</b>	<b>\$1,629,943</b>	<b>\$1,665,715</b>	<b>\$1,703,573</b>	<b>\$1,743,797</b>	<b>\$1,786,227</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,484,247</b>	<b>\$1,516,630</b>	<b>\$1,549,387</b>	<b>\$1,588,125</b>	<b>\$1,629,943</b>	<b>\$1,665,715</b>	<b>\$1,703,573</b>	<b>\$1,743,797</b>	<b>\$1,786,227</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,484,247</b>	<b>\$1,516,630</b>	<b>\$1,549,387</b>	<b>\$1,588,125</b>	<b>\$1,629,943</b>	<b>\$1,665,715</b>	<b>\$1,703,573</b>	<b>\$1,743,797</b>	<b>\$1,786,227</b>
Net Operating Result for the Year	\$19,993	\$35,398	\$3,301	\$771	\$992	\$11,518	\$11,530	\$3,919	\$2,624	\$5,399	\$4,270	\$7,463
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$32,015	\$31,612	\$31,766	\$27,220	\$30,287	\$31,853	\$35,234	\$34,825	\$38,160	\$39,251
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Total Comprehensive Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Comprehensive Income</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$35,317</b>	<b>\$32,382</b>	<b>\$32,758</b>	<b>\$38,738</b>	<b>\$41,817</b>	<b>\$35,772</b>	<b>\$37,858</b>	<b>\$40,224</b>	<b>\$42,430</b>	<b>\$46,714</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$1,461,341</b>	<b>\$1,448,931</b>	<b>\$1,484,247</b>	<b>\$1,516,630</b>	<b>\$1,549,387</b>	<b>\$1,588,125</b>	<b>\$1,629,943</b>	<b>\$1,665,715</b>	<b>\$1,703,573</b>	<b>\$1,743,797</b>	<b>\$1,786,227</b>	<b>\$1,832,941</b>

<b>Cashflow Statement</b>												
<b>Nominal Year</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
Total Own Source Revenue	\$85,055	\$88,184	\$90,496	\$93,776	\$97,724	\$101,078	\$104,512	\$108,301	\$112,346	\$116,590	\$121,074	\$125,725
Grants and Contributions	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Other Income from Continuing Operations	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Other Expenses from Continuing Operations	\$20,768	\$22,655	\$24,234	\$24,256	\$24,656	\$25,158	\$25,785	\$26,470	\$27,192	\$27,944	\$28,722	\$29,524
<b>CASHFLOW FROM OPERATIONS</b>	<b>\$23,119</b>	<b>\$19,699</b>	<b>\$18,028</b>	<b>\$19,201</b>	<b>\$20,796</b>	<b>\$21,618</b>	<b>\$22,509</b>	<b>\$23,631</b>	<b>\$24,901</b>	<b>\$26,288</b>	<b>\$27,815</b>	<b>\$29,410</b>
Sale of Current Investments	\$28,721	\$17,041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$7,537	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$51,690	\$75,805	\$21,385	\$24,291	\$23,519	\$38,952	\$40,509	\$24,014	\$22,434	\$24,155	\$22,085	\$22,057
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>	<b>-\$25,320</b>	<b>-\$59,638</b>	<b>-\$20,935</b>	<b>-\$24,291</b>	<b>-\$23,519</b>	<b>-\$38,952</b>	<b>-\$40,509</b>	<b>-\$24,014</b>	<b>-\$22,434</b>	<b>-\$24,155</b>	<b>-\$22,085</b>	<b>-\$22,057</b>
Proceeds from Grants and Contributions - Capital purj	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$4,374	\$3,881	\$3,881	\$3,881	\$3,881	\$3,881	\$3,548	\$3,548	\$3,548	\$3,548	\$3,548
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>	<b>\$22,320</b>	<b>\$35,300</b>	<b>\$7,591</b>	<b>\$4,706</b>	<b>\$4,808</b>	<b>\$15,323</b>	<b>\$15,303</b>	<b>\$7,667</b>	<b>\$5,674</b>	<b>\$7,682</b>	<b>\$5,684</b>	<b>\$7,905</b>
Opening Cash	\$108,569	\$101,868	\$80,613	\$85,297	\$84,912	\$86,996	\$84,985	\$82,288	\$89,572	\$97,714	\$107,529	\$118,943
Change in Cash	-\$6,701	-\$21,255	\$4,684	-\$384	\$2,084	-\$2,011	-\$2,697	\$7,285	\$8,141	\$9,815	\$11,414	\$15,258
<b>CLOSING CASH</b>	<b>\$101,868</b>	<b>\$80,613</b>	<b>\$85,297</b>	<b>\$84,912</b>	<b>\$86,996</b>	<b>\$84,985</b>	<b>\$82,288</b>	<b>\$89,572</b>	<b>\$97,714</b>	<b>\$107,529</b>	<b>\$118,943</b>	<b>\$134,201</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$101,868</b>	<b>\$80,613</b>	<b>\$85,297</b>	<b>\$84,912</b>	<b>\$86,996</b>	<b>\$84,985</b>	<b>\$82,288</b>	<b>\$89,572</b>	<b>\$97,714</b>	<b>\$107,529</b>	<b>\$118,943</b>	<b>\$134,201</b>
Transfers to Reserves	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Externally Restricted - Water Fund cash balance	\$20,899	\$16,404	\$22,072	\$18,129	\$15,834	\$10,321	\$9,582	\$11,546	\$12,651	\$14,202	\$16,253	\$18,967
Externally Restricted - Sewer Fund cash balance	\$22,577	\$20,491	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818	\$55,784
Externally Restricted - Domestic Waste Fund cash bal	\$3,192	\$3,615	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	\$4,277
<b>Unrestricted Cash</b>	<b>\$21,567</b>	<b>\$6,468</b>	<b>-\$2,506</b>	<b>-\$2,861</b>	<b>-\$2,378</b>	<b>-\$2,678</b>	<b>-\$2,457</b>	<b>-\$1,226</b>	<b>-\$236</b>	<b>\$1,554</b>	<b>\$3,989</b>	<b>\$9,039</b>

<b>FINANCIAL STATEMENTS - Base Case</b>													
Nominal Year		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type		Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv		GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges		\$22,685	\$23,671	\$24,806	\$25,744	\$26,717	\$27,727	\$28,776	\$29,864	\$30,993	\$32,165	\$33,381	\$34,643
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$380	\$390	\$407	\$424	\$442	\$461	\$481	\$502	\$523	\$546	\$569	\$593
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$23,065</b>	<b>\$24,061</b>	<b>\$25,212</b>	<b>\$26,168</b>	<b>\$27,159</b>	<b>\$28,189</b>	<b>\$29,257</b>	<b>\$30,366</b>	<b>\$31,516</b>	<b>\$32,711</b>	<b>\$33,950</b>	<b>\$35,237</b>
User Charges and fees		\$8,422	\$8,932	\$9,413	\$9,919	\$10,430	\$10,967	\$11,531	\$12,125	\$12,749	\$13,393	\$14,070	\$14,780
Other revenues		\$1,416	\$1,568	\$1,615	\$1,660	\$1,706	\$1,754	\$1,803	\$1,854	\$1,906	\$1,959	\$2,014	\$2,070
Interest and Investment Income		\$685	\$785	\$916	\$971	\$998	\$1,050	\$1,079	\$1,123	\$1,197	\$1,264	\$1,356	\$1,466
Other Income		\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$54,640</b>	<b>\$56,989</b>	<b>\$59,449</b>	<b>\$61,636</b>	<b>\$63,853</b>	<b>\$66,179</b>	<b>\$68,567</b>	<b>\$71,061</b>	<b>\$73,679</b>	<b>\$76,375</b>	<b>\$79,194</b>	<b>\$82,137</b>
Grants & Contributions - Operating Purposes		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Grants & Contributions for Capital Purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$91,140</b>	<b>\$94,892</b>	<b>\$83,097</b>	<b>\$82,703</b>	<b>\$85,334</b>	<b>\$98,494</b>	<b>\$101,190</b>	<b>\$96,051</b>	<b>\$97,021</b>	<b>\$102,077</b>	<b>\$103,261</b>	<b>\$108,795</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$72,871</b>	<b>\$68,868</b>	<b>\$71,625</b>	<b>\$74,116</b>	<b>\$76,645</b>	<b>\$79,290</b>	<b>\$82,006</b>	<b>\$84,836</b>	<b>\$87,799</b>	<b>\$90,847</b>	<b>\$94,029</b>	<b>\$97,342</b>
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Borrowing Costs		\$803	\$748	\$924	\$862	\$797	\$729	\$659	\$585	\$508	\$428	\$345	\$258
Depreciation & Amortisation		\$17,398	\$17,413	\$19,694	\$20,176	\$20,667	\$21,376	\$22,144	\$22,690	\$23,250	\$23,825	\$24,411	\$25,009
Other Expenses		\$13,623	\$14,475	\$14,909	\$15,326	\$15,756	\$16,197	\$16,650	\$17,116	\$17,596	\$18,088	\$18,595	\$19,115
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$79,289</b>	<b>\$76,946</b>	<b>\$82,044</b>	<b>\$84,870</b>	<b>\$87,607</b>	<b>\$90,642</b>	<b>\$93,659</b>	<b>\$96,531</b>	<b>\$99,495</b>	<b>\$102,535</b>	<b>\$105,668</b>	<b>\$108,898</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$6,419</b>	<b>-\$8,079</b>	<b>-\$10,419</b>	<b>-\$10,755</b>	<b>-\$10,962</b>	<b>-\$11,352</b>	<b>-\$11,653</b>	<b>-\$11,695</b>	<b>-\$11,697</b>	<b>-\$11,688</b>	<b>-\$11,639</b>	<b>-\$11,556</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$6,419</b>	<b>-\$8,079</b>	<b>-\$10,419</b>	<b>-\$10,755</b>	<b>-\$10,962</b>	<b>-\$11,352</b>	<b>-\$11,653</b>	<b>-\$11,695</b>	<b>-\$11,697</b>	<b>-\$11,688</b>	<b>-\$11,639</b>	<b>-\$11,556</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$1,053</b>	<b>-\$2,168</b>	<b>-\$2,273</b>	<b>\$7,852</b>	<b>\$7,531</b>	<b>-\$480</b>	<b>-\$2,475</b>	<b>-\$458</b>	<b>-\$2,407</b>	<b>-\$1,103</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$1,053</b>	<b>-\$2,168</b>	<b>-\$2,273</b>	<b>\$7,852</b>	<b>\$7,531</b>	<b>-\$480</b>	<b>-\$2,475</b>	<b>-\$458</b>	<b>-\$2,407</b>	<b>-\$1,103</b>
<b>Net Operating Result from Income Statement</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$1,053</b>	<b>-\$2,168</b>	<b>-\$2,273</b>	<b>\$7,852</b>	<b>\$7,531</b>	<b>-\$480</b>	<b>-\$2,475</b>	<b>-\$458</b>	<b>-\$2,407</b>	<b>-\$1,103</b>
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$19,345	\$20,862	\$21,491	\$19,722	\$22,732	\$21,753	\$24,176	\$23,396	\$26,351	\$27,043
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$19,345</b>	<b>\$20,862</b>	<b>\$21,491</b>	<b>\$19,722</b>	<b>\$22,732</b>	<b>\$21,753</b>	<b>\$24,176</b>	<b>\$23,396</b>	<b>\$26,351</b>	<b>\$27,043</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$20,398</b>	<b>\$18,694</b>	<b>\$19,218</b>	<b>\$27,574</b>	<b>\$30,264</b>	<b>\$21,273</b>	<b>\$21,702</b>	<b>\$22,938</b>	<b>\$23,944</b>	<b>\$26,940</b>



Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$2,708	\$2,708	\$4,546	\$5,441	\$7,173	\$8,124	\$9,595	\$12,076	\$14,315	\$17,355	\$21,041	\$27,340
Investments - Current	\$37,930	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469
Receivables - Current	\$4,106	\$4,106	\$4,302	\$4,746	\$4,798	\$4,968	\$5,210	\$5,375	\$5,582	\$5,803	\$6,015	\$6,245
Right of Use and Contract Assets - Current	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>49,727</b>	<b>39,266</b>	<b>41,300</b>	<b>42,639</b>	<b>44,424</b>	<b>45,543</b>	<b>47,257</b>	<b>49,902</b>	<b>52,349</b>	<b>55,610</b>	<b>59,508</b>	<b>66,037</b>
Receivable Collection Days	\$65	\$62	\$66	\$64	\$64	\$65	\$65	\$65	\$65	\$65	\$65	\$65
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$995,604	\$986,476	\$1,053,510	\$1,068,133	\$1,083,032	\$1,107,063	\$1,133,192	\$1,149,694	\$1,166,766	\$1,184,187	\$1,201,899	\$1,219,889
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$1,000,368</b>	<b>\$991,240</b>	<b>\$1,058,274</b>	<b>\$1,072,896</b>	<b>\$1,087,795</b>	<b>\$1,111,826</b>	<b>\$1,137,955</b>	<b>\$1,154,458</b>	<b>\$1,171,529</b>	<b>\$1,188,951</b>	<b>\$1,206,662</b>	<b>\$1,224,653</b>
<b>Inventory Days</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ASSETS</b>	<b>\$1,050,095</b>	<b>\$1,030,506</b>	<b>\$1,099,574</b>	<b>\$1,115,535</b>	<b>\$1,132,219</b>	<b>\$1,157,369</b>	<b>\$1,185,212</b>	<b>\$1,204,360</b>	<b>\$1,223,878</b>	<b>\$1,244,561</b>	<b>\$1,266,170</b>	<b>\$1,290,690</b>
Payables - Current	\$8,763	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	-\$3,415	-\$5,447	\$2,147	\$2,212	\$2,279	\$2,350	\$2,090	\$2,167	\$2,247	\$2,331	\$2,418	\$0
Provisions - Current	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$16,408</b>	<b>\$14,155</b>	<b>\$21,749</b>	<b>\$21,814</b>	<b>\$21,881</b>	<b>\$21,952</b>	<b>\$21,692</b>	<b>\$21,769</b>	<b>\$21,849</b>	<b>\$21,932</b>	<b>\$22,020</b>	<b>\$19,602</b>
<b>Payables Days</b>	<b>\$145</b>	<b>\$181</b>	<b>\$185</b>	<b>\$170</b>	<b>\$179</b>	<b>\$178</b>	<b>\$176</b>	<b>\$178</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$22,016	\$19,805	\$17,525	\$15,175	\$13,085	\$10,918	\$8,671	\$6,340	\$3,923	\$3,923
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$53,297</b>	<b>\$53,297</b>	<b>\$38,304</b>	<b>\$35,507</b>	<b>\$32,905</b>	<b>\$30,411</b>	<b>\$28,250</b>	<b>\$26,048</b>	<b>\$23,784</b>	<b>\$21,445</b>	<b>\$19,023</b>	<b>\$19,022</b>
<b>TOTAL LIABILITIES</b>	<b>\$69,705</b>	<b>\$67,452</b>	<b>\$60,053</b>	<b>\$57,321</b>	<b>\$54,786</b>	<b>\$52,363</b>	<b>\$49,942</b>	<b>\$47,816</b>	<b>\$45,633</b>	<b>\$43,377</b>	<b>\$41,043</b>	<b>\$38,624</b>
<b>NET ASSETS</b>	<b>\$980,390</b>	<b>\$963,054</b>	<b>\$1,039,521</b>	<b>\$1,058,215</b>	<b>\$1,077,433</b>	<b>\$1,105,006</b>	<b>\$1,135,270</b>	<b>\$1,156,543</b>	<b>\$1,178,245</b>	<b>\$1,201,183</b>	<b>\$1,225,127</b>	<b>\$1,252,067</b>
Accumulated Surplus	\$264,755	\$216,947	\$234,893	\$235,946	\$233,778	\$231,505	\$239,357	\$246,888	\$246,409	\$243,934	\$243,476	\$241,069
Revaluation Reserves	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$974,019</b>	<b>\$992,713</b>	<b>\$1,011,932</b>	<b>\$1,039,505</b>	<b>\$1,069,769</b>	<b>\$1,091,042</b>	<b>\$1,112,744</b>	<b>\$1,135,682</b>	<b>\$1,159,625</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$974,019</b>	<b>\$992,713</b>	<b>\$1,011,932</b>	<b>\$1,039,505</b>	<b>\$1,069,769</b>	<b>\$1,091,042</b>	<b>\$1,112,744</b>	<b>\$1,135,682</b>	<b>\$1,159,625</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$974,019</b>	<b>\$992,713</b>	<b>\$1,011,932</b>	<b>\$1,039,505</b>	<b>\$1,069,769</b>	<b>\$1,091,042</b>	<b>\$1,112,744</b>	<b>\$1,135,682</b>	<b>\$1,159,625</b>
Net Operating Result for the Year	\$11,851	\$17,946	\$1,053	-\$2,168	-\$2,273	\$7,852	\$7,531	-\$480	-\$2,475	-\$458	-\$2,407	-\$103
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$19,345	\$20,862	\$21,491	\$19,722	\$22,732	\$21,753	\$24,176	\$23,396	\$26,351	\$27,043
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$11,851</b>	<b>\$17,946</b>	<b>\$20,398</b>	<b>\$18,694</b>	<b>\$19,218</b>	<b>\$27,574</b>	<b>\$30,264</b>	<b>\$21,273</b>	<b>\$21,702</b>	<b>\$22,938</b>	<b>\$23,944</b>	<b>\$26,940</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$983,484</b>	<b>\$953,622</b>	<b>\$974,019</b>	<b>\$992,713</b>	<b>\$1,011,932</b>	<b>\$1,039,505</b>	<b>\$1,069,769</b>	<b>\$1,091,042</b>	<b>\$1,112,744</b>	<b>\$1,135,682</b>	<b>\$1,159,625</b>	<b>\$1,186,565</b>

<b>Cashflow Statement</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$54,937	\$56,989	\$59,253	\$61,192	\$63,801	\$66,009	\$68,325	\$70,897	\$73,472	\$76,154	\$78,982	\$81,907
Grants and Contributions		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Other Income from Continuing Operations		\$0	\$0	\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Other Expenses from Continuing Operations		\$13,437	\$14,775	\$16,118	\$15,912	\$16,078	\$16,341	\$16,721	\$17,151	\$17,612	\$18,096	\$18,599	\$19,117
<b>CASHFLOW FROM OPERATIONS</b>		<b>\$12,265</b>	<b>\$9,782</b>	<b>\$8,794</b>	<b>\$9,254</b>	<b>\$10,128</b>	<b>\$10,440</b>	<b>\$10,836</b>	<b>\$11,381</b>	<b>\$11,838</b>	<b>\$12,337</b>	<b>\$12,901</b>	<b>\$13,479</b>
Sale of Current Investments		\$0	\$10,461	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$7,208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$4,657	\$46,967	\$17,926	\$13,937	\$14,075	\$25,685	\$25,540	\$17,440	\$16,146	\$17,851	\$15,772	\$15,957
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>		<b>-\$6,229</b>	<b>-\$36,506</b>	<b>-\$17,926</b>	<b>-\$13,937</b>	<b>-\$14,075</b>	<b>-\$25,685</b>	<b>-\$25,540</b>	<b>-\$17,440</b>	<b>-\$16,146</b>	<b>-\$17,851</b>	<b>-\$15,772</b>	<b>-\$15,957</b>
Proceeds from Grants and Contributions - Capital purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$3,228	\$3,009	\$3,009	\$3,009	\$3,009	\$3,009	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>		<b>\$18,269</b>	<b>\$22,797</b>	<b>\$8,463</b>	<b>\$5,578</b>	<b>\$5,680</b>	<b>\$16,195</b>	<b>\$16,175</b>	<b>\$8,540</b>	<b>\$6,547</b>	<b>\$8,555</b>	<b>\$6,557</b>	<b>\$8,778</b>
Opening Cash		\$21,558	\$47,435	\$33,047	\$32,378	\$33,273	\$35,006	\$35,956	\$37,427	\$39,908	\$42,148	\$45,188	\$48,873
Change in Cash		\$25,877	-\$14,388	-\$669	\$895	\$1,733	\$950	\$1,471	\$2,481	\$2,239	\$3,040	\$3,685	\$6,300
<b>CLOSING CASH</b>		<b>\$47,435</b>	<b>\$33,047</b>	<b>\$32,378</b>	<b>\$33,273</b>	<b>\$35,006</b>	<b>\$35,956</b>	<b>\$37,427</b>	<b>\$39,908</b>	<b>\$42,148</b>	<b>\$45,188</b>	<b>\$48,873</b>	<b>\$55,173</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>		<b>\$47,435</b>	<b>\$33,047</b>	<b>\$32,378</b>	<b>\$33,273</b>	<b>\$35,006</b>	<b>\$35,956</b>	<b>\$37,427</b>	<b>\$39,908</b>	<b>\$42,148</b>	<b>\$45,188</b>	<b>\$48,873</b>	<b>\$55,173</b>
Transfers to Reserves		\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash		\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
<b>Unrestricted Cash</b>		<b>\$7,368</b>	<b>-\$3,093</b>	<b>-\$2,506</b>	<b>-\$2,861</b>	<b>-\$2,378</b>	<b>-\$2,678</b>	<b>-\$2,457</b>	<b>-\$1,226</b>	<b>-\$236</b>	<b>\$1,554</b>	<b>\$3,989</b>	<b>\$9,039</b>

<b>FINANCIAL STATEMENTS - Base Case</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Rates & Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$2,759	\$2,892	\$2,979	\$3,068	\$3,160	\$3,255	\$3,353	\$3,453	\$3,557	\$3,663	\$3,773	\$3,887
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$2,759</b>	<b>\$2,892</b>	<b>\$2,979</b>	<b>\$3,068</b>	<b>\$3,160</b>	<b>\$3,255</b>	<b>\$3,353</b>	<b>\$3,453</b>	<b>\$3,557</b>	<b>\$3,663</b>	<b>\$3,773</b>	<b>\$3,887</b>
User Charges and fees		\$7,929	\$8,168	\$8,608	\$9,072	\$9,539	\$10,030	\$10,546	\$11,089	\$11,660	\$12,249	\$12,867	\$13,517
Other revenues		\$104	\$108	\$111	\$114	\$117	\$121	\$124	\$128	\$131	\$135	\$139	\$142
Interest and Investment Income		\$915	\$965	\$492	\$662	\$544	\$475	\$310	\$287	\$346	\$380	\$426	\$488
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$11,707</b>	<b>\$12,133</b>	<b>\$12,190</b>	<b>\$12,916</b>	<b>\$13,360</b>	<b>\$13,880</b>	<b>\$14,332</b>	<b>\$14,957</b>	<b>\$15,694</b>	<b>\$16,426</b>	<b>\$17,205</b>	<b>\$18,034</b>
Grants & Contributions - Operating Purposes		\$0	\$45	\$46	\$48	\$49	\$50	\$51	\$52	\$54	\$55	\$56	\$58
Grants & Contributions for Capital Purposes		\$641	\$684	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$12,348	\$12,863	\$12,237	\$12,964	\$13,409	\$13,930	\$14,383	\$15,009	\$15,748	\$16,481	\$17,262	\$18,092
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$11,707</b>	<b>\$12,179</b>	<b>\$12,237</b>	<b>\$12,964</b>	<b>\$13,409</b>	<b>\$13,930</b>	<b>\$14,383</b>	<b>\$15,009</b>	<b>\$15,748</b>	<b>\$16,481</b>	<b>\$17,262</b>	<b>\$18,092</b>
Employee Benefits		\$2,071	\$2,057	\$2,139	\$2,214	\$2,280	\$2,349	\$2,407	\$2,467	\$2,529	\$2,592	\$2,657	\$2,724
Materials and Contracts		\$2,918	\$3,816	\$3,950	\$4,048	\$4,149	\$4,253	\$4,360	\$4,469	\$4,580	\$4,695	\$4,812	\$4,932
Borrowing Costs		\$800	\$762	\$534	\$508	\$481	\$451	\$419	\$385	\$348	\$309	\$266	\$220
Depreciation & Amortisation		\$2,993	\$2,993	\$3,276	\$3,386	\$3,479	\$3,599	\$3,680	\$3,763	\$3,851	\$3,941	\$4,033	\$4,126
Other Expenses		\$2,548	\$2,698	\$2,779	\$2,857	\$2,937	\$3,019	\$3,104	\$3,191	\$3,280	\$3,372	\$3,466	\$3,564
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$11,330</b>	<b>\$12,326</b>	<b>\$12,677</b>	<b>\$13,014</b>	<b>\$13,327</b>	<b>\$13,671</b>	<b>\$13,970</b>	<b>\$14,275</b>	<b>\$14,589</b>	<b>\$14,909</b>	<b>\$15,235</b>	<b>\$15,566</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>\$377</b>	<b>-\$148</b>	<b>-\$441</b>	<b>-\$50</b>	<b>\$82</b>	<b>\$259</b>	<b>\$413</b>	<b>\$734</b>	<b>\$1,158</b>	<b>\$1,572</b>	<b>\$2,027</b>	<b>\$2,526</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>\$377</b>	<b>-\$148</b>	<b>-\$441</b>	<b>-\$50</b>	<b>\$82</b>	<b>\$259</b>	<b>\$413</b>	<b>\$734</b>	<b>\$1,158</b>	<b>\$1,572</b>	<b>\$2,027</b>	<b>\$2,526</b>
<b>OPERATING RESULT (incl. Capital)</b>		<b>\$1,018</b>	<b>\$536</b>	<b>-\$441</b>	<b>-\$50</b>	<b>\$82</b>	<b>\$259</b>	<b>\$413</b>	<b>\$734</b>	<b>\$1,158</b>	<b>\$1,572</b>	<b>\$2,027</b>	<b>\$2,526</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$1,018</b>	<b>\$536</b>	<b>-\$441</b>	<b>-\$50</b>	<b>\$82</b>	<b>\$259</b>	<b>\$413</b>	<b>\$734</b>	<b>\$1,158</b>	<b>\$1,572</b>	<b>\$2,027</b>	<b>\$2,526</b>
<b>Net Operating Result from Income Statement</b>		<b>\$1,018</b>	<b>\$536</b>	<b>-\$441</b>	<b>-\$50</b>	<b>\$82</b>	<b>\$259</b>	<b>\$413</b>	<b>\$734</b>	<b>\$1,158</b>	<b>\$1,572</b>	<b>\$2,027</b>	<b>\$2,526</b>
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$6,704	\$5,638	\$4,971	\$4,491	\$4,885	\$7,387	\$6,584	\$6,792	\$7,005	\$7,233
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$6,704</b>	<b>\$5,638</b>	<b>\$4,971</b>	<b>\$4,491</b>	<b>\$4,885</b>	<b>\$7,387</b>	<b>\$6,584</b>	<b>\$6,792</b>	<b>\$7,005</b>	<b>\$7,233</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$1,018</b>	<b>\$536</b>	<b>\$6,263</b>	<b>\$5,588</b>	<b>\$5,053</b>	<b>\$4,750</b>	<b>\$5,298</b>	<b>\$8,121</b>	<b>\$7,743</b>	<b>\$8,365</b>	<b>\$9,032</b>	<b>\$9,759</b>

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Cash & Cash Equivalents	\$2,680	\$2,680	\$8,348	\$4,405	\$2,110	-\$3,403	-\$4,142	-\$2,178	-\$1,073	\$478	\$2,529	\$5,243
Investments - Current	\$18,219	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724
Receivables - Current	\$1,451	\$1,451	\$1,494	\$1,670	\$1,656	\$1,704	\$1,779	\$1,816	\$1,873	\$1,933	\$1,988	\$2,049
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>22,350</b>	<b>17,855</b>	<b>23,567</b>	<b>19,800</b>	<b>17,490</b>	<b>12,024</b>	<b>11,361</b>	<b>13,362</b>	<b>14,525</b>	<b>16,136</b>	<b>18,241</b>	<b>21,016</b>
Receivable Collection Days	\$192	\$183	\$199	\$191	\$191	\$194	\$192	\$192	\$193	\$192	\$192	\$192
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$241,535	\$245,965	\$256,949	\$265,941	\$272,911	\$282,706	\$288,215	\$293,847	\$299,903	\$306,093	\$312,413	\$318,745
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$241,985</b>	<b>\$246,415</b>	<b>\$256,949</b>	<b>\$265,941</b>	<b>\$272,911</b>	<b>\$282,706</b>	<b>\$288,215</b>	<b>\$293,847</b>	<b>\$299,903</b>	<b>\$306,093</b>	<b>\$312,413</b>	<b>\$318,745</b>
<b>Inventory Days</b>	<b>\$0</b>	<b>\$0</b>	<b>\$87</b>	<b>\$29</b>	<b>\$38</b>	<b>\$51</b>	<b>\$40</b>	<b>\$43</b>	<b>\$45</b>	<b>\$42</b>	<b>\$43</b>	<b>\$43</b>
<b>TOTAL ASSETS</b>	<b>\$264,334</b>	<b>\$264,270</b>	<b>\$280,516</b>	<b>\$285,740</b>	<b>\$290,401</b>	<b>\$294,730</b>	<b>\$299,575</b>	<b>\$307,209</b>	<b>\$314,428</b>	<b>\$322,229</b>	<b>\$330,654</b>	<b>\$339,761</b>
Payables - Current	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$8,687	\$8,255	\$364	\$392	\$421	\$453	\$487	\$524	\$564	\$606	\$652	\$684
Provisions - Current	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$10,082</b>	<b>\$9,650</b>	<b>\$1,759</b>	<b>\$1,786</b>	<b>\$1,816</b>	<b>\$1,848</b>	<b>\$1,882</b>	<b>\$1,919</b>	<b>\$1,958</b>	<b>\$2,001</b>	<b>\$2,047</b>	<b>\$1,395</b>
<b>Payables Days</b>	<b>\$89</b>	<b>\$68</b>	<b>\$56</b>	<b>\$71</b>	<b>\$65</b>	<b>\$64</b>	<b>\$66</b>	<b>\$65</b>	<b>\$65</b>	<b>\$66</b>	<b>\$65</b>	<b>\$65</b>
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-Current	\$0	\$0	\$6,366	\$5,975	\$5,553	\$5,100	\$4,613	\$4,089	\$3,525	\$2,919	\$2,267	\$2,267
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,366</b>	<b>\$5,975</b>	<b>\$5,553</b>	<b>\$5,100</b>	<b>\$4,613</b>	<b>\$4,089</b>	<b>\$3,525</b>	<b>\$2,919</b>	<b>\$2,267</b>	<b>\$2,267</b>
<b>TOTAL LIABILITIES</b>	<b>\$10,082</b>	<b>\$9,650</b>	<b>\$8,125</b>	<b>\$7,761</b>	<b>\$7,369</b>	<b>\$6,948</b>	<b>\$6,495</b>	<b>\$6,007</b>	<b>\$5,483</b>	<b>\$4,919</b>	<b>\$4,313</b>	<b>\$3,661</b>
<b>NET ASSETS</b>	<b>\$254,252</b>	<b>\$254,620</b>	<b>\$272,391</b>	<b>\$277,979</b>	<b>\$283,032</b>	<b>\$287,782</b>	<b>\$293,081</b>	<b>\$301,202</b>	<b>\$308,945</b>	<b>\$317,309</b>	<b>\$326,341</b>	<b>\$336,100</b>
Accumulated Surplus	\$96,407	\$96,407	\$96,943	\$96,502	\$96,452	\$96,535	\$96,794	\$97,207	\$97,941	\$99,100	\$100,672	\$102,699
Revaluation Reserves	\$159,119	\$159,119	\$159,119	\$165,823	\$171,462	\$176,432	\$180,923	\$185,808	\$193,196	\$199,780	\$206,572	\$213,577
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$254,252</b>	<b>\$255,526</b>	<b>\$256,062</b>	<b>\$262,326</b>	<b>\$267,914</b>	<b>\$272,967</b>	<b>\$277,717</b>	<b>\$283,015</b>	<b>\$291,137</b>	<b>\$298,879</b>	<b>\$307,244</b>	<b>\$316,276</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$254,252</b>	<b>\$255,526</b>	<b>\$256,062</b>	<b>\$262,326</b>	<b>\$267,914</b>	<b>\$272,967</b>	<b>\$277,717</b>	<b>\$283,015</b>	<b>\$291,137</b>	<b>\$298,879</b>	<b>\$307,244</b>	<b>\$316,276</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$254,252</b>	<b>\$255,526</b>	<b>\$256,062</b>	<b>\$262,326</b>	<b>\$267,914</b>	<b>\$272,967</b>	<b>\$277,717</b>	<b>\$283,015</b>	<b>\$291,137</b>	<b>\$298,879</b>	<b>\$307,244</b>	<b>\$316,276</b>
Net Operating Result for the Year	\$1,018	\$536	-\$441	-\$50	\$82	\$259	\$413	\$734	\$1,158	\$1,572	\$2,027	\$2,526
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$6,704	\$5,638	\$4,971	\$4,491	\$4,885	\$7,387	\$6,584	\$6,792	\$7,005	\$7,233
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$1,018</b>	<b>\$536</b>	<b>\$6,263</b>	<b>\$5,588</b>	<b>\$5,053</b>	<b>\$4,750</b>	<b>\$5,298</b>	<b>\$8,121</b>	<b>\$7,743</b>	<b>\$8,365</b>	<b>\$9,032</b>	<b>\$9,759</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$255,226</b>	<b>\$256,062</b>	<b>\$262,326</b>	<b>\$267,914</b>	<b>\$272,967</b>	<b>\$277,717</b>	<b>\$283,015</b>	<b>\$291,137</b>	<b>\$298,879</b>	<b>\$307,244</b>	<b>\$316,276</b>	<b>\$326,035</b>

<b>Cashflow Statement</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Total Own Source Revenue		\$11,707	\$12,133	\$12,147	\$12,740	\$13,374	\$13,833	\$14,257	\$14,919	\$15,637	\$16,366	\$17,151	\$17,973
Grants and Contributions		\$0	\$45	\$46	\$48	\$49	\$50	\$51	\$52	\$54	\$55	\$56	\$58
Other Income from Continuing Operations		\$0	\$0	-\$0	-\$0	-\$0	-\$0	\$0	\$0	\$0	-\$0	-\$0	-\$0
Employee Benefits		\$2,071	\$2,057	\$2,139	\$2,214	\$2,280	\$2,349	\$2,407	\$2,467	\$2,529	\$2,592	\$2,657	\$2,724
Materials and Contracts		\$2,918	\$3,816	\$3,950	\$4,048	\$4,149	\$4,253	\$4,360	\$4,469	\$4,580	\$4,695	\$4,812	\$4,932
Other Expenses from Continuing Operations		\$1,950	\$2,698	\$2,779	\$2,857	\$2,937	\$3,019	\$3,104	\$3,191	\$3,280	\$3,372	\$3,466	\$3,564
<b>CASHFLOW FROM OPERATIONS</b>		<b>\$4,768</b>	<b>\$3,608</b>	<b>\$3,325</b>	<b>\$3,669</b>	<b>\$4,056</b>	<b>\$4,261</b>	<b>\$4,437</b>	<b>\$4,845</b>	<b>\$5,301</b>	<b>\$5,762</b>	<b>\$6,272</b>	<b>\$6,812</b>
Sale of Current Investments		\$10,063	\$4,495	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$10,691	\$12,095	\$1,669	\$6,739	\$5,479	\$8,902	\$4,304	\$2,009	\$3,324	\$3,339	\$3,349	\$3,225
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>		<b>-\$1,078</b>	<b>-\$8,050</b>	<b>-\$1,219</b>	<b>-\$6,739</b>	<b>-\$5,479</b>	<b>-\$8,902</b>	<b>-\$4,304</b>	<b>-\$2,009</b>	<b>-\$3,324</b>	<b>-\$3,339</b>	<b>-\$3,349</b>	<b>-\$3,225</b>
Proceeds from Grants and Contributions - Capital purposes		\$641	\$684	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>		<b>\$641</b>	<b>-\$188</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>	<b>-\$872</b>
Opening Cash		\$35,696	\$29,964	\$20,838	\$22,072	\$18,129	\$15,834	\$10,321	\$9,582	\$11,546	\$12,651	\$14,202	\$16,253
Change in Cash		-\$5,732	-\$9,126	\$1,234	-\$3,943	-\$2,295	-\$5,513	-\$739	\$1,964	\$1,105	\$1,551	\$2,051	\$2,714
<b>CLOSING CASH</b>		<b>\$29,964</b>	<b>\$20,838</b>	<b>\$22,072</b>	<b>\$18,129</b>	<b>\$15,834</b>	<b>\$10,321</b>	<b>\$9,582</b>	<b>\$11,546</b>	<b>\$12,651</b>	<b>\$14,202</b>	<b>\$16,253</b>	<b>\$18,967</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>		<b>\$29,964</b>	<b>\$20,838</b>	<b>\$22,072</b>	<b>\$18,129</b>	<b>\$15,834</b>	<b>\$10,321</b>	<b>\$9,582</b>	<b>\$11,546</b>	<b>\$12,651</b>	<b>\$14,202</b>	<b>\$16,253</b>	<b>\$18,967</b>
Transfers to Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Unrestricted Cash</b>		<b>\$20,899</b>	<b>\$16,404</b>	<b>\$22,072</b>	<b>\$18,129</b>	<b>\$15,834</b>	<b>\$10,321</b>	<b>\$9,582</b>	<b>\$11,546</b>	<b>\$12,651</b>	<b>\$14,202</b>	<b>\$16,253</b>	<b>\$18,967</b>

<b>FINANCIAL STATEMENTS - Base Case</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Rates & Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$10,257	\$10,614	\$10,932	\$11,260	\$11,598	\$11,946	\$12,305	\$12,674	\$13,054	\$13,445	\$13,849	\$14,264
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$10,257</b>	<b>\$10,614</b>	<b>\$10,932</b>	<b>\$11,260</b>	<b>\$11,598</b>	<b>\$11,946</b>	<b>\$12,305</b>	<b>\$12,674</b>	<b>\$13,054</b>	<b>\$13,445</b>	<b>\$13,849</b>	<b>\$14,264</b>
User Charges and fees		\$2,074	\$2,105	\$2,189	\$2,277	\$2,368	\$2,463	\$2,561	\$2,664	\$2,770	\$2,881	\$2,996	\$3,116
Other revenues		\$14	\$15	\$15	\$16	\$16	\$16	\$17	\$17	\$18	\$18	\$19	\$19
Interest and Investment Income		\$1,070	\$1,120	\$615	\$843	\$921	\$997	\$1,070	\$963	\$1,043	\$1,181	\$1,332	\$1,495
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$13,415</b>	<b>\$13,854</b>	<b>\$13,752</b>	<b>\$14,396</b>	<b>\$14,903</b>	<b>\$15,422</b>	<b>\$15,953</b>	<b>\$16,318</b>	<b>\$16,885</b>	<b>\$17,526</b>	<b>\$18,196</b>	<b>\$18,895</b>
Grants & Contributions - Operating Purposes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes		\$3,409	\$12,965	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$16,825</b>	<b>\$26,819</b>	<b>\$13,752</b>	<b>\$14,396</b>	<b>\$14,903</b>	<b>\$15,422</b>	<b>\$15,953</b>	<b>\$16,318</b>	<b>\$16,885</b>	<b>\$17,526</b>	<b>\$18,196</b>	<b>\$18,895</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$13,415</b>	<b>\$13,854</b>	<b>\$13,752</b>	<b>\$14,396</b>	<b>\$14,903</b>	<b>\$15,422</b>	<b>\$15,953</b>	<b>\$16,318</b>	<b>\$16,885</b>	<b>\$17,526</b>	<b>\$18,196</b>	<b>\$18,895</b>
Employee Benefits		\$2,055	\$2,092	\$2,175	\$2,251	\$2,319	\$2,389	\$2,448	\$2,509	\$2,572	\$2,636	\$2,702	\$2,770
Materials and Contracts		\$3,023	\$3,455	\$3,576	\$3,665	\$3,757	\$3,851	\$3,947	\$4,046	\$4,147	\$4,250	\$4,357	\$4,465
Borrowing Costs		\$97	\$84	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation		\$2,274	\$2,274	\$3,249	\$3,348	\$3,454	\$3,537	\$3,690	\$3,772	\$3,856	\$3,942	\$4,030	\$4,118
Other Expenses		\$1,980	\$2,108	\$2,171	\$2,232	\$2,295	\$2,359	\$2,425	\$2,493	\$2,563	\$2,634	\$2,708	\$2,784
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$9,429</b>	<b>\$10,013</b>	<b>\$11,171</b>	<b>\$11,497</b>	<b>\$11,824</b>	<b>\$12,135</b>	<b>\$12,510</b>	<b>\$12,820</b>	<b>\$13,137</b>	<b>\$13,463</b>	<b>\$13,797</b>	<b>\$14,138</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>\$3,986</b>	<b>\$3,841</b>	<b>\$2,580</b>	<b>\$2,899</b>	<b>\$3,079</b>	<b>\$3,287</b>	<b>\$3,443</b>	<b>\$3,498</b>	<b>\$3,748</b>	<b>\$4,064</b>	<b>\$4,399</b>	<b>\$4,757</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>\$3,986</b>	<b>\$3,841</b>	<b>\$2,580</b>	<b>\$2,899</b>	<b>\$3,079</b>	<b>\$3,287</b>	<b>\$3,443</b>	<b>\$3,498</b>	<b>\$3,748</b>	<b>\$4,064</b>	<b>\$4,399</b>	<b>\$4,757</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$7,396</b>	<b>\$16,806</b>	<b>\$2,580</b>	<b>\$2,899</b>	<b>\$3,079</b>	<b>\$3,287</b>	<b>\$3,443</b>	<b>\$3,498</b>	<b>\$3,748</b>	<b>\$4,064</b>	<b>\$4,399</b>	<b>\$4,757</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$7,396</b>	<b>\$16,806</b>	<b>\$2,580</b>	<b>\$2,899</b>	<b>\$3,079</b>	<b>\$3,287</b>	<b>\$3,443</b>	<b>\$3,498</b>	<b>\$3,748</b>	<b>\$4,064</b>	<b>\$4,399</b>	<b>\$4,757</b>
<b>Net Operating Result from Income Statement</b>		<b>\$7,396</b>	<b>\$16,806</b>	<b>\$2,580</b>	<b>\$2,899</b>	<b>\$3,079</b>	<b>\$3,287</b>	<b>\$3,443</b>	<b>\$3,498</b>	<b>\$3,748</b>	<b>\$4,064</b>	<b>\$4,399</b>	<b>\$4,757</b>
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$5,964	\$5,110	\$5,302	\$3,006	\$2,668	\$2,711	\$4,471	\$4,635	\$4,802	\$4,973
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$5,964</b>	<b>\$5,110</b>	<b>\$5,302</b>	<b>\$3,006</b>	<b>\$2,668</b>	<b>\$2,711</b>	<b>\$4,471</b>	<b>\$4,635</b>	<b>\$4,802</b>	<b>\$4,973</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$5,964</b>	<b>\$5,110</b>	<b>\$5,302</b>	<b>\$3,006</b>	<b>\$2,668</b>	<b>\$2,711</b>	<b>\$4,471</b>	<b>\$4,635</b>	<b>\$4,802</b>	<b>\$4,973</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$7,396</b>	<b>\$16,806</b>	<b>\$8,545</b>	<b>\$8,009</b>	<b>\$8,381</b>	<b>\$6,293</b>	<b>\$6,111</b>	<b>\$6,209</b>	<b>\$8,219</b>	<b>\$8,698</b>	<b>\$9,201</b>	<b>\$9,730</b>

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Cash & Cash Equivalents	\$11,175	\$11,175	\$18,787	\$21,369	\$23,914	\$26,348	\$22,781	\$25,457	\$30,065	\$35,072	\$40,502	\$46,468
Investments - Current	\$11,402	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316
Receivables - Current	\$871	\$871	\$898	\$949	\$972	\$996	\$1,031	\$1,060	\$1,092	\$1,125	\$1,159	\$1,193
Right of Use and Contract Assets - Current	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>23,122</b>	<b>21,037</b>	<b>28,675</b>	<b>31,308</b>	<b>33,875</b>	<b>36,335</b>	<b>32,803</b>	<b>35,508</b>	<b>40,147</b>	<b>45,187</b>	<b>50,651</b>	<b>56,651</b>
Receivable Collection Days	\$31	\$30	\$31	\$31	\$30	\$31	\$31	\$31	\$31	\$31	\$31	\$31
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$199,594	\$205,781	\$223,352	\$228,729	\$234,542	\$238,375	\$248,019	\$251,523	\$255,103	\$258,761	\$262,498	\$266,228
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$199,594</b>	<b>\$205,781</b>	<b>\$223,352</b>	<b>\$228,729</b>	<b>\$234,542</b>	<b>\$238,375</b>	<b>\$248,019</b>	<b>\$251,523</b>	<b>\$255,103</b>	<b>\$258,761</b>	<b>\$262,498</b>	<b>\$266,228</b>
<b>Inventory Days</b>	<b>\$0</b>	<b>\$0</b>	<b>\$123</b>	<b>\$41</b>	<b>\$55</b>	<b>\$73</b>	<b>\$56</b>	<b>\$61</b>	<b>\$64</b>	<b>\$60</b>	<b>\$62</b>	<b>\$62</b>
<b>TOTAL ASSETS</b>	<b>\$222,716</b>	<b>\$226,818</b>	<b>\$252,028</b>	<b>\$260,037</b>	<b>\$268,417</b>	<b>\$274,710</b>	<b>\$280,821</b>	<b>\$287,031</b>	<b>\$295,250</b>	<b>\$303,948</b>	<b>\$313,149</b>	<b>\$322,879</b>
Payables - Current	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	-\$1,272	-\$1,305	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366
<b>TOTAL CURRENT LIABILITIES</b>	<b>-\$876</b>	<b>-\$910</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>
<b>Payables Days</b>	<b>\$4</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL LIABILITIES</b>	<b>-\$876</b>	<b>-\$910</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>	<b>\$396</b>
<b>NET ASSETS</b>	<b>\$223,592</b>	<b>\$227,728</b>	<b>\$251,632</b>	<b>\$259,641</b>	<b>\$268,022</b>	<b>\$274,315</b>	<b>\$280,426</b>	<b>\$286,635</b>	<b>\$294,854</b>	<b>\$303,552</b>	<b>\$312,754</b>	<b>\$322,483</b>
Accumulated Surplus	\$123,760	\$123,760	\$140,566	\$143,147	\$146,046	\$149,125	\$152,412	\$155,855	\$159,353	\$163,101	\$167,165	\$171,564
Revaluation Reserves	\$95,796	\$95,796	\$95,796	\$101,760	\$106,870	\$112,172	\$115,178	\$117,845	\$120,557	\$125,028	\$129,663	\$134,465
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$223,592</b>	<b>\$219,556</b>	<b>\$236,362</b>	<b>\$244,907</b>	<b>\$252,916</b>	<b>\$261,297</b>	<b>\$267,590</b>	<b>\$273,701</b>	<b>\$279,910</b>	<b>\$288,129</b>	<b>\$296,828</b>	<b>\$306,029</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$223,592</b>	<b>\$219,556</b>	<b>\$236,362</b>	<b>\$244,907</b>	<b>\$252,916</b>	<b>\$261,297</b>	<b>\$267,590</b>	<b>\$273,701</b>	<b>\$279,910</b>	<b>\$288,129</b>	<b>\$296,828</b>	<b>\$306,029</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$223,592</b>	<b>\$219,556</b>	<b>\$236,362</b>	<b>\$244,907</b>	<b>\$252,916</b>	<b>\$261,297</b>	<b>\$267,590</b>	<b>\$273,701</b>	<b>\$279,910</b>	<b>\$288,129</b>	<b>\$296,828</b>	<b>\$306,029</b>
Net Operating Result for the Year	\$7,396	\$16,806	\$2,580	\$2,899	\$3,079	\$3,287	\$3,443	\$3,498	\$3,748	\$4,064	\$4,399	\$4,757
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$5,964	\$5,110	\$5,302	\$3,006	\$2,668	\$2,711	\$4,471	\$4,635	\$4,802	\$4,973
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$7,396</b>	<b>\$16,806</b>	<b>\$8,545</b>	<b>\$8,009</b>	<b>\$8,381</b>	<b>\$6,293</b>	<b>\$6,111</b>	<b>\$6,209</b>	<b>\$8,219</b>	<b>\$8,698</b>	<b>\$9,201</b>	<b>\$9,730</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$219,556</b>	<b>\$236,362</b>	<b>\$244,907</b>	<b>\$252,916</b>	<b>\$261,297</b>	<b>\$267,590</b>	<b>\$273,701</b>	<b>\$279,910</b>	<b>\$288,129</b>	<b>\$296,828</b>	<b>\$306,029</b>	<b>\$315,759</b>

<b>Cashflow Statement</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Total Own Source Revenue		\$13,415	\$13,854	\$13,726	\$14,345	\$14,880	\$15,398	\$15,918	\$16,289	\$16,854	\$17,493	\$18,163	\$18,860
Grants and Contributions		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits		\$2,055	\$2,092	\$2,175	\$2,251	\$2,319	\$2,389	\$2,448	\$2,509	\$2,572	\$2,636	\$2,702	\$2,770
Materials and Contracts		\$3,023	\$3,455	\$3,576	\$3,665	\$3,757	\$3,851	\$3,947	\$4,046	\$4,147	\$4,250	\$4,357	\$4,465
Other Expenses from Continuing Operations		\$1,980	\$2,108	\$2,171	\$2,232	\$2,295	\$2,359	\$2,425	\$2,493	\$2,563	\$2,634	\$2,708	\$2,784
<b>CASHFLOW FROM OPERATIONS</b>		<b>\$6,357</b>	<b>\$6,200</b>	<b>\$5,803</b>	<b>\$6,196</b>	<b>\$6,510</b>	<b>\$6,800</b>	<b>\$7,098</b>	<b>\$7,241</b>	<b>\$7,573</b>	<b>\$7,972</b>	<b>\$8,396</b>	<b>\$8,840</b>
Sale of Current Investments		\$18,657	\$2,085	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$36,339	\$16,743	\$1,790	\$3,615	\$3,965	\$4,365	\$10,665	\$4,565	\$2,965	\$2,965	\$2,965	\$2,875
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>		<b>-\$17,681</b>	<b>-\$14,658</b>	<b>-\$1,790</b>	<b>-\$3,615</b>	<b>-\$3,965</b>	<b>-\$4,365</b>	<b>-\$10,665</b>	<b>-\$4,565</b>	<b>-\$2,965</b>	<b>-\$2,965</b>	<b>-\$2,965</b>	<b>-\$2,875</b>
Proceeds from Grants and Contributions - Capital purposes		\$3,409	\$12,965	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$274	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>		<b>\$3,409</b>	<b>\$12,692</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Opening Cash		\$48,514	\$21,942	\$24,090	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818
Change in Cash		<b>-\$26,572</b>	\$2,148	\$4,013	\$2,581	\$2,545	\$2,435	<b>-\$3,567</b>	\$2,676	\$4,608	\$5,007	\$5,431	\$5,965
<b>CLOSING CASH</b>		<b>\$21,942</b>	<b>\$24,090</b>	<b>\$28,104</b>	<b>\$30,685</b>	<b>\$33,230</b>	<b>\$35,665</b>	<b>\$32,098</b>	<b>\$34,774</b>	<b>\$39,381</b>	<b>\$44,388</b>	<b>\$49,818</b>	<b>\$55,784</b>
TOTAL CASH AND LIQUID INVESTMENTS		\$21,942	\$24,090	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818	\$55,784
Transfers to Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Unrestricted Cash</b>		<b>\$22,577</b>	<b>\$20,491</b>	<b>\$28,104</b>	<b>\$30,685</b>	<b>\$33,230</b>	<b>\$35,665</b>	<b>\$32,098</b>	<b>\$34,774</b>	<b>\$39,381</b>	<b>\$44,388</b>	<b>\$49,818</b>	<b>\$55,784</b>



### FINANCIAL STATEMENTS - Base Case

	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Rates & Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$4,879	\$5,074	\$5,226	\$5,383	\$5,544	\$5,711	\$5,882	\$6,059	\$6,240	\$6,428	\$6,620	\$6,819
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$4,879</b>	<b>\$5,074</b>	<b>\$5,226</b>	<b>\$5,383</b>	<b>\$5,544</b>	<b>\$5,711</b>	<b>\$5,882</b>	<b>\$6,059</b>	<b>\$6,240</b>	<b>\$6,428</b>	<b>\$6,620</b>	<b>\$6,819</b>
User Charges and fees		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenues		\$28	\$38	\$39	\$40	\$41	\$43	\$44	\$45	\$46	\$48	\$49	\$50
Interest and Investment Income		\$90	\$95	\$108	\$82	\$85	\$88	\$91	\$95	\$100	\$106	\$113	\$120
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$4,996</b>	<b>\$5,207</b>	<b>\$5,374</b>	<b>\$5,506</b>	<b>\$5,671</b>	<b>\$5,841</b>	<b>\$6,017</b>	<b>\$6,199</b>	<b>\$6,387</b>	<b>\$6,581</b>	<b>\$6,782</b>	<b>\$6,989</b>
Grants & Contributions - Operating Purposes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$4,996</b>	<b>\$5,207</b>	<b>\$5,374</b>	<b>\$5,506</b>	<b>\$5,671</b>	<b>\$5,841</b>	<b>\$6,017</b>	<b>\$6,199</b>	<b>\$6,387</b>	<b>\$6,581</b>	<b>\$6,782</b>	<b>\$6,989</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$4,996</b>	<b>\$5,207</b>	<b>\$5,374</b>	<b>\$5,506</b>	<b>\$5,671</b>	<b>\$5,841</b>	<b>\$6,017</b>	<b>\$6,199</b>	<b>\$6,387</b>	<b>\$6,581</b>	<b>\$6,782</b>	<b>\$6,989</b>
Employee Benefits		\$962	\$995	\$1,035	\$1,071	\$1,103	\$1,136	\$1,165	\$1,194	\$1,223	\$1,254	\$1,285	\$1,318
Materials and Contracts		\$905	\$1,028	\$1,064	\$1,091	\$1,118	\$1,146	\$1,175	\$1,204	\$1,234	\$1,265	\$1,297	\$1,329
Borrowing Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation		\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses		\$3,400	\$3,074	\$3,166	\$3,255	\$3,346	\$3,439	\$3,536	\$3,635	\$3,736	\$3,841	\$3,949	\$4,059
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$5,268</b>	<b>\$5,098</b>	<b>\$5,265</b>	<b>\$5,416</b>	<b>\$5,567</b>	<b>\$5,722</b>	<b>\$5,875</b>	<b>\$6,033</b>	<b>\$6,194</b>	<b>\$6,360</b>	<b>\$6,531</b>	<b>\$6,706</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$272</b>	<b>\$109</b>	<b>\$109</b>	<b>\$89</b>	<b>\$104</b>	<b>\$119</b>	<b>\$142</b>	<b>\$166</b>	<b>\$193</b>	<b>\$221</b>	<b>\$251</b>	<b>\$283</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$272</b>	<b>\$109</b>	<b>\$109</b>	<b>\$89</b>	<b>\$104</b>	<b>\$119</b>	<b>\$142</b>	<b>\$166</b>	<b>\$193</b>	<b>\$221</b>	<b>\$251</b>	<b>\$283</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>-\$272</b>	<b>\$109</b>	<b>\$109</b>	<b>\$89</b>	<b>\$104</b>	<b>\$119</b>	<b>\$142</b>	<b>\$166</b>	<b>\$193</b>	<b>\$221</b>	<b>\$251</b>	<b>\$283</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>-\$272</b>	<b>\$109</b>	<b>\$109</b>	<b>\$89</b>	<b>\$104</b>	<b>\$119</b>	<b>\$142</b>	<b>\$166</b>	<b>\$193</b>	<b>\$221</b>	<b>\$251</b>	<b>\$283</b>
<b>Net Operating Result from Income Statement</b>		<b>-\$272</b>	<b>\$109</b>	<b>\$109</b>	<b>\$89</b>	<b>\$104</b>	<b>\$119</b>	<b>\$142</b>	<b>\$166</b>	<b>\$193</b>	<b>\$221</b>	<b>\$251</b>	<b>\$283</b>
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>-\$272</b>	<b>\$109</b>	<b>\$111</b>	<b>\$91</b>	<b>\$106</b>	<b>\$122</b>	<b>\$144</b>	<b>\$169</b>	<b>\$195</b>	<b>\$223</b>	<b>\$253</b>	<b>\$286</b>

<b>Balance Sheet</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Cash & Cash Equivalents		\$904	\$904	\$32	\$114	\$215	\$332	\$470	\$633	\$823	\$1,040	\$1,287	\$1,566
Investments - Current		\$2,288	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711
Receivables - Current		\$97	\$97	\$100	\$107	\$109	\$111	\$116	\$119	\$122	\$126	\$130	\$134
Right of Use and Contract Assets - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>		<b>3,289</b>	<b>3,712</b>	<b>2,842</b>	<b>2,932</b>	<b>3,035</b>	<b>3,155</b>	<b>3,297</b>	<b>3,463</b>	<b>3,656</b>	<b>3,877</b>	<b>4,128</b>	<b>4,411</b>
Receivable Collection Days		\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7
Investments - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip		\$65	\$65	\$69	\$71	\$73	\$75	\$77	\$79	\$82	\$84	\$86	\$88
Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>		<b>\$65</b>	<b>\$65</b>	<b>\$69</b>	<b>\$71</b>	<b>\$73</b>	<b>\$75</b>	<b>\$77</b>	<b>\$79</b>	<b>\$82</b>	<b>\$84</b>	<b>\$86</b>	<b>\$88</b>
<b>Inventory Days</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ASSETS</b>		<b>\$3,354</b>	<b>\$3,777</b>	<b>\$2,912</b>	<b>\$3,003</b>	<b>\$3,108</b>	<b>\$3,230</b>	<b>\$3,374</b>	<b>\$3,543</b>	<b>\$3,737</b>	<b>\$3,961</b>	<b>\$4,214</b>	<b>\$4,499</b>
Payables - Current		\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Contract Liabilities - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current		\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246
<b>TOTAL CURRENT LIABILITIES</b>		<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>
<b>Payables Days</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Payables - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL LIABILITIES</b>		<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>
<b>NET ASSETS</b>		<b>\$3,107</b>	<b>\$3,530</b>	<b>\$2,665</b>	<b>\$2,756</b>	<b>\$2,861</b>	<b>\$2,983</b>	<b>\$3,127</b>	<b>\$3,296</b>	<b>\$3,491</b>	<b>\$3,714</b>	<b>\$3,967</b>	<b>\$4,252</b>
Accumulated Surplus		\$2,775	\$2,775	\$2,884	\$2,993	\$3,082	\$3,186	\$3,305	\$3,447	\$3,614	\$3,807	\$4,027	\$4,278
Revaluation Reserves		\$0	\$0	\$2	\$2	\$4	\$6	\$8	\$10	\$12	\$14	\$17	\$19
Other Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>		<b>\$3,107</b>	<b>\$2,775</b>	<b>\$2,884</b>	<b>\$2,995</b>	<b>\$3,086</b>	<b>\$3,192</b>	<b>\$3,313</b>	<b>\$3,457</b>	<b>\$3,626</b>	<b>\$3,821</b>	<b>\$4,044</b>	<b>\$4,297</b>
Non-Controlling Equity Interest		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>		<b>\$3,107</b>	<b>\$2,775</b>	<b>\$2,884</b>	<b>\$2,995</b>	<b>\$3,086</b>	<b>\$3,192</b>	<b>\$3,313</b>	<b>\$3,457</b>	<b>\$3,626</b>	<b>\$3,821</b>	<b>\$4,044</b>	<b>\$4,297</b>
Changes in Accounting Standards		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>		<b>\$3,107</b>	<b>\$2,775</b>	<b>\$2,884</b>	<b>\$2,995</b>	<b>\$3,086</b>	<b>\$3,192</b>	<b>\$3,313</b>	<b>\$3,457</b>	<b>\$3,626</b>	<b>\$3,821</b>	<b>\$4,044</b>	<b>\$4,297</b>
Net Operating Result for the Year		-\$272	\$109	\$109	\$89	\$104	\$119	\$142	\$166	\$193	\$221	\$251	\$283
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>		<b>-\$272</b>	<b>\$109</b>	<b>\$111</b>	<b>\$91</b>	<b>\$106</b>	<b>\$122</b>	<b>\$144</b>	<b>\$169</b>	<b>\$195</b>	<b>\$223</b>	<b>\$253</b>	<b>\$286</b>
Transfers between Equity Items		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>		<b>\$2,775</b>	<b>\$2,884</b>	<b>\$2,995</b>	<b>\$3,086</b>	<b>\$3,192</b>	<b>\$3,313</b>	<b>\$3,457</b>	<b>\$3,626</b>	<b>\$3,821</b>	<b>\$4,044</b>	<b>\$4,297</b>	<b>\$4,583</b>

<b>Cashflow Statement</b>													
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Total Own Source Revenue	\$4,996	\$5,207	\$5,371	\$5,499	\$5,669	\$5,838	\$6,013	\$6,196	\$6,383	\$6,577	\$6,778	\$6,985	
Grants and Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Employee Benefits	\$962	\$995	\$1,035	\$1,071	\$1,103	\$1,136	\$1,165	\$1,194	\$1,223	\$1,254	\$1,285	\$1,318	
Materials and Contracts	\$905	\$1,028	\$1,064	\$1,091	\$1,118	\$1,146	\$1,175	\$1,204	\$1,234	\$1,265	\$1,297	\$1,329	
Other Expenses from Continuing Operations	\$3,401	\$3,074	\$3,166	\$3,255	\$3,346	\$3,439	\$3,536	\$3,635	\$3,736	\$3,841	\$3,949	\$4,059	
<b>CASHFLOW FROM OPERATIONS</b>	<b>-\$271</b>	<b>\$110</b>	<b>\$106</b>	<b>\$82</b>	<b>\$102</b>	<b>\$117</b>	<b>\$138</b>	<b>\$163</b>	<b>\$189</b>	<b>\$217</b>	<b>\$247</b>	<b>\$279</b>	
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Current Investments	\$329	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of IPP&E	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>CASHFLOW FROM INVESTING</b>	<b>-\$332</b>	<b>-\$423</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Proceeds from Grants and Contributions - Capital purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Loan repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>CASHFLOW FROM FINANCING</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Opening Cash	\$2,801	\$2,527	\$2,637	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	
Change in Cash	-\$274	\$110	\$106	\$82	\$102	\$117	\$138	\$163	\$189	\$217	\$247	\$279	
<b>CLOSING CASH</b>	<b>\$2,527</b>	<b>\$2,637</b>	<b>\$2,743</b>	<b>\$2,825</b>	<b>\$2,926</b>	<b>\$3,043</b>	<b>\$3,181</b>	<b>\$3,345</b>	<b>\$3,534</b>	<b>\$3,751</b>	<b>\$3,998</b>	<b>\$4,277</b>	
TOTAL CASH AND LIQUID INVESTMENTS	\$2,527	\$2,637	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	\$4,277	
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Unrestricted Cash</b>	<b>\$3,192</b>	<b>\$3,615</b>	<b>\$2,743</b>	<b>\$2,825</b>	<b>\$2,926</b>	<b>\$3,043</b>	<b>\$3,181</b>	<b>\$3,345</b>	<b>\$3,534</b>	<b>\$3,751</b>	<b>\$3,998</b>	<b>\$4,277</b>	

<b>CONSOLIDATED FINANCIAL STATEMENTS - Scenario 1 Sustainable</b>													
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Rates & Charges	\$22,685	\$23,671	\$24,806	\$35,570	\$36,915	\$38,311	\$39,760	\$41,263	\$42,823	\$44,442	\$46,123	\$47,867	
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Ordinary Rate SRV	\$0	\$0	\$9,468	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Annual Charges	\$18,275	\$18,970	\$19,544	\$20,136	\$20,745	\$21,373	\$22,020	\$22,687	\$23,374	\$24,082	\$24,812	\$25,563	
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>	<b>\$40,960</b>	<b>\$42,641</b>	<b>\$53,818</b>	<b>\$55,706</b>	<b>\$57,660</b>	<b>\$59,684</b>	<b>\$61,780</b>	<b>\$63,950</b>	<b>\$66,197</b>	<b>\$68,525</b>	<b>\$70,935</b>	<b>\$73,430</b>	
User Charges and fees	\$18,425	\$19,205	\$20,210	\$21,268	\$22,337	\$23,459	\$24,639	\$25,878	\$27,179	\$28,523	\$29,933	\$31,414	
Other revenues	\$1,561	\$1,728	\$1,780	\$1,830	\$1,881	\$1,934	\$1,988	\$2,044	\$2,101	\$2,160	\$2,220	\$2,283	
Interest and Investment Income	\$2,760	\$2,965	\$2,132	\$2,128	\$1,954	\$1,879	\$1,850	\$1,737	\$1,906	\$2,022	\$2,228	\$2,409	
Other Income	\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583	
Initiatives Revenue	\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459	
<b>TOTAL OWN SOURCE REVENUE</b>	<b>\$84,759</b>	<b>\$88,214</b>	<b>\$100,525</b>	<b>\$104,163</b>	<b>\$107,740</b>	<b>\$111,537</b>	<b>\$115,531</b>	<b>\$119,594</b>	<b>\$124,102</b>	<b>\$128,701</b>	<b>\$133,562</b>	<b>\$138,578</b>	
Grants & Contributions - Operating Purposes	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263	
Grants & Contributions for Capital Purposes	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453	
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Income excl Gains on Asset Disposal</b>	<b>\$125,309</b>	<b>\$139,811</b>	<b>\$124,218</b>	<b>\$125,277</b>	<b>\$129,269</b>	<b>\$143,903</b>	<b>\$148,205</b>	<b>\$144,637</b>	<b>\$147,497</b>	<b>\$154,458</b>	<b>\$157,685</b>	<b>\$165,294</b>	
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$102,989</b>	<b>\$100,137</b>	<b>\$112,746</b>	<b>\$116,690</b>	<b>\$120,580</b>	<b>\$124,699</b>	<b>\$129,021</b>	<b>\$133,422</b>	<b>\$138,275</b>	<b>\$143,228</b>	<b>\$148,453</b>	<b>\$153,841</b>	
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682	
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372	
Borrowing Costs	\$1,700	\$1,594	\$1,458	\$1,370	\$1,278	\$1,180	\$1,078	\$970	\$857	\$737	\$611	\$478	
Depreciation & Amortisation	\$22,667	\$22,681	\$26,219	\$26,911	\$27,600	\$28,512	\$29,514	\$30,226	\$30,958	\$31,709	\$32,474	\$33,253	
Other Expenses	\$21,551	\$22,355	\$23,025	\$23,670	\$24,333	\$25,014	\$25,715	\$26,435	\$27,175	\$27,936	\$28,718	\$29,522	
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Initiatives Expenses	\$0	\$4,237	\$5,716	\$5,696	\$5,634	\$5,448	\$5,585	\$5,724	\$5,867	\$6,014	\$6,164	\$6,318	
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$105,316</b>	<b>\$108,620</b>	<b>\$116,873</b>	<b>\$120,494</b>	<b>\$123,958</b>	<b>\$127,618</b>	<b>\$131,599</b>	<b>\$135,383</b>	<b>\$139,283</b>	<b>\$143,281</b>	<b>\$147,394</b>	<b>\$151,626</b>	
<b>OPERATING RESULT (Excl. Capital)</b>	<b>-\$2,327</b>	<b>-\$8,483</b>	<b>-\$4,127</b>	<b>-\$3,803</b>	<b>-\$3,378</b>	<b>-\$2,919</b>	<b>-\$2,577</b>	<b>-\$1,961</b>	<b>-\$1,008</b>	<b>-\$53</b>	<b>\$1,058</b>	<b>\$2,215</b>	
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>-\$2,327</b>	<b>-\$8,483</b>	<b>-\$4,127</b>	<b>-\$3,803</b>	<b>-\$3,378</b>	<b>-\$2,919</b>	<b>-\$2,577</b>	<b>-\$1,961</b>	<b>-\$1,008</b>	<b>-\$53</b>	<b>\$1,058</b>	<b>\$2,215</b>	
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$19,993</b>	<b>\$31,191</b>	<b>\$7,345</b>	<b>\$4,784</b>	<b>\$5,311</b>	<b>\$16,285</b>	<b>\$16,607</b>	<b>\$9,254</b>	<b>\$8,214</b>	<b>\$11,177</b>	<b>\$10,290</b>	<b>\$13,668</b>	
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>	<b>\$19,993</b>	<b>\$31,191</b>	<b>\$7,345</b>	<b>\$4,784</b>	<b>\$5,311</b>	<b>\$16,285</b>	<b>\$16,607</b>	<b>\$9,254</b>	<b>\$8,214</b>	<b>\$11,177</b>	<b>\$10,290</b>	<b>\$13,668</b>	
<b>Net Operating Result from Income Statement</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$7,345</b>	<b>\$4,784</b>	<b>\$5,311</b>	<b>\$16,285</b>	<b>\$16,607</b>	<b>\$9,254</b>	<b>\$8,214</b>	<b>\$11,177</b>	<b>\$10,290</b>	<b>\$13,668</b>	
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516	
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Other Comprehensive Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,725</b>	<b>\$22,329</b>	<b>\$22,882</b>	<b>\$23,579</b>	<b>\$24,220</b>	<b>\$24,921</b>	<b>\$25,452</b>	<b>\$26,186</b>	<b>\$26,844</b>	<b>\$27,516</b>	
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$29,070</b>	<b>\$27,113</b>	<b>\$28,194</b>	<b>\$39,864</b>	<b>\$40,827</b>	<b>\$34,176</b>	<b>\$33,666</b>	<b>\$37,363</b>	<b>\$37,134</b>	<b>\$41,184</b>	

<b>Balance Sheet</b>												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$17,467	\$17,467	\$17,355	\$11,535	\$9,036	\$8,087	\$4,308	\$9,934	\$13,806	\$20,677	\$26,716	\$36,358
Investments - Current	\$69,838	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221
Receivables - Current	\$6,525	\$6,525	\$8,410	\$9,254	\$9,336	\$9,644	\$10,092	\$10,388	\$10,764	\$11,166	\$11,548	\$11,964
Right of Use and Contract Assets - Current	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>\$98,487</b>	<b>\$81,870</b>	<b>\$83,643</b>	<b>\$78,667</b>	<b>\$76,249</b>	<b>\$75,608</b>	<b>\$72,277</b>	<b>\$78,199</b>	<b>\$82,447</b>	<b>\$89,720</b>	<b>\$96,141</b>	<b>\$106,199</b>
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$1,436,799	\$1,438,287	\$1,533,881	\$1,562,874	\$1,590,558	\$1,628,219	\$1,669,502	\$1,695,143	\$1,721,854	\$1,749,125	\$1,776,897	\$1,804,951
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$1,442,012</b>	<b>\$1,443,500</b>	<b>\$1,538,645</b>	<b>\$1,567,637</b>	<b>\$1,595,322</b>	<b>\$1,632,982</b>	<b>\$1,674,266</b>	<b>\$1,699,907</b>	<b>\$1,726,617</b>	<b>\$1,753,888</b>	<b>\$1,781,660</b>	<b>\$1,809,715</b>
<b>Inventory Days</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>70</b>	<b>93</b>	<b>124</b>	<b>96</b>	<b>104</b>	<b>108</b>	<b>103</b>	<b>105</b>	<b>\$105</b>
<b>TOTAL ASSETS</b>	<b>\$1,540,499</b>	<b>\$1,525,370</b>	<b>\$1,622,288</b>	<b>\$1,646,304</b>	<b>\$1,671,571</b>	<b>\$1,708,590</b>	<b>\$1,746,543</b>	<b>\$1,778,106</b>	<b>\$1,809,064</b>	<b>\$1,843,608</b>	<b>\$1,877,801</b>	<b>\$1,915,913</b>
Payables - Current	\$9,504	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$4,000	\$1,503	\$2,511	\$2,604	\$2,701	\$2,803	\$2,578	\$2,691	\$2,811	\$2,937	\$3,070	\$0
Provisions - Current	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$25,861</b>	<b>\$23,142</b>	<b>\$24,150</b>	<b>\$24,242</b>	<b>\$24,340</b>	<b>\$24,442</b>	<b>\$24,216</b>	<b>\$24,330</b>	<b>\$24,450</b>	<b>\$24,576</b>	<b>\$24,709</b>	<b>\$21,639</b>
<b>Payables Days</b>	<b>237</b>	<b>252</b>	<b>245</b>	<b>245</b>	<b>247</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>\$246</b>
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$28,383	\$25,779	\$23,079	\$20,275	\$17,698	\$15,007	\$12,196	\$9,259	\$6,189	\$6,189
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$53,297</b>	<b>\$53,297</b>	<b>\$44,671</b>	<b>\$41,482</b>	<b>\$38,458</b>	<b>\$35,511</b>	<b>\$32,863</b>	<b>\$30,136</b>	<b>\$27,309</b>	<b>\$24,364</b>	<b>\$21,290</b>	<b>\$21,288</b>
<b>TOTAL LIABILITIES</b>	<b>\$79,158</b>	<b>\$76,439</b>	<b>\$68,821</b>	<b>\$65,724</b>	<b>\$62,798</b>	<b>\$59,953</b>	<b>\$57,079</b>	<b>\$54,466</b>	<b>\$51,759</b>	<b>\$48,940</b>	<b>\$45,999</b>	<b>\$42,927</b>
<b>NET ASSETS</b>	<b>\$1,461,341</b>	<b>\$1,448,931</b>	<b>\$1,553,467</b>	<b>\$1,580,580</b>	<b>\$1,608,773</b>	<b>\$1,648,637</b>	<b>\$1,689,464</b>	<b>\$1,723,640</b>	<b>\$1,757,306</b>	<b>\$1,794,668</b>	<b>\$1,831,803</b>	<b>\$1,872,986</b>
Accumulated Surplus	\$487,697	\$439,889	\$475,287	\$482,632	\$487,415	\$492,727	\$509,011	\$525,618	\$534,872	\$543,086	\$554,263	\$564,553
Revaluation Reserves	\$973,644	\$973,644	\$973,644	\$995,369	\$1,017,698	\$1,040,581	\$1,064,160	\$1,088,380	\$1,113,301	\$1,138,754	\$1,164,939	\$1,191,783
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,478,001</b>	<b>\$1,505,114</b>	<b>\$1,533,307</b>	<b>\$1,573,171</b>	<b>\$1,613,998</b>	<b>\$1,648,173</b>	<b>\$1,681,839</b>	<b>\$1,719,202</b>	<b>\$1,756,336</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,478,001</b>	<b>\$1,505,114</b>	<b>\$1,533,307</b>	<b>\$1,573,171</b>	<b>\$1,613,998</b>	<b>\$1,648,173</b>	<b>\$1,681,839</b>	<b>\$1,719,202</b>	<b>\$1,756,336</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,478,001</b>	<b>\$1,505,114</b>	<b>\$1,533,307</b>	<b>\$1,573,171</b>	<b>\$1,613,998</b>	<b>\$1,648,173</b>	<b>\$1,681,839</b>	<b>\$1,719,202</b>	<b>\$1,756,336</b>
Net Operating Result for the Year	\$19,993	\$35,398	\$7,345	\$4,784	\$5,311	\$16,285	\$16,607	\$9,254	\$8,214	\$11,177	\$10,290	\$13,668
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Total Comprehensive Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Comprehensive Income</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$29,070</b>	<b>\$27,113</b>	<b>\$28,194</b>	<b>\$39,864</b>	<b>\$40,827</b>	<b>\$34,176</b>	<b>\$33,666</b>	<b>\$37,363</b>	<b>\$37,134</b>	<b>\$41,184</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$1,461,341</b>	<b>\$1,448,931</b>	<b>\$1,478,001</b>	<b>\$1,505,114</b>	<b>\$1,533,307</b>	<b>\$1,573,171</b>	<b>\$1,613,998</b>	<b>\$1,648,173</b>	<b>\$1,681,839</b>	<b>\$1,719,202</b>	<b>\$1,756,336</b>	<b>\$1,797,520</b>

<b>Cashflow Statement</b>												
<b>Nominal Year</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
Total Own Source Revenue	\$85,055	\$88,214	\$98,640	\$103,319	\$107,657	\$111,230	\$115,083	\$119,299	\$123,725	\$128,299	\$133,179	\$138,162
Grants and Contributions	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Other Income from Continuing Operations	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Other Expenses from Continuing Operations	\$20,768	\$26,892	\$29,950	\$29,952	\$30,289	\$30,606	\$31,370	\$32,194	\$33,059	\$33,958	\$34,886	\$35,842
<b>CASHFLOW FROM OPERATIONS</b>	<b>\$23,119</b>	<b>\$15,492</b>	<b>\$20,456</b>	<b>\$23,048</b>	<b>\$25,095</b>	<b>\$26,321</b>	<b>\$27,495</b>	<b>\$28,905</b>	<b>\$30,413</b>	<b>\$31,983</b>	<b>\$33,756</b>	<b>\$35,528</b>
Sale of Current Investments	\$28,721	\$17,041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$7,537	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$51,690	\$78,093	\$31,675	\$33,574	\$32,403	\$42,593	\$46,577	\$30,946	\$32,216	\$32,794	\$33,402	\$33,791
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>	<b>-\$25,320</b>	<b>-\$61,926</b>	<b>-\$31,225</b>	<b>-\$33,574</b>	<b>-\$32,403</b>	<b>-\$42,593</b>	<b>-\$46,577</b>	<b>-\$30,946</b>	<b>-\$32,216</b>	<b>-\$32,794</b>	<b>-\$33,402</b>	<b>-\$33,791</b>
Proceeds from Grants and Contributions - Capital purj	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$4,374	\$3,881	\$3,881	\$3,881	\$3,881	\$3,881	\$3,548	\$3,548	\$3,548	\$3,548	\$3,548
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>	<b>\$22,320</b>	<b>\$35,300</b>	<b>\$7,591</b>	<b>\$4,706</b>	<b>\$4,808</b>	<b>\$15,323</b>	<b>\$15,303</b>	<b>\$7,667</b>	<b>\$5,674</b>	<b>\$7,682</b>	<b>\$5,684</b>	<b>\$7,905</b>
Opening Cash	\$108,569	\$101,868	\$74,118	\$70,939	\$65,119	\$62,620	\$61,671	\$57,892	\$63,518	\$67,390	\$74,261	\$80,300
Change in Cash	-\$6,701	-\$27,750	-\$3,178	-\$5,820	-\$2,500	-\$949	-\$3,779	\$5,626	\$3,872	\$6,871	\$6,039	\$9,642
<b>CLOSING CASH</b>	<b>\$101,868</b>	<b>\$74,118</b>	<b>\$70,939</b>	<b>\$65,119</b>	<b>\$62,620</b>	<b>\$61,671</b>	<b>\$57,892</b>	<b>\$63,518</b>	<b>\$67,390</b>	<b>\$74,261</b>	<b>\$80,300</b>	<b>\$89,942</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$101,868</b>	<b>\$74,118</b>	<b>\$70,939</b>	<b>\$65,119</b>	<b>\$62,620</b>	<b>\$61,671</b>	<b>\$57,892</b>	<b>\$63,518</b>	<b>\$67,390</b>	<b>\$74,261</b>	<b>\$80,300</b>	<b>\$89,942</b>
Transfers to Reserves	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Externally Restricted - Water Fund cash balance	\$20,899	\$16,404	\$16,832	\$8,462	\$2,347	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted - Sewer Fund cash balance	\$22,577	\$20,491	\$18,460	\$16,724	\$14,671	\$14,714	\$9,045	\$9,600	\$10,284	\$11,106	\$12,082	\$13,309
Externally Restricted - Domestic Waste Fund cash bal	\$3,192	\$3,615	\$2,390	\$2,120	\$1,849	\$1,572	\$1,294	\$1,021	\$750	\$484	\$224	\$0
<b>Unrestricted Cash</b>	<b>\$21,567</b>	<b>-\$27</b>	<b>-\$1,626</b>	<b>\$1,680</b>	<b>\$6,368</b>	<b>\$6,751</b>	<b>\$7,669</b>	<b>\$11,764</b>	<b>\$13,972</b>	<b>\$19,036</b>	<b>\$23,110</b>	<b>\$30,499</b>

<b>FINANCIAL STATEMENTS - Scenario 1 Sustainable</b>													
Nominal Year		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type		Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv		GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges		\$22,685	\$23,671	\$24,806	\$35,570	\$36,915	\$38,311	\$39,760	\$41,263	\$42,823	\$44,442	\$46,123	\$47,867
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$9,468	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$380	\$390	\$407	\$424	\$442	\$461	\$481	\$502	\$523	\$546	\$569	\$593
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$23,065</b>	<b>\$24,061</b>	<b>\$34,681</b>	<b>\$35,994</b>	<b>\$37,357</b>	<b>\$38,772</b>	<b>\$40,241</b>	<b>\$41,765</b>	<b>\$43,346</b>	<b>\$44,988</b>	<b>\$46,692</b>	<b>\$48,460</b>
User Charges and fees		\$8,422	\$8,932	\$9,413	\$9,919	\$10,430	\$10,967	\$11,531	\$12,125	\$12,749	\$13,393	\$14,070	\$14,780
Other revenues		\$1,416	\$1,568	\$1,615	\$1,660	\$1,706	\$1,754	\$1,803	\$1,854	\$1,906	\$1,959	\$2,014	\$2,070
Interest and Investment Income		\$685	\$785	\$916	\$998	\$1,134	\$1,313	\$1,559	\$1,761	\$2,054	\$2,298	\$2,625	\$2,918
Other Income		\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue		\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$54,640</b>	<b>\$57,109</b>	<b>\$69,209</b>	<b>\$71,802</b>	<b>\$74,536</b>	<b>\$77,387</b>	<b>\$80,408</b>	<b>\$83,490</b>	<b>\$86,774</b>	<b>\$90,110</b>	<b>\$93,647</b>	<b>\$97,271</b>
Grants & Contributions - Operating Purposes		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Grants & Contributions for Capital Purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$91,140</b>	<b>\$94,922</b>	<b>\$92,856</b>	<b>\$92,869</b>	<b>\$96,017</b>	<b>\$109,703</b>	<b>\$113,032</b>	<b>\$108,481</b>	<b>\$110,116</b>	<b>\$115,813</b>	<b>\$117,713</b>	<b>\$123,929</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$72,871</b>	<b>\$68,898</b>	<b>\$81,384</b>	<b>\$84,282</b>	<b>\$87,328</b>	<b>\$90,499</b>	<b>\$93,848</b>	<b>\$97,266</b>	<b>\$100,894</b>	<b>\$104,583</b>	<b>\$108,481</b>	<b>\$112,476</b>
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Borrowing Costs		\$803	\$748	\$924	\$862	\$797	\$729	\$659	\$585	\$508	\$428	\$345	\$258
Depreciation & Amortisation		\$17,398	\$17,413	\$19,694	\$20,176	\$20,667	\$21,376	\$22,144	\$22,690	\$23,250	\$23,825	\$24,411	\$25,009
Other Expenses		\$13,623	\$14,475	\$14,909	\$15,326	\$15,756	\$16,197	\$16,650	\$17,116	\$17,596	\$18,088	\$18,595	\$19,115
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	-\$1,342	-\$387	-\$721	-\$948	-\$1,303	-\$1,335	-\$1,369	-\$1,403	-\$1,438	-\$1,474	-\$1,511
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$79,289</b>	<b>\$75,604</b>	<b>\$81,657</b>	<b>\$84,150</b>	<b>\$86,658</b>	<b>\$89,340</b>	<b>\$92,324</b>	<b>\$95,163</b>	<b>\$98,093</b>	<b>\$101,097</b>	<b>\$104,194</b>	<b>\$107,387</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$6,419</b>	<b>-\$6,707</b>	<b>-\$273</b>	<b>\$132</b>	<b>\$669</b>	<b>\$1,159</b>	<b>\$1,524</b>	<b>\$2,103</b>	<b>\$2,801</b>	<b>\$3,486</b>	<b>\$4,287</b>	<b>\$5,089</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$6,419</b>	<b>-\$6,707</b>	<b>-\$273</b>	<b>\$132</b>	<b>\$669</b>	<b>\$1,159</b>	<b>\$1,524</b>	<b>\$2,103</b>	<b>\$2,801</b>	<b>\$3,486</b>	<b>\$4,287</b>	<b>\$5,089</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$11,851</b>	<b>\$19,318</b>	<b>\$11,199</b>	<b>\$8,719</b>	<b>\$9,358</b>	<b>\$20,363</b>	<b>\$20,708</b>	<b>\$13,318</b>	<b>\$12,023</b>	<b>\$14,716</b>	<b>\$13,519</b>	<b>\$16,542</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$11,851</b>	<b>\$19,318</b>	<b>\$11,199</b>	<b>\$8,719</b>	<b>\$9,358</b>	<b>\$20,363</b>	<b>\$20,708</b>	<b>\$13,318</b>	<b>\$12,023</b>	<b>\$14,716</b>	<b>\$13,519</b>	<b>\$16,542</b>
<b>Net Operating Result from Income Statement</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$11,199</b>	<b>\$8,719</b>	<b>\$9,358</b>	<b>\$20,363</b>	<b>\$20,708</b>	<b>\$13,318</b>	<b>\$12,023</b>	<b>\$14,716</b>	<b>\$13,519</b>	<b>\$16,542</b>
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$13,404</b>	<b>\$13,802</b>	<b>\$14,086</b>	<b>\$14,533</b>	<b>\$14,904</b>	<b>\$15,329</b>	<b>\$15,644</b>	<b>\$16,153</b>	<b>\$16,582</b>	<b>\$17,020</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$24,603</b>	<b>\$22,521</b>	<b>\$23,444</b>	<b>\$34,896</b>	<b>\$35,612</b>	<b>\$28,647</b>	<b>\$27,668</b>	<b>\$30,869</b>	<b>\$30,101</b>	<b>\$33,562</b>

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$2,708	\$2,708	\$5,425	\$9,981	\$15,920	\$24,129	\$30,857	\$40,650	\$48,778	\$59,667	\$69,430	\$82,266
Investments - Current	\$37,930	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469
Receivables - Current	\$4,106	\$4,106	\$5,918	\$6,528	\$6,600	\$6,833	\$7,166	\$7,392	\$7,677	\$7,981	\$8,272	\$8,588
Right of Use and Contract Assets - Current	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>49,727</b>	<b>39,266</b>	<b>43,795</b>	<b>48,961</b>	<b>54,972</b>	<b>63,413</b>	<b>70,476</b>	<b>80,495</b>	<b>88,907</b>	<b>100,099</b>	<b>110,155</b>	<b>123,306</b>
Receivable Collection Days	\$65	\$62	\$66	\$64	\$64	\$65	\$65	\$65	\$65	\$65	\$65	\$65
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$995,604	\$986,476	\$1,053,510	\$1,068,133	\$1,083,032	\$1,107,063	\$1,133,192	\$1,149,694	\$1,166,766	\$1,184,187	\$1,201,899	\$1,219,889
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$1,000,368</b>	<b>\$991,240</b>	<b>\$1,058,274</b>	<b>\$1,072,896</b>	<b>\$1,087,795</b>	<b>\$1,111,826</b>	<b>\$1,137,955</b>	<b>\$1,154,458</b>	<b>\$1,171,529</b>	<b>\$1,188,951</b>	<b>\$1,206,662</b>	<b>\$1,224,653</b>
<b>Inventory Days</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ASSETS</b>	<b>\$1,050,095</b>	<b>\$1,030,506</b>	<b>\$1,102,069</b>	<b>\$1,121,858</b>	<b>\$1,142,767</b>	<b>\$1,175,240</b>	<b>\$1,208,431</b>	<b>\$1,234,952</b>	<b>\$1,260,436</b>	<b>\$1,289,050</b>	<b>\$1,316,817</b>	<b>\$1,347,959</b>
Payables - Current	\$8,763	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	-\$3,415	-\$5,447	\$2,147	\$2,212	\$2,279	\$2,350	\$2,090	\$2,167	\$2,247	\$2,331	\$2,418	\$0
Provisions - Current	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$16,408</b>	<b>\$14,155</b>	<b>\$21,749</b>	<b>\$21,814</b>	<b>\$21,881</b>	<b>\$21,952</b>	<b>\$21,692</b>	<b>\$21,769</b>	<b>\$21,849</b>	<b>\$21,932</b>	<b>\$22,020</b>	<b>\$19,602</b>
<b>Payables Days</b>	<b>\$145</b>	<b>\$181</b>	<b>\$185</b>	<b>\$170</b>	<b>\$179</b>	<b>\$178</b>	<b>\$176</b>	<b>\$178</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$22,016	\$19,805	\$17,525	\$15,175	\$13,085	\$10,918	\$8,671	\$6,340	\$3,923	\$3,923
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$53,297</b>	<b>\$53,297</b>	<b>\$38,304</b>	<b>\$35,507</b>	<b>\$32,905</b>	<b>\$30,411</b>	<b>\$28,250</b>	<b>\$26,048</b>	<b>\$23,784</b>	<b>\$21,445</b>	<b>\$19,023</b>	<b>\$19,022</b>
<b>TOTAL LIABILITIES</b>	<b>\$69,705</b>	<b>\$67,452</b>	<b>\$60,053</b>	<b>\$57,321</b>	<b>\$54,786</b>	<b>\$52,363</b>	<b>\$49,942</b>	<b>\$47,816</b>	<b>\$45,633</b>	<b>\$43,378</b>	<b>\$41,043</b>	<b>\$38,623</b>
<b>NET ASSETS</b>	<b>\$980,390</b>	<b>\$963,054</b>	<b>\$1,042,016</b>	<b>\$1,064,537</b>	<b>\$1,087,981</b>	<b>\$1,122,877</b>	<b>\$1,158,489</b>	<b>\$1,187,136</b>	<b>\$1,214,803</b>	<b>\$1,245,672</b>	<b>\$1,275,774</b>	<b>\$1,309,336</b>
Accumulated Surplus	\$264,755	\$216,947	\$234,893	\$246,092	\$254,811	\$264,170	\$284,533	\$305,241	\$318,559	\$330,582	\$345,298	\$358,817
Revaluation Reserves	\$718,729	\$718,729	\$718,729	\$732,133	\$745,935	\$760,020	\$774,553	\$789,457	\$804,786	\$820,430	\$836,583	\$853,166
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$978,225</b>	<b>\$1,000,746</b>	<b>\$1,024,190</b>	<b>\$1,059,086</b>	<b>\$1,094,698</b>	<b>\$1,123,345</b>	<b>\$1,151,013</b>	<b>\$1,181,882</b>	<b>\$1,211,983</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$978,225</b>	<b>\$1,000,746</b>	<b>\$1,024,190</b>	<b>\$1,059,086</b>	<b>\$1,094,698</b>	<b>\$1,123,345</b>	<b>\$1,151,013</b>	<b>\$1,181,882</b>	<b>\$1,211,983</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$978,225</b>	<b>\$1,000,746</b>	<b>\$1,024,190</b>	<b>\$1,059,086</b>	<b>\$1,094,698</b>	<b>\$1,123,345</b>	<b>\$1,151,013</b>	<b>\$1,181,882</b>	<b>\$1,211,983</b>
Net Operating Result for the Year	\$11,851	\$17,946	\$11,199	\$8,719	\$9,358	\$20,363	\$20,708	\$13,318	\$12,023	\$14,716	\$13,519	\$16,542
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$11,851</b>	<b>\$17,946</b>	<b>\$24,603</b>	<b>\$22,521</b>	<b>\$23,444</b>	<b>\$34,896</b>	<b>\$35,612</b>	<b>\$28,647</b>	<b>\$27,668</b>	<b>\$30,869</b>	<b>\$30,101</b>	<b>\$33,562</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$983,484</b>	<b>\$953,622</b>	<b>\$978,225</b>	<b>\$1,000,746</b>	<b>\$1,024,190</b>	<b>\$1,059,086</b>	<b>\$1,094,698</b>	<b>\$1,123,345</b>	<b>\$1,151,013</b>	<b>\$1,181,882</b>	<b>\$1,211,983</b>	<b>\$1,245,545</b>



<b>Cashflow Statement</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$54,937	\$57,019	\$67,397	\$71,193	\$74,464	\$77,155	\$80,075	\$83,265	\$86,490	\$89,806	\$93,355	\$96,955
Grants and Contributions		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Other Income from Continuing Operations		\$0	\$0	\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Other Expenses from Continuing Operations		\$13,437	\$13,433	\$15,731	\$15,191	\$15,130	\$15,038	\$15,386	\$15,783	\$16,210	\$16,659	\$17,125	\$17,607
<b>CASHFLOW FROM OPERATIONS</b>		<b>\$12,265</b>	<b>\$11,154</b>	<b>\$17,324</b>	<b>\$19,975</b>	<b>\$21,739</b>	<b>\$22,888</b>	<b>\$23,922</b>	<b>\$25,118</b>	<b>\$26,259</b>	<b>\$27,428</b>	<b>\$28,747</b>	<b>\$30,037</b>
Sale of Current Investments		\$0	\$10,461	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$7,208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$4,657	\$50,049	\$23,867	\$20,997	\$21,481	\$30,874	\$33,368	\$23,864	\$24,678	\$25,094	\$25,540	\$25,979
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>		<b>-\$6,229</b>	<b>-\$39,589</b>	<b>-\$23,867</b>	<b>-\$20,997</b>	<b>-\$21,481</b>	<b>-\$30,874</b>	<b>-\$33,368</b>	<b>-\$23,864</b>	<b>-\$24,678</b>	<b>-\$25,094</b>	<b>-\$25,540</b>	<b>-\$25,979</b>
Proceeds from Grants and Contributions - Capital purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$3,228	\$3,009	\$3,009	\$3,009	\$3,009	\$3,009	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>		<b>\$18,269</b>	<b>\$22,797</b>	<b>\$8,463</b>	<b>\$5,578</b>	<b>\$5,680</b>	<b>\$16,195</b>	<b>\$16,175</b>	<b>\$8,540</b>	<b>\$6,547</b>	<b>\$8,555</b>	<b>\$6,557</b>	<b>\$8,778</b>
Opening Cash		\$21,558	\$47,435	\$31,337	\$33,258	\$37,814	\$43,752	\$51,961	\$58,690	\$68,483	\$76,611	\$87,499	\$97,263
Change in Cash		\$25,877	-\$16,099	\$1,921	\$4,556	\$5,939	\$8,209	\$6,728	\$9,793	\$8,128	\$10,888	\$9,764	\$12,836
<b>CLOSING CASH</b>		<b>\$47,435</b>	<b>\$31,337</b>	<b>\$33,258</b>	<b>\$37,814</b>	<b>\$43,752</b>	<b>\$51,961</b>	<b>\$58,690</b>	<b>\$68,483</b>	<b>\$76,611</b>	<b>\$87,499</b>	<b>\$97,263</b>	<b>\$110,099</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>		<b>\$47,435</b>	<b>\$31,337</b>	<b>\$33,258</b>	<b>\$37,814</b>	<b>\$43,752</b>	<b>\$51,961</b>	<b>\$58,690</b>	<b>\$68,483</b>	<b>\$76,611</b>	<b>\$87,499</b>	<b>\$97,263</b>	<b>\$110,099</b>
Transfers to Reserves		\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash		\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
<b>Unrestricted Cash</b>		<b>\$7,368</b>	<b>-\$3,093</b>	<b>-\$1,626</b>	<b>\$1,680</b>	<b>\$6,368</b>	<b>\$13,327</b>	<b>\$18,806</b>	<b>\$27,349</b>	<b>\$34,227</b>	<b>\$43,865</b>	<b>\$52,379</b>	<b>\$63,965</b>

<b>CONSOLIDATED FINANCIAL STATEMENTS - Scenario 2 Sustainable 2 yr SV</b>													
<b>Nominal Year</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
	<b>Year Type</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Rates & Charges		\$22,685	\$23,671	\$24,806	\$31,148	\$36,960	\$38,357	\$39,808	\$41,313	\$42,875	\$44,496	\$46,179	\$47,925
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$5,208	\$4,465	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$18,275	\$18,970	\$19,544	\$20,136	\$20,745	\$21,373	\$22,020	\$22,687	\$23,374	\$24,082	\$24,812	\$25,563
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$40,960</b>	<b>\$42,641</b>	<b>\$49,557</b>	<b>\$55,749</b>	<b>\$57,705</b>	<b>\$59,731</b>	<b>\$61,828</b>	<b>\$64,000</b>	<b>\$66,249</b>	<b>\$68,579</b>	<b>\$70,991</b>	<b>\$73,488</b>
User Charges and fees		\$18,425	\$19,205	\$20,210	\$21,268	\$22,337	\$23,459	\$24,639	\$25,878	\$27,179	\$28,523	\$29,933	\$31,414
Other revenues		\$1,561	\$1,728	\$1,780	\$1,830	\$1,881	\$1,934	\$1,988	\$2,044	\$2,101	\$2,160	\$2,220	\$2,283
Interest and Investment Income		\$2,760	\$2,965	\$2,132	\$2,022	\$1,824	\$1,746	\$1,715	\$1,599	\$1,765	\$1,879	\$2,082	\$2,261
Other Income		\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue		\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$84,759</b>	<b>\$88,214</b>	<b>\$96,264</b>	<b>\$104,100</b>	<b>\$107,654</b>	<b>\$111,451</b>	<b>\$115,444</b>	<b>\$119,507</b>	<b>\$124,013</b>	<b>\$128,612</b>	<b>\$133,472</b>	<b>\$138,487</b>
Grants & Contributions - Operating Purposes		\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Grants & Contributions for Capital Purposes		\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$125,309</b>	<b>\$139,811</b>	<b>\$119,957</b>	<b>\$125,214</b>	<b>\$129,184</b>	<b>\$143,817</b>	<b>\$148,118</b>	<b>\$144,549</b>	<b>\$147,409</b>	<b>\$154,369</b>	<b>\$157,595</b>	<b>\$165,204</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$102,989</b>	<b>\$100,137</b>	<b>\$108,485</b>	<b>\$116,627</b>	<b>\$120,495</b>	<b>\$124,613</b>	<b>\$128,934</b>	<b>\$133,334</b>	<b>\$138,187</b>	<b>\$143,139</b>	<b>\$148,363</b>	<b>\$153,751</b>
Employee Benefits		\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts		\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Borrowing Costs		\$1,700	\$1,594	\$1,458	\$1,370	\$1,278	\$1,180	\$1,078	\$970	\$857	\$737	\$611	\$478
Depreciation & Amortisation		\$22,667	\$22,681	\$26,219	\$26,911	\$27,600	\$28,512	\$29,514	\$30,226	\$30,958	\$31,709	\$32,474	\$33,253
Other Expenses		\$21,551	\$22,355	\$23,025	\$23,670	\$24,333	\$25,014	\$25,715	\$26,435	\$27,175	\$27,936	\$28,718	\$29,522
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$4,237	\$5,716	\$5,696	\$5,634	\$5,448	\$5,585	\$5,724	\$5,867	\$6,014	\$6,164	\$6,318
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$105,316</b>	<b>\$108,620</b>	<b>\$116,873</b>	<b>\$120,494</b>	<b>\$123,958</b>	<b>\$127,618</b>	<b>\$131,599</b>	<b>\$135,383</b>	<b>\$139,283</b>	<b>\$143,281</b>	<b>\$147,394</b>	<b>\$151,626</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$2,327</b>	<b>-\$8,483</b>	<b>-\$8,388</b>	<b>-\$3,866</b>	<b>-\$3,463</b>	<b>-\$3,005</b>	<b>-\$2,664</b>	<b>-\$2,048</b>	<b>-\$1,097</b>	<b>-\$142</b>	<b>\$969</b>	<b>\$2,125</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$2,327</b>	<b>-\$8,483</b>	<b>-\$8,388</b>	<b>-\$3,866</b>	<b>-\$3,463</b>	<b>-\$3,005</b>	<b>-\$2,664</b>	<b>-\$2,048</b>	<b>-\$1,097</b>	<b>-\$142</b>	<b>\$969</b>	<b>\$2,125</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$19,993</b>	<b>\$31,191</b>	<b>\$3,084</b>	<b>\$4,721</b>	<b>\$5,226</b>	<b>\$16,199</b>	<b>\$16,520</b>	<b>\$9,167</b>	<b>\$8,125</b>	<b>\$11,088</b>	<b>\$10,201</b>	<b>\$13,578</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$19,993</b>	<b>\$31,191</b>	<b>\$3,084</b>	<b>\$4,721</b>	<b>\$5,226</b>	<b>\$16,199</b>	<b>\$16,520</b>	<b>\$9,167</b>	<b>\$8,125</b>	<b>\$11,088</b>	<b>\$10,201</b>	<b>\$13,578</b>
<b>Net Operating Result from Income Statement</b>		<b>\$19,993</b>	<b>\$35,398</b>	<b>\$3,084</b>	<b>\$4,721</b>	<b>\$5,226</b>	<b>\$16,199</b>	<b>\$16,520</b>	<b>\$9,167</b>	<b>\$8,125</b>	<b>\$11,088</b>	<b>\$10,201</b>	<b>\$13,578</b>
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$21,725</b>	<b>\$22,329</b>	<b>\$22,882</b>	<b>\$23,579</b>	<b>\$24,220</b>	<b>\$24,921</b>	<b>\$25,452</b>	<b>\$26,186</b>	<b>\$26,844</b>	<b>\$27,516</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$19,993</b>	<b>\$35,398</b>	<b>\$24,809</b>	<b>\$27,050</b>	<b>\$28,108</b>	<b>\$39,778</b>	<b>\$40,740</b>	<b>\$34,088</b>	<b>\$33,578</b>	<b>\$37,274</b>	<b>\$37,044</b>	<b>\$41,094</b>

<b>Balance Sheet</b>												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$17,467	\$17,467	\$13,822	\$7,204	\$4,619	\$3,584	-\$282	\$5,256	\$9,039	\$15,820	\$21,769	\$31,320
Investments - Current	\$69,838	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221
Receivables - Current	\$6,525	\$6,525	\$7,683	\$9,262	\$9,344	\$9,652	\$10,101	\$10,396	\$10,773	\$11,175	\$11,558	\$11,974
Right of Use and Contract Assets - Current	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>\$98,487</b>	<b>\$81,870</b>	<b>\$79,382</b>	<b>\$74,343</b>	<b>\$71,840</b>	<b>\$71,113</b>	<b>\$67,696</b>	<b>\$73,530</b>	<b>\$77,689</b>	<b>\$84,873</b>	<b>\$91,205</b>	<b>\$101,172</b>
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$1,436,799	\$1,438,287	\$1,533,881	\$1,562,874	\$1,590,558	\$1,628,219	\$1,669,502	\$1,695,143	\$1,721,854	\$1,749,125	\$1,776,897	\$1,804,951
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$1,442,012</b>	<b>\$1,443,500</b>	<b>\$1,538,645</b>	<b>\$1,567,637</b>	<b>\$1,595,322</b>	<b>\$1,632,982</b>	<b>\$1,674,266</b>	<b>\$1,699,907</b>	<b>\$1,726,617</b>	<b>\$1,753,888</b>	<b>\$1,781,660</b>	<b>\$1,809,715</b>
<b>Inventory Days</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>70</b>	<b>93</b>	<b>124</b>	<b>96</b>	<b>104</b>	<b>108</b>	<b>103</b>	<b>105</b>	<b>\$105</b>
<b>TOTAL ASSETS</b>	<b>\$1,540,499</b>	<b>\$1,525,370</b>	<b>\$1,618,027</b>	<b>\$1,641,980</b>	<b>\$1,667,162</b>	<b>\$1,704,096</b>	<b>\$1,741,961</b>	<b>\$1,773,436</b>	<b>\$1,804,306</b>	<b>\$1,838,761</b>	<b>\$1,872,865</b>	<b>\$1,910,886</b>
Payables - Current	\$9,504	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$4,000	\$1,503	\$2,511	\$2,604	\$2,701	\$2,803	\$2,578	\$2,691	\$2,811	\$2,937	\$3,070	\$0
Provisions - Current	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$25,861</b>	<b>\$23,142</b>	<b>\$24,150</b>	<b>\$24,242</b>	<b>\$24,340</b>	<b>\$24,442</b>	<b>\$24,216</b>	<b>\$24,330</b>	<b>\$24,450</b>	<b>\$24,576</b>	<b>\$24,709</b>	<b>\$21,639</b>
<b>Payables Days</b>	<b>237</b>	<b>252</b>	<b>245</b>	<b>245</b>	<b>247</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>246</b>	<b>\$246</b>
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$35,800	\$35,800	\$28,383	\$25,779	\$23,079	\$20,275	\$17,698	\$15,007	\$12,196	\$9,259	\$6,189	\$6,189
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$53,297</b>	<b>\$53,297</b>	<b>\$44,671</b>	<b>\$41,482</b>	<b>\$38,458</b>	<b>\$35,511</b>	<b>\$32,863</b>	<b>\$30,136</b>	<b>\$27,309</b>	<b>\$24,364</b>	<b>\$21,290</b>	<b>\$21,288</b>
<b>TOTAL LIABILITIES</b>	<b>\$79,158</b>	<b>\$76,439</b>	<b>\$68,821</b>	<b>\$65,724</b>	<b>\$62,798</b>	<b>\$59,953</b>	<b>\$57,079</b>	<b>\$54,466</b>	<b>\$51,758</b>	<b>\$48,940</b>	<b>\$45,999</b>	<b>\$42,927</b>
<b>NET ASSETS</b>	<b>\$1,461,341</b>	<b>\$1,448,931</b>	<b>\$1,549,206</b>	<b>\$1,576,256</b>	<b>\$1,604,365</b>	<b>\$1,644,143</b>	<b>\$1,684,882</b>	<b>\$1,718,970</b>	<b>\$1,752,548</b>	<b>\$1,789,821</b>	<b>\$1,826,866</b>	<b>\$1,867,959</b>
Accumulated Surplus	\$487,697	\$439,889	\$475,287	\$478,371	\$483,092	\$488,318	\$504,516	\$521,036	\$530,203	\$538,328	\$549,416	\$559,616
Revaluation Reserves	\$973,644	\$973,644	\$973,644	\$995,369	\$1,017,698	\$1,040,581	\$1,064,160	\$1,088,380	\$1,113,301	\$1,138,754	\$1,164,939	\$1,191,783
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,473,740</b>	<b>\$1,500,790</b>	<b>\$1,528,898</b>	<b>\$1,568,676</b>	<b>\$1,609,416</b>	<b>\$1,643,504</b>	<b>\$1,677,082</b>	<b>\$1,714,355</b>	<b>\$1,751,400</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,473,740</b>	<b>\$1,500,790</b>	<b>\$1,528,898</b>	<b>\$1,568,676</b>	<b>\$1,609,416</b>	<b>\$1,643,504</b>	<b>\$1,677,082</b>	<b>\$1,714,355</b>	<b>\$1,751,400</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$1,461,341</b>	<b>\$1,413,533</b>	<b>\$1,448,931</b>	<b>\$1,473,740</b>	<b>\$1,500,790</b>	<b>\$1,528,898</b>	<b>\$1,568,676</b>	<b>\$1,609,416</b>	<b>\$1,643,504</b>	<b>\$1,677,082</b>	<b>\$1,714,355</b>	<b>\$1,751,400</b>
Net Operating Result for the Year	\$19,993	\$35,398	\$3,084	\$4,721	\$5,226	\$16,199	\$16,520	\$9,167	\$8,125	\$11,088	\$10,201	\$13,578
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Total Comprehensive Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Comprehensive Income</b>	<b>\$19,993</b>	<b>\$35,398</b>	<b>\$24,809</b>	<b>\$27,050</b>	<b>\$28,108</b>	<b>\$39,778</b>	<b>\$40,740</b>	<b>\$34,088</b>	<b>\$33,578</b>	<b>\$37,274</b>	<b>\$37,044</b>	<b>\$41,094</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$1,461,341</b>	<b>\$1,448,931</b>	<b>\$1,473,740</b>	<b>\$1,500,790</b>	<b>\$1,528,898</b>	<b>\$1,568,676</b>	<b>\$1,609,416</b>	<b>\$1,643,504</b>	<b>\$1,677,082</b>	<b>\$1,714,355</b>	<b>\$1,751,400</b>	<b>\$1,792,493</b>

<b>Cashflow Statement</b>												
<b>Nominal Year</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
Total Own Source Revenue	\$85,055	\$88,214	\$95,106	\$102,521	\$107,572	\$111,144	\$114,995	\$119,211	\$123,637	\$128,209	\$133,089	\$138,072
Grants and Contributions	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Other Income from Continuing Operations	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Other Expenses from Continuing Operations	\$20,768	\$26,892	\$29,950	\$29,952	\$30,289	\$30,606	\$31,370	\$32,194	\$33,059	\$33,958	\$34,886	\$35,842
<b>CASHFLOW FROM OPERATIONS</b>	<b>\$23,119</b>	<b>\$15,492</b>	<b>\$16,923</b>	<b>\$22,250</b>	<b>\$25,010</b>	<b>\$26,235</b>	<b>\$27,408</b>	<b>\$28,817</b>	<b>\$30,324</b>	<b>\$31,893</b>	<b>\$33,666</b>	<b>\$35,438</b>
Sale of Current Investments	\$28,721	\$17,041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$7,537	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$51,690	\$78,093	\$31,675	\$33,574	\$32,403	\$42,593	\$46,577	\$30,946	\$32,216	\$32,794	\$33,402	\$33,791
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>	<b>-\$25,320</b>	<b>-\$61,926</b>	<b>-\$31,225</b>	<b>-\$33,574</b>	<b>-\$32,403</b>	<b>-\$42,593</b>	<b>-\$46,577</b>	<b>-\$30,946</b>	<b>-\$32,216</b>	<b>-\$32,794</b>	<b>-\$33,402</b>	<b>-\$33,791</b>
Proceeds from Grants and Contributions - Capital purj	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$4,374	\$3,881	\$3,881	\$3,881	\$3,881	\$3,881	\$3,548	\$3,548	\$3,548	\$3,548	\$3,548
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>	<b>\$22,320</b>	<b>\$35,300</b>	<b>\$7,591</b>	<b>\$4,706</b>	<b>\$4,808</b>	<b>\$15,323</b>	<b>\$15,303</b>	<b>\$7,667</b>	<b>\$5,674</b>	<b>\$7,682</b>	<b>\$5,684</b>	<b>\$7,905</b>
Opening Cash	\$108,569	\$101,868	\$74,118	\$67,406	\$60,788	\$58,203	\$57,168	\$53,302	\$58,840	\$62,623	\$69,404	\$75,353
Change in Cash	-\$6,701	-\$27,750	-\$6,712	-\$6,618	-\$2,585	-\$1,035	-\$3,866	\$5,538	\$3,783	\$6,781	\$5,949	\$9,552
<b>CLOSING CASH</b>	<b>\$101,868</b>	<b>\$74,118</b>	<b>\$67,406</b>	<b>\$60,788</b>	<b>\$58,203</b>	<b>\$57,168</b>	<b>\$53,302</b>	<b>\$58,840</b>	<b>\$62,623</b>	<b>\$69,404</b>	<b>\$75,353</b>	<b>\$84,904</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$101,868</b>	<b>\$74,118</b>	<b>\$67,406</b>	<b>\$60,788</b>	<b>\$58,203</b>	<b>\$57,168</b>	<b>\$53,302</b>	<b>\$58,840</b>	<b>\$62,623</b>	<b>\$69,404</b>	<b>\$75,353</b>	<b>\$84,904</b>
Transfers to Reserves	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Externally Restricted - Water Fund cash balance	\$20,899	\$16,404	\$16,832	\$8,462	\$2,347	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted - Sewer Fund cash balance	\$22,577	\$20,491	\$18,460	\$16,724	\$14,671	\$14,714	\$9,045	\$9,600	\$10,284	\$11,106	\$12,082	\$13,309
Externally Restricted - Domestic Waste Fund cash bal	\$3,192	\$3,615	\$2,390	\$2,120	\$1,849	\$1,572	\$1,294	\$1,021	\$750	\$484	\$224	\$0
<b>Unrestricted Cash</b>	<b>\$21,567</b>	<b>-\$27</b>	<b>-\$5,160</b>	<b>-\$2,652</b>	<b>\$1,952</b>	<b>\$2,248</b>	<b>\$3,079</b>	<b>\$7,086</b>	<b>\$9,205</b>	<b>\$14,180</b>	<b>\$18,163</b>	<b>\$25,461</b>

<b>FINANCIAL STATEMENTS - Scenario 2 Sustainable 2 yr SV</b>													
Nominal Year		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type		Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv		GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges		\$22,685	\$23,671	\$24,806	\$31,148	\$36,960	\$38,357	\$39,808	\$41,313	\$42,875	\$44,496	\$46,179	\$47,925
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$5,208	\$4,465	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$380	\$390	\$407	\$424	\$442	\$461	\$481	\$502	\$523	\$546	\$569	\$593
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$23,065</b>	<b>\$24,061</b>	<b>\$30,420</b>	<b>\$36,037</b>	<b>\$37,402</b>	<b>\$38,819</b>	<b>\$40,289</b>	<b>\$41,815</b>	<b>\$43,398</b>	<b>\$45,042</b>	<b>\$46,748</b>	<b>\$48,518</b>
User Charges and fees		\$8,422	\$8,932	\$9,413	\$9,919	\$10,430	\$10,967	\$11,531	\$12,125	\$12,749	\$13,393	\$14,070	\$14,780
Other revenues		\$1,416	\$1,568	\$1,615	\$1,660	\$1,706	\$1,754	\$1,803	\$1,854	\$1,906	\$1,959	\$2,014	\$2,070
Interest and Investment Income		\$685	\$785	\$916	\$892	\$1,004	\$1,180	\$1,424	\$1,623	\$1,914	\$2,155	\$2,479	\$2,769
Other Income		\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue		\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$54,640</b>	<b>\$57,919</b>	<b>\$64,948</b>	<b>\$71,740</b>	<b>\$74,451</b>	<b>\$77,301</b>	<b>\$80,321</b>	<b>\$83,403</b>	<b>\$86,686</b>	<b>\$90,021</b>	<b>\$93,557</b>	<b>\$97,181</b>
Grants & Contributions - Operating Purposes		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Grants & Contributions for Capital Purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$91,140</b>	<b>\$94,922</b>	<b>\$88,595</b>	<b>\$92,806</b>	<b>\$95,932</b>	<b>\$109,617</b>	<b>\$112,945</b>	<b>\$108,393</b>	<b>\$110,028</b>	<b>\$115,724</b>	<b>\$117,623</b>	<b>\$123,839</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$72,871</b>	<b>\$68,898</b>	<b>\$77,123</b>	<b>\$84,219</b>	<b>\$87,243</b>	<b>\$90,413</b>	<b>\$93,761</b>	<b>\$97,178</b>	<b>\$100,806</b>	<b>\$104,494</b>	<b>\$108,391</b>	<b>\$112,386</b>
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Borrowing Costs		\$803	\$748	\$924	\$862	\$797	\$729	\$659	\$585	\$508	\$428	\$345	\$258
Depreciation & Amortisation		\$17,398	\$17,413	\$19,694	\$20,176	\$20,667	\$21,376	\$22,144	\$22,690	\$23,250	\$23,825	\$24,411	\$25,009
Other Expenses		\$13,623	\$14,475	\$14,909	\$15,326	\$15,756	\$16,197	\$16,650	\$17,116	\$17,596	\$18,088	\$18,595	\$19,115
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	-\$1,342	-\$387	-\$721	-\$948	-\$1,303	-\$1,335	-\$1,369	-\$1,403	-\$1,438	-\$1,474	-\$1,511
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$79,289</b>	<b>\$75,604</b>	<b>\$81,657</b>	<b>\$84,150</b>	<b>\$86,658</b>	<b>\$89,340</b>	<b>\$92,324</b>	<b>\$95,163</b>	<b>\$98,093</b>	<b>\$101,097</b>	<b>\$104,194</b>	<b>\$107,387</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$6,419</b>	<b>-\$6,707</b>	<b>-\$4,533</b>	<b>\$69</b>	<b>\$584</b>	<b>\$1,073</b>	<b>\$1,437</b>	<b>\$2,015</b>	<b>\$2,713</b>	<b>\$3,397</b>	<b>\$4,197</b>	<b>\$4,999</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$6,419</b>	<b>-\$6,707</b>	<b>-\$4,533</b>	<b>\$69</b>	<b>\$584</b>	<b>\$1,073</b>	<b>\$1,437</b>	<b>\$2,015</b>	<b>\$2,713</b>	<b>\$3,397</b>	<b>\$4,197</b>	<b>\$4,999</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$11,851</b>	<b>\$19,318</b>	<b>\$6,939</b>	<b>\$8,656</b>	<b>\$9,273</b>	<b>\$20,277</b>	<b>\$20,621</b>	<b>\$13,230</b>	<b>\$11,935</b>	<b>\$14,627</b>	<b>\$13,429</b>	<b>\$16,452</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$11,851</b>	<b>\$19,318</b>	<b>\$6,939</b>	<b>\$8,656</b>	<b>\$9,273</b>	<b>\$20,277</b>	<b>\$20,621</b>	<b>\$13,230</b>	<b>\$11,935</b>	<b>\$14,627</b>	<b>\$13,429</b>	<b>\$16,452</b>
<b>Net Operating Result from Income Statement</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$6,939</b>	<b>\$8,656</b>	<b>\$9,273</b>	<b>\$20,277</b>	<b>\$20,621</b>	<b>\$13,230</b>	<b>\$11,935</b>	<b>\$14,627</b>	<b>\$13,429</b>	<b>\$16,452</b>
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$13,404</b>	<b>\$13,802</b>	<b>\$14,086</b>	<b>\$14,533</b>	<b>\$14,904</b>	<b>\$15,329</b>	<b>\$15,644</b>	<b>\$16,153</b>	<b>\$16,582</b>	<b>\$17,020</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$11,851</b>	<b>\$17,946</b>	<b>\$20,343</b>	<b>\$22,458</b>	<b>\$23,359</b>	<b>\$34,810</b>	<b>\$35,525</b>	<b>\$28,559</b>	<b>\$27,579</b>	<b>\$30,780</b>	<b>\$30,012</b>	<b>\$33,472</b>

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$2,708	\$2,708	\$1,891	\$5,650	\$11,503	\$19,626	\$26,267	\$35,972	\$44,011	\$54,810	\$64,484	\$77,229
Investments - Current	\$37,930	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469
Receivables - Current	\$4,106	\$4,106	\$5,191	\$6,536	\$6,608	\$6,841	\$7,175	\$7,401	\$7,686	\$7,990	\$8,282	\$8,599
Right of Use and Contract Assets - Current	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>49,727</b>	<b>39,266</b>	<b>39,534</b>	<b>44,638</b>	<b>50,563</b>	<b>58,919</b>	<b>65,894</b>	<b>75,825</b>	<b>84,149</b>	<b>95,252</b>	<b>105,218</b>	<b>118,279</b>
Receivable Collection Days	\$65	\$62	\$66	\$64	\$64	\$65	\$65	\$65	\$65	\$65	\$65	\$65
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$995,604	\$986,476	\$1,053,510	\$1,068,133	\$1,083,032	\$1,107,063	\$1,133,192	\$1,149,694	\$1,166,766	\$1,184,187	\$1,201,899	\$1,219,889
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$1,000,368</b>	<b>\$991,240</b>	<b>\$1,058,274</b>	<b>\$1,072,896</b>	<b>\$1,087,795</b>	<b>\$1,111,826</b>	<b>\$1,137,955</b>	<b>\$1,154,458</b>	<b>\$1,171,529</b>	<b>\$1,188,951</b>	<b>\$1,206,662</b>	<b>\$1,224,653</b>
<b>Inventory Days</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ASSETS</b>	<b>\$1,050,095</b>	<b>\$1,030,506</b>	<b>\$1,097,808</b>	<b>\$1,117,534</b>	<b>\$1,138,358</b>	<b>\$1,170,745</b>	<b>\$1,203,849</b>	<b>\$1,230,283</b>	<b>\$1,255,678</b>	<b>\$1,284,203</b>	<b>\$1,311,880</b>	<b>\$1,342,932</b>
Payables - Current	\$8,763	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	-\$3,415	-\$5,447	\$2,147	\$2,212	\$2,279	\$2,350	\$2,090	\$2,167	\$2,247	\$2,331	\$2,418	\$0
Provisions - Current	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$16,408</b>	<b>\$14,155</b>	<b>\$21,749</b>	<b>\$21,814</b>	<b>\$21,881</b>	<b>\$21,952</b>	<b>\$21,692</b>	<b>\$21,769</b>	<b>\$21,849</b>	<b>\$21,932</b>	<b>\$22,020</b>	<b>\$19,602</b>
<b>Payables Days</b>	<b>\$145</b>	<b>\$181</b>	<b>\$185</b>	<b>\$170</b>	<b>\$179</b>	<b>\$178</b>	<b>\$176</b>	<b>\$178</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$22,016	\$19,805	\$17,525	\$15,175	\$13,085	\$10,918	\$8,671	\$6,340	\$3,923	\$3,923
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$53,297</b>	<b>\$53,297</b>	<b>\$38,304</b>	<b>\$35,507</b>	<b>\$32,905</b>	<b>\$30,411</b>	<b>\$28,250</b>	<b>\$26,048</b>	<b>\$23,784</b>	<b>\$21,445</b>	<b>\$19,023</b>	<b>\$19,022</b>
<b>TOTAL LIABILITIES</b>	<b>\$69,705</b>	<b>\$67,452</b>	<b>\$60,053</b>	<b>\$57,321</b>	<b>\$54,786</b>	<b>\$52,363</b>	<b>\$49,942</b>	<b>\$47,816</b>	<b>\$45,633</b>	<b>\$43,378</b>	<b>\$41,043</b>	<b>\$38,623</b>
<b>NET ASSETS</b>	<b>\$980,390</b>	<b>\$963,054</b>	<b>\$1,037,755</b>	<b>\$1,060,213</b>	<b>\$1,083,572</b>	<b>\$1,118,382</b>	<b>\$1,153,907</b>	<b>\$1,182,466</b>	<b>\$1,210,046</b>	<b>\$1,240,826</b>	<b>\$1,270,837</b>	<b>\$1,304,309</b>
Accumulated Surplus	\$264,755	\$216,947	\$234,893	\$241,831	\$250,488	\$259,761	\$280,038	\$300,659	\$313,889	\$325,825	\$340,451	\$353,881
Revaluation Reserves	\$718,729	\$718,729	\$718,729	\$732,133	\$745,935	\$760,020	\$774,553	\$789,457	\$804,786	\$820,430	\$836,583	\$853,166
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$973,964</b>	<b>\$996,423</b>	<b>\$1,019,781</b>	<b>\$1,054,591</b>	<b>\$1,090,116</b>	<b>\$1,118,675</b>	<b>\$1,146,255</b>	<b>\$1,177,035</b>	<b>\$1,207,046</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$973,964</b>	<b>\$996,423</b>	<b>\$1,019,781</b>	<b>\$1,054,591</b>	<b>\$1,090,116</b>	<b>\$1,118,675</b>	<b>\$1,146,255</b>	<b>\$1,177,035</b>	<b>\$1,207,046</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$980,390</b>	<b>\$935,676</b>	<b>\$953,622</b>	<b>\$973,964</b>	<b>\$996,423</b>	<b>\$1,019,781</b>	<b>\$1,054,591</b>	<b>\$1,090,116</b>	<b>\$1,118,675</b>	<b>\$1,146,255</b>	<b>\$1,177,035</b>	<b>\$1,207,046</b>
Net Operating Result for the Year	\$11,851	\$17,946	\$6,939	\$8,656	\$9,273	\$20,277	\$20,621	\$13,230	\$11,935	\$14,627	\$13,429	\$16,452
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$11,851</b>	<b>\$17,946</b>	<b>\$20,343</b>	<b>\$22,458</b>	<b>\$23,359</b>	<b>\$34,810</b>	<b>\$35,525</b>	<b>\$28,559</b>	<b>\$27,579</b>	<b>\$30,780</b>	<b>\$30,012</b>	<b>\$33,472</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$983,484</b>	<b>\$953,622</b>	<b>\$973,964</b>	<b>\$996,423</b>	<b>\$1,019,781</b>	<b>\$1,054,591</b>	<b>\$1,090,116</b>	<b>\$1,118,675</b>	<b>\$1,146,255</b>	<b>\$1,177,035</b>	<b>\$1,207,046</b>	<b>\$1,240,518</b>

<b>Cashflow Statement</b>													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$54,937	\$57,019	\$63,863	\$70,395	\$74,379	\$77,068	\$79,987	\$83,177	\$86,401	\$89,717	\$93,265	\$96,864
Grants and Contributions		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Other Income from Continuing Operations		\$0	\$0	\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Other Expenses from Continuing Operations		\$13,437	\$13,433	\$15,731	\$15,191	\$15,130	\$15,038	\$15,386	\$15,783	\$16,210	\$16,659	\$17,125	\$17,607
<b>CASHFLOW FROM OPERATIONS</b>		<b>\$12,265</b>	<b>\$11,154</b>	<b>\$13,791</b>	<b>\$19,177</b>	<b>\$21,654</b>	<b>\$22,801</b>	<b>\$23,834</b>	<b>\$25,030</b>	<b>\$26,170</b>	<b>\$27,338</b>	<b>\$28,657</b>	<b>\$29,947</b>
Sale of Current Investments		\$0	\$10,461	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$7,208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$4,657	\$50,049	\$23,867	\$20,997	\$21,481	\$30,874	\$33,368	\$23,864	\$24,678	\$25,094	\$25,540	\$25,979
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>		<b>-\$6,229</b>	<b>-\$39,589</b>	<b>-\$23,867</b>	<b>-\$20,997</b>	<b>-\$21,481</b>	<b>-\$30,874</b>	<b>-\$33,368</b>	<b>-\$23,864</b>	<b>-\$24,678</b>	<b>-\$25,094</b>	<b>-\$25,540</b>	<b>-\$25,979</b>
Proceeds from Grants and Contributions - Capital purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$3,228	\$3,009	\$3,009	\$3,009	\$3,009	\$3,009	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>		<b>\$18,269</b>	<b>\$22,797</b>	<b>\$8,463</b>	<b>\$5,578</b>	<b>\$5,680</b>	<b>\$16,195</b>	<b>\$16,175</b>	<b>\$8,540</b>	<b>\$6,547</b>	<b>\$8,555</b>	<b>\$6,557</b>	<b>\$8,778</b>
Opening Cash		\$21,558	\$47,435	\$31,337	\$29,724	\$33,482	\$39,336	\$47,458	\$54,099	\$63,805	\$71,844	\$82,643	\$92,316
Change in Cash		\$25,877	-\$16,099	-\$1,613	\$3,758	\$5,853	\$8,123	\$6,641	\$9,705	\$8,039	\$10,799	\$9,674	\$12,745
<b>CLOSING CASH</b>		<b>\$47,435</b>	<b>\$31,337</b>	<b>\$29,724</b>	<b>\$33,482</b>	<b>\$39,336</b>	<b>\$47,458</b>	<b>\$54,099</b>	<b>\$63,805</b>	<b>\$71,844</b>	<b>\$82,643</b>	<b>\$92,316</b>	<b>\$105,061</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>		<b>\$47,435</b>	<b>\$31,337</b>	<b>\$29,724</b>	<b>\$33,482</b>	<b>\$39,336</b>	<b>\$47,458</b>	<b>\$54,099</b>	<b>\$63,805</b>	<b>\$71,844</b>	<b>\$82,643</b>	<b>\$92,316</b>	<b>\$105,061</b>
Transfers to Reserves		\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash		\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
<b>Unrestricted Cash</b>		<b>\$7,368</b>	<b>-\$3,093</b>	<b>-\$5,160</b>	<b>-\$2,652</b>	<b>\$1,952</b>	<b>\$8,824</b>	<b>\$14,215</b>	<b>\$22,671</b>	<b>\$29,460</b>	<b>\$39,009</b>	<b>\$47,432</b>	<b>\$58,927</b>



**Capacity to Pay Report**  
Goulburn Mulwaree Council  
September 2023





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## Contents

<b>Executive summary</b>	<b>1</b>
<b>Introduction</b>	<b>4</b>
<b>Background</b>	<b>5</b>
<b>Methodology</b>	<b>8</b>
<b>Areas of social disadvantage</b>	<b>9</b>
Service age groups	9
Household types	10
Housing tenure	12
Equivalised household income	13
Socio-economic index	14
<b>Vulnerable groups or individuals</b>	<b>17</b>
Workforce status	17
Pensioners	18
Core assistance	18
Housing stress	19
<b>Trends in cost of living</b>	<b>20</b>
<b>Industry</b>	<b>21</b>
<b>Discussion</b>	<b>23</b>
<b>Proposed rating changes</b>	<b>26</b>
Residential rates – impact analysis by scenario	27
Farmland rates – impact analysis by scenario	29
Business – impact analysis by scenario	30
<b>Other rating considerations</b>	<b>31</b>
Willingness to pay	34
<b>Conclusion</b>	<b>35</b>



## Figures

Figure 1	Goulburn Mulwaree Council urban area grouping map	6
Figure 2	Goulburn Mulwaree Council urban area grouping map	6
Figure 3	Goulburn Mulwaree Council area grouping map	7
Figure 4	Goulburn Mulwaree LGA service age groups	9
Figure 5	Goulburn Mulwaree household composition	11
Figure 6	Goulburn Mulwaree equivalised household income	13
Figure 7	Actual (2022) rates as a percentage of operating expenses for OLG group 4 regional town/city councils	33

## Tables

Table 1	Grouping summary	1
Table 2	Goulburn Mulwaree Local Government Area grouping breakdown	5
Table 3	Service age rankings	10
Table 4	Housing tenure percentage	12
Table 5	Equivalised income quartiles	14
Table 6	Regional SEIFA scores and percentiles	15
Table 7	Grouping-level SEIFA average scores and percentiles	16
Table 8	Locality/Suburb SEIFA rankings	16
Table 9	Community workforce status – 2021	17
Table 10	Number of pensioner assessments	18
Table 11	Number of people requiring core assistance	18
Table 12	Mortgage costs >30% of income, 2021	19
Table 13	Analysis of median weekly household income and rental payments	20
Table 14	Five-year comparison - Cost of living within the Goulburn Mulwaree LGA	20
Table 15	Value added by industry sector	22
Table 16	Proposed special variation options	26
Table 17	Estimated 2024/25 average residential rates – option 1 and base case	27
Table 18	Estimated 2025/26 average residential rates – option 2 and base case	27
Table 19	Estimated 2024/25 average farmland rates – option 1 and base case	29
Table 20	Estimated 2025/26 average farmland rates – option 2 and base case	29
Table 21	Estimated 2024/25 average business rates – option 1 and base case	30
Table 22	Estimated 2025/26 average business rates – option 2 and base case	31
Table 23	Estimated 2025/26 rates for OLG group 4 regional town/city councils – using actual 2021/22 average rates	32
Table 24	Actual outstanding rates and charges for OLG group 4 regional town/city councils	34



## Executive summary

Goulburn Mulwaree Council ('Council') is currently in the process of undertaking a financial sustainability assessment and considering a special variation ('SV') application. This is to ensure that Council has the financial capacity to maintain service levels for future generations. As part of this process, Council is reviewing the potential impact of an SV within the Goulburn Mulwaree local government area ('LGA'). This report is focused on the capacity to pay principle, as some ratepayers have greater ability to absorb any proposed variation to rates than others.

This report provides an analysis and evaluation of relative wealth and financial capacity. More specifically it evaluates the financial vulnerability and exposure of different geographic groupings within the LGA. The key findings are summarised in table one below.

**Table 1 Grouping summary**

Grouping	Findings
<b>CBD-Central</b>	<ul style="list-style-type: none"> <li>• Contains the smallest percentage of the LGA population – 8%.</li> <li>• Highest proportion of lone person households – 40%.</li> <li>• Highest proportion of renters – 41%.</li> <li>• Lowest proportion of households with a mortgage – 21%.</li> <li>• Highest proportion of renting households where rental costs exceed 30% of income – 35%.</li> <li>• Highest unemployment rate in the LGA – 6%.</li> </ul>
<b>Urban-West</b>	<ul style="list-style-type: none"> <li>• Highest proportion of seniors (70 to 84 years) – 14.6%.</li> <li>• Second highest proportion of resident households that pay rates – 71%.</li> <li>• Largest proportion of households in the highest income quartile – 21%.</li> <li>• Equal lowest unemployment rate in the LGA – 3%</li> </ul>
<b>Urban-South East</b>	<ul style="list-style-type: none"> <li>• Equal highest proportion of parents and homebuilders (35 to 49 years) – 18.5%.</li> <li>• Highest proportion of households requiring assistance – 9%.</li> <li>• Lowest proportion of renting households where rental costs exceed 30% of income – 4%.</li> </ul>
<b>Rural</b>	<ul style="list-style-type: none"> <li>• Highest proportion of resident households that pay rates – 78%.</li> <li>• Lowest proportion of renters – 10%.</li> <li>• Highest proportion of fully-owned households – 41%.</li> <li>• Lowest proportion of households requiring assistance – 5%.</li> <li>• Equal lowest unemployment rate in the LGA – 3%.</li> </ul>
<b>Urban-North</b>	<ul style="list-style-type: none"> <li>• Contains the highest percentage of the LGA population – 37%.</li> <li>• Equal lowest percentage of fully owned households – 29%.</li> <li>• Highest proportion of households paying high mortgage repayments (\$2,600 or more) – 23%.</li> <li>• Highest proportion of households where mortgage costs exceed 30% of income – 23.2%.</li> </ul>



Our analysis highlights that there are both levels of advantage and significant disadvantage within the Goulburn Mulwaree LGA. Overall, it scores towards the lower end on SEIFA rankings, placing it in the 27<sup>th</sup> percentile for IRSD and 28<sup>th</sup> for IRSAD. This is lower than the Regional NSW average percentiles of 32<sup>nd</sup> (IRSD) and 36<sup>th</sup> (IRSAD), and below the Canberra region average percentiles of 50<sup>th</sup> (IRSD) and 55<sup>th</sup> (IRSAD).

At both a grouping and a locality level, it is apparent that there is some degree of inequity within the Goulburn Mulwaree LGA. It is important that Council acknowledges these levels of disadvantage within the community, ensuring it does not significantly marginalise particularly vulnerable individuals and households. A case in point is 'Urban-South East,' where rates are higher when compared to other groupings with comparable levels of disadvantage. However, as average residential land values generally align to the levels of advantage and disadvantage across the LGA, the increases proposed under the SV options are relatively proportionate.

When compared with similar regional town/city councils (OLG group 4 classification), Goulburn Mulwaree has current average residential rates that are below the average of comparison councils. If one of the SV options is implemented, by the end of 2025/26, residential rates across the LGA are estimated to move more towards the upper end of this grouping of comparative councils.

The 'Urban-West' grouping has the highest proposed average annual residential rate increase, at between \$302 and \$536 above the base case by the end of 2025/26. 'Urban-West' has the highest level of advantage within the Goulburn Mulwaree LGA, with IRSAD rankings in the 56<sup>th</sup> percentile. 'Urban-West' also has the highest proportion of households in the upper two income quartiles, with a relatively significant proportion of households that pay rates (71%). For these reasons, it is therefore considered the 'Urban-West' grouping has the highest capacity to pay increased rates. 'Urban-West' has only four business ratepayers and none within the farmland category.

'Rural' has the lowest proposed average annual residential rate increase, at between \$231 and \$410 above the base case by the end of 2025/26. The 'Rural' grouping comprises the majority of townships and localities outside the city of Goulburn, as well as the overwhelming majority of farmland ratepayers. This grouping has the highest proportion of fully owned households (41%), the lowest proportion of one parent families (6.5%) and the lowest proportion of households requiring assistance (5%). Behind 'Urban West', the 'Rural' grouping also has one of the highest levels of advantage within the Goulburn Mulwaree LGA, with an IRSAD ranking in the 53<sup>rd</sup> percentile. While the levels of socio-economic advantage and disadvantage may vary across various part of 'Rural', overall, the available data indicates that this grouping has capacity to pay increased rates.

'CBD-Central' has a proposed average annual residential rate increase within the middle range of the various groupings, at between \$242 and \$429 above the base case by the end of 2025/26. 'CBD-Central' comprises the major civic and retail precincts within the city of Goulburn, alongside residential areas. On average, residential ratepayers in the 'CBD-Central' grouping do experience some level of disadvantage as can be seen its IRSAD ranking in the 24<sup>th</sup> percentile and the second-highest proportion of households in the lowest two income quartiles. While 'CBD-Central' has the highest unemployment rate (6%) in the LGA, it also contains the smallest percentage of the Goulburn Mulwaree LGA population (8%) out of the various groupings. In addition, it has one of the lowest proportion of households with a mortgage. This grouping would, however, see the second-lowest average residential increases of all groupings. As long as Council provides appropriate support for vulnerable ratepayers, due to the lower increases relative to 'Urban-North', it can be considered that the 'CBD-Central' grouping would have some capacity to pay.



Both 'Urban-South East' and 'Urban-North' are both expected to have comparable average annual rate increases towards the middle of all five groupings. 'Urban-South East' has a proposed average annual rate increase of between \$268 and \$475 above the base case by the end of 2025/26. 'Urban-North' has a proposed average annual rate increase of between \$266 and \$472. Both 'Urban-South East' and 'Urban-North' have higher levels of disadvantage, as can be seen in its IRSAD rankings in the 11<sup>th</sup> percentile and 23<sup>rd</sup> percentile respectively. Alongside 'CBD-Central,' these two groupings also have the highest proportion of households in the lowest two income quartiles. 'Urban-North' contains the highest percentage of the LGA population (37%) and comprises of relatively higher proportions of households facing mortgage stress. 'Urban-South East' has the highest proportion of households requiring assistance (9%). It is therefore important for Council to ensure that appropriate policies and support are in place, particularly to assist vulnerable ratepayers, as residents within these groupings may have a reduced or limited capacity to pay.

Across the Goulburn Mulwaree LGA, renters may experience an indirect increase/decrease depending on their lease agreement/decisions and the current market conditions. Whilst those living in social housing will not be directly affected by increasing rates. Under any scenario, it is important that Council have in place processes to support pensioners across the Goulburn Mulwaree LGA to ensure that they are made aware of applicable concession and hardship policies, as these residents across all groupings may have a reduced or limited capacity to pay.

At an overall level, when compared against comparable group 4 councils, Goulburn Mulwaree's average farmland rates are currently below average levels (using 2022 OLG time series data), and business rates are above average when compared to these councils. Under the proposed SV options, average farmland and business rates may move into the top ten amongst those comparable councils. It is likely that there is capacity to absorb these increases, particularly as the majority of farmland ratepayers live within 'Rural'. According to the data presented, this is one of the more advantaged groupings within the LGA.

When compared to similar councils, Goulburn Mulwaree has slightly higher levels of rates income as a percentage of operating expenses. However, Council also has low levels of outstanding rates (it has been at 3% for 2021/22 and has not changed significantly over the two previous financial years). This figure has been consistently below regional benchmarks (10%), indicating capacity and potential willingness to pay.



## Introduction

This report provides an analysis and evaluation of relative wealth and financial capacity. It looks at the financial vulnerability and exposure of different community groups within the LGA.

Key considerations include:

- regions of social disadvantage
- any vulnerable groups of individuals
- patterns of household expenditure, and
- mortgage and rental payments.

These findings will then be compared to proposed changes in rates to identify whether there are any groups or individuals that may be disproportionately impacted or marginalised relative to other communities within the LGA.

Data for this review was obtained from the following sources:

- Australian Bureau of Statistics 2016 and 2021 *Census Data – Data by Regions*
- Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women’s Centre for Health Matters, Youth Coalition of the ACT) – Snapshot: Housing stress and its effects, February 2016
- .id (Informed Decisions) – New South Wales Community/Social/Economic Profile
- .id (Informed Decisions) – Canberra Region Joint Organisation Community/Social/Economic Profile
- .id (Informed Decisions) – Goulburn Mulwaree Community/Social/Economic Profile
- REMPLAN – New South Wales Community/Economy profiles.



## Background

The Goulburn Mulwaree Local Government Area has been divided into five area groupings for this analysis. Council is aiming to maintain some form of equity between areas, based on a comparison of economic and socio-economic profiles sourced from ABS Census data and compiled by .id (Informed Decisions) demographic resources. Please find below table and corresponding maps which summarises the groupings and associated localities.

**Table 2 Goulburn Mulwaree Local Government Area grouping breakdown**

Grouping	Population (2021)	(id) Profile Areas <sup>1</sup>
<b>CBD-Central</b>	2,463	“Goldsmith Street, Auburn Street and Lagoon Street in the north, the Mulwaree River and Blackshaw Street in the east, Walker Street and Addison Street in the south, and Deccan Street in the west.”
<b>Urban-West</b>	3,926	“Wollondilly River, the locality of Kingsdale and Chinamans Lane in the north, Crookwell Road, Fitzroy Street, Deccan Street, Addison Street, Francis Street, Combermere Street and Knox Street in the east, Mary Street in the south, and the locality of Baw Baw in the west.”
<b>Urban-South East</b>	5,633	“Mary Street, Cathcart Street, Lansdowne Street, the railway line, the Mulwaree River, Lagoon Street, Union Street, Wilmot Street, Chantry Street, Tarlo Street and the Wollondilly River in the north, the localities of Towrang and Boxers Creek in the east, the locality of Brisbane Grove, the Hume Highway, the Mulwaree River and Run O'Waters Creek in the south, and the locality of Baw Baw and Ducks Lane in the west; Addison Street and Walker Street in the north, the railway line in the east, Lansdowne Street in the south, and Cathcart Street, Mary Street, Knox Street, Combermere Street and Francis Street in the west.”
<b>Rural</b>	8,090	“Wollondilly River, Oxley Creek, Upper Lachlan Shire, the Tarlo River and the Wollondilly River in the north, Paddys River, Uringalla Creek and Wingecarribee Shire in the east, the Shoalhaven River, Bungonia Creek, Jerrara Creek, Jerrara Road, Mountain Ash Road, the locality of Goulburn and the Hume Highway in the south, and Upper Lachlan Shire in the west; Hume Highway, the localities of Baw Baw and Goulburn, the Mulwaree River, the Hume Highway, Mountain Ash Road, Jerrara Road, Jerrara Creek and Bungonia Creek in the north, the Shoalhaven River in the east, Boro Creek in the south, and the Queanbeyan-Palerang Regional Council area and Upper Lachlan Shire in the west.”
<b>Urban-North</b>	11,946	“Wollondilly River in the north, Tarlo Street, Chantry Street, Wilmot Street and Union Street in the east, Lagoon Street, Auburn Street and Goldsmith Street in the south, and Fitzroy Street in the west; Kingsdale, Middle Arm and Tarlo in the north, Taralga Road and the locality of Tarlo in the east, the Wollondilly River in the south, and Crookwell Road in the west.”
<b>Goulburn Mulwaree LGA</b>	<b>32,058</b>	

<sup>1</sup> Sourced from Id. Goulburn Mulwaree Community/Social/Economic Profile.





Figure 1 Goulburn Mulwaree Council urban area grouping map<sup>2</sup>

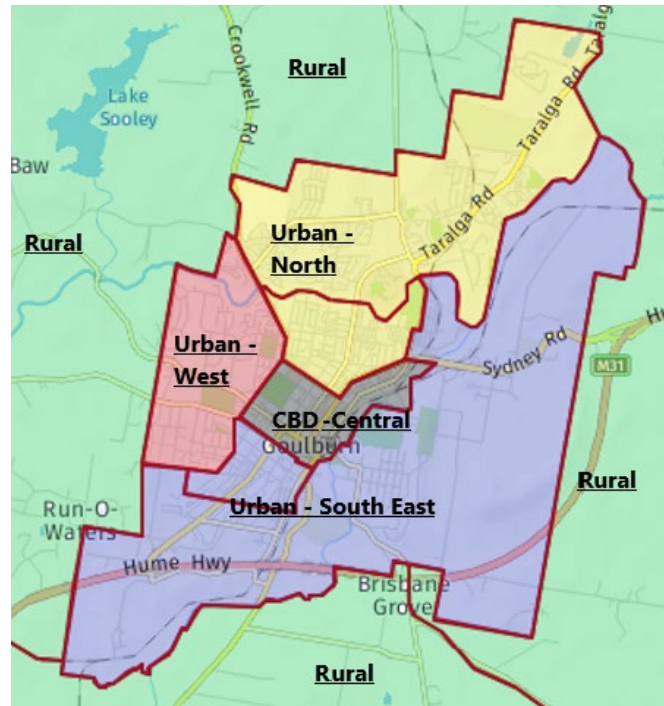
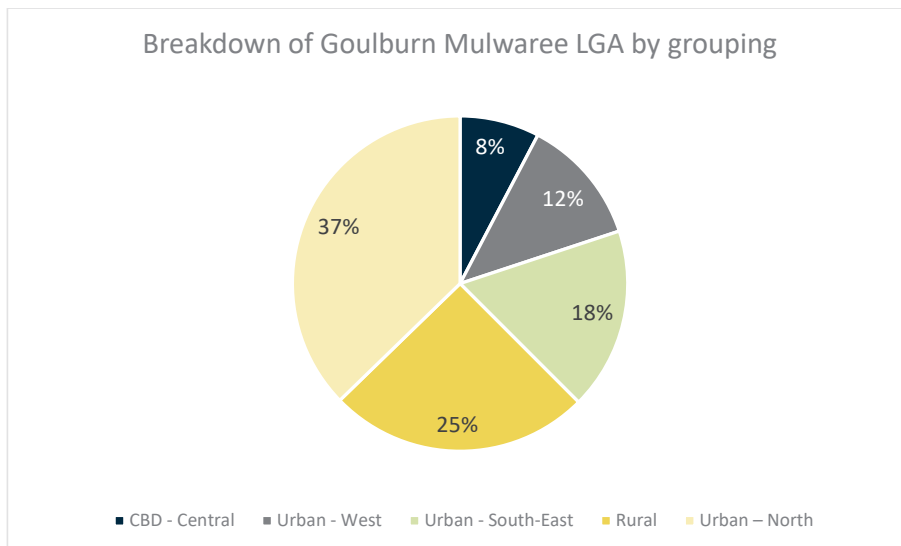


Figure 2 Goulburn Mulwaree Council urban area grouping map<sup>3</sup>

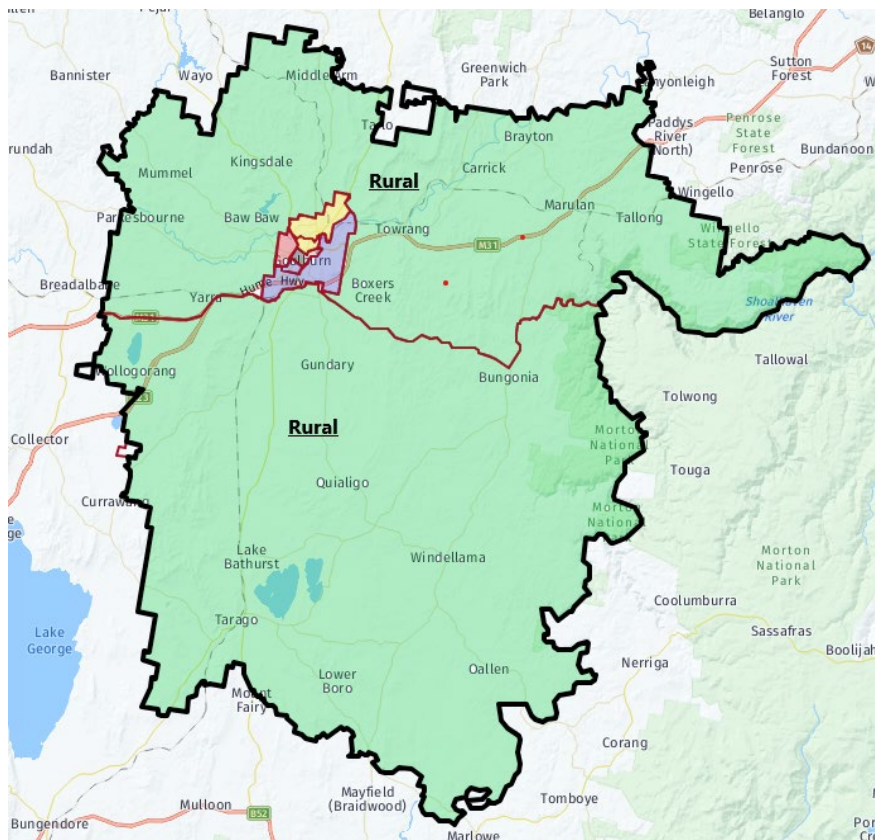


<sup>2</sup> Adapted Id. Goulburn Mulwaree Community/Social/Economic Profile.

<sup>3</sup> Ibid.



Figure 3 Goulburn Mulwaree Council area grouping map<sup>4</sup>



<sup>4</sup> Adapted from id. Goulburn Mulwaree Community/Social/Economic Profile.



## Methodology

Our methodology in examining the relative wealth between the different groupings focuses on the following:

- **Areas of social disadvantage**

We will first look into the different characteristics and make up of each grouping to determine whether there are any particular areas of social disadvantage. This will include an investigation into:

  - the age structure of each region
  - the typical make up of each household
  - household income, including the effect of dependents
  - SEIFA rankings.
- **Particularly vulnerable groups of individuals**

We will then investigate whether there are any particular groups within each grouping that, despite the overall wealth of the area, would be particularly vulnerable and affected by a change in rates. These include:

  - property owners
  - persons who have or need core assistance
  - individuals who are currently unemployed
  - households currently under housing stress
  - pensioners.
- **Household expenditure**

We will examine household expenditure and the impact this may have on an individual's ability to pay.
- **Industry**

We will analyse employment by industry type, as well as value added by industry sector and the key propulsive sectors.

We will then compare these findings to the proposed rating changes to determine whether there are any particular groups or individuals that would be significantly impacted.



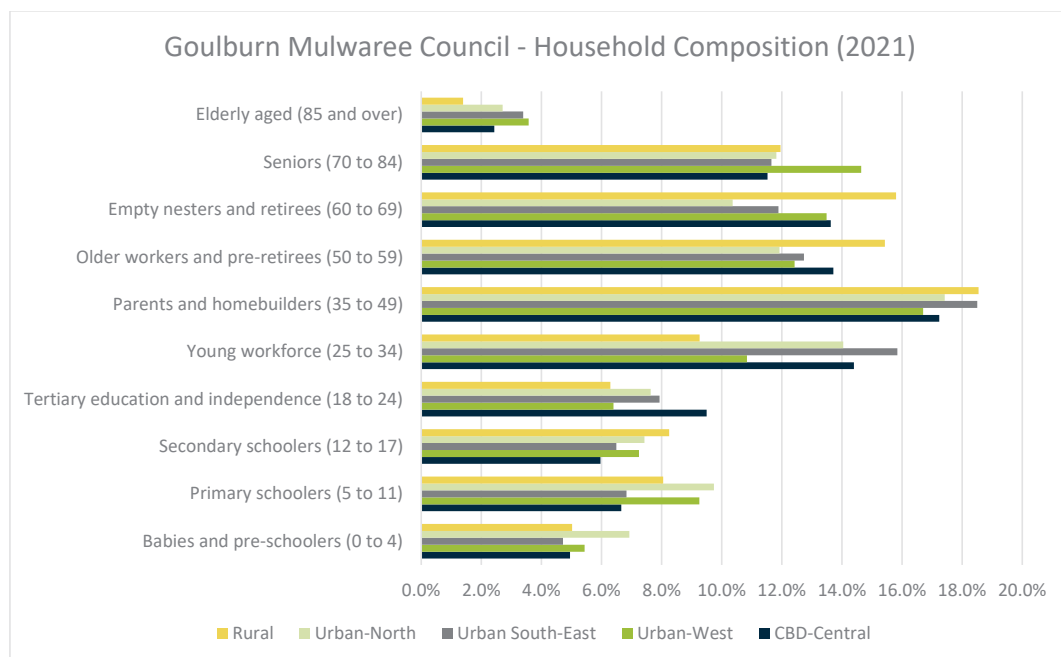
## Areas of social disadvantage

Each grouping has differing demographic characteristics, and we first want to identify ‘who are the people’ that make up each area, ‘what do they do’ and ‘how do they live,’ using data sourced and adapted from ABS Census data and id. Goulburn Mulwaree Community/Social/Economic Profile.<sup>5</sup>

### Service age groups

Age profiles are used to understand the demand for aged-based services as well as the income earning status of the population. Data has been broken into groups that are reflective of typical life stages. This provides insight into the number of dependants, size of the workforce and number of retirees in each grouping.

Figure 4 Goulburn Mulwaree LGA service age groups



Combining these results in terms of the following categories (dependants, workforce, and retirees) and ranking them in terms of proportion of population (with one representing the largest proportion) generates the following results.

<sup>5</sup> <https://profile.id.com.au/goulburn>.



**Table 3 Service age rankings**

Rank	CBD-Central	Urban-West	Urban South-East	Urban North	Rural
Dependents	5	2	4	3	1
Working age	2	5	1	4	3
Retirees	3	1	4	2	5
<b>Total population (excludes not stated)</b>	<b>2,465</b>	<b>3,921</b>	<b>5,636</b>	<b>8,121</b>	<b>11,941</b>

At an LGA level, the Goulburn Mulwaree age profiles are broadly consistent with averages across the Canberra Region and Regional NSW, as follows:

- 22% of the population are dependants, in line with the Canberra Region (21%) and Regional NSW (21%).
- Working age population represents 51% of the population, which is higher than the Canberra Region (49%) and Regional NSW (49%).
- The proportion of the population that are retirees (27%) is slightly lower than the Canberra Region (31%) and Regional NSW (29%).

Looking within specific groupings, we observe the following:

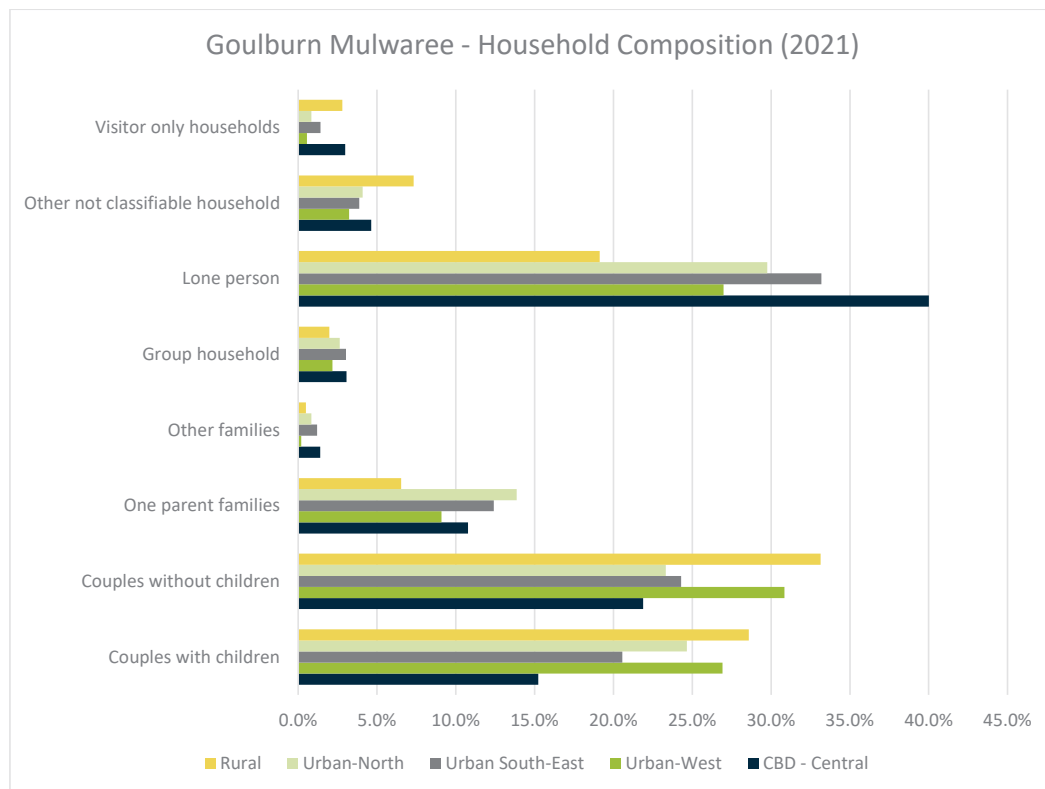
- Both ‘CBD-Central’ and ‘Urban-South East’ have the lowest proportion of dependents (18%) and have the highest proportion of the working age population (55%).
- ‘Urban-West’ has the highest proportion of retirees (32%).
- ‘Urban-North’ has the highest proportion of dependents (24%) but the lowest proportion of retirees (25%).
- ‘Rural’ is generally in line with LGA averages (trending within 1–2%) on each category.

### Household types

Alongside the age structure of each region, it is important to determine the typical trends in the make-up of households. This provides a more complete picture of the people, families, and communities in each area. A summary of household type is provided in the following figure.



Figure 5 Goulburn Mulwaree household composition



Overall, the proportions across the Goulburn Mulwaree LGA are generally in line with those of the Canberra Region and Regional NSW across all categories. However, the number of ‘lone person’ households is slightly higher in Goulburn Mulwaree (29%) when compared to the Canberra Region (26%) and Regional NSW (26%) averages.

The ‘lone person’ and ‘one parent family’ households are considered to be more vulnerable to the impacts of rate increases due to a reduced/singular income stream. Combining these categories together into an ‘at risk’ group shows that across the LGA as a whole, the ‘at-risk’ group makes up 39.5% of the population, which is higher than the averages across the Canberra Region (35%) and Regional NSW (37%).

‘CBD-Central’ has the lowest proportion of couples with children (15.2%). In contrast ‘Rural’ has the highest proportion of couples with children (28.6%) and couples without children (33.1%). Across the LGA, the proportion of couples with children (24.3%) and couples without children (26.5%) are both lower than the Canberra region averages of 24.9% and 29.7% respectively.

The proportion of one parent families in the LGA (11%) is consistent with averages across Regional NSW (10.9%). However, the LGA figure is higher than the average for the Canberra Region (9.1%). It would appear that both the ‘Urban-North’ (13.9%) and ‘Urban-South East’ (12.4%) are the main drivers for this figure, which is higher when compared to ‘Rural’ (6.5%).



## Housing tenure

Analysis of housing tenure levels within the LGA allows us to identify which areas would be most impacted by changes in council rates. For example, the direct impact of a change in rates is likely to be felt more acutely by homeowners, whereas renters may experience an indirect increase/decrease depending on their lease agreement/decisions with their landlord. Similarly, individuals in social housing are unlikely to be directly impacted by a change in rates.

**Table 4 Housing tenure percentage**

Housing tenure – % of households	CBD-Central	Urban-West	Urban South-East	Urban North	Rural	GMC LGA
Owned outright	29%	39%	32%	29%	41%	34%
Owned with a mortgage	21%	32%	27%	30%	37%	31%
<i>Owned – total</i>	50%	71%	59%	59%	78%	64%
<i>Rented – total</i>	41%	21%	33%	34%	10%	27%
Renting – Social Housing	1%	6%	7%	8%	0%	5%
Renting – Private	40%	15%	26%	26%	10%	22%
Renting – Not Stated	0%	0%	0%	0%	0%	0%
Other tenure type	2%	3%	1%	1%	3%	2%
Not stated	7%	4%	6%	6%	10%	7%
<b>Total households</b>	<b>1,137</b>	<b>1,601</b>	<b>2,245</b>	<b>4,802</b>	<b>3,075</b>	<b>12,873</b>

The Goulburn Mulwaree LGA home ownership average of 64% is just below Regional NSW (66%) and lower than the Canberra Region (69%). Home ownership levels vary throughout the LGA, with ‘Rural’ (78%) having the highest proportion of resident ratepayers, followed by ‘Urban-West’ (71%). In both ‘Urban-North’ and ‘Urban-South East,’ resident ratepayers comprise almost 59% of total households in each grouping. According to ABS data, the majority of resident ratepayers are classified as either ‘Rural’ or ‘Urban-North’ area groupings.

34% of households fully own their homes within the LGA, which is less than the averages for the Canberra Region (39%) and Regional NSW (36%). ‘Rural’ (41%) and ‘Urban-West’ (39%) have relatively high levels of fully owned homes, in contrast with ‘CBD-Central’ and ‘Urban-North’ which are both at 29%. The proportion of owners with mortgages is highest in ‘Rural’ (37%), compared with 32% in ‘Urban-West’, 30% in ‘Urban-North’, 27% ‘Urban South-East’ and 21% in ‘CBD-Central’.

The LGA has a relatively low level of renters (27% overall) when compared to ‘CBD-Central’ at 41% and ‘Urban-North’ at 34%. It is important to note that whilst renters are not directly impacted by an increase in rates, these increases can be passed on by landlords, accommodation providers or general price inflation from local retailers.

The ‘Urban North’ grouping also contains the majority of the LGA’s social housing (which equates to 58% of the LGA’s social housing) as 8% of its households fall into this category. This is followed by ‘Urban-South East’, where 7% of its households are classified as social housing and this comprises 25% of the LGA’s social housing. The residents in social housing do not pay rates and are not directly impacted by any proposed SV.



### Equivalised household income

Equivalised household income can be viewed as an indicator of the economic resources available to a standardised household. It is calculated by dividing total household income by an equivalence factor. The factor is calculated in the following way:

- first adult = 1
- each additional adult + child over 15 = + 0.5
- each child under 15 = + 0.3.

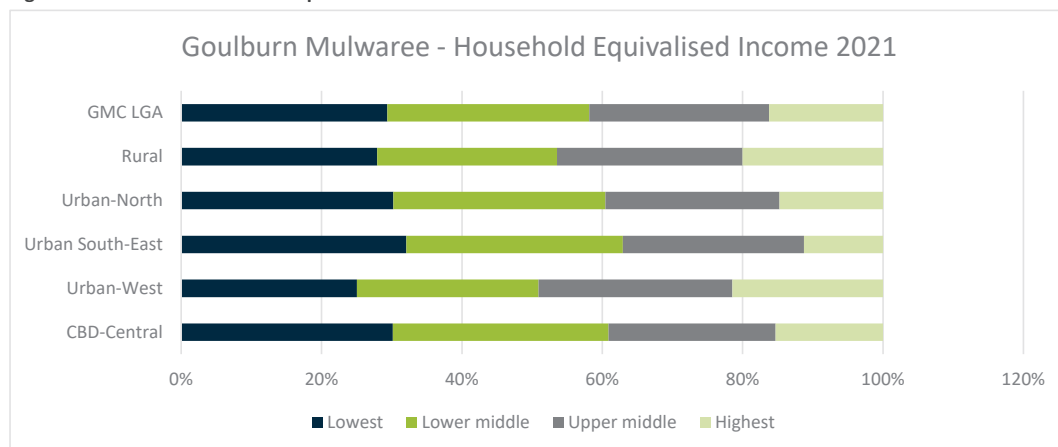
Dividing by the equivalence factor, household income becomes comparable to that of a lone individual, thereby making households with dependents and multiple occupants comparable to those without. By factoring in dependents into household incomes we are provided with a better indicator of the resources available to a household.

As this is a relative comparison, data has been presented in quartiles. Regions of disadvantage will have a higher proportion of households in the bottom two quartiles than those of greater wealth and advantage. These quartiles were determined by reviewing the distribution of household incomes within NSW and then dividing them into four equal groups or quartiles.

The data has been presented in ranges for the following equivalised weekly income levels for 2021:

- Lowest: \$0 – \$603 – this range is representative of the bottom 25% of all equivalised household incomes in NSW.
- Medium lowest: \$604 – \$1,096 – this range is representative of the bottom 25% – 50% of all equivalised household incomes in NSW.
- Medium highest: \$1097 – \$1,770 – this range is representative of the top 25% – 50% of all equivalised household incomes in NSW.
- Highest: \$1,771 and over – this range is representative of the top 25% of all equivalised household incomes in NSW.

**Figure 6 Goulburn Mulwaree equivalised household income**







The Goulburn Mulwaree LGA has higher proportions of households in the lower two income quartiles, at 58% compared to the Canberra Region (56%), but both are lower than Regional NSW at 60%. All profile areas within the LGA also have higher proportions in the lowest two quartiles compared to the highest two quartiles.

The LGA amounts in the middle two quartiles at 54% is slightly higher than both the Canberra Region (53%) and Regional NSW (53%). The three regions ‘Urban South-East’ at 57%, ‘CBD-Central’ at 55% and ‘Urban-North’ at 55% all stand out as being the highest areas in the LGA.

Both ‘Urban-West’ (49%) and ‘Rural’ (46%) stand out as having the highest equivalised income levels in the upper two income quartiles, followed by ‘Urban-North’ at (40%). This is compared to equivalised income levels in the upper two quartiles in the Goulburn Mulwaree LGA (42%), Canberra Region (44%) and Regional NSW (40%). Both ‘Urban South-East’ (37%) and ‘CBD-Central’ (39%) have comparatively lower levels in the upper two equivalised income quartiles.

**Table 5** Equivalised income quartiles

Equivalised income quartiles (2021)	CBD-Central	Urban-West	Urban South-East	Urban-North	Rural	GMC LGA	Canberra Region	Regional
<b>Lowest</b>	30%	25%	32%	30%	28%	29%	28%	31%
<b>Lower middle</b>	31%	26%	31%	30%	26%	29%	28%	29%
<b>Upper middle</b>	24%	28%	26%	25%	26%	26%	25%	24%
<b>Highest</b>	15%	21%	11%	15%	20%	16%	20%	16%
<b>Total households</b>	<b>869</b>	<b>1,202</b>	<b>1,746</b>	<b>3,664</b>	<b>2,267</b>	<b>9,748</b>	-	-

The LGA has a slightly higher proportion in the lowest quartile at 29%, compared to Canberra Region (28%) and Regional NSW (31%). Within the LGA, the lowest quartile is greater in ‘Urban-South East’ (32%), followed by ‘CBD-Central’ (30%) and ‘Urban-North’ (30%). ‘CBD-Central’ and ‘Urban-South East’ both have the highest proportion in the lower middle quartile, at 31%, followed by ‘Urban-North’ at 30%. This is slightly above the lower middle quartile averages in the Canberra Region (28%) and Regional NSW (29%).

‘Urban-South East’, has the lowest proportion in the highest (11%) quartile, which is below the Canberra Region (20%) and Regional NSW (16%) averages. The overall LGA averages for both the Upper Middle and highest quartiles are at 26% and 16% respectively. Although 15% of households in both the ‘CBD-Central’ and ‘Urban-North’ groupings fall within the highest income quartile, it is important to note that the bulk of households fall within ‘Urban-North’ (3,664) when compared to ‘CBD-Central’ (869). In terms of equivalised income, 28% of households fall within upper middle and 21% in the highest quartiles for ‘Urban-West.’

### Socio-economic index

The Socio-Economic Indexes for Areas (SEIFA) is an economic tool developed by the ABS to rank areas in Australia according to their relative socio-economic advantage and disadvantage. It takes into consideration a broad range of variables such as income, education, employment, occupation and housing. It is standardised such that the average Australian represents a score of 1000.



In our research we explored two of the indexes published by the ABS:

- **Index of Relative Socio-Economic Disadvantage (IRSD)**

This index ranks areas from most disadvantaged to least disadvantaged. For example, a lower score will have a greater proportion of relatively disadvantaged people in the area.

From this score however you cannot conclude whether a high-ranking area will have a large portion of relatively advantaged people, just that it has a low proportion of disadvantage.
- **Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)**

This index considers variables of both advantage and disadvantage and, as such, scores and ranks areas from most disadvantaged to most advantage.

The ABS has also published the variables which have the most impact on both indexes, these include:

- IRSD variables of disadvantage:

  - low equivalised household incomes (see below for definition)
  - households with children and unemployed parents
  - percentage of occupied dwellings with no internet connection
  - percentage of employed people classified as labourers.
- IRSAD variables of advantage only (disadvantage similar to IRSD):

  - high equivalised household incomes
  - percentage of households making high mortgage repayments
  - percentage of employed people classified as professionals
  - percentage of employed people classified as managers.

A regional summary of SEIFA scores, including national percentiles, is provided in the following table.

**Table 6 Regional SEIFA scores and percentiles**

Area	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Australia	1,001.2	42	1,002.6	60
NSW	1,000.0	42	1,016.0	67
Regional NSW	982.0	32	962.0	36
Canberra Region	1014.3	50	993.7	55
<b>Goulburn Mulwaree LGA</b>	971.7	27	945.3	28

The Goulburn Mulwaree IRSD score of 971.7 is below Canberra Region, Regional NSW, NSW, and Australia rankings. The ranking places the LGA in the 27th percentile, meaning approximately 73% of Australian suburbs have a SEIFA ISRD ranking higher than this area (less disadvantaged), while 27% are lower.

IRSAD includes levels of both advantage and disadvantage. The Goulburn Mulwaree LGA score of 945.3 places the LGA into the 28th percentile. A lower IRSAD score compared to IRSD score may be indicative of fewer opportunities within the LGA, lower equivalised incomes, lower education levels, fewer employment opportunities within the area or less skilled jobs.



A grouping-level summary is provided in the table below.

**Table 7 Grouping-level SEIFA average scores and percentiles**

Grouping	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
CBD-Central	948.5	19.0	937.7	24.0
Urban-West	1,029.7	60.0	996.1	56.0
Urban-South East	943.6	18.0	894.2	11.5
Rural	1,021.8	54.5	991.0	53.0
Urban-North	942.1	18.0	934.0	23.0

Analysis at the grouping level demonstrates significant inequity between different parts of the LGA. On the one hand, ‘CBD-Central’ (IRSD in the 19th percentile and IRSAD in the 24th percentile), ‘Urban-North’ (IRSD in the 18th percentile and IRSAD in the 23rd percentile) and ‘Urban South-East’ (IRSD in the 18th percentile and IRSAD in the 11th percentile) have levels of disadvantage below the average levels in the Canberra Region and Regional NSW. However, ‘Urban-West’ and ‘Rural’ illustrate a lower level of disadvantage, relative to the Canberra Region and Regional NSW, with both groupings scoring higher.

**Table 8 Locality/Suburb SEIFA rankings**

Locality/Suburb	Grouping(s)	SEIFA IRSD	SEIFA IRSAD
Goulburn	Urban-South East; Central-CBD; Urban-West; Urban-North	954.8	930.1
Marulan	Rural	980	923
Tarago	Rural	1,070	1,033
Towrang	Rural	1,042	1,044
Tallong	Rural	1,027	972
Lake Bathurst	Rural	1,036	1,006
Windellama	Rural	964	954
Oallen	Rural	1,017	984
Bungonia	Rural	988	955
Run-O-Waters	Rural	1,057	1,037
Tirrannville – Airport	Rural	1,068	1,026
Brayton – Carrick	Rural	1,021	1,001
Boxers Creek	Rural	995	981



At a locality/suburb profile level, the urban areas of Goulburn appears disadvantaged relative to other parts of the local government area. However, this may be a difficult argument to prosecute in rural parts of the Goulburn Mulwaree local government area given that some urban parts of Goulburn may be considered by many rural ratepayers to be the most developed. With the exception of Marulan, higher SEIFA scores across rural parts of the LGA relative to the urban parts of Goulburn, may reflect pockets of wealth in some outer parts of Goulburn Mulwaree. However, these figures do not equivocally conclude that there is less disadvantage in localities/suburbs outside urban parts of Goulburn and should not be interpreted as such. Council may wish to review its hardship policies to address inequity in the rural parts of the LGA, particularly during times of extreme drought or natural disasters. Even those living in localities/suburbs outside of Goulburn with a relatively high SEIFA index may experience levels of disadvantage and may be directly affected by potential interest rate rises in the future.

## Vulnerable groups or individuals

This section of the report considers whether there are any spatial patterns of individuals or groups who either need additional community services or are more sensitive to a change in rates.

### Workforce status

The levels of full or part-time employment and unemployment are indicative of the strength of the local economy and social characteristics of the population.

Table 9 Community workforce status – 2021

Workforce status	CBD- Central	Urban- West	Urban- South East	Urban- North	Rural	Goulburn Mulwaree LGA
<b>Employed</b>	94%	97%	95%	95%	97%	96%
Employed, worked full-time	55%	62%	59%	58%	59%	59%
Employed, worked part-time	31%	29%	30%	30%	30%	30%
Employed, away from work	8%	6%	6%	7%	8%	7%
<b>Unemployed (Rate)</b>	6%	3%	5%	5%	3%	4%
Unemployed, looking for full-time work	4%	1%	3%	3%	2%	3%
Unemployed, looking for part-time work	2%	2%	2%	2%	1%	2%
<b>Total</b>	<b>1,204</b>	<b>1,862</b>	<b>2,487</b>	<b>5,521</b>	<b>3,907</b>	<b>14,989</b>

Note: Pensioners, overseas visitors and other non-participants are not included in the total labour force.

In 2021, unemployment within the LGA (4%) was lower than the averages for Regional NSW (4.6%), but higher than the Canberra Region (3.4%). The highest level of unemployment was found in the ‘CBD-Central’ (6%) area and the lowest level of unemployment was ‘Urban-West’ (3%) and ‘Rural’ (3%). Across the Goulburn Mulwaree LGA, 96% of the total workforce was engaged in full-time employment, which is just higher than the average in Regional NSW (95%), but slightly lower than the Canberra Region (97%).



### Pensioners

A distinction is made between retirees, and eligible pensioners. To be classified as a pensioner for the purposes of receiving rates rebates, ratepayers must be receiving Centrelink payments such as the age pension or have partial capacity to work such as having a disability, being a carer or being a low-income parent. These individuals have reduced income streams and can be vulnerable to financial shocks and price rises.

**Table 10** Number of pensioner assessments

Number of pensioner properties	Total assessments	Pensioner assessments	Percentage of Pensioner assessments
Goulburn Mulwaree LGA	18,980	2,238	12%
CBD-Central	1,858	204	11%
Urban-West	1,934	288	15%
Urban – South-East	3,038	439	14%
Rural	5,776	445	8%
Urban-North	6,374	862	14%

While ‘Urban-North’ has the highest aggregate number of pensioner assessments (862), ‘Urban-West’ has the highest proportion (at 15%). This is closely followed by ‘Urban South-East’ and ‘Urban-North’ which both have the second-highest percentage of pensioner assessments (at 14% each). Interestingly, ‘Rural’ has the lowest proportion of pensioner assessments (at 8%), however the aggregate number (445) is comparable to that of ‘Urban South-East’ (439). Both ‘CBD-Central’ (204) and ‘Urban-West’ (288) have a lower aggregate number of pensioner assessments when compared to other groupings within the Goulburn Mulwaree LGA.

### Core assistance

Table 11 highlights the areas within the LGA that have higher concentrations of people who need assistance in their day-to-day lives with self-care, body movements or communication – because of a disability, long-term health condition or old age.

**Table 11** Number of people requiring core assistance

Assistance required (2021)	Number	Percentage
CBD-Central	169	7%
Urban-West	274	7%
Urban-South East	488	9%
Urban-North	428	5%
Rural	946	8%
Goulburn Mulwaree LGA	2,305	7%
Canberra Region	18,208	6%
Regional NSW	193,513	7%
New South Wales	464,712	9%



We observe that those needing assistance are concentrated in the ‘Urban-South East’ area (8.9%). ‘Urban-North’ has a lower proportion (5%) of the population requiring assistance, however the aggregate number (428) is similar. ‘Rural’ have the highest number (946) of people across the LGA requiring assistance. Overall, the Goulburn Mulwaree LGA is slightly higher than the Canberra Region (5.9%) and Regional NSW (6.8%) averages.

### Housing stress

The National Centre for Social and Economic Modelling (NATSEM) defines households experiencing ‘housing stress’ as those that satisfy both of the following criteria:

- equivalised household income is within the lowest 40% of the state’s income distribution
- housing costs (i.e., mortgage and/or rent repayments) are greater than 30% of household income.

Research funded by the ACT Government on housing and homelessness issues in the ACT found that due to financial pressures:

- 19% of households facing housing stress compromised a lot on their grocery spend over a 12-month period
- 24% of households facing housing stress found rent/mortgage repayments quite/very difficult in the last three months.

Households facing housing stress are highly likely to be under significant financial stress and vulnerable to sudden increases in council rates.

Based on the table below, it would appear that ‘Urban-North’ would be more susceptible to a rates increase, due to a higher proportion of income servicing mortgage costs. It should also be noted that interest rates have increased since the 2021 Census.

**Table 12 Mortgage costs >30% of income, 2021**

	Number	Number of households with mortgage	% where mortgage costs >30% income
CBD	30	235	13%
Urban - West	52	510	10%
Urban - South-East	81	609	13%
Rural	172	1,096	15%
Urban – North	164	1,436	23%
Goulburn Mulwaree LGA	503	3,896	13%
Canberra Region	4,897	38,208	13%
Regional NSW	42,576	334,073	13%
New South Wales	163,060	942,804	17%
Australia	468,822	3,242,448	15%

Although renters are not usually immediately directly affected by an increase to council rates, there is generally considered to be a flow-on effect whereby landlords can pass on rate increases to the tenant via an increase in rental payments. It is therefore important to also consider rental stress and any areas within the LGA where this may be higher.



The following table compares the median weekly household income with the median weekly rental payment for each area. As with the indicators for mortgage stress, rental stress is less likely to be an issue in ‘Urban-West’ than other parts of the Goulburn Mulwaree LGA.

**Table 13 Analysis of median weekly household income and rental payments**

Grouping	Median weekly household income	Median weekly rent repayments	Rental costs - % of income
CBD - Central	1,270	310	24%
Urban - West	1,626	310	19%
Urban - South-East	1262	300	24%
Rural	1741	340	20%
Urban – North	1383	330	24%
<b>Goulburn Mulwaree LGA</b>	<b>1,471</b>	<b>320</b>	<b>22%</b>

### Trends in cost of living

The cost of living can be best described as the cost of maintaining a certain standard of living. Identifying trends in future costs, particularly with regards to discretionary and non-discretionary income. The following table presents the changes in typical household expenditure throughout the council areas located within the Goulburn Mulwaree LGA, over a five-year period.

**Table 14 Five-year comparison - Cost of living within the Goulburn Mulwaree LGA<sup>6</sup>**

Household expenditure (totals)	2021 – 2022		2016 – 2017		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	% change
Food	\$11,112	10.6%	\$9,861	9.5%	\$1,251	1.1%	13%
Alcoholic beverages and tobacco	\$5,100	4.8%	\$5,439	5.2%	-\$339	-0.4%	-6%
Clothing and footwear	\$4,584	4.4%	\$3,909	3.8%	\$675	0.6%	17%
Furnishings and equipment	\$5,597	5.3%	\$4,933	4.7%	\$664	0.6%	13%
Health	\$6,952	6.6%	\$6,197	5.9%	\$755	0.7%	12%
Transport	\$8,675	8.2%	\$10,706	10.3%	-\$2,031	-2.1%	-19%
Communications	\$2,325	2.2%	\$1,866	1.8%	\$459	0.4%	25%
Recreation and culture	\$12,263	11.7%	\$11,367	10.9%	\$896	0.8%	8%
Education	\$3,947	3.8%	\$3,582	3.4%	\$365	0.4%	10%
Hotels, cafes and restaurants	\$7,760	7.4%	\$8,797	8.4%	-\$1,037	-1.0%	-12%

<sup>6</sup> National Institute of Economic and Industry Research (NIEIR), 2023. Compiled and presented in economy.id by. Data based on 2020–21 price base for all years. NIEIR ID data is inflation adjusted each year to allow direct comparison and annual data releases adjust previous years’ figures to a new base year.



Household expenditure (totals)	2021 – 2022		2016 – 2017		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	% change
Miscellaneous goods and services	\$16,411	15.6%	\$16,409	15.8%	\$2	-0.2%	0%
Housing	\$17,154	16.3%	\$17,735	17.0%	-\$581	-0.7%	-3%
Utilities	\$3,355	3.2%	\$3,372	3.2%	-\$17	0.0%	-1%
<b>Total expenditure</b>	<b>\$105,235</b>	<b>100%</b>	<b>\$104,173</b>	<b>100%</b>	<b>\$1,062</b>	<b>0.10%</b>	<b>1.02%</b>
Net savings	\$25,690	19.6%	\$11,713	10.9%	\$ 12,977	8.7%	102%
<b>Total disposable income</b>	<b>\$130,925</b>	<b>0%</b>	<b>\$116,886</b>	<b>0%</b>	<b>\$14,039</b>	<b>0%</b>	<b>12%</b>

\*Non-discretionary spending includes the following categories: food, clothing and footwear, health, transport, communications, housing, and utilities.

Table 14 shows that, over the five-year period, total disposable income across the Goulburn Mulwaree LGA has increased due to an increase in annual net savings. This may indicate some potential capacity to absorb increased rates, though some mortgage holders may have less net savings due to higher interest payments in more recent years.

## Industry

In 2021/22, the main industries in order of employment (as a percentage of FTE employed) were Health Care and Social Assistance (16.7%), Construction (13.4%) and Public Administration and Safety (10.1%). There were some similar trends to the Canberra Region averages. However, a higher percentage of workers in the Canberra Region were employed in Construction (17.4%), which was greater than Health Care and Social Assistance (12.1%). The most recent data indicates the following trends within the Goulburn Mulwaree LGA over a ten-year period from 2011/12 to 2021/22, in these sectors<sup>7</sup>:

- Health Care and Social Assistance increased by 621 jobs
- Construction increased by 636 jobs
- Education and Training increased from 6.8% to 7.3% (or 187 jobs)
- Retail Trade declined from 11.7% to 8.8% (or 150 jobs)
- Manufacturing increased by 132 jobs
- Administrative and Support Services increased from 2.3% to 3% (or 128 jobs)
- Public Administration and Safety increased from 10.1% to 10.8% (or 114 jobs)
- Accommodation and Food Services decreased from 7.4% to 5.6% (or 80 jobs)
- Transport, Postal and Warehousing decreased from 6.6% to 5.2% (or 56 jobs)
- Financial and Insurance Services decreased from 1.5% to 0.9% (or 41 jobs)
- Rental, Hiring and Real Estate Services increased by 22 jobs
- Professional, Scientific and Technical Services increased by 40 jobs

<sup>7</sup> Source: National Institute of Economic and Industry Research (NIEIR). Compiled and presented in economy.id by.id (informed decisions).





- Arts and Recreations Services decreased by 10 jobs
- Other Services increased from 4.3% to 5% (or 167 jobs)
- The overall number of FTE jobs has increased by 1,790 over this period.

The industry sectors which were the key drivers of the Goulburn Mulwaree LGA’s economy for the 2021/22 year, in terms of regional exports, employment, value-added and local expenditure on goods and services, were:

- Healthcare and Social Assistance
- Construction
- Public Administration and Safety.

Healthcare and Social Assistance generated 14.1% of Value-Added economic output within the LGA, when compared to 10.4% for the Canberra Region and 12.3% for Regional NSW. Construction generated 12.2% of Value-Added economic output within the LGA, when compared to 11.5% for the Canberra Region and 10.3% for Regional NSW. Public Administration and Safety generated 10.1% of Value-Added economic output within the LGA, when compared to 8.4% for the Canberra Region and 7% for Regional NSW. Over a ten-year period, there were declines across the following sectors:

- Electricity, Gas, Water and Waste Services (decrease by \$12 million)
- Retail Trade (decrease by \$6.7 million)
- Transport, Postal and Warehousing (decrease by \$13.3 million)
- Financial and Insurance Services (decrease \$11.5 million)
- Arts and Recreation Services (decrease \$0.4 million).

**Table 15 Value added by industry sector<sup>8</sup>**

Industry Sector	Goulburn Mulwaree LGA (2021/22)		Canberra Region (2021/22)	
	\$M	%	\$M	%
Agriculture, Forestry and Fishing	74.8	5%	1,307.1	10.4%
Mining	37.0	2.5%	122.2	1%
Manufacturing	140.1	9.3%	962.5	7.6%
Electricity, Gas, Water and Waste Services	28.5	1.9%	456.7	3.6%
Construction	182.9	12.2%	1,448.4	11.5%
Wholesale Trade	63.8	4.3%	524	4.2%
Retail Trade	96.1	6.4%	741.2	5.9%
Accommodation and Food Services	58.2	3.9%	578.7	4.6%
Transport, Postal and Warehousing	103.7	6.9%	562.5	4.5%
Information Media and Telecommunications	13.2	0.9%	197.5	1.6%
Financial and Insurance Services	35.4	2.4%	330.5	2.6%

<sup>8</sup> Source: National Institute of Economic and Industry Research (NIEIR). Compiled and presented in economy.id by.id (informed decisions).



Industry Sector	Goulburn Mulwaree LGA (2021/22)		Canberra Region (2021/22)	
	\$M	%	\$M	%
Rental, Hiring and Real Estate Services	49.1	3.3%	507.1	4%
Professional, Scientific and Technical Services	57.2	3.8%	742.4	5.9%
Administrative and Support Services	58.2	3.9%	582.3	4.6%
Public Administration and Safety	152.0	10.1%	1059.9	8.4%
Education and Training	100.1	6.7%	776.3	6.2%
Health Care and Social Assistance	210.9	14.1%	1315.2	10.4%
Arts and Recreation Services	4.2	0.3%	100.2	0.8%
Other Services	35.7	2.4%	290	2.3%
<b>Total</b>	<b>\$1,501.1</b>	<b>100.00%</b>	<b>\$12,604.6</b>	<b>100.00%</b>

The Goulburn Mulwaree LGA’s Gross Regional Product was just over \$1.5 billion in the year ending June 2022, which had grown from \$1.48 billion (or 0.01%) in the previous year. According to ABS Housing and Population data, approximately 76% of the total employed residents work within the Goulburn Mulwaree LGA, 19% work in another area and 5% have no fixed place of work.

## Discussion

Overall, the Goulburn Mulwaree LGA is a socio-economically diverse area, with areas of both advantage and disadvantage. However, there are significant differences emerging between different groupings, and this is evident when reviewing SEIFA rankings and other indicators. Although population numbers vary across the different groupings, the trends outlined throughout this report provide some insight as to which households are more susceptible to rate increases than others. Overall, we observe greater levels of advantage in ‘Urban-West’ when compared to other groupings, which can be attributed to a combination of income, demographic and household tenure factors. However, this grouping still has a relatively high proportion of mortgaged households (32%). In addition, ‘Rural’ has the highest proportion of fully owned households (41%), but also the highest proportion of mortgaged households (37%). ‘Urban-North’ has a relatively high proportion of mortgaged households (30%) and has the lowest proportion of fully owned households (29%) alongside ‘CBD-Central’. ‘Urban-North’ also has the highest proportion of social housing across the LGA, closely followed by ‘Urban-South East’.

### ‘Central-CBD’

There are a relatively high proportion of renters within this grouping that are less likely to be directly impacted by rate increases than other groupings within the LGA. Though it should be noted that they may be still affected by rate increases, depending on lease agreements/negotiations with their landlords. Key indicators of this grouping can be summarised as follows:

- Contains the smallest percentage of the LGA population - 8%
- Highest proportion of lone person households - 40%
- Highest proportion of tertiary educated and independent (18 to 24 years) – 9.5%
- Lowest proportion of couples with children - 15%



- Lowest proportion of couples without children - 22%
- Highest proportion of renters - 41%
- Lowest proportion of households with a mortgage - 21%
- Lowest proportion of households paying high mortgage repayments (\$2,600 or more) – 8%
- Lowest number of households with a mortgage
- Lowest number of households where mortgage costs exceed 30% of income
- Highest proportion of renting households where rental costs exceed 30% of income - 35%.

#### **'Urban-West'**

There are a relatively high proportion of households within this grouping that pay rates (71%). Although, the income data indicates that this grouping contains the largest proportion within the 'Highest' equivalised income quartile (21%). Even though there are a significant proportion of households that pay Council rates, due to income and broader demographic factors, these households are likely to have a greater capacity to absorb any potential rate increase relative to other groupings within the LGA. Other key indicators of this grouping can be summarised as follows:

- Contains the second smallest percentage of the LGA population - 12%
- Highest proportion of seniors (70 to 84 years) – 14.6%
- Second-highest proportion of couples with children - 26.9%
- Second-highest proportion of couples without children - 30.8%
- Second-lowest proportion of renters - 21%
- Second-highest proportion of households with a mortgage - 32%
- Second-lowest proportion of households requiring assistance - 7%
- Second lowest number of households with a mortgage
- Second lowest number of households where mortgage costs exceed 30% of income
- Second lowest number of renting households
- Second lowest proportion of renting households where rental costs exceed 30% of income - 8%.

#### **'Urban-South East'**

In terms of resident ratepaying households (59%), social housing (7%) and unemployment (5%), this grouping is similar to 'Urban-North'. In addition, this grouping also has the highest proportion of households requiring assistance and has the lowest proportion of households in the highest equivalised income quartile (11%).

Other key indicators of this grouping can be summarised as follows:

- Contains the third highest percentage of the LGA population - 18%
- Second-highest percentage of lone person households - 33.2%
- Equal highest proportion of parents and homebuilders (35 to 49 years) – 18.5%
- Second-lowest proportion of couples with children - 20.6%
- Second-highest proportion of one-parent families - 12.4%
- Second-lowest proportion of renters - 21%
- Second-highest proportion of households with a mortgage - 32%
- Highest proportion of households requiring assistance - 9%
- Third highest number of households where mortgage costs exceed 30% of income
- Third highest number of renting households
- Lowest proportion of renting households where rental costs exceed 30% of income - 4%.



### **'Rural'**

Similar to 'Urban-North', there are a relatively high proportion of households within this grouping that pay rates (78%), which is the highest across the LGA. In addition, the equivalised income data indicates that this grouping contains the second-largest proportion within the 'Highest' equivalised income quartile (20%). This grouping also has the lowest proportion of renters (10%). While there are a high proportion of households that pay Council rates, due to income factors these households are likely to have a greater capacity to absorb any potential rate increase relative to groupings such as 'Urban-South East' and 'Urban-North'. Other key indicators of this grouping can be summarised as follows:

- Highest proportion of older workers and pre-retirees (50 to 59 years) – 15.4%
- Highest proportion of empty nesters and retirees (60 to 69 years) – 15.8%
- Highest proportion of seniors (70 to 84 years) – 12.0%
- Lowest proportion of elderly aged (85 years and over) - 1.4%
- Highest proportion of couples with children - 28.6%
- Highest proportion of couples without children – 33.1%
- Lowest proportion of one parent families – 6.5%
- Lowest proportion of lone person households – 19.1%
- Highest proportion of fully-owned households – 41%
- Lowest proportion of households requiring assistance - 5%
- Lowest number of renting households.

### **'Urban-North'**

In terms of resident ratepaying households (59%), social housing (8%) and unemployment (5%), this grouping is similar to 'Urban-South East'. However, there are relatively high number of households paying high mortgage payments. Furthermore, the bulk of households fall within the two lowest income quartiles (combined 60%). Other key indicators of this grouping can be summarised as follows:

- Contains the highest percentage of the LGA population - 37%
- Lowest proportion of empty nesters and retirees (60 to 69 years) – 10.4%
- Second-highest proportion of renters - 34%
- Equal lowest percentage of fully owned households - 29%
- Second highest proportion of households requiring assistance - 7.8%
- Highest proportion of households paying high mortgage repayments (\$2,600 or more) – 23%
- Highest proportion of households where mortgage costs exceed 30% of income – 23.2%
- Highest number of renting households
- Highest proportion of social housing across the LGA
- 11% of renting households where rental costs exceed 30% of income.



Overall, it would appear that ‘Urban-North’, followed by ‘Urban-South East’ have the least capacity to absorb higher council rate increases relative to ‘Urban-West,’ and ‘Rural.’ Residents living in ‘Central-CBD’ are less likely to be directly impacted by any potential council rate increases but could still be affected through higher rents depending on their rental agreements/negotiations with their landlords. However, it should be noted that there may still be some residents within the Goulburn Mulwaree LGA, who live outside ‘Urban-South East’ and ‘Urban-North’ that may be susceptible to council rate increases, particularly due to increased rents or higher mortgage interest rates.

### Proposed rating changes

Goulburn Mulwaree Council is considering two options in relation to a special variation, in addition to not applying an SV (base case). These options are all permanent, and all assume a rate peg for 2024/25 of 3.5%, and a rate peg of 2.5% in all following years:

- Option 1 – apply a one-year special variation to all categories of 40% in addition to the normal annual rate peg increase of 3.5% (cumulative increase over the SV period is 43.5%).
- Option 2 – apply a two-year special variation to all categories of 22% in the first year and 18% in the second year, in addition to the normal annual rate peg increases of 3.5% and 2.5% per year (cumulative increase over the SV period is 51.2%).
- Base case – apply only the normal annual rate peg increases, of 3.5% in the first year and 2.5% in the following years, to all rate categories.

We have reviewed Council’s average rates by area grouping, across each of the rating categories. We have compared the averages for each option against the base case option (applying only the rate peg and no SV). The following table summarises the options and our analysis of each scenario.

**Table 16 Proposed special variation options**

SV option	2024/25	2025/26	Cumulative increase over SV period	Comparison rate – all options over two years
Base case – rate peg only	3.5%	2.5%	-	6.1%
Option 1 – one-year SV	43.5%	Rate peg	43.5%	47.1%
Option 2 – two-year SV	25.5%	20.5%	51.2%	51.2%

*Note: Cumulative amounts are expressed as required by IPART and only go to the end year of the SV – therefore, they are not comparable. A two-year comparison cumulative rate is also provided for reference.*

In the following analysis, we have compared the average rate at the end of the proposed SV period (either one or two years – as outlined above) for the relevant scenario and the base case over the same period. We then outline the average annual weekly increases during the proposed SV period. Finally, we have included columns to show each of the scenarios after two years (the longest proposed SV option) to allow for further comparison of the proposed options.



## Residential rates – impact analysis by scenario

### Option 1

Table 17 Estimated 2024/25 average residential rates – option 1 and base case

Residential ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Average weekly increase over two years (\$)
CBD - Central	1,540	1,111	429	8.26	1,579	4.23
Urban – West	1,922	1,386	536	10.30	1,970	5.28
Urban – South East	1,706	1,230	475	9.14	1,748	4.69
Rural	1,472	1,062	410	7.89	1,509	4.04
Urban – North	1,693	1,221	472	9.08	1,736	4.65

Due to the variance in residential land value from area to area and within each area, the impact of increases in rates will be unequal across the LGA. ‘Urban West’ (average annual rate to increase to \$1,922, an increase of \$10.30 per week, by the end of 2024/25 the proposed SV period) and ‘Urban – South East’ (average annual rate to increase to \$1,706, an increase of \$9.14 per week) are likely to see much greater increases than groupings such as ‘Rural’ (annual average rate to increase to \$1,472, an increase of \$7.89 per week).

For comparison with Option 2, the two-year estimated average rate for Option 1, which includes one year of rate peg in addition to the proposed SV option, has been included.

### Option 2

Table 18 Estimated 2025/26 average residential rates – option 2 and base case

Residential ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
CBD - Central	1,623	1,139	242	4.65	1,623	1,139
Urban – West	2,025	1,421	302	5.81	2,025	1,421
Urban – South East	1,797	1,261	268	5.15	1,797	1,261
Rural	1,551	1,089	231	4.45	1,551	1,089
Urban – North	1,784	1,252	266	5.12	1,784	1,252

As with option 1, residential ratepayers in ‘Urban – West’ (annual average to increase to \$2,025, an increase of \$5.81 per week, by the end of 2025/26 the proposed SV period) are expected to see a larger increase in average rates compared to ‘Urban – South East’ (annual average to increase to \$1,797, an increase of \$5.15 per week) and ‘Rural’ (average to increase to \$1,551, an increase of \$4.45 per week).



'Urban-North', which contains 37% of the LGA's residential ratepayers, would see an estimated average increase that sits at the middle of all the groupings – with its annual average rate to increase to \$1,784, an increase of \$5.12 per week.

### **Summary**

'Urban-South East' and 'Urban-North' have higher levels of disadvantage, as can be seen in its IRSAD rankings in the 11<sup>th</sup> percentile and 23<sup>rd</sup> percentile respectively. Alongside 'CBD-Central,' these two groupings also have the highest proportion of households in the lowest two income quartiles. Both 'Urban-South East' and 'Urban-North' are both expected to have comparable average annual rate increases towards the middle of all five groupings. It is therefore important for Council to ensure that appropriate policies and support are in place, particularly to assist vulnerable ratepayers, as residents within these groupings may have a reduced or limited capacity to pay.

Residential ratepayers in the 'CBD-Central' grouping have a comparable level of disadvantage to 'Urban-North', as can be seen in its IRSAD ranking in the 24<sup>th</sup> percentile and the second-highest proportion of households in the lowest two income quartiles. This grouping would, however, see the second-lowest average residential increases of all groupings. Subject to Council providing appropriate support for vulnerable ratepayers, it can be considered that the 'CBD-Central' grouping would have some capacity to pay.

'Urban-West', ratepayers are likely to see a larger increase in residential rates. 'Urban-West' and 'Rural' have the highest level of advantage within the Goulburn Mulwaree LGA, with IRSAD rankings in the 56<sup>th</sup> and 53<sup>rd</sup> percentiles respectively. 'Urban-West' and 'Rural' also both have the highest proportions in the upper two income quartiles, at 49% and 46% respectively. For these reasons, it is therefore considered that these two groupings have the highest capacity to pay increased rates. It should be noted that 'Rural' has the lowest average annual increase across all five groupings.

It should be noted that, when compared to the total number of rate assessments within each grouping, 'Rural' (8%) has the lowest proportion of pensioner assessments and that 'Urban-West' (15%) has the highest. However, when compared to the total number of pensioner assessments across the Goulburn Mulwaree LGA, 'Urban-West' (13%) has the second-lowest proportion and 'Rural' (20%) has the equal second highest. Under any scenario, it is important that Council have in place processes to support pensioners across the Goulburn Mulwaree LGA to ensure that they are made aware of applicable concession and hardship policies, as these residents across all groupings may have a reduced or limited capacity to pay.



### Farmland rates – impact analysis by scenario

#### Option 1

Table 19 Estimated 2024/25 average farmland rates – option 1 and base case

Farmland ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Average weekly increase over two years (\$)
CBD - Central	0	0	0	0	0	0
Urban – West	0	0	0	0	0	0
Urban – South East	2,570	1,853	716	13.77	2,634	7.06
Rural	2,555	1,843	712	13.70	2,619	7.02
Urban – North	5,823	4,200	1,623	31.21	5,969	16.00

As with the residential category, the impact will vary from area to area, due to the variance in farming land values (as determined by the NSW Valuer General). The ‘Rural’ grouping contains 99% of all farmland ratepayers and will see the lowest average annual increase of \$712 across the three impacted groupings, which equates to an average weekly increase of \$13.70. There are only nine farmland ratepayers in the ‘Urban-South East’ that will have a relatively similar average annual increase when compared to their ‘Rural’ counterparts, which equates to \$716 or an average weekly increase of \$13.77. Out of a total of 1,297 assessments in the farmland category, only six ratepayers in the ‘Urban-North’ grouping will experience a relatively significant annual average increase in rates of \$1,623 or an average weekly increase of \$31.21.

#### Option 2

Table 20 Estimated 2025/26 average farmland rates – option 2 and base case

Farmland ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
CBD - Central	0	0	0	0	0	0
Urban – West	0	0	0	0	0	0
Urban – South East	2,708	1,900	404	7.77	2,708	1,900
Rural	2,692	1,889	401	7.72	2,692	1,889
Urban – North	6,136	4,305	915	17.60	6,136	4,305

As with Option 1, farmland ratepayers in ‘Urban-North’ will experience a higher increase than other groupings. Only six ratepayers will be subject to an annual average increase of \$915 by the end of the proposed SV period, which equates to an average weekly increase of \$17.60. Nine farmland ratepayers in ‘Urban-South East’ will be subject to an annual average increase of \$404, or an average weekly increase of \$7.77. The overwhelming majority of farmland ratepayers in the ‘Rural’ category will have the lowest annual average increase of \$401 or an average weekly increase of \$7.72.





**Summary**

As described earlier, the ‘Rural’ grouping comprises almost all farmland ratepayers across the Goulburn Mulwaree local government area and has the second highest IRSAD ranking, (sitting within the 53<sup>rd</sup> percentile). While individual IRSAD rankings may vary across the various localities within the ‘Rural’ grouping, and, apart from ‘Urban-West’, the overall level of advantage is higher when compared to other parts of the Goulburn Mulwaree local government area. In terms of equivalised income, the ‘Rural’ grouping has the second highest proportion of households in the upper two income quartiles and the second lowest proportion of households in the two lower income quartiles. It is therefore considered that this grouping has capacity to pay the proposed rate rises within the farmland category. There may be higher levels of disadvantage in the ‘Urban-South East’ and ‘Urban-North’ categories, relative to the ‘Rural’ grouping. While there may be a reduced capacity to pay the proposed increase in rates, it is important to note that only fifteen ratepayers within the farmland category sit outside the ‘Rural’ grouping.

While rainfall patterns are difficult to predict and may have an impact on the livelihoods of farmland ratepayers in different ways, Council should have appropriate hardship policies in place. This is particularly relevant during periods of drought and natural disasters that have the potential to have a disproportionate impact on farmland ratepayers. At the time of writing this report, the Bureau of Meteorology had not officially declared an El-Nino weather event. However, it was noted that such a declaration may be coming at some stage in the near future.<sup>9</sup>

**Business – impact analysis by scenario**

**Option 1**

Table 21 Estimated 2024/25 average business rates – option 1 and base case

Business ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Average weekly increase over two years (\$)
CBD - Central	9,107	6,569	2,539	48.82	9,336	25.02
Urban – West	3,552	2,562	990	19.04	3,641	9.76
Urban – South East	7,335	5,290	2,045	39.32	7,519	20.15
Rural	13,227	9,540	3,687	70.90	13,559	36.34
Urban – North	4,809	3,469	1,341	25.78	4,930	13.21

The table above sets out the average impact of applying SV option 1 compared with increasing rates by the normal annual rate peg increase (base case) for business ratepayers. Out of a total of 934 business ratepayers, the majority fall within either ‘CBD-Central’ (39%) or ‘Urban-South East’ (31%). The average annual increase for a ‘CBD-Central’ ratepayer is \$2,539, which equates to \$48.82 per week. The average annual increase for a ‘Urban-South East’ business ratepayer is \$2,045, or \$39.32 per week. In relative terms, this is not dissimilar to other business ratepayers operating within ‘CBD-Central’.

<sup>9</sup> T Logan & T.Saunders, ‘Bureau of Meteorology declares El Nino “likely in coming weeks” but still not ready to say its underway’, *ABC News Online*, dated 1 August 2023. <[Bureau of Meteorology declares El Niño ‘likely in coming weeks’ but still not ready to say it’s underway - ABC News.](#)> [current as of 8 September 2023].



The other significant proportion of business ratepayers fall within either the ‘Urban-North’ (15%) or ‘Rural’ (15%) groupings. It would appear that business ratepayers in the ‘Rural’ category are likely to experience the highest increase in rates, with an average annual increase of \$3,687 or an average weekly increase of \$70.90.

‘Urban-West’ comprises only four business ratepayers and will see an average annual increase of \$990, or \$19.04, which is significantly lower than other groupings.

**Option 2**

**Table 22 Estimated 2025/26 average business rates – option 2 and base case**

Business ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
CBD - Central	9,596	6,734	1,431	27.52	9,596	6,734
Urban – West	3,742	2,626	558	10.73	3,742	2,626
Urban – South East	7,729	5,423	1,153	22.17	7,729	5,423
Rural	13,937	9,780	2,079	39.97	13,937	9,780
Urban – North	5,067	3,556	756	14.53	5,067	3,556

For SV Option 2, as with Option 1, business ratepayers that fall within the ‘Rural’ grouping will see the largest average annual increase of \$2,079 or \$39.97 per week, followed by ‘CBD-Central’ (\$1,431 average annual increase or \$27.52 average increase per week) and ‘Urban-South East’ (\$1,153 average annual increase or \$22.17 average increase per week). The ‘Urban-North’ grouping will experience the second-lowest annual increase of \$756, or an average weekly increase of \$14.53. As mentioned earlier, ‘Urban West’ will experience the smallest average annual increase at \$558, or an average weekly increase of \$10.73.

**Other rating considerations**

Table 23 shows estimated average rates for the 2025/26 financial year (calculated by forecasting 2021/22 OLG time series reported year for group 4 regional town/city councils and subsequent approved SV applications). These councils are similar in size to Goulburn Mulwaree and are used for comparison.

Within group 4, Goulburn Mulwaree’s base case average rates for residential and farmland are well below the average and median levels and towards the bottom end of the range for comparable councils. For business it is above the average level for comparable councils. When applying the proposed SV options one (1) and two (2), Goulburn Mulwaree’s average residential rates will move towards the top end for group 4 comparable councils (estimated to rank seventh and fifth respectively). Average farmland rates will be above the average across all comparable councils (estimated to rank eighth and seventh respectively). The business rates will continue to be above average and towards the top end of the comparisons (ranked fourth and third respectively)



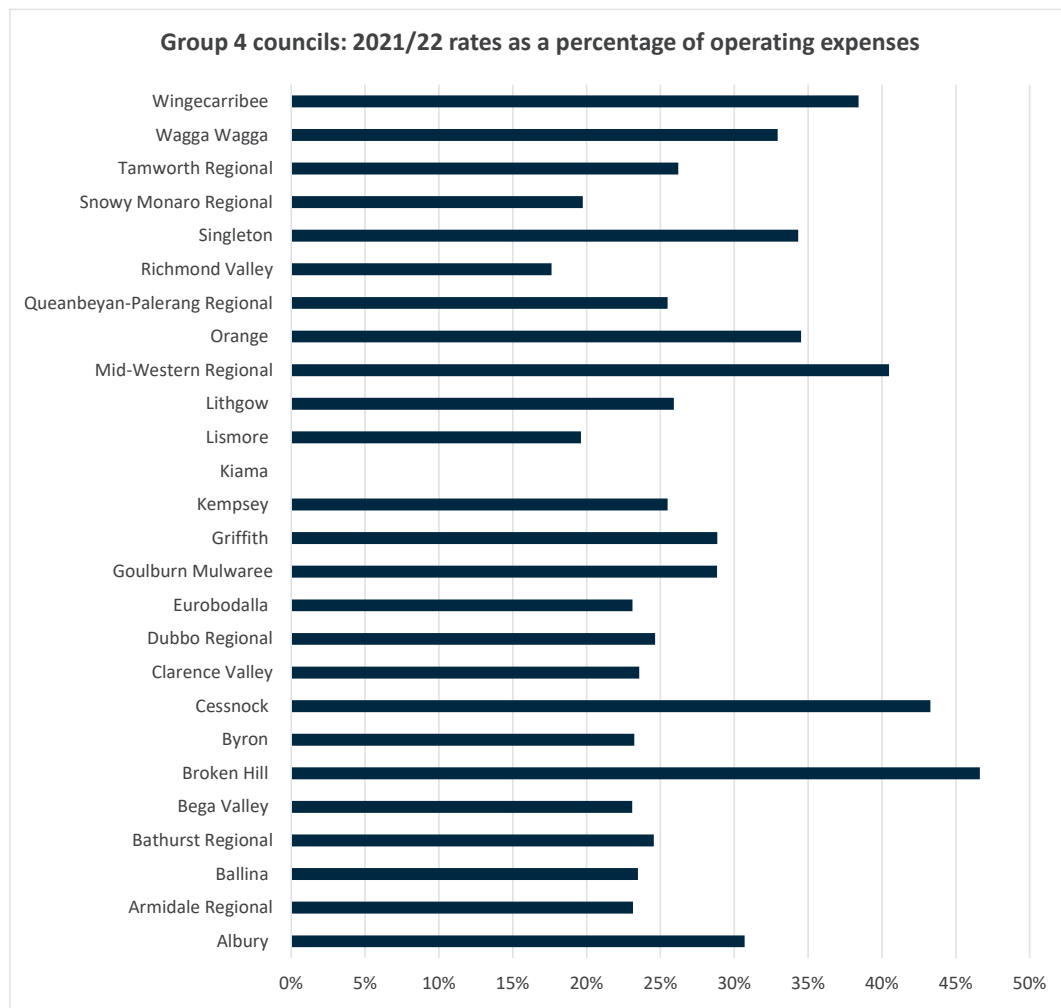
Table 23 Estimated 2025/26 rates for OLG group 4 regional town/city councils – using actual 2021/22 average rates

Estimated average rates for 2025/26						
LGA Group 4 Councils	Est. average residential (\$)	Residential rank	Est. average farmland (\$)	Farmland rank	Est. average business (\$)	Business rank
Albury	1,630	8	5,155	2	7,229	6
Armidale Regional	1,963	3	5,509	1	6,303	9
Ballina	1,309	17	2,054	23	4,107	19
Bathurst Regional	1,351	16	1,770	26	5,061	14
Bega Valley	1,836	4	3,361	10	4,361	16
Broken Hill	1,269	22	1,256	27	7,389	5
Byron	1,629	9	2,932	14	4,063	20
Cessnock	1,456	12	3,364	9	4,441	15
Clarence Valley	1,422	13	1,922	25	3,502	21
Dubbo Regional	1,256	23	4,283	6	5,599	11
Eurobodalla	1,285	20	1,930	24	4,313	17
<b>Goulburn Mulwaree (Base Case)</b>	<b>1,232</b>	<b>25</b>	<b>2,064</b>	<b>22</b>	<b>5,969</b>	<b>10</b>
<b>Goulburn Mulwaree (SV Option 1)</b>	<b>1,708</b>	<b>7</b>	<b>3,740</b>	<b>8</b>	<b>7,796</b>	<b>4</b>
<b>Goulburn Mulwaree (SV Option 2)</b>	<b>1,719</b>	<b>5</b>	<b>3,766</b>	<b>7</b>	<b>7,849</b>	<b>3</b>
Griffith	1,241	24	4,392	4	3,298	23
Kempsey	1,468	11	2,413	17	3,015	24
Lismore	1,567	10	2,947	13	5,264	13
Lithgow	1,178	26	2,287	19	8,415	1
Mid-Western Regional	1,137	27	2,961	12	2,530	26
Orange	1,719	6	2,248	20	7,058	7
Queanbeyan-Palerang Regional	2,080	2	4,293	5	8,355	2
Richmond Valley	1,285	21	2,098	21	3,456	22
Singleton	1,360	15	2,790	15	2,806	25
Snowy Monaro Regional	1,404	14	2,777	16	1,613	27
Tamworth Regional	1,289	19	2,351	18	4,252	18
Wagga Wagga	1,297	18	3,275	11	6,907	8
Wingecarribee	2,156	1	4,585	3	5,265	12
Average Group 4	1,437		2,947		5,008	
Median Group 4	1,404		2,932		5,061	



Figure 7 shows total council rates as a percentage of operating expenditure for group 4 regional town/city councils. For the 2021/22 financial year Broken Hill had the highest level of rates as a percentage of operating expenses (at 47%), and at the lowest end were Lismore and Snowy Monaro at 20%. The average for group 4 councils was 27%. Goulburn Mulwaree ranked 10<sup>th</sup> out of 24 reporting councils, with rates income representing 29% of total operating expenditure in 2021/22 - this has reduced from 33% in 2019/20. A lower to average percentage is an indication that Council's rates are at or below the level required to service the community.

**Figure 7 Actual (2022) rates as a percentage of operating expenses for OLG group 4 regional town/city councils**





**Willingness to pay**

Table 24 shows outstanding rates and charges ratios over the past three reporting years for NSW regional town/city (group 4) councils. The NSW benchmark for rural councils is 10%, and Goulburn Mulwaree has consistently been below this percentage, at 3%. This is therefore an indicator of capacity and willingness to pay.

**Table 24 Actual outstanding rates and charges for OLG group 4 regional town/city councils**

Council	2021/22	2020/21	2019/20
Albury	9%	12%	11%
Armidale Regional	5%	5%	6%
Ballina	4%	4%	5%
Bathurst Regional	6%	6%	6%
Bega Valley	5%	7%	6%
Broken Hill	15%	16%	15%
Byron	10%	8%	7%
Cessnock	7%	6%	5%
Clarence Valley	7%	7%	7%
Dubbo Regional	5%	5%	6%
Eurobodalla	2%	2%	2%
<b>Goulburn Mulwaree</b>	<b>3%</b>	<b>4%</b>	<b>3%</b>
Griffith	9%	11%	8%
Kempsey	10%	8%	10%
Kiama	Not provided	Not provided	2%
Lismore	11%	9%	9%
Lithgow	4.6%	6.7%	6.1%
Mid-Western Regional	3%	3%	4%
Orange	11%	8%	7%
Queanbeyan-Palerang Regional	8%	9%	10%
Richmond Valley	11%	11%	12%
Singleton	3%	3%	4%
Snowy Monaro Regional	20%	21%	18%
Tamworth Regional	7%	7%	7%
Wagga Wagga	6%	5%	5%
Wingecarribee	5%	6%	4%



## Conclusion

Our analysis highlights that there are both levels of advantage and significant disadvantage within the Goulburn Mulwaree LGA. Overall, it scores towards the lower end on SEIFA rankings, placing it in the 27<sup>th</sup> percentile for IRSD and 28<sup>th</sup> for IRSAD. This is lower than the Regional NSW average percentiles of 32<sup>nd</sup> (IRSD) and 36<sup>th</sup> (IRSAD), and below the Canberra region average percentiles of 50<sup>th</sup> (IRSD) and 55<sup>th</sup> (IRSAD).

At both a grouping and a locality level, it is apparent that there is some degree of inequity within the Goulburn Mulwaree LGA. It is important that Council acknowledges these levels of disadvantage within the community, ensuring it does not significantly marginalise particularly vulnerable individuals and households. A case in point is 'Urban-South East,' where rates are higher when compared to other groupings with comparable levels of disadvantage. However, as average residential land values generally align to the levels of advantage and disadvantage across the LGA, the increases proposed under the SV options are relatively proportionate.

When compared with similar regional town/city councils (OLG group 4 classification), Goulburn Mulwaree has current average residential rates that are below the average of comparison councils. If one of the SV options is implemented, by the end of 2025/26, residential rates across the LGA are estimated to move more towards the upper end of this grouping of comparative councils.

The 'Urban-West' grouping has the highest proposed average annual residential rate increase, at between \$302 and \$536 above the base case by the end of 2025/26. 'Urban-West' has the highest level of advantage within the Goulburn Mulwaree LGA, with IRSAD rankings in the 56<sup>th</sup> percentile. 'Urban-West' also has the highest proportion of households in the upper two income quartiles, with a relatively significant proportion of households that pay rates (71%). For these reasons, it is therefore considered the 'Urban-West' grouping has the highest capacity to pay increased rates. 'Urban-West' has only four business ratepayers and none within the farmland category.

'Rural' has the lowest proposed average annual residential rate increase, at between \$231 and \$410 above the base case by the end of 2025/26. The 'Rural' grouping comprises the majority of townships and localities outside the city of Goulburn, as well as the overwhelming majority of farmland ratepayers. This grouping has the highest proportion of fully owned households (41%), the lowest proportion of one parent families (6.5%) and the lowest proportion of households requiring assistance (5%). Behind 'Urban West', the 'Rural' grouping also has one of the highest levels of advantage within the Goulburn Mulwaree LGA, with an IRSAD ranking in the 53<sup>rd</sup> percentile. While the levels of socio-economic advantage and disadvantage may vary across various part of 'Rural', overall, the available data indicates that this grouping has capacity to pay increased rates.

'CBD-Central' has a proposed average annual residential rate increase within the middle range of the various groupings, at between \$242 and \$429 above the base case by the end of 2025/26. 'CBD-Central' comprises the major civic and retail precincts within the city of Goulburn, alongside residential areas. On average, residential ratepayers in the 'CBD-Central' grouping do experience some level of disadvantage as can be seen its IRSAD ranking in the 24<sup>th</sup> percentile and the second-highest proportion of households in the lowest two income quartiles. While 'CBD-Central' has the highest unemployment rate (6%) in the LGA; it also contains the smallest percentage of the Goulburn Mulwaree LGA population (8%) out of the various groupings. In addition, it has one of the lowest proportion of households with a mortgage. This grouping would, however, see the second-lowest average residential increases of all groupings. As long as Council provides appropriate support for vulnerable ratepayers, due to the lower increases relative to 'Urban-North', it can be considered that the 'CBD-Central' grouping would have some capacity to pay.



Both 'Urban-South East' and 'Urban-North' are both expected to have comparable average annual rate increases towards the middle of all five groupings. 'Urban-South East' has a proposed average annual rate increase of between \$268 and \$475 above the base case by the end of 2025/26. 'Urban-North' has a proposed average annual rate increase of between \$266 and \$472. Both 'Urban-South East' and 'Urban-North' have higher levels of disadvantage, as can be seen in its IRSAD rankings in the 11<sup>th</sup> percentile and 23<sup>rd</sup> percentile respectively. Alongside 'CBD-Central,' these two groupings also have the highest proportion of households in the lowest two income quartiles. 'Urban-North' contains the highest percentage of the LGA population (37%) and comprises of relatively higher proportions of households facing mortgage stress. 'Urban-South East' has the highest proportion of households requiring assistance (9%). It is therefore important for Council to ensure that appropriate policies and support are in place, particularly to assist vulnerable ratepayers, as residents within these groupings may have a reduced or limited capacity to pay.

Across the Goulburn Mulwaree LGA, renters may experience an indirect increase/decrease depending on their lease agreement/decisions and the current market conditions. Whilst those living in social housing will not be directly affected by increasing rates. Under any scenario, it is important that Council have in place processes to support pensioners across the Goulburn Mulwaree LGA to ensure that they are made aware of applicable concession and hardship policies, as these residents across all groupings may have a reduced or limited capacity to pay.

When compared to similar councils, Goulburn Mulwaree has slightly higher levels of rates income as a percentage of operating expenses. However, Council also has low levels of outstanding rates (it has been at 3% for 2021/22 and has not changed significantly over the two previous financial years). This figure has been consistently below regional benchmarks (10%), indicating capacity and potential willingness to pay.

At an overall level, when compared against comparable group 4 councils, Goulburn Mulwaree's average farmland rates are currently below average levels (using 2022 OLG time series data), and business rates are above average when compared to these councils. Under the proposed SV options, average farmland and business rates may move into the top ten amongst those comparable councils. It is likely that there is capacity to absorb these increases, particularly as the majority of farmland ratepayers live within 'Rural'. According to the data presented, this is one of the more advantaged groupings within the LGA.

While rainfall patterns are difficult to predict and may have an impact on the livelihoods of farmland ratepayers in different ways, Council should have appropriate hardship policies in place. This is particularly relevant during periods of drought and natural disasters that have the potential to have a disproportionate impact on farmland ratepayers. At the time of writing this report, the Bureau of Meteorology had not officially declared an El-Nino weather event. However, it was noted that such a declaration may be coming at some stage in the near future.<sup>10</sup>

<sup>10</sup> T Logan & T.Saunders, 'Bureau of Meteorology declares El Nino "likely in coming weeks" but still not ready to say its underway', *ABC News Online*, dated 1 August 2023. <[Bureau of Meteorology declares El Niño 'likely in coming weeks' but still not ready to say it's underway - ABC News](#)> [current as of 8 September 2023].



# Goulburn Mulwaree Council Revised Delivery Program 2022 - 2026

Adopted TBA



## Table of Contents

*Goulburn Mulwaree Council would like to take this opportunity to thank our community for their contributions to the Regional Community Strategic Plan 2042 which has provided the basis for the development of Council’s Delivery Program 2022-2026 and Council’s Operational Plans over the next 4 years.*

### Acknowledgement of Country

*“Goulburn Mulwaree Council acknowledges and pays our respects to the Aboriginal elders both past and present as well as emerging leaders and acknowledge the traditional custodians of the land on which we all live”.*

Foreword.....	3
Councillors .....	5
Introduction.....	6
About Goulburn Mulwaree.....	7
Goulburn Mulwaree Today.....	8
The Integrated Framework.....	9
The Five Strategic Pillars:	
Our Community .....	11 - 14
Our Economy .....	15 - 16
Our Environment.....	17 - 20
Our Infrastructure.....	21 - 25
Our Civic Leadership.....	26 - 28

## Foreword

Welcome to Goulburn Mulwaree Council's 4 year delivery program, 2022-2026. This document sets out a clear budget and plan for the coming four financial years, detailing what we as a council will achieve and how this will be costed. This is our contract and commitment with you the community. We are excited to lead a Council that will greatly add to all areas of life in Goulburn Mulwaree over the coming four years. We will deliver critical infrastructure, arts & culture projects, sport & recreation upgrades and much more for Goulburn Mulwaree.

Our 4 year delivery program has strong foundations in the Regional Community Strategic Plan, which councillors approved on the 21st of February 2017. The Community Strategic Plan is based around five strategic pillars: Environment, Economy, Civic Leadership, Infrastructure and Community. From this document, Council has set out what we wish to achieve in the coming four years.

We have laid out the plans for an inspiring Capital Works Program which will total over \$110 million over the four years leading to 2025. Goulburn Mulwaree Council has had immense success with grant applications throughout our last delivery program, and we will devote considerable effort to continuing to obtain grant funding to support our budget.

Although a new Council was elected in December, the planning behind this Delivery Program has been ongoing over the past 12 months, with input from the previous Council and the new Council. Ongoing dialogue and consultation with our residents will be essential to the successful delivery of these projects, ensuring we meet community expectations.

It is important that this 4 year program meets all criteria set by the NSW Government for financial sustainability of Local Government. In the development of Councils Long Term Financial plan that was adopted in December 2022, it was recognised that a further review of Council's financial sustainability would need to be undertaken. Subsequently, Council engaged Morrison Low to undertake an independent financial assessment, including an organisational review to identify

financial improvements that could improve value for ratepayers and minimise any Special Rate Variation (SRV) that might be required.

Morrison Low have presented their independent financial assessment of Council and identified that without intervention:

- the average operating deficit for the 10-year forecast period in the general fund is estimated at \$10.7 million per annum.
- the general fund has insufficient money to maintain service levels or asset renewals at levels the community requires.
- inadequate infrastructure renewal will result in the degradation of community infrastructure.
- under funding for expected growth and expanded services required for the growing population.

The Morrison Low assessment identified the contributing factors to the structural financial deficit noting that growth in core costs have outpaced growth in revenue. They noted the fundamental flaw in the income and cost structures for NSW local government affecting all NSW Councils. Costs to maintain community infrastructure and services are more than the revenue that local government receives.

In refining its LTFP Council engaged Morrison Low to provide an independent financial model and analysis. The outcome of this modelling is an ongoing deficit in the general fund averaging \$10.7M per annum. For Council's financial sustainability and to avoid a risk of unplanned service reduction, this must be addressed.

*Goulburn Mulwaree Council Revised Delivery Program 2022 – 2026*

Whilst reviewing this document, Council has also updated this LTFP to include and show the impacts of both the Business as Usual (BAU) – no change scenario, and the two SRV options as a solution to the revenue shortfall.

The 2 financial sustainability options to be discussed with the community are as follows:

1. A proposed one-off SRV of 40.00% in addition to the rate peg. Including the rate peg, this amounts to a rates increase of 43.5% (Council’s preferred option). Including an assumed 2.5% rate peg in year 2, this amounts to a cumulative increase of 47.1% at the end of 2 years; and
2. A 2-year SRV option averaging 20% over 2 years (22% and 18%) in addition to the rate peg. Including the rate peg, this amounts to a cumulative increase of 51.2% at the end of 2 years.

All options include an allowance for additional service and infrastructure improvements, including:

- Increased asset renewal spends of approximately \$6M per annum from 2024/25 and onwards for roads, stormwater and buildings.
- Increased resources for the maintenance of Council’s facilities including parks and sporting fields.
- Additional staff resources to meet the demands of a growing community.
- Funding the future rehabilitation of Council’s Waste Management Centres in the amount of \$1.25m per year

This revised document, as well as the revised Long Term Financial Plan will be placed on public exhibition until 3 November as part of the Special Rates Variation Community Consultation process. Submissions in relation to both documents are welcome during the public exhibition period.

On behalf of the Council we thank you for taking the time to read the revised Goulburn Mulwaree Delivery Program 2022-2026.



Chief Executive Officer  
Aaron Johansson



Mayor  
Cr Peter Walker

## Councillors 2022 – 2024

*Goulburn Mulwaree Council Revised Delivery Program 2022-2026*



**Cr Peter Walker**

Cr Peter Walker was first elected to Goulburn Mulwaree Council in September 2016. He was elected Mayor in January 2022.

**Contact Details:**

Phone: 0418 215 184

Email:

[peter.walker@goulburn.nsw.gov.au](mailto:peter.walker@goulburn.nsw.gov.au)



**Cr Andy Wood**

Cr Andy Wood was elected to Goulburn Mulwaree Council in December 2021.

**Contact Details:**

Phone: 0490 037 421

Email:

[andy.wood@goulburn.nsw.gov.au](mailto:andy.wood@goulburn.nsw.gov.au)



**Cr Carol James**

Cr Carol James was first elected to Goulburn Mulwaree Council in September 2008 and has served continuously. Cr James served as Mayor from 2008 to 2010.

**Contact Details:**

Phone: 0418 342 501

Email:

[carol.james@goulburn.nsw.gov.au](mailto:carol.james@goulburn.nsw.gov.au)



**Cr Daniel Strickland**

Cr Dan Strickland was elected to Goulburn Mulwaree Council in December 2021.

**Contact Details:**

Phone 0490 036 241

Email:

[daniel.strickland@goulburn.nsw.gov.au](mailto:daniel.strickland@goulburn.nsw.gov.au)



**Cr Andrew Banfield**

Cr Andrew Banfield was first elected to Goulburn Mulwaree Council in September 2008 and has served continuously.

**Contact Details:**

Phone: 0427 130 298

Email:

[andrew.banfield@goulburn.nsw.gov.au](mailto:andrew.banfield@goulburn.nsw.gov.au)



**Cr Jason Shepherd**

Cr Jason Shepherd was elected to Goulburn Mulwaree Council in December 2021.

**Contact Details:**

Phone: 0490 036 157

Email:

[jason.shepherd@goulburn.nsw.gov.au](mailto:jason.shepherd@goulburn.nsw.gov.au)



**Cr Michael Prevedello**

Cr Michael Prevedello was elected to Goulburn Mulwaree Council in December 2021.

**Contact Details:**

Phone: 0490 033 792

Email:

[michael.prevedello@goulburn.nsw.gov.au](mailto:michael.prevedello@goulburn.nsw.gov.au)



**Cr Bob Kirk**

Cr Bob Kirk was elected to Goulburn Mulwaree Council in September 2008 and has served continuously. Cr Kirk served as Mayor from 2016 to 2021.

**Contact Details:**

Phone: 0419 854 599

Email:

[bob.kirk@goulburn.nsw.gov.au](mailto:bob.kirk@goulburn.nsw.gov.au)



**Cr Steve Ruddell**

Cr Steve Ruddell was elected to Goulburn Mulwaree Council in December 2021. Cr Ruddell was elected Deputy Mayor in 2022.

**Contact Details:**

Phone: 0490 033 756

Email:

[steven.ruddell@goulburn.nsw.gov.au](mailto:steven.ruddell@goulburn.nsw.gov.au)

## Introduction

### GUIDING PRINCIPLES

The **Regional Community Strategic Plan 2042** identifies the community’s main priorities and aspirations for the future and plans strategies for achieving these goals.

It is a 20 year vision that has been developed through close consultation between the community and Council.

To achieve the priorities identified, the RCSP is supported by the following implementation strategies:

- Resourcing Strategy
- Delivery Program
- Operational Plan

The Resourcing Strategy consists of a long term Financial Plan, Workforce Management Plan and Asset Management Plan, while the Delivery Program is a statement of commitment where the community’s strategic directions are translated into actions.

### STRATEGIC PILLARS

- Our Community
- Our Economy
- Our Environment
- Our Infrastructure
- Our Civic Leadership

The Regional Community Strategic Plan is underpinned by the following vision and values:

### OUR VISION AND VALUES

***“One Team Delivering with PRIDE”***

- **P**assion
- **R**espect
- **I**nnovation
- **D**edication
- **E**xcellence

### OUR MISSION

*“To Be Easy To Do Business With”*

## About Goulburn Mulwaree

Aboriginal people have lived in this region for at least 21,000 years. Two major language groups were identified within the Goulburn Mulwaree region at the time of first European contact; the Gandangara to the north of Goulburn, and the Ngunawal to the south.

The region was an important ceremonial meeting place for Aboriginal peoples with records of corroborees being held at Rocky Hill, Mulwaree Flats, Eastgrove and on the sites of the Goulburn railway station and the old railway quarry.

Aboriginal peoples of the region first came into contact with Europeans in 1798 when Governor John Hunter sent an expedition to the Southern Tablelands of NSW.

The first European settlement did not occur however until 1818 when Goulburn was discovered by James Meehan an Irish explorer who named the town after Henry Goulburn, the Under-Secretary for War and the Colonies.

Subsequent Government land grants followed during the 1820's attracting settlers who established the first stock stations in the region.

The construction of the Great South Road and the expanding wool industry saw Goulburn become a thriving Government centre by the 1850's and in 1863, Goulburn was officially declared a City making it Australia's first inland City.

Goulburn's prosperity grew substantially with the completion of the railway line from Sydney to Goulburn in 1869 making Goulburn a significant railhead and heralding the boom years which lasted to the late 1890's.

Such was Goulburn's prosperity that throughout much of the 19th century Goulburn remained the 3rd largest centre in New South Wales leading it to being dubbed the 'Queen City of the South'.

Goulburn's role as an important large provincial centre led to the construction of many impressive public and institutional buildings by the Government and various churches many of which still remain today.

Goulburn's prominence eventually subsided with the founding of Canberra, the Australian Capital in 1913 with many industries and institutions locating there.





## Goulburn Mulwaree Today

The Goulburn Mulwaree Council Local Government Area (LGA) covers an area of 3,223 square kilometres making it approximately 1.5 times the size of the Australian Capital Territory. The LGA shares its borders with Upper Lachlan, Queanbeyan Palerang, Wingecarribee and Shoalhaven LGAs.

The LGA has a total population of 31,796 with a steady average annual growth rate of approximately 1%.

Its main population centres are Goulburn, Marulan, Tarago, Towrang and other smaller towns and villages. The region is predominantly rural, with land mainly used for agriculture, notably sheep and cattle grazing.

The largest non-Australian ethnic groups in Goulburn are English (40.7%), Irish (12.8%) and Scottish (9.7%). 2.8% of residents identify as being of Aboriginal or Torres Strait Islander ancestry.

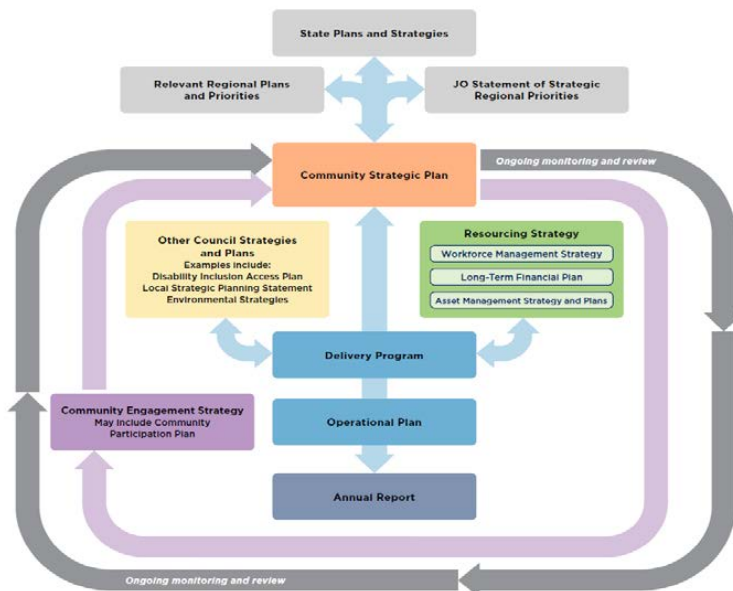
Although fewer than 3% of the population speak a language other than English at home, the most commonly spoken non-English languages are Greek, Italian and German.

Goulburn Mulwaree’s growing economy contributes \$1.38B in Gross Regional Product and sustains 12,446 local jobs in 2,210 local businesses. The largest industries of employment for people in the Goulburn LGA are Health & Social Care (16%), Retail Trade (14%) and Public Administration & Safety (12%).

Geologically, the LGA forms part of the Southern Tablelands, and rises to about 700 metres above sea level. The Wollondilly River and Mulwaree Chain of Ponds wind through the LGA forming part of the Hawkesbury-Nepean and Shoalhaven Catchments.



## The Integrated Framework



The Integrated Planning & Reporting Framework opens the way for Councils and their communities to have important discussions about funding priorities, service levels and preserving local identity and to plan in partnership for a more sustainable future.

The planning and reporting framework is essentially a set of tools from which each Council can build an integrated planning and reporting framework to suit their community's needs.

The framework will allow Councils to build plans of appropriate size, scale and content for their communities. Just as each community in NSW is different, so each Council's Community Strategic Plan will be different. The most important thing is that the Community Strategic Plan, and the implementation structures that support it, are fit for purpose and appropriate to the communities to which they relate.

Apart from providing a clear picture for the future, the planning process will help to better connect with the community to gain more detailed understanding of the area in which they live and the regional context in which the community operates. The process will also provide opportunities for Council to streamline their operations.

The main components of the Integrated Planning and Reporting legislation for Local Government are briefly outlined below.

### Community Strategic Plan

Identifies the community's main priorities and aspirations for the future and plans strategies for achieving these goals (civic leadership, social, cultural, environmental and economic issues)

### Delivery Program

A four year program which details the activities to be undertaken by the Council to achieve the objectives of the Community Strategic Plan (within the resources available under the Resourcing Strategy)



**Operational Plan**

An Operational Plan will detail Council activities within a specific financial year to achieve the actions outlined in the Delivery Program.

**Resourcing Strategy**

A Resourcing Strategy will inform the Community Strategic Plan and the Delivery Program. It will be made up of a long term Financial Plan, Asset Management Plan and a Workforce Management Plan. It will also identify the resources (time, money, assets and people) to fund the objectives of the Community Strategic Plan and the activities of the Delivery Program.

**Annual Report**

This will report to the community within five months after the end of each financial year. It will provide details of progress on implementing the Delivery Program and the achievement of objectives of the Community Strategic Plan.

**Relationship between the IPR Documents**



## A. Our Community

*“To have a network of vibrant, inclusive and diverse communities that value our co-operative spirit, self-sufficiency and rural lifestyle”*

### Strategic Objectives:

*“Our community’s health and wellbeing are supported”*

	Strategy	Planned Outcome	How will we measure?
<b>A.1</b>	Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults and people with disabilities.	Continued implementation of Neighbour Aid and Centre based Respite and Leisure Link programs.	All CHSP requirements met and NDIS service provision status maintained.
		Dedicated youth space/centre appropriately resourced.	Dedicated youth space/centre built.
		Development and implementation of 2021 – 2026 Goulburn Mulwaree Disability Inclusion Action Plan (DIAP).	Adoption of 2021-2026 Goulburn Mulwaree DIAP and ongoing implementation and consultation with relevant staff, members of the public and other disability service providers.
		Location and concept of Community Centre defined following community consultation process.	Preferred location and concept endorsed by Council

*Draft Goulburn Mulwaree Council Delivery Program 2022 - 2026*

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we measure?</b>
<b>A.2</b>	Support youth programs that encourage empowerment, resilience and capacity building.	Deliver a range of youth programs operating year-round to address social, health and educational needs of youth. Network and develop relationships with young people and community services providers to support youth growth in the community.	Increase in young people engaged in youth services activities and events e.g. Youth Mentoring programs, Be Seen Be Heard, School Holiday programs, Youth Week etc.
<b>A.3</b>	Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes.	Network and develop relationships with service providers to support physical and mental health initiatives in the community.	Delivery of physical and mental health initiatives

*“There is active and creative participation in community life”*

	Strategy	Planned Outcome	How will we measure?
A.4	Events celebrate the identity of our towns, our heritage and our culture.	Attract sports and adventure tourism opportunities and support the development of vibrant cultural and heritage events to grow the year-round visitor economy.	Economic and social impact of major events measured and reported. Events supported through Event Development Fund and Financial Assistance Grants programs.
A.5	Develop compelling public spaces and experiences for the community across the region.	Public areas, parks, open space, and facilities meet the community’s recreational, social and cultural needs.	Development and delivery of new and existing cultural and creative assets.
		Create a cultural environment that contributes socially and economically to the community.	Allocation of funds for the provision of biennial public art commissioning, and maintenance of existing works.
		Council continue to provide arts and cultural facilities (Gallery, Library, Museums, Performing Arts Centre and Events).	Visitation to arts and cultural facilities and events.
A.6	Build partnerships with key arts and cultural bodies and support community participation in arts and culture	Agreements in place with key arts and cultural bodies.	Agreements in place and amended each year to reflect changing needs.
		Advocate for and continue to support and promote the Arts.	Funding secured.
		Advocate for and support the digitisation of cultural collections across the Local Government Area.	Funding secured.

*“Our community is inclusive, connected, safe and proud”*

	Strategy	Planned Outcome	How will we measure?
<b>A.7</b>	We acknowledge and embed local Aboriginal culture and stories within our community.	Consultation with the Aboriginal community to better understand opportunities to embed Aboriginal culture and stories.	Reconciliation Action Plan developed and implementation commenced.
<b>A8</b>	Design public spaces and residential developments to support social connection and public safety.	Design standards for development to achieve social connection and public safety in new development.	Design standards implemented and review of new development outcomes undertaken.
<b>A.9</b>	Support local initiatives that welcome new residents.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to visit, live, work and invest.	New residents and businesses attracted to LGA. Campaign effectiveness monitored annually.
<b>A.10</b>	Encourage community pride through the beautification and maintenance of our villages and towns.	Opportunities for beautification and maintenance are sought through grants and allocation of appropriate budgetary funding.	Increased utilisation of commercial precincts of villages and towns and increased migration of new residents to the LGA.

*“Our communities have access to affordable and safe accommodation and housing”*

	Strategy	Planned Outcome	How will we measure?
<b>A.11</b>	Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are pursued.	Advocacy activities recorded and reported to Council for information.

## B. Our Economy

*“To have a strong, growing economy that is resilient and provides for a diverse range of employment opportunities”*

### Strategic Objectives:

**“Our location attracts business and industry, boosting our local economy and jobs”**

	Strategy	Planned Outcome	How will we measure?
<b>B.1</b>	Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.	Opportunities for consultation and/or partnerships with Government Agencies and private industry are sought through active engagement.	Partnerships developed.
<b>B.2</b>	Promote the region as an ideal location for emerging industries and start-ups.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to live, work and invest.	New residents and businesses attracted to LGA. Campaign effectiveness monitored annually.

**“The local and regional tourism offering is expanded, increasing visitation to the region”**

	Strategy	Planned Outcome	How will we measure?
<b>B.3</b>	Market the region as a tourist destination, highlighting the regions unique rural character, natural environment, heritage and culture in consideration of the directions of the Tablelands Destination Development Plan 2020 to 2025, Southern Tablelands Brand Strategy and Destination Southern NSW Destination Management Plan 2022 to 2030	Goulburn Australia and Southern Tablelands recognised as consumer brands and desirable destinations.  Funding and support for cultural and creative assets appropriate for ongoing service delivery, including conservation, development and adaptive reuse.	Effectiveness of marketing campaigns monitored annually. Regional visitation figures monitored annually.  Development and delivery of new and existing cultural and creative assets, including built heritage assets.

*Draft Goulburn Mulwaree Council Delivery Program 2022 - 2026*

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we measure?</b>
B.4	Identify opportunities to bid for regional, state and national events that deliver economic outcomes for the community.	Increase of sports tourism, cultural and heritage events delivered for the community.	New events secured and existing events retained each year.

**“Our local established and emerging businesses are supported to thrive”**

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we measure?</b>
B.5	Support small and home-based businesses to develop through streamlined processes and business support.	Collaborate with Chamber of Commerce to run workshops during Small Business Month.	Feedback from workshops held during Small Business Month.
B.6	Support village development and opportunities for business and growth.	Preparation of Village Strategies to identify opportunities for growth and capital improvements.	Implementation of Village Strategies. Increase in village businesses and increased resident population.
B.7	Foster a diverse, adaptive and innovative agricultural industry.	Planning controls developed for rural land to provide flexibility for diverse, adaptive, regenerative and innovative agricultural industry.	Review undertaken of LEP and DCP.
		Upgrade and maintain supportive local infrastructure to facilitate agricultural development.	Implementation of infrastructure maintenance and upgrade programs.
B.8	Enhance economic resilience to adapt and respond to shocks like COVID-19 and natural disasters.	Identify grant funding opportunities for the business community.	Grant opportunities promoted.
		Support workshops which focus on economic resilience.	Engagement through Goulburn and Marulan Chambers of Commerce to promote SRBEC Workshops and Resilience Programs.

## C. Our Environment

*“To appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations”*

### Strategic Objectives:

**“Our natural environment is maintained, protected and enhanced in line with community expectations”**

Strategy	Planned Outcome	How will we Measure?
<b>C.1</b> Protect and enhance the existing natural environment, including flora and fauna native to the region.	Consultation, collaboration and/or submissions to relevant Government Agencies for the protection and enhancement of biodiversity.	Consultation and collaboration on local biodiversity issues undertaken with external agencies.
	Action all complaints regarding illegal clearing and pollution incidents.	Compliance action is undertaken for illegal clearing and pollution incidents.
	Enhance community understanding on the value of the native environment.	Community education programs undertaken.
	Opportunities for regenerative sites are sought.	Increase in natural vegetation through regeneration.
<b>C.2</b> Implement effective integrated weed and pest animal management.	Improved engagement with landholders and management of weeds on private property.	Annual reporting of the outcomes of the Weeds Action Program against objectives.
	Review of Pesticide Notification Plan	Pesticide Notification Plan adopted.



*Draft Goulburn Mulwaree Council Delivery Program 2022 - 2026*

	Strategy	Planned Outcome	How will we Measure?
<b>C.3</b>	Protect and rehabilitate waterways and catchments.	Identify waterways protection and rehabilitation programs.	Completion of grant funding applications for the waterways and rehabilitation programs throughout the LGA.
		Improved water quality compliance through land management practices.	Ongoing onsite sewage management inspections and building site management programs. Develop and implement REF controls for Council works programs.

**“Adopt environmental sustainability practices”**

	Strategy	Planned Outcome	How will we Measure?
<b>C.4</b>	Investigate and implement approaches to reduce our carbon footprint.	Promote recycling, re-use and composting programs.	Undertake community education program on re-use, recycling and composting programs.
		Further use of renewable power across Council sites where possible.	Renewable power used.
		Development of programs to reduce Council’s carbon footprint.	Review feasibility of recommendations from Sustainability Working Party.
<b>C.5</b>	Council to investigate and adopt environmentally sustainable practices across the organisation.	Promote environmentally sustainable practices, throughout Council’s operations e.g. waste minimisation and sustainable purchasing.	Identify and implement environmentally sustainable practices within Council operations.
<b>C.6</b>	Work with community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.	Opportunities for consultation and/or partnerships with community, businesses Government and community support services are sought through active engagement to identify environmentally sustainable practices to mitigate and adapt to the impact of climate change.	Advocacy activities recorded and reported to Council for information.

**“Our community is resilient to climate impacts”**

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we Measure?</b>
<b>C.7</b>	Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.	Identify tree planting and maintenance opportunities within streetscapes and open parks.	Implementation of tree maintenance programs and increased tree cover.
<b>C.8</b>	Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.	Council to advocate with community groups and agencies for the development of resilience programs.	Participate in a resilience blue print program.
<b>C.9</b>	Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.	Plan for new essential facilities to remain operational during most weather conditions for emergency and disaster responses.	Community facilities designed where residents can access services in most weather conditions.
<b>C.10</b>	Plan, respond and recover from natural disasters.	Ensure the currency of Council’s Business Continuity Plan.  Work in conjunction with emergency service agencies and service providers in response and recovery actions resulting from natural disasters.	Business Continuity Plan reviewed bi-annually.  Resources provided as requested to emergency service agencies.

**“Our rural character and natural landscapes are protected and maintained”**

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we Measure?</b>
<b>C.11</b>	Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.	A balance is achieved between growth, development, environmental protection and agriculture.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted.
<b>C.12</b>	Economic growth and development will consider the rural character, local environmental and historical features and community aspirations.	Economic growth and development considers the rural character, local environmental and historical features and community aspirations.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted
<b>C.13</b>	Implement planning and development policies and plans that protect our built cultural and natural heritage.	Planning and development policies and plans protect our built cultural and natural heritage.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted
<b>C.14</b>	Consider community feedback, local character and identity, economic factors and social impact in planning decisions.	Community feedback, local character and identity, economic factors and social impact is considered in planning decisions.	Ongoing implementation and review as necessary of Council’s Community Participation Plan.
<b>C.15</b>	Encourage positive social and environmental contributions from developers.	Encouraged use of voluntary Planning Agreement where appropriate to achieve positive social and economic outcomes.	Number and value of Planning Agreements in relation to community benefit.

## D. Our Infrastructure

*“Our infrastructure complements our natural surroundings and character while enhancing the lives of our community”*

### Strategic Objectives:

**“Safe and quality transport options are available for all residents to access major centres and services”**

Strategy	Planned Outcome	How will we Measure?
<b>D.1</b> We advocate for and support better public and community transport options to enhance access to services for all residents.	Maintain and improve existing road infrastructure.	Completion of annual road infrastructure maintenance and capital works projects.
	Advocacy undertaken for improved public transport services between our region and Sydney/Canberra.	Advocacy activities recorded and reported to Council for information.
	Liaise with service providers to increase public bus coverage within the LGA.	Discussions held and outcomes reported to Council for information.
<b>D.2</b> Plan for, maintain and improve road networks.	Well-developed 5 year and 10 year forward works plan.	Completion of annual road infrastructure maintenance and capital works projects.
<b>D.3</b> Advocate for funding to improve road safety, conditions and connectivity.	Obtain funding to construct and rehabilitate problematic areas within the road network.	Submission of grant applications for road safety and connectivity improvements.
<b>D.4</b> Support infrastructure that enables active and passive transport.	Construct and maintain active and passive transport routes throughout the LGA.	Completion of active and passive transport projects.

**“We are proud of our liveable and accessible local places and spaces”**

	Strategy	Planned Outcome	How will we Measure?
<b>D.5</b>	Upgrade community facilities to improve service provision and accessibility.	Maintain and upgrade community facilities to expand participation in sporting, social and cultural activities and/or events throughout the LGA.	Measure use or attendance and report to Council for information.
<b>D.6</b>	Green spaces are planned for and preserved to balance development and liveability.	<p>Development and review of Plans of Management for Crown Reserves managed by Council and community land owned by Council.</p> <hr/> <p>Future urban development include appropriate provisions for green space.</p> <hr/> <p>All public reserves maintained to an appropriate standard.</p>	<p>Plans of Management for open spaces are current.</p> <hr/> <p>Area of land available for green space.</p> <hr/> <p>Completion of annual maintenance programs.</p>
<b>D.7</b>	Streetscapes and parking are accessible, well designed and maintained.	Development of annual Capital Works and Maintenance programs that incorporates streetscapes and parking improvements.	Completion of annual maintenance and capital works projects.
<b>D.8</b>	Protection and preservation of historic and heritage buildings.	<p>Natural and built heritage recognised as an integral part of our community. Heritage listings in Council’s LEP are reviewed and updated.</p> <hr/> <p>Ongoing programs supporting heritage such as Local Heritage Grant Scheme and Heritage Advisory Service.</p> <hr/> <p>Preservation of natural and built heritage.</p>	<p>Adaptive reuse and maintenance of historic and heritage buildings.</p> <hr/> <p>Value and number of Heritage Grants awarded and utilisation of Heritage Advisory Service.</p> <hr/> <p>Complaints actioned regarding illegal works or non-compliance with heritage requirements.</p>

**“Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need”**

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we Measure?</b>
<b>D.9</b>	Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
<b>D.10</b>	Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers	Opportunities for advocacy to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
<b>D.11</b>	Ensure adequate and appropriate land is zoned for business and industrial purposes.	Review of Council’s Employment Lands Strategy 2016.	Implementation of reviewed strategy recommendations.
<b>D.12</b>	New and existing infrastructure is designed and maintained with consideration of climate change impacts.	Planned new infrastructure and upgrades to existing facilities consider environmental sustainability measures.	Sustainability measures incorporated in project scoping documents.

**“Water, waste and sewerage services meet the needs of our community”**

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we Measure?</b>
<b>D.13</b>	Ensure high quality water supply options for the towns in the region.	Delivery of operations, maintenance and upgrade projects to ensure compliance with Drinking Water Management Plan and Australian Drinking Water Guidelines.	Regular monitoring of water quality testing and completion of rectification works to address concerns.
<b>D.14</b>	Provide safe and efficient sewer collection services across the region.	Delivery of operations, maintenance and upgrade projects to ensure safe and efficient transport and treatment of sewage.	Regular monitoring of sewer system and rectification of poorly performing assets.
<b>D.15</b>	Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities.	Delivery of capital works as per Council’s Integrated Water Cycle Management Plan, Strategic Business Plan and Drinking Water Management System.	Annual reporting in accordance with statutory requirements.
<b>D.16</b>	Provide waste collection services that encourage the source separation of organic waste and recycling.	Council meets its obligations under Regional and State Waste Strategies.	Measure the recycling and FOGO collection rates from Council’s waste collection services.
		Provision of waste collection services to maximise source separation.	Track total waste production levels and complete bin audits to measure the effectiveness of source separation.
<b>D.17</b>	Provide waste centres that prioritise and encourage recycling and reuse.	Provide waste facilities that enable the separation of reusable materials, recyclables and organic waste for composting.	Measurement of recycling and composting rates and report to Council for information.
		Continuation of recycling education program within the community.	Participation levels.

**“Improvements secured to future-proof telecommunications infrastructure”**

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we Measure?</b>
<b>D.18</b>	Advocate for servicing of telecommunications blackspot areas.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
<b>D.19</b>	Advocate for a more stable telephone and high speed internet communications network.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.



## E. Our Civic Leadership

*“Our leaders operate ethically with good governance and empower residents to participate in community development”*

### Strategic Objectives:

**“Council is effective, financially sustainable and responsible”**

	Strategy	Planned Outcome	How will we Measure?
<b>E.1</b>	Council practices and processes are undertaken in a safe manner that meets legislative requirements.	Council meets its obligations under the relevant legislation.	Breaches of legislation reported to Council.
<b>E.2</b>	Manage resources in a responsible manner that supports the ongoing viability of Council.	Council’s finances are managed to ensure ongoing service delivery levels and appropriate asset management can be sustained.	Accepted Financial Key Performance Indicators.
		Council undertakes responsible procurement practices that ensures value for money.	Levels of financial reserves for current and future requirements.
		Effective project management to ensure projects meet allocated budget and set timeframes.	Compliance with Council’s procurement thresholds and activities. Monthly status reports to Council for projects exceeding \$1 million dollars.
		Council undertakes an organisational review to ensure long term sustainability including the option to apply to Independent Pricing and Regulatory Tribunal (IPART) for a special rates variation.	Review undertaken and SRV application made to IPART following comprehensive community consultation.

*Draft Goulburn Mulwaree Council Delivery Program 2022 - 2026*

	Strategy	Planned Outcome	How will we Measure?
<b>E.3</b>	Governance provides a sound basis for decision making.	Decision making is based on policies and procedures in accordance with legislative requirements.	Policies and procedures reviewed every 2 years or as required.
<b>E.4</b>	Make doing business with Council easier.	Develop policies and procedures that streamline community interactions with Council whilst maintaining Legislative compliance.	Resident feedback.
		Quality customer service provision.	<ul style="list-style-type: none"> <li>- Staff participation in annual LEAP program.</li> <li>- Customer Service satisfaction survey results.</li> </ul>
		Support Council to be compliant, efficient and more effective through use of technology.	Availability of systems.
<b>E.5</b>	Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region.	Council be an active participant in the CRJO and all relevant working groups.	Attendance and participation at meetings.
<b>E.6</b>	Manage assets in a proactive way across their lifespan.	Asset management plans are developed and maintained for all classes of infrastructure assets.	Regular asset inspection and condition monitoring programs for all asset classes implemented.

**“Our community is informed and engaged in decision making”**

	<b>Strategy</b>	<b>Planned Outcome</b>	<b>How will we Measure?</b>
<b>E.7</b>	Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.	Maintain an up to date Community Participation Plan with use of relevant media to encourage community collaboration and engagement.	Ongoing review of CPP as required.
<b>E.8</b>	Our community is empowered to access engagement opportunities and provide input into the future direction of the region.	Community consultation utilises traditional media alongside social media and face to face engagement.	Community engagement levels on key strategic documents.
<b>E.9</b>	Residents have access to timely, relevant and accurate information about issues that affect them.	Up to date information on Council’s website. Timely media releases and briefing to the media.	Community feedback.
<b>E.10</b>	We engage ‘hard to reach’ parts of our community in decisions that affect them and our region.	Council conducts an annual program of Community Outreach Meetings.	Community outreach meetings are held.
		Utilise innovative engagement tools to reach our youth.	Youth engagement levels.
<b>E.11</b>	Residents from across the community are encouraged and supported to become involved in regional decision making forums.	Publicise regional decision making forums to community through Council’s social media channels.	Regional decision making forums are promoted.



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## Goulburn Mulwaree Council

### Background Paper: The Special Rate Variation

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#### Introduction

Morrison Low Consultants has been engaged by Goulburn Regional Council ('Council') to clarify the need for, and to develop, a Special Rate Variation (SRV) application. Council operates four separate business or funds, namely General, Water, Sewer and Domestic Waste. The proposed special rate variation can **only** apply to the General Fund and does not impact the other funds.

The Local Government Act requires councils to apply sound financial management principles where councils should:

- spend responsibly and sustainably align general revenue and expenses
- invest in responsible and sustainable infrastructure
- have effective financial and asset management
- regard to achieving intergenerational equity.

These principles are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the services to its community over the long term.

This background paper addresses and relates to the General Fund operations of Council.

#### Current situation

The Goulburn Mulwaree Council ('Council') financial position is unsustainable at the current levels of expenditure and income. This has occurred for a number of reasons discussed in this background paper.

Council has made decisions on assets, services and rating options in the best interests of its communities. However, this, when combined with other external influences and legislative restrictions, has gradually led to declining financial sustainability. This is a problem which Council must now address as a matter of urgency.

Council's 2024-2034 Long Term Financial Plan (LTFP) forecasts consolidated operating deficits to 2034. The General Fund average operating deficit for the 10-year forecast period is estimated at \$10.7 million per annum. Ongoing core costs and externally imposed obligations on local governments are outpacing revenue growth and placing council budgets under increasing pressure. Unless current levels of income are increased, Council will be unable to resource renewal of assets and maintain current services. Goulburn Mulwaree Council is not alone, with some 60 NSW councils reported operating deficits in their General Fund in 2021/22.

#### Why does Council need to be sustainable?

The Local Government Act requires councils to apply sound financial management principles and to develop long term financial plans that maintain financial sustainability into the future. The financial sustainability objectives that support service delivery are:



- achieving a fully funded operating position
- adequate/sustainable cash position and use of reserves and borrowings
- having an appropriately funded capital program
- maintaining its asset base 'fit for purpose'
- having adequate resources to meet ongoing compliance obligations
- explore options to improve financial sustainability
- responsible and sustainable spending.

These objectives are the foundation for sound financial management and are not negotiable. If a council fails to meet these principles, then the government may intervene in council operations. We only have to look at the recent government interventions of the Central Coast Council as an example, where there was a shortfall in cash for General Fund operations.

A financially sustainable council has the financial capacity to maintain assets and deliver services to its community over the long term.

### Why has Council become unsustainable now?

All councils face financial sustainability challenges on a cyclic basis; this is caused by the constraints and influences on local government. Cost increases have exceeded rate increases, and typically councils reduce spending on key services like asset maintenance and renewals to keep services going and meet new costs.

There are a number of contributors to this growing financial sustainability gap, some of which are outside of Council's control and others which Council has some influence over.

**Rate capping is a contributor.** The Independent Pricing and Regulatory Tribunal (IPART) has set the rate peg for NSW councils by taking the increase in the Local Government Cost Index (LGCI) and applying productivity gains or allowances for one-off events. The LGCI does not recognise some cost increases councils experience, nor does it provide that some councils will experience cost increases higher than the average due to location or other events. Over time small shortfalls accumulate, and councils generally respond by spending less on asset renewals and maintenance and services until they reach a point approaching failure.

**Cost shifting.** Cost shifting comes in two main forms, the transfer of responsibilities and increased compliance costs and responsibilities imposed on local government by state government.

Over the last decade, the NSW State Government, and to a lesser extent, the Australian Government, have transferred costs to local government without sufficient recompense. Major types of cost shifting include the withdrawal of financial support once a program is established, the transfer of assets without appropriate funding support, the requirement to provide concessions and rebates without compensation payments, increased regulatory and compliance arrangements and failure to provide for indexation of fees and charges for services prescribed under state legislation or regulation. Key impacts on Council have included:

- ARIC – internal audit program using external/internal resources
- Emergency Service Levy increases and withdrawal of the subsidy



- Crown Land, Plans of Management, Compliance reporting
- Cyber security.

**New assets** are important for any community, especially when provided through federal and state government grant programs and developer contributions. Grants are often discretionary as Council is generally not compelled to apply for, or accept, grant funding even though it means valuable community infrastructure is funded by government. All new infrastructure generally carries hidden costs. The rate cap does not allow for the new costs associated with the operation, maintenance, renewal and depreciation of new assets, and Council has to fund these additional costs through its existing budget. Over time these costs eat into Council's sustainability as it funds more and more new asset costs from its existing budget.

**Service level improvements** or higher service levels also contribute to the decline of financial sustainability. Over time service levels have increased, and while some service level changes have delivered net benefit, the great majority have imposed additional costs.

In the six years to 2021/22, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to 1.5% in 2021/22. On top of this steady decline, the economic climate has changed post COVID-19. The high level of inflation is impacting the cost of materials and contracts that Council purchases to deliver services. This means that Council can no longer keep expenditure contained within the levels forecast in the LTFP without significant impact on service delivery to the community.

With costs out-stripping revenue, resulting in operating deficits, Council has reduced infrastructure renewal and maintenance to ensure a balanced budget. In some areas, Council has been able to utilise state and federal grants, as well as loans, to fund infrastructure renewal and operations. However, these sources of funds are unreliable and unsustainable. Serving and paying back loans is becoming more costly. Council must now consider increasing rates revenue to adequately fund its current services and infrastructure needs.

In its 2022-26 Delivery Program, Council identified the need to consider a special variation for rates to ensure its ongoing financial sustainability. In the 2024-34 Long Term Financial Plan (LTFP), a draft of which will be exhibited in line with consultation on the SRV, Council commenced the process of modelling an SRV in its financial planning scenarios.

### Looking forward, the financial sustainability challenge will only increase

The tight labour market means that Council must plan for an increase in wages, particularly to attract and retain staff. In addition, Council requires additional staff to deliver on the increased demand on current services, facilities and assets.

A high inflation environment, low rate increases and increased costs for materials and logistics will continue to impact financial sustainability.

Council's Community Strategic Plan and Delivery Program identify several actions to deliver community aspirations that will enhance the liveability of the Goulburn Mulwaree LGA.



Population has steadily grown from 28,363 in 2011 to 32,394 in 2022, with future estimates increasing to 40,204 by 2041<sup>1</sup>. Despite the growth Council does not have the revenue to provide for increased demand on services nor the associated demands on maintaining assets at the current levels.

Specifically, Council has some operational challenges that need to be address for long term sustainability. These include:

- additional resources to meet the growing demand on services, facilities and infrastructure assets
- updating the IT system to address operational and cyber security issues
- adequate funding to maintain current asset conditions
- sufficient financial provisions for future rehabilitation obligations.

### What has Council done to address financial sustainability challenges?

Council undertakes regular reviews to ensure that it is containing costs and implementing efficiency gains so that it is able to provide value for money to the community. Council has found savings to date of approximately \$0.639 million per year in financial benefits, one-off land sales of \$5.2 million, plus efficiency and productivity improvements. Some 44 initiatives were implemented, including review of electricity accounts, ceasing the mobile library service, using internal borrowings to reduce interest cost and increase returns, implementation of LED street lighting and a comprehensive review of s7.11 and s7.12 developer contributions.

Council also undertook a review of its Asset Management Strategy and Plans that identified a range of improvements. The overarching improvement plan and actions is detailed in Council's Strategic Asset Management Plans document.

Going forward, Council has identified a further 42 improvement initiatives that it will implement in the coming years, providing a further annual net benefit of \$1.45 million. The one-off cost of implementation is \$1.9 million. Council has also absorbed some key service expenditure items such as the Emergency Service Levy subsidy reduction. These improvements have been included in the updated LTFP. There are a further 19 improvement opportunities identified that need to be further assessed and costed before implementing, which are not included in the updated LTFP.

Council has also identified additional costs that it must incur to ensure its ongoing organisational sustainability, namely additional staff to address the growing service demand and asset usage. This will be implanted over three years at an estimated cost of \$2.5 million.

Further details on these improvement initiatives and organisational sustainability requirements can be found in the Council's Organisational Sustainability Review and Improvement Plan report (August 2023).

While these changes will lead to an improvement in sustainability alone, they will not be sufficient for Council to be financially sustainable.

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<sup>1</sup> NSW Department of Planning and Environment. *Planning Portal: NSW Population Projections*.  
<https://www.planningportal.nsw.gov.au/populations>



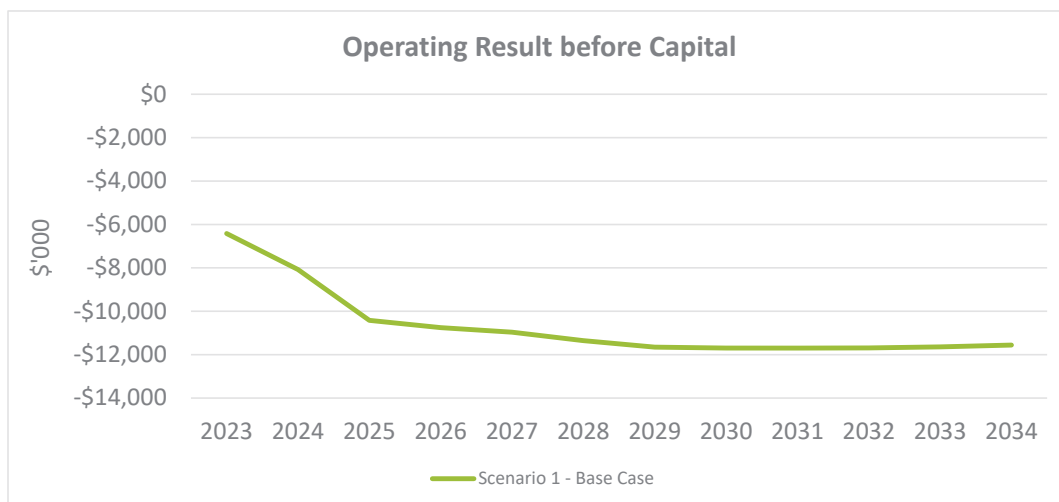
**Council's current financial situation**

The base case or status quo outlines what would happen if Council did nothing. This would mean Council would have:

- an average General Fund operating deficit for 10-year forecast period, estimated at \$10.7 million pa and shown in Figure 1 below
- insufficient money to maintain current service levels and asset conditions
- inadequate funding for infrastructure renewal
- under funding for expected growth and expanded services.

The following graph illustrates ongoing estimated operating deficits culminating in 2033/34 with a \$11.5 million annual operating deficit. Over the same period, General Fund unrestricted cash averages \$990 thousand per year with a negative position for the first six years of the forecast period.

**Figure 1 Ongoing estimated operating deficits (excluding capital)**



It is clear that this situation is not sustainable, and Council would be negligent of its statutory obligations if it were to ignore this.





## Proposed special rate variation

Council believes that a special rate variation (SRV) is the most viable solution to the Council’s financial sustainability challenges, noting that prior to this Goulburn Mulwaree Council has *never* applied for an SRV.

### What is a special rate variation?

With rate capping, almost all NSW councils will be faced with having to apply for a special rate variation at some point. Councils go through cycles of SRVs, largely for the reasons set out earlier in this paper.

There are two types of SRVs:

- A temporary SRV for a fixed amount over a fixed period of time.
- A permanent SRV for a fixed amount over a fixed period that remains in the rate base.

When a temporary SRV expires, rates return to the original level at the conclusion of the approval period and are usually approved to fund specific one-off projects like infrastructure renewal or reducing the infrastructure backlog. Goulburn Mulwaree Council’s financial challenges are more general, and a temporary SRV would not solve the problem.

Permanent SRVs can be for a single year or every year for an approved period. Council intends to make application for a permanent SRV. Council must apply to IPART for approval to increase rates through an SRV.

### What SRV is proposed for Goulburn Mulwaree Council?

To achieve financial sustainability and maintain fit for purpose infrastructure, Council requires a permanent cumulative rate increase from 1 July 2024, this includes the expected rate peg increases that Council would have otherwise increased rates by.

Having considered a number of options, Council's preferred option is – Option 1 a one-year SRV of 40.0% and including the rate peg it represents a 43.5% increase. The following table details the two options that Council considered and are for community consultation.

Table 1 Proposed SRV increases

SRV Options	2024-25	2025-26	Cumulative Increase over SRV period	Comparison Rate at Year 2
Option 1: One-year SRV including rate peg	43.5%	2.5%	43.5%	47.1%
Option 1: One-year SRV excluding rate peg	40.0%		40.0%	
Option2: Two-year SRV including rate peg	25.5%	20.5%	51.2%	51.2%
Option 2: Two-year SRV excluding rate peg	22.0%	18.0%	44.0%	
Forecasted rate peg	3.50%	2.5%		6.1%



### Minimum rate special rate variation

Council has in place a minimum rate for Business category of \$591. To maintain equity Council plans to apply the proposed SRV options evenly across the rating structure and will need to make an SRV minimum rate application in accordance with the IPART requirements. The proposed minimums are: one SRV option \$848 for 2024/25; two-year option \$724 for 2024/25 and \$872 for 2025/26.

IPART determines the annual rate peg that councils receive each year, based on the increase in cost of a selection of goods and services that NSW councils purchase. This calculation looks back over the past year of cost increases and applies the rate peg to the next financial year. The 2024-25 rate peg will be based on cost increases experienced in 2022-23. The rate peg increases for 2024-25 and 2025-26 have been forecasted at 3.5%, and 2.5% respectively. Further details on these assumptions are outlined in Council’s updated Long Term Financial Plan. It is noted that IPART is currently reviewing the rate peg methodology.

### What do these proposed changes mean for ratepayers?

The impact on an individual’s rates will be different depending on the unimproved land value of their property. The following table provides an indication of the annual rates increase likely to be experienced by the average land value for each rating category. The increases include the forecast rate peg.

Table 2 Estimated average rates to 2025/26

Rate Category	Average Rate 2023/24	Average Rate Cumulative 2024/25	Average Rate Cumulative 2025/26	Average Annual Increase Over One Year	Average Annual Increase Over Two Years
<b>Residential</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Annual Increase 2024/25</b>	<b>Annual Increase 2025/26</b>
No SRV – rate peg only	\$1161	\$1202	\$1231	\$41	\$35
1 Year SRV	\$1161	\$1666	\$1708	\$505	\$274
2 Year SRV	\$1161	\$1457	\$1719	\$296	\$279
<b>Business</b>					
No SRV – rate peg only	\$5300	\$5486	\$5623	\$186	\$162
1 Year SRV	\$5300	\$7606	\$7796	\$2,306	\$1,248
2 Year SRV	\$5300	\$6652	\$7849	\$1,352	\$1,275
<b>Farmland</b>					
No SRV – Rate peg only	\$2543	\$2632	\$2698	\$89	\$78
1 Year SRV	\$2543	\$3649	\$3740	\$1,106	\$599
2 Year SRV	\$2543	\$3191	\$3766	\$648	\$612

### How do my rates compare to other councils?

The Office of Local Government groups councils with other similar councils for comparison. Goulburn Mulwaree Council is in Group 4 with 25 other councils. This group of councils represents a diverse cross section of geographies and communities across New South Wales, including the neighbouring council of Upper Lachlan have also been included for comparative purposes.



Firstly, the below table reflects the average rates by category, paid by residents of similar councils in 2021/22. When you compare rates paid by other like-size councils, before the application of the proposed SRV, Goulburn Mulwaree Council average rates are one of the lowest for residential and farmland, however business are at the higher end. Farmland rates for Upper Lachlan and Goulburn Mulwaree are similar with Upper Lachlan slightly higher.

**Table 3 2021/22 Average residential, business and farmland rates compared to other councils**

LGA 2021/22 Average Rates Group 4 Councils	Average Residential Rate (\$)	Average Business Rate (\$)	Average Farmland Rate (\$)
Albury	1,416	6,279	4,477
Armidale Regional	1,066	3,877	3,387
Ballina	1,137	3,567	1,784
Bathurst Regional	1,173	4,396	1,537
Bega Valley	1,159	2,664	2,335
Broken Hill	1,102	6,418	1,091
Byron	1,415	3,529	2,547
Cessnock	1,265	3,858	2,922
Clarence Valley	1,235	3,042	1,669
Dubbo Regional	1,091	4,863	3,720
Eurobodalla	1,116	3,746	1,676
<b>Goulburn Mulwaree</b>	<b>1,057</b>	<b>5,294</b>	<b>1,831</b>
Griffith	1,078	2,865	3,815
Kempsey	1,275	2,619	2,095
Kiama	N/A	N/A	N/A
Lismore	1,361	4,572	2,560
Lithgow	840	4,850	1,662
Mid-Western Regional	988	2,197	2,572
Orange	1,493	6,131	1,953
Queanbeyan-Palerang Regional	1,212	4,981	2,566
Richmond Valley	1,116	3,002	1,822
Singleton	1,181	2,438	2,424
Snowy Monaro Regional	948	1,510	1,987
Tamworth Regional	1,119	3,693	2,042
Wagga Wagga	1,127	5,999	2,845
Wingecarribee	1,872	4,573	3,983
<b>Upper Lachlan</b>	<b>575</b>	<b>1,450</b>	<b>1,910</b>
<b>Average Group 4</b>	<b>1,148</b>	<b>3,883</b>	<b>2,358</b>
<b>Median Group 4</b>	<b>1,137</b>	<b>3,858</b>	<b>2,335</b>



The following tables detail the estimated average for the rates to 2024/25 and 2025/26 with the application of Council’s preferred one year option. Where any approved SRV has been included for other councils. Goulburn Mulwaree Council’s average rates for all categories have increased above the group average and are toward the top end of the group.

**Table 4 2024/25 Estimated average residential, business and farmland rates compared to other councils**

Estimated average rates for 2024/25			
Average Rates Group 4 Councils	Est. average residential (\$)	Est. average farmland (\$)	Est. average business (\$)
Albury	1,590	5,029	7,053
Armidale Regional	1,514	4,665	5,390
Ballina	1,277	2,004	4,007
Bathurst Regional	1,318	1,727	4,938
Bega Valley	1,791	3,279	4,255
Broken Hill	1,238	1,225	7,209
Byron	1,589	2,860	3,964
Cessnock	1,420	3,282	4,333
Clarence Valley	1,387	1,875	3,417
Dubbo Regional	1,226	4,179	5,462
Eurobodalla	1,254	1,883	4,208
<b>Goulburn Mulwaree</b>	<b>1,666</b>	<b>3,649</b>	<b>7,606</b>
Griffith	1,211	4,285	3,218
Kempsey	1,432	2,354	2,941
Kiama	N/a	N/A	N/A
Lismore	1,528	2,876	5,135
Lithgow	1,149	2,231	8,210
Mid-Western Regional	1,110	2,889	2,468
Orange	1,677	2,193	6,886
Queanbeyan-Palerang Regional	1,763	3,639	7,080
Richmond Valley	1,254	2,047	3,371
Singleton	1,327	2,722	2,738
Snowy Monaro Regional	1,268	2,507	1,457
Tamworth Regional	1,257	2,294	4,149
Wagga Wagga	1,266	3,195	6,738
Wingecarribee	2,103	4,473	5,137
Upper Lachlan	633	2,101	1,595
Average Group 4	1,370	2,822	4,668
Median Group 4	1,327	2,860	4,333



In the 2025/26 average rate table below, Goulburn Mulwaree Council’s position in terms of comparison to other councils improves slightly for all rating categories.

**Table 5 2025/26 Estimated average residential, business and farmland rates compared to other councils**

Estimated average rates for 2025/26			
Average Rates Group 4 Councils	Est. average residential (\$)	Est. average farmland (\$)	Est. average business (\$)
Albury	1,630	5,155	7,229
Armidale Regional	1,963	5,509	6,303
Ballina	1,309	2,054	4,107
Bathurst Regional	1,351	1,770	5,061
Bega Valley	1,836	3,361	4,361
Broken Hill	1,269	1,256	7,389
Byron	1,629	2,932	4,063
Cessnock	1,456	3,364	4,441
Clarence Valley	1,422	1,922	3,502
Dubbo Regional	1,256	4,283	5,599
Eurobodalla	1,285	1,930	4,313
<b>Goulburn Mulwaree</b>	<b>1,708</b>	<b>3,740</b>	<b>7,796</b>
Griffith	1,241	4,392	3,298
Kempsey	1,468	2,413	3,015
Kiama	N/A	N/A	N/A
Lismore	1,567	2,947	5,264
Lithgow	1,178	2,287	8,415
Mid-Western Regional	1,137	2,961	2,530
Orange	1,719	2,248	7,058
Queanbeyan-Palerang Regional	2,080	4,293	8,355
Richmond Valley	1,285	2,098	3,456
Singleton	1,360	2,790	2,806
Snowy Monaro Regional	1,404	2,777	1,613
Tamworth Regional	1,289	2,351	4,252
Wagga Wagga	1,297	3,275	6,907
Wingecarribee	2,156	4,585	5,265
<b>Upper Lachlan</b>	<b>648</b>	<b>2,154</b>	<b>1,635</b>
Average Group 4	1,434	2,950	4,861
Median Group 4	1,404	2,932	4,441

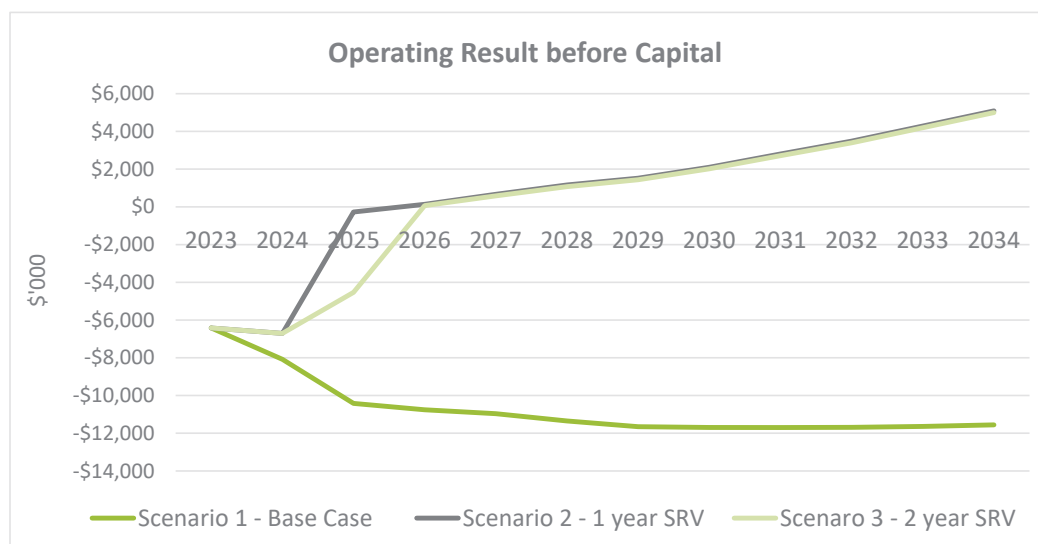


For more information on ratepayer impact and capacity to pay, refer to Capacity to Pay report. The report finds that there is some degree of inequity within the Goulburn Mulwaree LGA. However, as average residential land values generally align to the levels of advantage and disadvantage across the LGA, the increases proposed under the SRV options are relatively proportionate. This indicates a level of capacity to pay additional rates across the Council area.

**How does this improve Council's financial sustainability?**

Under the base case, Council will experience deficits every year of the forecast period. There is a slight increase in the cash position, however this is due mainly to the under spending on asset renewal. This reduction in spending means that many of Council’s assets will have deteriorated and will require additional work to bring back to a satisfactory condition. The proposed special rate variation arrests deficits seen in the base case and allows Council to maintain surpluses, that is revenues will fully cover expected operating expenditure and capital renewal.

**Figure 2 General Fund forecast operating result**



With a forecast modest surplus, Council will be in a position to invest in its asset upgrade and renewal and maintain the current backlog ratio, and therefore the infrastructure assets, in a satisfactory condition. Over the ten-year forecast, Council would be able to sustain an asset renewal rate averaging 100%, equivalent to the benchmark and fund the additional resource requirement to meet service demands across the LGA.

The following two figures show the forecast renewal and backlog ratios for Council assets. Scenarios two (2) and three (3) are exactly the same and therefore only one line shows on the graph.



Figure 3 Forecast asset renewal ratio.

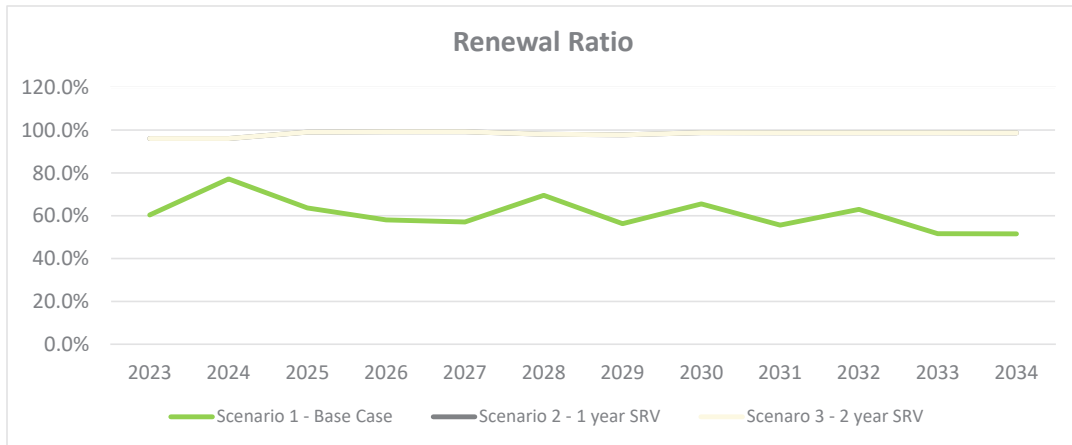
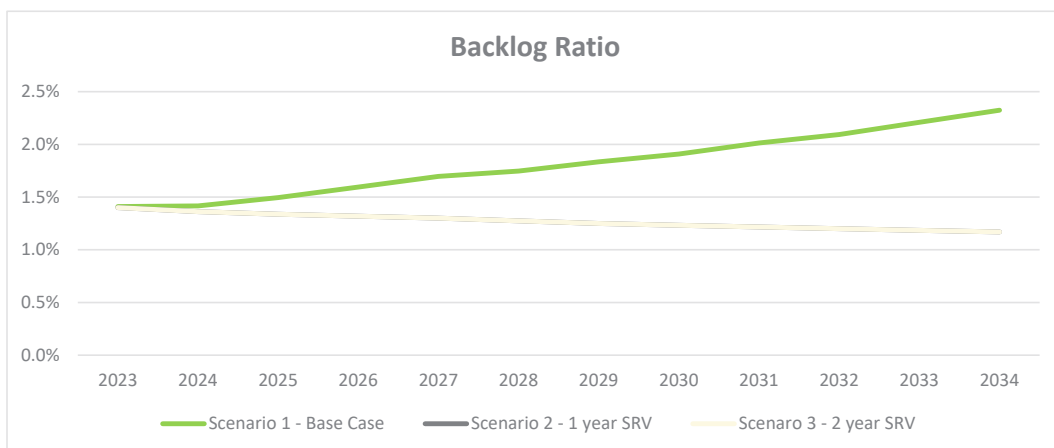


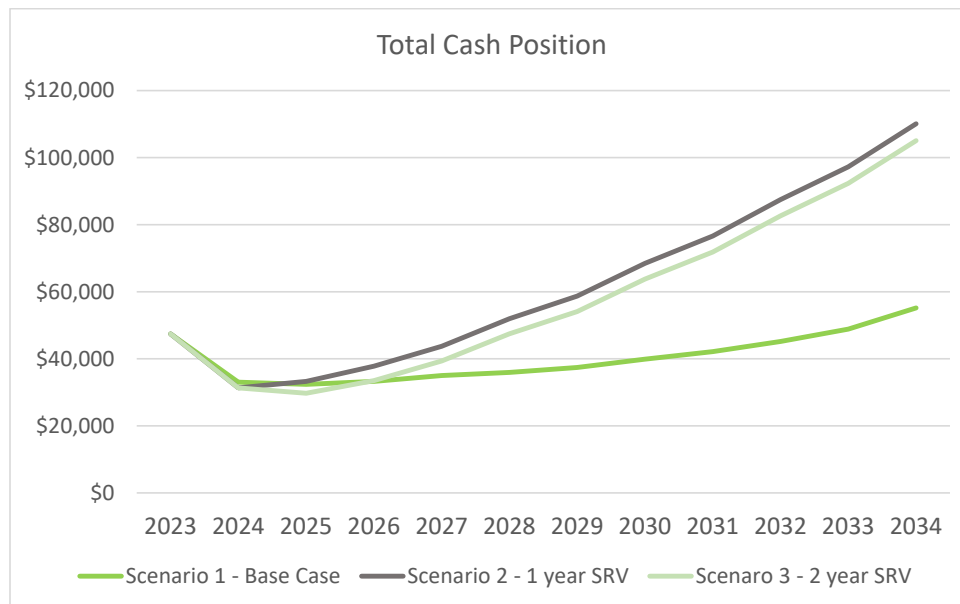
Figure 4 Forecast backlog ratio



Under the base case, Council is not able to spend sufficiently on assets, and, as a result, cash was growing. Under the SRV options, Council is making best use of its cash reserves to invest in its assets, while still ensuring positive unrestricted cash balances throughout the 10-year forecast period.



Figure 5 General Fund forecast total cash position.



Sound financial management encourages planning for modest operating surpluses and maintaining sufficient unrestricted cash reserves. This enables councils to respond to events that cannot be predicted or planned for in their long-term financial plan. Goulburn Mulwaree Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar expenditure in the future.

The above forecast cash position Council has made provision for its compliance objections to rehabilitate the quarries and gravel pits toward the end of the ten-year forecast period. Allowing for the rehabilitation cash provisions, Council is expected to achieve an acceptable unrestricted position by 2030. Should Council build its cash balances as forecasted above, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, additional quarry and gravel pit provisions, etc, which will reduce its reported unrestricted cash.

Council has updated its long-term financial plan to show the impacts of both the base case (no SRV) and the proposed SRV case scenario. This will be out for exhibition during the SRV consultation period.

**What would happen if Council does not increase its rates by the proposed amounts?**

Council’s current base case is not financially sustainable as it involves significant General Fund deficits over the ten-year forecast period. On its current path, Council is forecast to move into a negative unrestricted cash position for the first three years.





If Council could not increase its rates revenue through an SRV, it would need to cut its operating costs significantly, subsequently having insufficient funding for asset renewal requirements. Council would be faced with the decision to stop or significantly reduce discretionary services such as cultural or recreational services and facilities. Council's infrastructure would also continue to deteriorate due to inadequate funds to maintain them in a satisfactory condition fit for purpose.

### **What is the process for Council to apply for an SRV?**

Council must apply to IPART for approval to increase rates through an SRV. Before doing so, Council must demonstrate that it has engaged the community about the possibility of an SRV and has considered its views. IPART will also seek community feedback.

More information on SRVs can be found on IPART's website:

<https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Special-Variations>

### **Where can I get more information?**

More information on the proposed SRV is available from Council's SRV information and Feedback page:

<https://www.goulburn.nsw.gov.au/Council/Public-Exhibition-Notices/Special-Rate-Variation>

Council will also be including information on the proposed SRV in its regular newsletters and to the media. We will also be running public forums for community to find out more and to ask questions. Dates and locations will be advised shortly.

Council will seek feedback from the community on the SRV and its updated Long Term Financial Plan and Delivery Program. The community is encouraged to provide feedback to Council.

### **What happens after this?**

Once the community consultation period concludes, Council will review the feedback received.

A report will then go to Council for their consideration of the feedback and any updates required to the LTFP. Council will decide whether to proceed with the SRV application.

If they decide to proceed with the SRV application, the application will be submitted to IPART in February 2024. IPART will conduct its own consultation, with public submissions likely to be sought in March 2024, before they make their determination in May 2024. If successful, the SRV will be included in rates from 1 July 2024.



# Organisational Sustainability Review and Improvement Plan

Goulburn Mulwaree Council

August 2023



**Document status**

Job #	Version	Written	Reviewed	Approved	Report Date
7715	1 – Draft	M. Drummond	G. Smith	G. Smith	August 2023
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## Contents

<b>1 Introduction</b>	<b>1</b>
<b>2 Methodology for organisational sustainability review and improvement plan</b>	<b>2</b>
<b>3 Background</b>	<b>3</b>
3.1 Organisational sustainability review	3
3.2 Elements of organisational sustainability	3
3.3 Long-term improvement and sustainable decision making	4
<b>4 Improvement framework</b>	<b>5</b>
<b>5 Organisational sustainability review process</b>	<b>6</b>
5.1 Gathering opportunities	6
5.2 Prioritisation of opportunities	7
5.3 Building the improvement plan	7
<b>6 Summary of improvements</b>	<b>8</b>
6.1 Past improvements	8
6.2 Present improvements	8
6.3 Future improvements	10
<b>7 Improvement plan</b>	<b>11</b>
7.1 Past improvements	11
7.2 Present improvements	12
7.3 Future improvements	14
<b>Appendix A Organisational Development Plan</b>	<b>15</b>

## Figures

Figure 1 Process for organisational service review	2
Figure 2 Organisational sustainability: the relationship between long term plans and sustainable decisions	4
Figure 3 Improvement journey steps	4
Figure 4 Sustainability improvement framework	5
Figure 5 Past improvements by type	8
Figure 6 Present improvements – difficulty of implementation	9

## Tables

Table 1 Present improvements – implementation difficulty and estimated costs and benefits	9
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## 1 Introduction

Goulburn Mulwaree Council ('Council') has identified that the council is facing challenges that place its financial sustainability at risk. Therefore, Council has undertaken an organisational sustainability review to identify financial and operational opportunities that can guide Council through the development of an improvement plan, outlining productivity gains, cost savings, increased income and/or additional resource needs for long-term operational sustainability. This sustainability review may also be used to form one of the key elements to support a potential special variation (SV) application to the NSW Independent Pricing and Regulatory Tribunal (IPART), to be implemented from 1 July 2024.

Council has already been on a long-term improvement journey and remains committed to continuing with saving initiatives as part of a whole-of-organisation improvement plan. This review and improvement plan follows on from a previous service sustainability review undertaken by Council, and facilitated by Morrison Low, in December 2021. It seeks to identify the cost containment strategies and productivity improvements that have been utilised by Council in the past, as well as further prioritise and focus the improvement opportunities that Council will implement going forward and also consider undertaking in the future.

The objectives of a sustainability review and undertaking an improvement journey are:

- Long-term financial and operational sustainability and viability across the organisation with a collaborative approach to solutions.
- Utilising the combined knowledge of the organisation to create a range of productivity improvements.
- Providing an improvement plan for future decision-making that embeds 'sustainability' principles in decisions at all levels.
- Enable engagement with the community on the alternative options and choices to an SV.
- Demonstrate to IPART that Council has considered and consulted on a range of improvements prior to making any application.
- Demonstrate to IPART and the Office of Local Government (OLG) that Council has a prioritised program of ongoing service reviews aimed at continuous improvement and optimisation of its services.
- Cost savings, revenue increases and productivity improvements as a means of reducing the amount of any SV.

This improvement plan summarises the outcomes of the review and improvement journey process that has been undertaken, what is proposed as part of an SV application and identification of potential future improvements.

Council has also created an Organisational Development Plan (Appendix A) that forms part of Council's successive annual operating plans, to ensure organisational alignment in delivering Council's Community Strategic Plan – Towards 2042. The actions are aimed at Council attaining its desired future state for governance and planning, people, and organisation and operations. This improvement plan aims to further address those areas of financial and organisational sustainability.

Further Council has completed high-level review of its strategic asset management documentation, processes and data with asset improvement actions identified and incorporated in revised asset plans.



## 2 Methodology for organisational sustainability review and improvement plan

This project covers two elements:

- An organisation-wide review aimed at identifying improvements to Council's financial position, operational productivity or efficiencies and/or resource needs.
- Creating an improvement plan or program for community information as part of the sustainability journey and a potential SV application for community engagement and an application to IPART.

The following diagram outlines the process Council followed for this organisational sustainability review (light blue items were completed as part of the 2021 service sustainability review).

Figure 1 Process for organisational service review





### 3 Background

#### 3.1 Organisational sustainability review

There are several components for achieving a sustainable organisation. Financial sustainability is not the only component to provide organisational sustainability. For an organisation to be sustainable, its strategy, services, capability, capacity and resources must integrate to guide sustainable decision-making. The Integrated Planning and Reporting (IP&R) framework aims to guide the pathway to organisational sustainability with integration between the key resourcing strategies, instead of ad hoc decisions made in isolation, which may threaten an organisation's sustainability.

If Council decides to apply for an SV, IPART will focus on whether Council's application satisfies criterion five of the application: where Council must explain and quantify productivity improvements and cost containment strategies that it has realised in past years and plans to realise over the proposed SV period. IPART will look for evidence of strategies and activities the Council has adopted in the past, robust data quantifying the efficiency gains achieved and confirmation if any gains have been incorporated into Council's Long Term Financial Plan. Council is addressing these challenges through a number of initiatives, including this improvement plan.

#### 3.2 Elements of organisational sustainability

Financial and operational sustainability can only be achieved if the organisation itself is aligned to be sustainable. This includes the following main elements:

- planned strategic direction
- clear direction for services
- Council assets are maintained and renewed appropriately
- Council is able to retain and attract a quality workforce
- long-term financial sustainability and capacity
- integrated resourcing strategy – adequate resources
- review/develop/align policies, strategies, systems and processes to support and improve sustainability
- consistency of decision-making.



Figure 2 Organisational sustainability: the relationship between long term plans and sustainable decisions

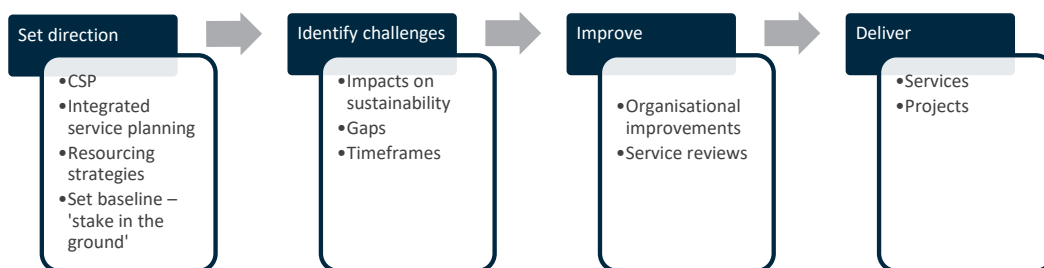


### 3.3 Long-term improvement and sustainable decision making

For prolonged sustainability, Council is taking a longer-term direction, so it can plan how to get there. One of the challenges for local government is that service planning may take a short-term view, leading to temporary solutions that try to solve specific problems. These may not be sustainable over the longer term, or appropriate when integrated with other organisational priorities.

Council is ensuring that this improvement journey will support Council’s strategic direction on service planning to enhance its organisational sustainability. The following high-level diagram outlines the steps in this sustainability and improvement journey.

Figure 3 Improvement journey steps



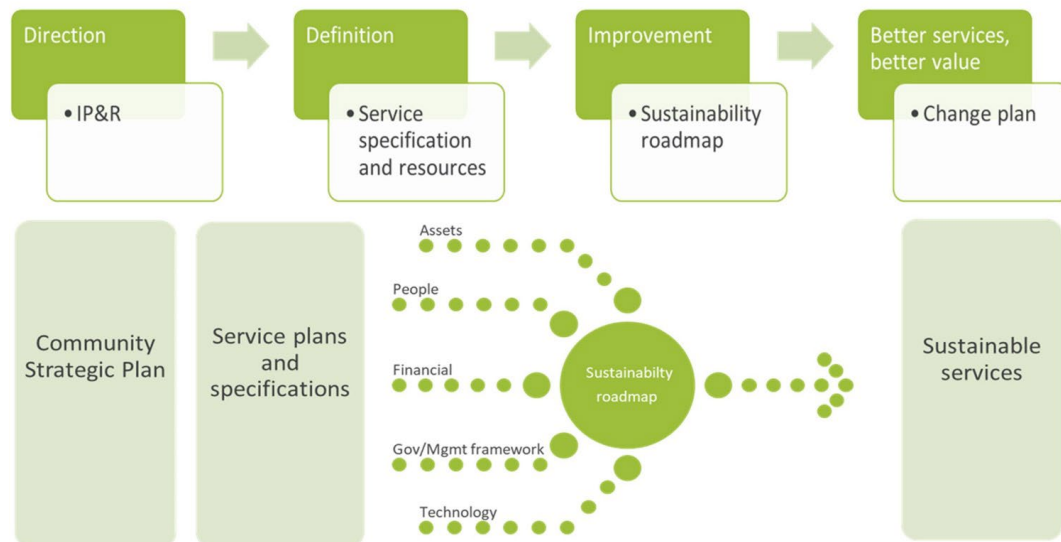




## 4 Improvement framework

We used the following framework as the basis for our approach.

Figure 4 Sustainability improvement framework



The foundation of this improvement plan is building organisational capacity and capability through a range of improvement initiatives that will require investment as well as provide savings/improvement in a financial capacity.

Details of all improvement initiatives, containing past, present and future improvements, are identified in section seven, reflecting the following strategic objectives:

- cost containment strategies
- productivity and process improvements and efficiencies
- long-term organisational and operational sustainability
- additional revenue generation.

These will ensure Council is able to achieve organisational sustainability through enhanced financial and operational savings, efficiency gains and resource needs. The improvement plan contains the following key themes or categories to achieve the strategic objectives for delivering the sustainability, saving and efficiency outcomes:

- improving the cost recovery from beneficiaries when providing user-pay services
- improved use of technology for internal processes
- capital work delivery improvements
- consideration over the use of contractors versus internal resources
- mobile library services



- deliver services more efficiently through service reviews, improvement programs and reducing costs and wastage etc
- disposal of surplus assets
- waste and waste transfer opportunities
- staff sharing
- changes to fleet and fleet use
- review Council sponsored/delivered events and event management
- asset and asset management improvements.

## 5 Organisational sustainability review process

The 2023 organisational sustainability review process included:

- a review of previously suggested improvement opportunities collated in 2021
- a survey and spreadsheet to collect, collate and analyse further improvement opportunities across the entire organisation, as well as past improvements completed
- a councillor briefing
- a senior staff workshop.

As part of finalising the plan, Council will consider the improvement opportunities and resource needs as part of the SV process, including the adoption of a revised LTFP document incorporating these improvements.

### 5.1 Gathering opportunities

The first step, in the 2023 organisational sustainability review, involved the review of opportunities previously gathered as part of the service sustainability review in 2021, plus the addition of further suggestions for senior staff. This covered all services and identified cost savings, productivity and process improvements and revenue-generating opportunities. This initiative required a higher-level scan across all services, as opposed to a detailed service-by-service review (which may be one of the opportunities identified). This initial step in the service improvement journey is designed for banking quick wins, identifying future opportunities and embedding the need for organisational sustainability.

The process included:

- Revisiting financial savings, organisational improvements or revenue opportunities that have previously been considered and/or discarded but need to be reconsidered alongside other opportunities.
- Developing further opportunities and improvements.
- Providing Council with a list of opportunities that can be considered and prioritised to create financial savings.

Staff considered the efficiency and effectiveness of each opportunity, as well as the following factors:

- reasons for pursuing the opportunity
- ease of implementation



- productivity, process and other non-financial gains
- implementation costs
- ongoing savings/reduction in expenditure
- ongoing increase in and new income/revenue.

Past improvements, that have previously been undertaken by Council, were also collated in an Excel spreadsheet, with details of the improvement, whether it resulted in ongoing or one-off savings, figures on any cost savings resulting from the improvement, as well as details on efficiencies and productivity gains.

## 5.2 Prioritisation of opportunities

A workshop was then held with senior staff to discuss all potential improvement opportunities (including any further suggestions submitted) submitted, as well as any previously completed past improvements that had also been collected. Improvements were feasibility tested, figures checked and then staff considered the priority for the opportunity to be implemented – either immediately (high and medium priority), in the future (low priority) or not at all.

## 5.3 Building the improvement plan

Following the workshop, the fully prioritised improvement plan was created, and this is included as section seven. A summary of the improvement plan total benefits and analysis is included as section six. Full details of each improvement have been provided under separate cover in Excel format.

The improvement plan details the following:

- past improvements that have been incorporated into Council's previous LTFPs (section 7.1)
- present improvements that are high and medium priority and have now been built into and accounted for within Council's updated LTFP, which will feed into Council's sustainability journey and any potential SV application (section 7.2)
- lower priority future improvements that have not been fully analysed but may create additional operational benefits, cost savings or productivity improvements for Council in the future and as such have not been included within the updated LTFP or allowed for as part of any SV application (section 7.3).



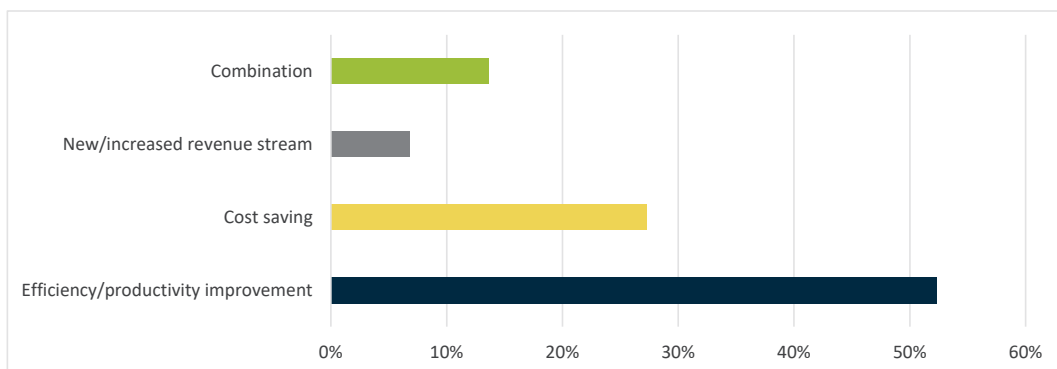
## 6 Summary of improvements

### 6.1 Past improvements

Throughout the review, staff identified and costed 44 past improvements, which Council has already completed in order to continually strive for organisational sustainability. These past improvements often involve ongoing cost savings, as well as productivity gains and process improvements, and these have already been accounted for within Council’s LTFP.

Some of the biggest financial benefits seen by Council have been from the sale of surplus land, a review of electricity accounts, ceasing the mobile library service, using internal borrowings to reduce interest cost and increase returns, implementation of LED street lighting and a comprehensive review of s7.11 and s7.12 developer contributions. These have saved Council a combined \$639,000 annually, as well as \$5.2 million in one-off revenue. Of the identified past improvements, 17 have increased cost savings, 29 encouraged productivity and efficiency gains and four increased revenue generation.

Figure 5 Past improvements by type



Details of all of the identified past improvements are included in the past improvement plan at section 7.1. These past improvements total \$1.179 million per year in financial benefits to Council (as well as \$5.2 million in one-off benefits at the time of implementation), in addition to extensive additional efficiency and productivity gains and significant improvements in operational sustainability.

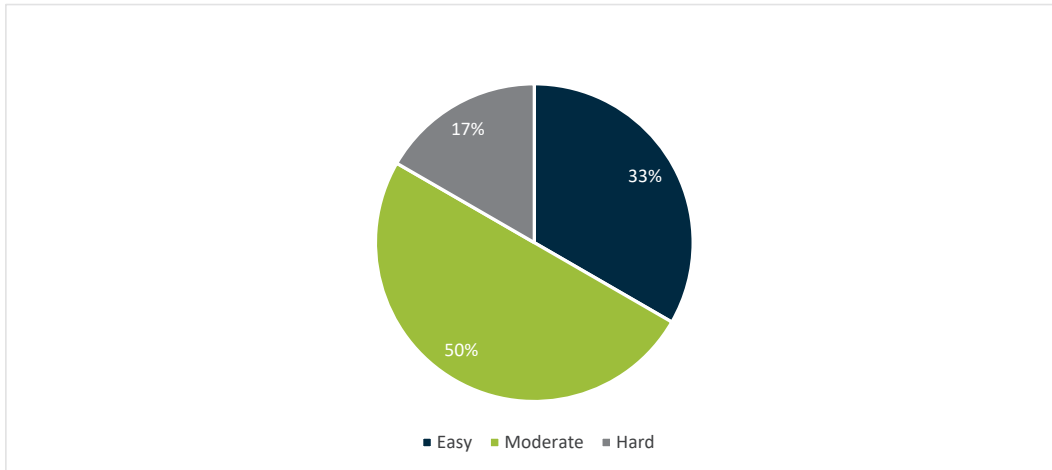
### 6.2 Present improvements

As part of the review, Council’s senior management team identified, costed and prioritised 42 present improvements, which Council will be implementing over the next three to four financial years (with some having a slightly longer implementation timeframe). These will be included within Council’s revised LTFP and any SV application. The present improvements include cost savings, efficiency gains, revenue increases and key items that are necessary for long-term operational sustainability. Any improvements that require additional verification have been included within the future improvement plan for further consideration.

The implementation difficulty of all the opportunities was considered by Council senior staff, with 14 of the present improvements considered easy to implement, 21 moderate and seven hard.



Figure 6 Present improvements – difficulty of implementation



Council has identified 20 present improvements that will result in cost savings, six that will increase revenue and 23 that will see productivity and efficiency gains. Of these present improvements, the following financial benefits have been identified.

Table 1 Present improvements – implementation difficulty and estimated costs and benefits

Improvement implementation difficulty	Cost of implementation (may be spread over multiple years)	Estimated potential annual net benefit
Easy	\$260,000	\$535,000
Moderate	\$1.15 million	\$815,000
Hard	\$290,000	\$55,000 (plus \$500,00 in one-off revenue)
<b>Total benefits</b>	<b>-\$1.7 million</b> (an estimated \$240,000 of these costs are recurring/ongoing annually)	<b>\$1.405 million</b> plus an additional \$500,000 in one-off revenue

The following present improvements, have already commenced and/or reviews are underway to begin implementation:

- review strategic asset management strategy and plans and consideration of reactive versus strategic resourcing and level of service
- review lighting provisions across organisation
- audit Council's energy usage across the organisation to identify potential energy saving options
- implement paperless development applications
- use Tech One to its full capacity
- implement more electronic systems
- disposal of surplus land
- waste free community – reduce public place bins (and limit further installations)



- provide clear recycling opportunities for the public and staff
- develop comprehensive IT strategy
- review revenue strategy and fees and charges across whole of Council (partly underway for some services)
- review electricity connections across the Council facilities.

### 6.3 Future improvements

Following the improvement gathering process, 19 of the improvement opportunities were considered to be lower priority and/or needing substantial analysis, investigation or further review. These form Council's future improvements and full details are included in section 7.3. These improvements require significant further assessment to determine if they will provide any additional sustainability and/or operational benefits for Council and have therefore not been incorporated into Council's LTFP at this stage. The total value of the future improvements is initially estimated to be \$135,000 in yearly net benefit with an additional cost of \$400,000 in implementation costs (of which \$75,000 would be recurring/ongoing), along with further productivity, efficiency and operational gains. These figures, however, will require considerable verification and testing by Council and therefore will be subject to change.

In addition to the future improvements incorporated within the improvement plan, Council will also undertake the mandatory yearly service review process, as defined by the Office of Local Government. There will likely be further long-term benefits from these reviews, although these will most likely be productivity improvements rather than cost savings.



## 7 Improvement plan

### 7.1 Past improvements

Past improvement summary	Efficiency and/or productivity gain	Yearly net financial benefit commencing prior to 2023/24
Business units now have access to a more efficient and effective centralised file sharing platform	✓	
Ceased the mobile library service due to its viability		\$139,000
Comprehensive review of s.7.11 and s.7.12 developer contributions		\$100,000 (revenue)
Council started using its own compost for parks, sports fields etc	✓	
Decommissioning of Library Big Read Bus	✓	\$20,000
Decommissioning of Vickie – Visitor Information Bus	✓	\$50,000
Development of workplace health and safety (WHS) application in house	✓	
Employer value proposition created – suite of products to utilise to expand advertising reach for talent search		\$20,000
Goulburn Mulwaree Library no longer opening on Sundays	✓	\$10,000
Greater use of LGP contracts to reduce tendering costs	✓	\$50,000
Implementation of LED street lighting		\$100,000
Implemented electronic employee forms	✓	
Implemented organisational wide WHS application for easy access and reporting	✓	
Implemented wide wing mowers and different types of mowers to improve efficiency	✓	
improvement procurement process use of panels and internal panels	✓	
Installation of design and video software for Gallery staff to undertake essential works	✓	
Installation of solar panels across Civic Centre building and installation of a catch power system		\$15,000
Installation of solar panels at the WWTP to provide daytime power for plant operation with excess to grid		\$80,000
Introduced credit card purchasing for the Gallery	✓	
Introduction of MS Teams to enable online meetings and communication to take place between teams and/or staff on flexible work agreements/WFH	✓	
Investigated options for remote IT helpdesk services which supplement current resources for network security purposes and know managed externally	✓	
Joint procurement – ARIC	✓	
Leadership in-house trainer		\$30,000
New staff portal/move to cloud-based software	✓	
Online incident/accident management system	✓	
Online learning management system implemented	✓	\$75,000
Online recruitment system	✓	
Purchase some 1L bottles of milk instead of all 2L so that smaller work sites do not have so much wastage	✓	
Purchased desktop Mac computer with appropriate design and video editing software	✓	
Replacement of fluorescent halogen lighting with LEDs throughout library		\$5,000
Review current utilisation of heavy plant fleet, plus review plant for suitability for purpose and disposed of some plant		\$20,000
Review of electricity accounts to ensure all sites are still in use; ensuring the correct classification of the site – e.g., small or large site to maximise efficiency of charges and moving accounts into these – moving all accounts not in Council's contract onto the Council contracts removing other electricity suppliers		\$200,000
Review of strategic planning fees for rezonings (planning proposals) etc	✓	\$50,000
Reviewed catering costs for council functions and meetings		\$20,000
Reviewed duties and reduced/eliminated double handling/duplicated effort – including for purchase orders and requesting invoices, checking if an invoice or purchase requisition/order has already been done so duplication doesn't occur	✓	
Reviewed financial assistance to community organisations and reduced admin processing times and admin costs	✓	\$20,000
Reviewed opening hours for Council facilities, library, gallery, aquatic centre and waste centre to determine an efficient spread of opening hours	✓	
Reviewed procurement policy/processes to ensure best value is balanced with risk and probity	✓	
Sale of surplus land (2a Dossie Street, Benbullen Place and Hovell St)		\$5,200,000 (one-off revenue)
Savings post-pandemic for meeting costs – better web conference facilities has meant less travel required to city	✓	
Shared service agreements – procurement, library, GIS	✓	\$30,000
Street sweepers now spend more time on RMS roads where Council receives funding from the RMS	✓	\$45,000
Use of GPS – graders, heavy machinery and biodiversity	✓	
Use of internal borrowings to reduce interest cost and increase returns		\$100,000



7.2 Present improvements

Present improvement detail	Difficulty	Priority	Implementation year in LTFP	Efficiency/ productivity gains	Yearly net financial benefit – ongoing	Implementation costs – may be spread over multiple years
Improve recovery of service costs due to direct beneficiaries – review revenue strategy and fees and charges across whole of Council	Hard	High – partly underway	2024/25		\$30,000	\$20,000
Review strategic asset management strategy and plans and consideration of reactive vs strategic resourcing and level of service	Hard	High – currently underway	2024/25	✓		\$20,000
Purchase of digitisation equipment to enable protection of important documents	Moderate	Medium	2025/26	✓		\$450,000
Change six Visitor Information Centre casual staff to part-time	Easy	Low	2024/25	✓		
Centralise stationery ordering	Easy	Medium	2025/26	✓	\$25,000	
Review lighting provisions across organisation	Moderate	Medium – partly underway	2025/26		\$20,000	\$50,000
Audit Council's energy usage across the organisation to identify potential energy saving options	Moderate	High – currently underway	2024/25		\$30,000	\$150,000
Implement paperless development applications	Moderate	High – currently underway	2023/24	✓		
Provide more flexibility in working arrangements including expanding work from home options	Easy	Low	2023/24	✓		
Council employ their own TechOne specialist	Moderate	High	2023/24	✓	\$100,000	\$360,000
Use Tech One to its full capacity	Hard	High – currently underway	2023/24	✓		
Solar panel review	Moderate	Medium	2024/25		\$50,000	\$30,000
Review license agreements to determine rental agreements more aligned with market value for these facilities	Easy	High	2023/24		\$30,000	\$30,000
Implement more electronic systems which reduce duplication inherent in paper-based systems – timesheets, assets, WHS, invoicing, etc	Hard	High – currently underway	2023/24	✓		
Review current events run by Council and determine whether Council should continue to provide the range and number of events that it currently does	Moderate	High	2024/25	✓	\$20,000	
Develop service review program that reviews the current level of service provided by Council and determines future levels of service	Moderate	High	2024/25	✓		
Review the pricing structure associated with haulage routes from quarries across the LGA and to determine a contribution reflective of pavement impacts	Moderate	High	2025/26		\$200,000	\$120,000
Review and update engineering standards and development assessment processes	Easy	Medium	2025/26		\$100,000	\$40,000
Apply stormwater levy	Moderate	High	2027/28		\$200,000	\$60,000
Review methodology of developing capital works and maintenance programs and to develop future program aligned with asset management requirements (focus on renewals)	Moderate	High	2025/26	✓		
Improvement of procurement processes	Moderate	Medium	2024/25	✓	\$50,000	
Focus on asset renewal rather than asset creation (including with grant applications)	Easy	High	2025/26		\$100,000	\$60,000
Disposal of surplus land	Hard	High – currently underway	2026/27		\$500,000 (one-off)	
Reduce public place bins (and limit further installations) and residents dispose of waste through at home systems (domestic bins or rural card system or bins in commercial/business premises)	Moderate	Low – currently underway	2026/27	✓	\$20,000	
Providing clear recycling opportunities for the public and staff	Moderate	Low – currently underway	2023/24	✓		
Work with recycling contractor to re-assess the current arrangement for recycling processing and determine if a better community outcome could be achieved	Moderate	High	2028/29	✓	\$25,000	
Hardware upgrade	Hard	High – partly underway	2024/25	✓		\$250,000
Undertake review of fleet	Moderate	High	2024/25		\$80,000	
Undertake specific detailed service reviews	Easy	High	2023/24	✓		





Present improvement detail	Difficulty	Priority	Implementation year in LTFP	Efficiency/ productivity gains	Yearly net financial benefit – ongoing	Implementation costs – may be spread over multiple years
Reduce grants to community organisations	Hard	High	2025/26		\$25,000	
Review staff vacancy rate allowance in budget	Easy	Medium	2024/25		\$100,000	
Introduce long-term service planning	Moderate	High	2025/26	✓		
Project management review	Easy	High	2023/24	✓		
Business unit cost recovery review	Easy	High	2024/25		\$50,000	
Develop comprehensive IT strategy	Easy	High – currently underway	2023/24	✓		
Review fuel arrangements – optimise savings (i.e., fuel type)	Easy	High	2024/25		\$10,000	
Review electricity connections across the Council facilities, e.g., aquatic centre	Easy	High – currently underway	2024/25		\$100,000	\$150,000
Introduce salary sacrificing opportunities – to reduce fleet numbers through novated leases instead of lease back	Moderate	High	2024/25		\$15,000	
Improved processes in relation to use of s7.11 funds to fund capital works	Moderate	High	2024/25	✓		
Review of memberships and annual subscriptions	Moderate	High	2024/25	✓	\$5,000	
S711 schedule of works review – review the Local Infrastructure Contributions Plan 2021 essential works schedule to ensure that all relevant development is captured	Moderate	High	2024/25	✓		
Review Council’s contribution to the attraction of events	Easy	High	2024/25	✓	\$20,000	



7.3 Future improvements

Future improvement detail	Difficulty	Priority	Efficiency/ productivity gains or operational sustainability benefits	Yearly net financial benefit – ongoing	One-off implementation costs – may be spread over multiple years
FOGO caddies in all kitchen areas	Easy	Low	✓		
Introduce more hybrid/electric cars to the fleet	Moderate	Medium	✓		
Office reconfiguration	Moderate	Low	✓		\$50,000
Review Work/Invest budget	Moderate	Medium		\$40,000	
Rationalise number of playgrounds	Hard	Medium	✓	\$20,000	\$60,000
Investigate options for records management using remote devices	Moderate	Low	✓		
Introduce commercial food waste collection from cafes, restaurants, supermarkets	Moderate	Low			\$165,000 (some costs will be ongoing)
Draft Emergency Service Levy legislation to allow councils to set an annual charge/cost recovery	Moderate	Medium			
Reducing Council waste to landfill	Easy	Medium	✓	\$50,000	
Review of museum operating hours	Moderate	High – requires further review	✓		
Review of Events Officer/Recreation Area Manager roles and feasibility of co-location	Easy	Medium	✓		
Review of opportunities for shared services, in liaison with Canberra Region Joint Organisation	Hard	Medium	✓	\$25,000	\$125,000 (some costs will be ongoing)
Review rent/lease arrangements and opportunities	Easy	High			
Evaluation of the feasibility of creating commercial business units	Hard	Low		\$10,000	
Land contamination management project	Moderate				
Review village discretionary funds	Moderate				
Review of software requirements following TechOne Implementation	Moderate		✓		
Identification of appropriate Council owned sites for biodiversity stewardship sites under the biodiversity offset scheme	Hard				
Further opportunities to extend water reuse scheme for sports field irrigation	Moderate		✓		



**Appendix A      Organisational Development Plan**



# Goulburn Mulwaree Council

## Organisational Development Plan



**Table of Contents**

Introduction	<b>3</b>
Planning Framework	<b>3</b>
Key Influences	<b>4</b>
Desired Future State of the Organisation	<b>4</b>
General Principles	<b>4</b>
Decision Making	<b>5</b>
Sound Financial Management	<b>5</b>
Integrated Planning and Reporting	<b>5</b>
Action Plan	<b>6</b>
Governance and Planning	<b>7</b>
People	<b>17</b>
Organisation and Operations	<b>21</b>
Implementation	<b>29</b>



## Introduction

This document has been developed in conjunction with both Elected Members and employees and will provide for our organisation the foundations of an improvement journey over the next three years and beyond.

Goulburn Mulwaree Council is an organisation that can be exceptional provided we strive for continuous improvement in our service delivery to all stakeholders. It is important to note that we have experienced and committed people with good assets and a sound financial position, that represent a strong foundation to build upon.

The initiatives outlined in this report, once achieved, will significantly improve the organisation and our ability to service the community.

## Planning Framework

Goulburn Mulwaree Council adopted a Community Strategic Plan, Towards 2042! that reflects where we as a community would like to be in 2042. Council also has in place both a Delivery Plan as well as our annual Operation Plan.

The initiatives that are identified in this Organisational Development Plan will become part of Council's successive Annual Operation Plans to ensure our organisation is aligned with, and focusing on, delivering Council's strategic intent.



## Key Influences

The table below summarise previous, current and emerging influences on this organisation:

Internal	External
Significant Change to elected members in 2021 Council Elections	Statutory requirements to ensure accountability and good governance
Appointment of a new CEO	Economic and social opportunities and challenges faced by the region
Evolving expectations and initiatives of Mayor and Councillors	Community and stakeholder expectation regarding the level, cost of and timeliness of services Council offers
Results of previous organisational review	Global trends including technological, environmental, economic and social
Results of a number of staff surveys identifying areas of strengths and weaknesses	Changes to State and Federal policy and other legislative reforms
Long term sustainability of the organisation	Local government sector reform and professionalism

## Desired Future State of the Organisation

Local Government is responsible for planning and providing services, regulation and infrastructure in a way that facilitates local communities that are strong, healthy and prosperous. The local government principles that underpin these responsibilities are defined as follows (Local Government Act 1993 NSW):

### 1. General Principles

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

## 2. Decision Making

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.
- (f) Community participation Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

## 3. Sound financial management

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
  - (i) performance management and reporting,
  - (ii) asset maintenance and enhancement,
  - (iii) funding decisions,
  - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - (i) policy decisions are made after considering their financial effects on future generations,
  - (ii) the current generation funds the cost of its services.

## 4. Integrated planning and reporting

- (a) Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- (b) Councils should identify strategic goals to meet those needs and aspirations.
- (c) Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- (d) Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- (e) Councils should regularly review and evaluate progress towards achieving strategic goals.
- (f) Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- (g) Councils should collaborate with others to maximise achievement of strategic goals.
- (h) Councils should manage risks to the local community or area or to the council effectively and proactively.
- (i) Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.





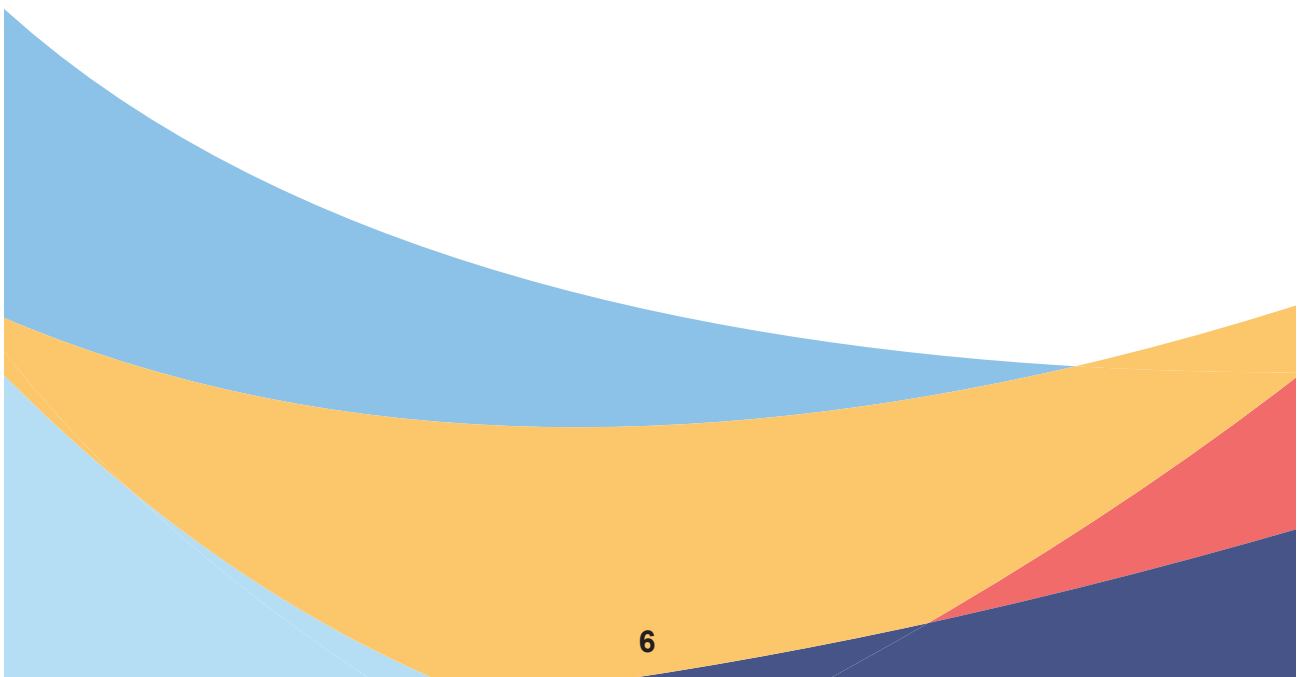
### Action Plan

To develop the organisation to attain its desired future state, there are many issues that will need to be addressed.

The plan for action is structured with three key themes:

- Governance and Planning
- People
- Organisation and Operations

The following tables set out the issues along with potential responses for each issue.



**Governance and Planning**

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G1	Redevelopment & Reaffirmation of Vision, Mission and core values of the organisation	Council's current mission of <i>"To Be Easy To Do Business With"</i> does not resonate with employees and may appear to the public as an oversimplification of the statutory roles and responsibilities within local government	To develop a new mission and vision that is reflective of our organisation and how we serve the community.	G1.1 Gain an understanding from Elected Members their vision for the future of the region.	Chief Executive Officer	March 2023
				G1.2 In conjunction with the leadership team develop new vision and mission statements that reflect the sentiments of Elected Members.	Chief Executive Officer	May 2023
				G1.3 Seek staff involvement across the organisation for feedback on the proposed new vision and mission statements prior to adoption by the Council.	Chief Executive Officer	August 2023
G2	Corporate planning cycle	Corporate and Strategic planning decisions should be planned well in advance to ensure statutory documents are not adopted without due consideration or in isolation of each other.	Robust corporate planning calendar to be developed and adopted by Council. The document should be prepared for commencement in September for conclusion in July of the following year.	G2.1 Define and establish an integrated planning framework document.	Director Corporate and Community Services	March 2023
				G2.2 Establish the ongoing coordination and monitoring of the corporate planning cycle.	Director Corporate and Community Services	June 2023
				G2.3 Adopt a Corporate Planning calendar to manage the cycle of integrated planning and reporting.	Director Corporate and Community Services	December 2023
				G2.4 Establish a clear direction regarding planning and reporting obligations.	Director Corporate and Community Services	December 2023
				G2.5 Establish reporting guidelines and templates to ensure consistency of reporting.	Director Corporate and Community Services	June 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G3	Strategic Financial Management	The development and adoption of a Long-Term Financial Forecast is a statutory requirement. Current Financial Planning models are not underpinned by financial strategy and lack maturity.	The development of long-term financial strategies, supported by robust modelling and endorsed through policy is important to the success of the organisation.	G3.1 Develop and adopt a comprehensive financial planning model.	Director Corporate and Community Services	March 2023
				G3.2 Review and revise relevant financial policies.	Director Corporate and Community Services	June 2023
				G3.3 Significantly improve reporting regime which may include periodic external review.	Director Corporate and Community Services	December 2023
				G3.4 Identify opportunities to diversify revenue streams and contain costs.	Director Corporate and Community Services	December 2023
				G3.5 Integrate financial plan with asset management plans.	Director Corporate and Community Services	June 2024
G4	Asset Management	The development of asset management plans is a statutory requirement. While it is acknowledged that a number of plans have been developed for some assets classes, they lack sophistication and are not relied upon by Asset Custodians.	An increased focus on asset management is required by Council's Executive and Asset Custodians. A strategic approach is required that aligns both corporate asset management, asset custodian expectations and financial forecasts.	G4.1 Establish an Asset Management Group to facilitate ongoing discussion and development of asset management within the organisation.	Director Operations	April 2023
				G4.2 Review the existing Asset Management Plans and how they link to the Long-Term Financial Plan.	Director Operations	September 2023
				G4.3 Develop Asset Management Plans for each class of assets that reflects the long-term needs of the Region.	Asset Management Group and Individual Asset Custodians	June 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G5	Risk Management	Councils risk registers are limited and have not been updated for a significant period. In addition, Elected members have not provided Guidance on their risk appetite which may hinder optimum decision making.	Implementation of Council risk management framework is essential. The development of strategic and operational risk registers that drive risk related decision making is imperative. Develop a risk appetite statement in conjunction with Elected members to provide further guidance on attitudes towards risk	G5.1 Review and finalise Risk Management Framework and Policy.	Business Manager Governance	March 2023
				G5.2 Review and re-establish strategic and operational risk registers.	Business Manager Governance	December 2023
				G5.3 Review and re-establish risk management procedures and reporting guidelines.	Business Manager Governance	December 2023
				G5.4 Adopt a hierarchy of operational risk registers and incorporate into departmental business plans.	Executive	March 2024
				G5.5 Establish an Enterprise Risk Committee and Directorate Risk Committees to ensure a continued focus on risk and risk reduction.	Executive	May 2024
				G5.6 Establish the risk appetite statement of the organisation based upon guidance of Elected Members and the Leadership Team.	Chief Executive Officer	March 2025
G6	Integrated Organisational Performance Management	Council does not have an adequate integrated organisational performance framework within the organisation. Commitment and awareness to organisational performance framework is vital to the success of the organisation.	Establishment of an Organisational Performance framework focusing on delivery. It is important for this to be implemented across all areas of the organisation.	G6.1 Revise existing organisational performance management framework.	Executive	March 2023
				G6.2 Improve reporting processes for organisational performance management	Executive	May 2023
				G.3 Integrate organisational performance reporting with Directors and Managers performance plans.	Executive	August 2023

## Organisational Development Plan Actions

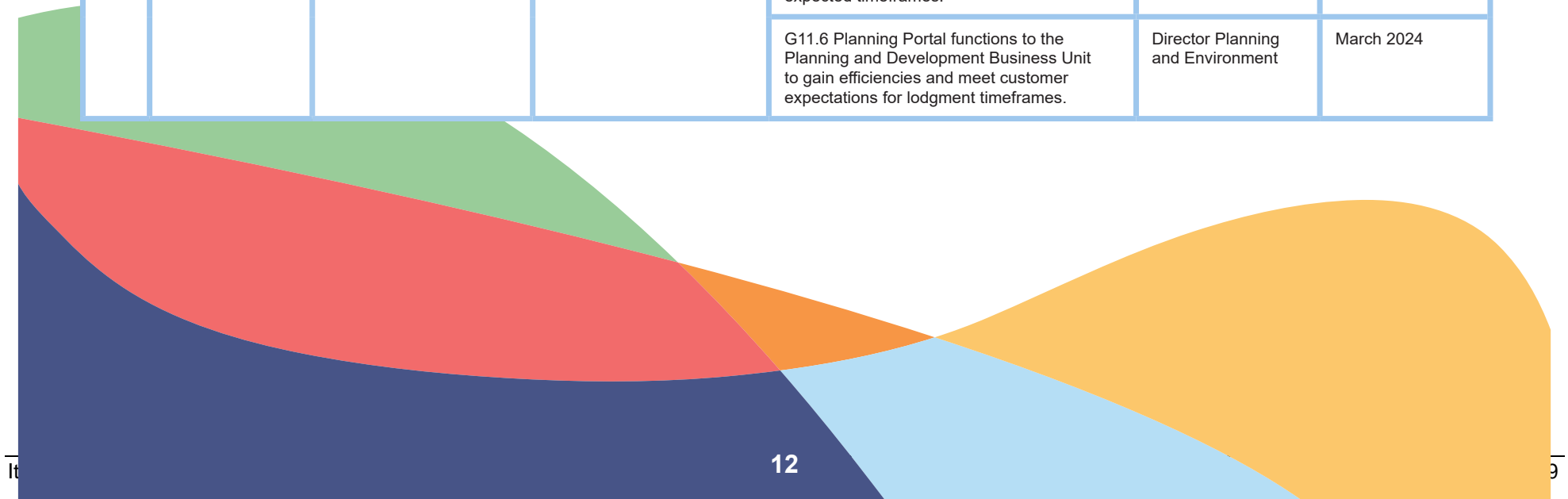
No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G7	Governance Operations Interface	There are significant community expectations of Council together with the challenges in an era of social media that presents challenges for Elected members and their support staff. The failure to adequately support Elected Members in their roles is at times evident. There is also evidence of unwarranted involvement by Elected Members in operational matters. There is also a level of tension between Senior Officers and Elected members due to prior issues of trust and delivery. Recent improvement has been made.	A collegiate approach is required to collectively re-setting the optimal interface between elected members and officers. The key objective of supporting elected members in their roles while respecting statutory obligations and maximising efficiency and effectiveness in conducting Council's business for the benefit of ratepayers.	G7.1 Review relevant policies for Elected Members to ensure they meet legislative requirements.	Chief Executive Officer	March 2023
				G7.2 Staff Councillor Interaction Policy is adhered to, ensuring compliance and a productive relationship between Elected Members and employees.	Chief Executive Officer	June 2023
				G7.3 Provide information to the community to understand the difference between the roles of Elected Members and Employees	Chief Executive Officer	October 2023
G8	Administrative Efficiency	Community concerns regarding cost of living and cost of government, and the perceived need for stream-lining of bureaucracy have been evident in Federal, State and Local government election campaigns in recent years. Business and development sectors also continue to push for elimination of regulatory red tape.	Anticipating the effects of these trends it will be desirable to establish mechanisms to identify and eliminate unnecessary regulatory or administrative processes and to continually demonstrate administrative efficiency.	G8.1 Review business process in advance of TechOne upgrades.	Executive	March 2023
				G8.2 Where required establish working groups to identify and eliminate unnecessary regulatory or administration processes.	Executive	December 2023
				G8.3 Utilise the internal audit function to assist in the removal of inefficient processes within the organisation.	Executive	April 2023

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G9	Audit	Council has recently formed an Audit Risk and Improvement Committee facilitated through the Canberra Region Joint Organisation (CRJO). This Committee while in its infancy, will need to focus on key areas of risk for the internal controls to mitigate against the potential for mismanagement within the organisation.	The development of an Internal Audit program that identifies key areas of risk within the organisation and reviews these key areas to ensure compliance with relevant standards and legislation.	G9.1 Promote the findings of audit activity as important to the learning tool and for all staff to embrace the change of working with the audit function.	Chief Executive Officer	February 2024
				G9.2 Ensure that internal audit activities are more closely related to areas within the organisation that have a higher probability of risk.	Chief Executive Officer	April 2024
				G9.3 Improve the knowledge of Councils representative of the Audit Risk and Improvement Committee.	Chief Executive Officer	June 2024
G10	Economic Development	Economic Development Strategy is not robust and there appears to be little focus on building the capacity and capability of the region to meet the demands of proponents.	Development of an Economic Development and Innovation Strategy, Investment incentive Strategy and potential revision of the Tourism Strategy.	G10.1 Adopt a new Economic Development Strategy, Investment Incentive Policy and Local Business Support Strategy.	Chief Executive Officer	December 2023
				G10.2 Establish a localised advisory group to act as a "Think Tank". This group should involve a wide range of stakeholders to explore opportunities for economic development across the region.	Chief Executive Officer	July 2023
				G10.3 Review existing arrangements with regional organisations to ensure appropriateness and reaffirm rights and responsibilities.	Chief Executive Officer	February 2024
				G10.4 Implement Goulburn Mulwaree Destination Action Plan (2020-2025).	Business Manager Marketing Events & Culture	Ongoing to July 2025

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G11	Development Assessment	Staff are having to manage the inefficient and cumbersome NSW Planning Portal during a sustained period of increased Development Applications. This has prevented the ability to implement a number of meaningful process improvements, such as electronic fee payment. A skill shortage within the industry is also a cause for concern.	Identify opportunities to improve efficiencies and implement process improvement, in the development assessment process as well as improved integration of the NSW Planning Portal with Council's business functions; and continuation of targeted succession planning.	G11.1 Formalise and implement succession planning for key roles within the Planning and Development Business Unit.	Director Planning and Environment	April 2023
				G11.2 Review the continued use of the API and explore alternative options for the management of the Portal in line with its continuous expansion in scope and application.	Director Planning and Environment	April 2023
				G11.3 Explore office configuration and location options to accommodate additional staff resources.	Director Planning and Environment	May 2023
				G11.4 Develop and implement electronic fee payment options for Planning Applications.	Director Planning and Environment	November 2023
				G11.5 Appropriately structure and resource the Planning and Development Business Unit to deliver development assessment and building certification functions within expected timeframes.	Director Planning and Environment	December 2023
				G11.6 Planning Portal functions to the Planning and Development Business Unit to gain efficiencies and meet customer expectations for lodgment timeframes.	Director Planning and Environment	March 2024



## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G12	Strategic Planning	Ongoing changes to the NSW Planning System over the past 2 years has prevented Council from progressing its own improvements, for example a reworked and comprehensive Development Control Plan. The increase in Planning Proposals resulting from the Urban and Fringe Housing Strategy will only exacerbate this issue.	Resourcing strategy to be developed alongside a reviewed Strategic Planning Program.	G12.1 Review Strategic Planning Program.	Director Planning and Environment	April 2023
				G12.2 Develop resourcing strategy based on forecast growth and future projects identified within the Strategic Planning Program.	Director Planning and Environment	June 2023
G13	Climate change	Council does not appear to have a well-developed climate change and adaptation strategy that prepares our organisation and community for a net zero future	Development of a strategy that progresses and refines our commitment to climate change that makes tangible steps towards a net zero future.	G13.1 With the input of the sustainability committee develop a strategic plan that commits Council to a pathway to net zero.	Executive	February 2024
G14	Advocacy	Elected members while advocating on behalf of the community do not meet regularly or have an overarching strategy for issues impacting the region.	Establish an Advocacy Advisory Committee	G14.1 Prepare a "Priority Projects Prospectus" document to assist in obtaining funding from both government and private proponents.	Chief Executive Officer	March 2023
				G14.2 Establish an advocacy advisory committee within Council.	Chief Executive Officer	June 2023
				G14.3 Determine the strategy of the group considering a broad range of objectives for the region.	Chief Executive Officer	October 2023
				G14.4 Establish a rolling advocacy plan to ensure Council is addressing issues that affect the region.	Chief Executive Officer	December 2023



## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G15	Community Engagement	It is a statutory requirement to effectively engage community and stakeholders. While Council meets its statutory requirement in relation to public consultation, there appears to be little community consultation on the development of infrastructure projects and the overarching needs of the region. Outreach meetings at outlying communities appear to be effective, however there is not an overarching community engagement strategy for the entire region.	Management commitment to meaningful community engagement is essential. A review of an engagement framework for all villages needs to be considered. The development of a community satisfaction survey would assist both elected members and employees in meeting and exceeding the needs of residents within the region.	G15.1 Revise the Community Engagement Policy.	Chief Executive Officer	June 2023
				G15.2 Adopt Community Engagement Guidelines.	Chief Executive Officer	August 2023
				G15.3 Adopt a program of Community Engagement activities that are tailored to each community.	Chief Executive Officer	September 2023
				G15.4 Conduct a Community Satisfaction Survey on a Biennial basis to evaluate Council's performance in meeting community expectations.	Chief Executive Officer	March 2024
				G15.5 Review the effectiveness of online media platforms and its reach across the community including guidelines for engagement through social media platforms.	Communications Officer	March 2024
G16	First Nation Relations	Councils current approach is inconsistent with contemporary government practices.	Establishment of meaningful First Nations Relations policy and practices is desirable including effective protocols, programs, projects and cultural awareness training for staff, as part of a broader Reconciliation Action Plan.	G16.1 Establish a staff working party to develop a Reconciliation Action Plan – Reflect.	Executive	May 2023
				G16.2 Develop a Reconciliation Action Plan for Council adoption.	Executive	June 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G17	Regional Collaboration	Regional Collaboration appears to be disjointed without a clear strategic intent of the CRJO Councils.	Further development of a strategic intent with CRJO Councils is imperative to the success of the Region.	G17.1 Review existing engagement within CRJO and redefine responsibilities of stakeholders.	Chief Executive Officer	September 2023
				G17.2 In conjunction with other CRJO members develop a long term strategic focus and action plan that improves outcomes for the region.	Chief Executive Officer	June 2024
G18	Grants, Events and Sponsorships	Due to economic conditions within the region and community need the costs of sponsorships, grants and events is growing. Decision making guidelines within the current policy framework lacks consistency particularly when applicants are unsuccessful. The integration of investments in activities and programs is important to ensure mutual leverage towards a common objective for the community.	A review of the policy basis for expenditure on sponsorships, grants and events is desirable.	G18.1 Identify key community events that require funding on an annual basis and enter into arrangements with community groups to fund these over the long term to provide certainty.	Business Manager Marketing Events & Culture	December 2023
				G18.2 Review the existing grants and sponsorship acquittal process to streamline and ensure compliance within agreed timeframes.	Director Corporate and Community Services	December 2023
				G18.3 Review existing sponsorship and grants policy with a view to improve consistency of decision making for the process.	Director Corporate and Community Services and Business Manager Marketing Events & Culture	December 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G19	Critical Instruments	Management of critical documents such as funding arrangements, leases, licenses etc. is not sufficiently robust.	Establishment and management of a register of critical documents is essential.	G19.1 Collate readily available critical instruments.	Business Manager Governance	June 2023
				G19.2 Define critical instruments for inclusion in the register.	Business Manager Governance	September 2023
				G19.3 Identify gaps in critical instruments register.	Business Manager Governance	March 2024
				G19.4 Research archival evidence of missing critical instruments.	Business Manager Governance	June 2024
G20	Statutory compliance	There is evidence of some deficiency in records and systems to establish assurance of statutory compliance (e.g. statutory registers).	Establishment of a statutory compliance management system will need to be developed and implemented.	G20.1 Conduct annual statutory compliance audit.	Business Manager Governance	July 2023
				G20.2 Identify greatest risks of non-compliance.	Business Manager Governance	August 2023
				G20.3 Develop strategies to mitigate risk of non-compliance.	Executive with Business Managers	December 2023
G21	Financial Delegation	The current financial delegation thresholds are considered low and do not empower employees to make decisions	A review and revision of the financial delegations within Council is required.	G21.1 Review and update financial delegations to meet organisational requirements.	Chief Executive Officer	February 2023

People

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P1	Workplace Health and Safety – Employee Commitment and Compliance	There has been a significant improvement in safety outcomes over previous years, however, commitment to WHS is not uniform across the organisation. Incident reporting and corrective actions are not always timely. An improvement in this area, focusing on organisational wide learnings would assist in driving a safety culture.	To continue the development of the proactive safety culture and increase compliance with organisational safety requirements.	P1.1 Continue to report to the executive and business managers on timely completion of incident reporting and corrective actions. Commence identification of trends of noncompliances within these reports to enable managers and supervisors to address.	WHS Leader	June 2023
				P1.2 Continue to investigate employing a field safety officer to assist with further driving the safety culture and to assist with training and implementation of safety requirements.	Business Manager Human Resources	December 2023
				P1.3 Engage external safety professionals to deliver key safety messaging on an ongoing basis to continue to develop the safety capability of the organisation	WHS Leader	June 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P2	Leadership Concept and Framework	<p>Management leadership is subject to criticism, which needs to be addressed as perception is based on the image created by the actions or inactions of leaders.</p> <p>The concept of leadership also appears to be narrowly interpreted as relating only to the upper tier of the hierarchy.</p> <p>Potential changes to Executive Team and Leadership Team terms of reference may be required.</p>	<p>Greater attention to communicating the actions of management leaders and actively demonstrating the model attributes of a good leader is essential. Widening of the concept of leadership throughout the organisation will be essential to encourage leadership opportunities and traits at all levels in the organisation. Establishing a framework for leadership in the organisation should occur as well as the continuation of developing people leaders through our in-house program as well as other development opportunities to enhance leadership capability.</p>	<p>P2.1 Embed into monthly meeting templates feedback from leadership team meeting.</p>	Business Managers	February 2023
				<p>P2.2 Continue to utilise the LEAP program to develop leadership and interpersonal skills on a quarterly basis for all people leaders in the organisation. Roll out of stepping into supervision for team leaders and supervisors and social intelligence and customer service for business managers.</p>	Learning and Development Coordinator and Facilitator	December 2023
				<p>P2.3 Introduce the Local Government Leadership Capability Framework for Business Managers.</p>	Business Manager Human Resources	December 2024
P3	Learning and Development	<p>Councils learning and development program is considered comprehensive however further utilisation of Council's individual development plans are required as well as a more systematic approach to determining attendances at conferences and meetings is expensive and consumes available training resources on a small number of individuals.</p>	<p>Further enhancement of the Learning and Development Program by continuing innovation in on-line learning opportunities</p> <p>Establishment of a more robust system for corporate management of conference attendance is desirable. Further encouragement of the utilisation of individual development plans should be presented.</p>	<p>P3.1 Run a campaign to promote the utilisation of individual development plans.</p>	Learning and Development Coordinator	June 2023
				<p>P3.2 Ensure that applications for attendances at conferences clearly state the benefits to the organisation relevance to job roles, and that attendees bring back information to share with teams and where applicable the wider organisation.</p>	Learning and Development Coordinator	June 2023
				<p>P3.3 Identify and release any modules in WANDA that do not require GMC content creation or embedded procedures.</p>	Learning and Development Coordinator	December 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P4	Performance Management System	Comprehensive performance reviews particularly for Leaders and Executive Staff are non-existent as the current method is not considered effective.	Develop a comprehensive performance review system initially aimed at the leadership team based on industry standards noting that Council has renewed its membership to Local Government NSW. Implement performance agreements for the Executive team.	P4.1 Implement formal performance agreements for Directors	Chief Executive Officer	June 2023
				P4.2 Implement the Local Government Capability Framework for Business Managers. Review the staff performance check in system to enable full performance review for this level of leadership incorporating the capability framework.	Business Manager Human Resources	June 2024
				P4.3 Review the performance check in system to include further questions related to accountability.	Business Manager Human Resources	June 2024
P5	Diversity	Employee diversity is low especially with regards to the numbers of indigenous and disabled employees.	Continue to explore options to increase diversity within Council's EEO plan especially utilising the quotas related to trainee and apprentices.	P5.1 Review recruitment wording in advertisements to ensure a contemporary inclusion statement.	Human Resources Coordinator	February 2023
				P5.2 Create a diversity action plan including the establishment of a diversity roundtable, membership with Diversity Council of Australia, development of training and resources, and updated procedures to promote a culturally safe workplace.	Learning and Development Coordinator	June 2023
				P5.3 Network and consult with other NSW councils, including regional and metropolitan, to exchange ideas and strategies.	Learning and Development Coordinator	June 2023
				P5.4 Source or prepare an integrated training course addressing several topics within a broader title. To rely on a blend of approaches including online modules and face-to-face workshops.	Learning and Development Coordinator	December 2023
P6	Trainees and apprentices	Intake of trainee/ apprentice employees are reasonable but could be increased.	Increase in number of trainee/apprentice positions are desirable.	P6.1 Increase future budgets to enable the growth of trainees and apprentices within Council.	Chief Executive Officer	June 2023

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P7	Ageing Workforce	Departure of experienced employees presents a significant risk and cost to the organisation. Physical capacity could impact productivity and resource requirements and is a growing workplace health and safety risk.	Continue the Development of contemporary strategies including attractive transition provisions for the ageing workforce. Consistent and continual review of muscular skeletal heavy roles including reviewing alternatives ways of undertaken these works.	P7.1 Continue to promote the utilisation of mentoring and cross training programs to assist in knowledge transfer campaign to raise awareness.	Learning and Development Coordinator	December 2023
				P7.2 Finalise the muscular skeletal project looking at additional staff and mechanical aids in high risk areas.	Business Manager Works	December 2023
				P7.3 Continue to offer flexible working arrangements to assist with transition to retirement for older staff.	Business Managers	June 2023
				P7.4 Review the impact of the ageing volunteer workforce on operations and service delivery.	Executive	December 2024
P8	Bullying and Harassment	Bullying and harassment continues to be raised as an issue in some parts of the organisation.	Continued awareness and training should be facilitated with a clear articulation of a no tolerance approach to dealing with bullying and harassment as well promotion of early reporting and intervention so that alternative dispute resolution strategies may be an option where appropriate.	P8.1 Review of the Bullying and Harassment Procedure.	Business Manager Human Resources	June 2023
				P8.2 Continue to identify issues through the staff survey and create working parties to find better ways of operating.	Learning and Development Coordinator	June 2023
				P8.3 Review and update training program run every 2 years.	Learning and Development Facilitator	December 2024
P9	Stress Management	Organisational stress levels have been raised as an issue for the organisation.	Continue to develop programs within the health and wellbeing framework to raise awareness and support techniques to manage stress. Continue to workshop solutions with the Leadership Team in response to the key stress areas identified.	P9.1 The Health and Wellbeing program should include at least one major item focusing on stress management. Continue to promote the use of Council's mentally healthy workplace procedure and stress reduction action plan.	Business Manager Human Resources	December 2023
				P9.2 Continue to workshop stress management with the Leadership Team.	Business Manager Human Resources	December 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P10	Child Safe Standards	Organisation needs to respond to requirements of a child safe organisation	Embed a culture of child safety across the organisation.	P10.1 Implement a Goulburn Mulwaree Council Child Safety Action Plan and embed child safety practises across organisation.	Chief Executive Officer and Business Manager Governance	December 2024

### Organisation and Operations

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O1	Organisational Structure, Workload and Resource Allocation	Allocation of workloads and distribution of resources is potentially inconsistent resulting in untapped capacity in some parts and overloaded capacity in others.	A review of functional responsibilities and resourcing is to be conducted to spread workload more evenly across the organisation.  Major change to the organisations structure is not required.	O1.1 Ensure that the organisational structure meets the service requirements of the community by identifying under-resourced and over-resourced units.	Chief Executive Officer	June 2023
				O1.2 Continue to critically review all vacancies before recruiting.	Chief Executive Officer	June 2023
				O1.3 Development of service plans for each Directorate.	Chief Executive Officer	June 2024
O2	Continuous Improvement	Operational improvement and cost/productivity benefits can be attained with a rational continuous improvement program.	Options for an ongoing continuous improvement program should be explored and implemented.	O2.1 Promote a continuous improvement culture within the organisation.	Executive	September 2023
				O2.2 Establish working groups to consider specific areas that an improvement initiative may benefit the organisation.	Executive	September 2023
				O2.3 Incorporate continuous improvement metrics within Directors and Managers performance plans.	Executive	June 2024



## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O3	Customer Service	Emerging social media, E-business practices and community expectations regarding service delivery will continue to necessitate provision of contemporary models of service delivery and customer contact.	A revision of Customer Contact Policy and practices will be essential.	O3.1 Continue to promote a customer focus ethos to all staff.	Executive	March 2023
				O3.2 Conduct major review of customer contact/customer service function.	Business Manager Finance & Customer Service	December 2023
				O3.3 Strengthen the emphasis on the use of customer service and workflow systems.	Director Corporate and Community Services	June 2024
				O3.4 Develop and implement a service level driven customer charter.	Director Corporate and Community Services	June 2024
O4	Information Technology and Services	IT&S strategic planning is inadequate. Current system resources do not meet the requirement of a contemporary local government organisation. ERP Integration v best of	The establishment of an IT Strategy is essential.	O4.1 Establish IT Steering Group to engage users and contribute to strategic directions.	Business Manager Innovation & Technology	June 2023
				O4.2 Adopt a comprehensive IT Strategy including review of enterprise architecture, business application and platforms.	Business Manager Innovation & Technology	September 2023
O5	Information Security	Risks of external unauthorised access and disruption to information systems is growing. Internal risk of unauthorised access to and use of information is also of concern.	Audit of information security is desirable with investment into security measures supportable.	O5.1 Undertake full review of staff access to administrative and operational roles in all software solutions.	Business Manager Innovation & Technology	June 2024
				O5.2 Undertake information security audit and mitigate unacceptable risks.	Business Manager Innovation & Technology	Ongoing to June 2023
O6	Workplace Harmonisation	Multiple office and depot locations are not conducive to efficiency, effectiveness and teamwork.	The establishment of a workplace harmonisation strategy is essential.	O6.1 A workplace harmonisation strategy be developed and implemented in consultation with staff across the organisation.	Executive	February 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O7	Project Management	While project development and implementation appear to work well, there is a lack of focus on future projects and the allocation of responsibility for this important task. Whole of life project costs are not included in project assessments which may impact on future operational costs.	Significant revision of major capex project management policy, structure, skills and practices will be essential with an inclusive approach to establishing a comprehensive gateways system.	O7.1 Establish a project gateways framework to manage prioritisation and progress of significant projects.	Director Operations	August 2023
				O7.2 Establish quarterly reporting on project delivery (both physical completion & financial).	Director Operations	October 2023
				O7.3 Incorporate project delivery metrics within Directors and Managers Performance Plan.	Director Operations	June 2024
O8	Regulatory Compliance Management	Impacts of a diverse region with competing demands and growing community expectations will continue to place greater pressure on the compliance management regime.	Revision of range of regulatory enforcement priorities is essential along with reallocation of resources accordingly.	O8.1 Review all major regulatory roles and establish priorities for allocation of enforcement resources.	Director Planning and Environment	March 2023
				O8.2 Adopt enforcement regime matrix to define the levels of enforcement and the appropriate triggers for escalation.	Director Planning and Environment	July 2023



## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O9	Water and Wastewater Infrastructure	Water and wastewater infrastructure has over recent years received adequate funding. With the continued growth within the region a continued emphasis on asset development and renewal is required. Cost recovery for water and waste water assets is essential to the long-term financial viability of Council.	<p>Establishment of a more strategic and fully funded asset management strategy for each system is essential.</p> <p>Critical review of pricing regime in conjunction with asset management will also be essential.</p>	O9.1 Review and adopt updated development servicing plans for water, sewer and stormwater.	Director Utilities	February 2024
				O9.2 Review and adopt updated IWMC plan for the Goulburn and Marulan Systems.	Director Utilities	April 2024
				O9.3 Review and adopt Water and Sewer Asset Management Plans.	Director Utilities	December 2024
				O9.4 Continued implementation of technology and data management to improve service delivery. Investigate the introduction of smart water meters to larger water users and completed stakeholder engagement.	Director Utilities	Ongoing to December 2024
				O9.5 Critically review demand management to maximise water yields. Review water use policy.	Director Utilities	Smart meter investigation December 2024
				O9.6 Develop leak management program to reduce system losses.	Director Utilities	April 2024
				O9.7 Update the Water and Sewer Strategic Business Plan.	Director Utilities	September 2024
				O9.8 Expand the Goulburn Reuse Scheme as Goulburn sewer increases with population growth.	Director Utilities	December 2025

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O10	Waste Management	Council's waste management centres at Goulburn and Marulan have an estimated capacity of 10-12 years for Goulburn and 18-20 years for Marulan. These facilities will require capping and remediation at the end of their operations and alternates for general waste disposal are required.	Council's waste management centres at Goulburn and Marulan have an estimated capacity of 10-12 years for Goulburn and 18-20 years for Marulan. These facilities will require capping and remediation at the end of their operations and alternatives for general waste disposal are required.	O10.1 Review and adopt updated Strategic Business Plan for Waste.	Director Utilities	November 2023
				O10.2 Commence operations of the new Goulburn waste management centre facilities and deliver education programs to reduce waste disposal to landfill.	Director Utilities	December 2023
				O10.3 Council to contribute annually into a waste management reserve to fund the completion of the landfill closure plan and future waste management options.	Director Utilities	December 2023
O11	Road Infrastructure (State Roads)	State Government is not adequately funding main road and highway network and road conditions are not acceptable. Road Maintenance Council Contracts (RMCC) shift significant risk to Council from State Government. At present Council has minimal contracting opportunities with the State Government within its own Region	A more structured effort to influence State Government in its decisions on funding its assets is essential. Avenues for risk mitigation to Council is important for future contact negotiations. Council should seek additional RMCC opportunities within its own Region.	O11.1 Continue to advocate to State and Federal Governments for capital funding to address deficiencies.	Chief Executive Officer	December 2023
				O11.2 Adopt mitigation strategy for recurring impacts of flooding on road assets.	Director Operations	June 2024
				O11.3 Review existing contractual arrangements for significant heavy transport road users to identify opportunities for additional roads funding and subsequent expenditure on haulage routes. This may also include reclassification of haulage routes to the state.	Executive	June 2024
				O11.4 Work with Transport for NSW to identify additional opportunities for Council to conduct RMCC activities within our region.	Director Operations	March 2025

## Organisational Development Plan Actions

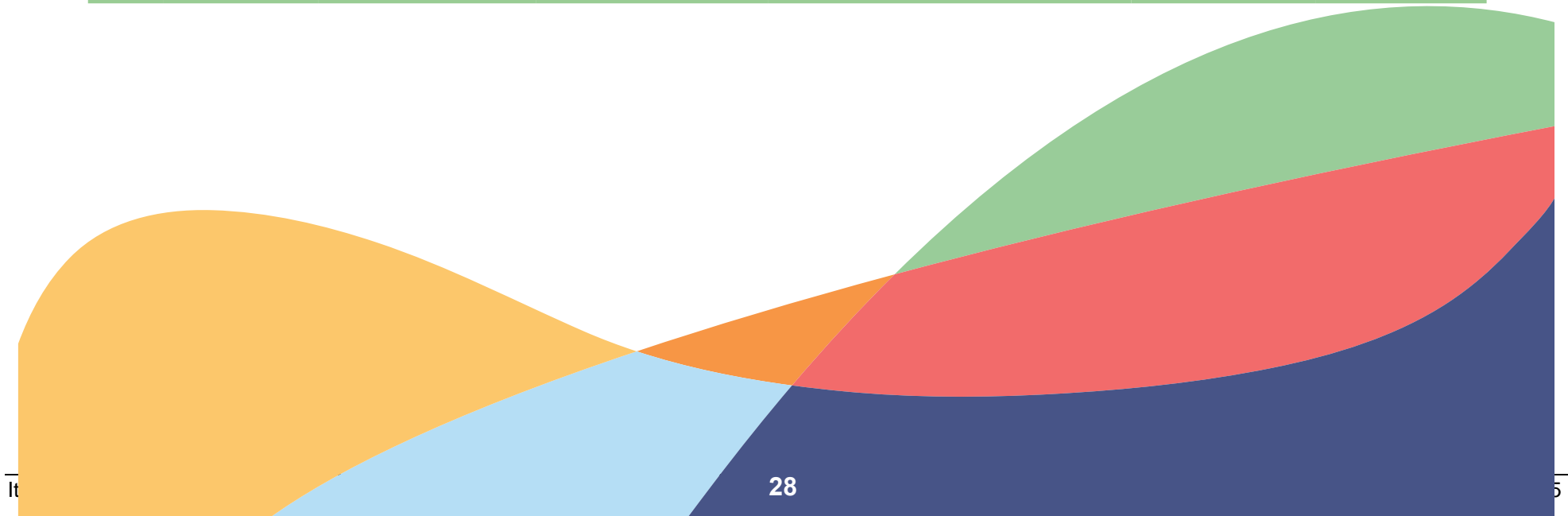
No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O12	Road Infrastructure (local roads)	Challenges exist in maintaining and developing the local road network. Mitigation of predictable seasonal weather impacts on the road network appears inadequate.	Review of existing asset management and roads hierarchy with mitigation of predictable weather events is desirable.	O12.1 Continue to advocate to State and Federal Governments for capital funding to address deficiencies.	Chief Executive Officer	December 2023
				O12.2 Adopt Strategic Assets Management Plans for urban and rural road networks and associated infrastructures.	Director Operations	December 2023
				O12.3 Adopt a structural integrity-based Maintenance Management Plans for all road structures including bridges, culverts and crossings.	Director Operations	June 2024
				O12.4 Adopt mitigation strategy for recurring impacts of flooding on road assets.	Director Operations	September 2024
O13	Financial Management – Expenditure	With constraints on financial resources, cost control is a critical enabler and can always be enhanced.	Establishment of more robust system for corporate management of cost control and increased awareness and diligence by employees will be desirable.	O13.1 Critically review cost control reporting.	Director Corporate and Community Services	December 2024
				O13.2 Establish a program to monitor and report non-compliant procurement.	Director Corporate and Community Services	December 2024
				O13.3 Incorporate budgetary and procurement metrics within Directors and Managers Performance Plan.	Chief Executive Officer	June 2025
O14	Payroll Management	There is a lack of systems capability for payroll and the reliance on paper records is not optimal. Officer's timesheet system is not appropriate for a contemporary local government organisation.	Transition to electronic end-to-end payroll process with greater use of system is desirable.	O14.1 Implement Technology One Payroll module.	Director Corporate and Community Services	December 2024

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O15	External Funding	There is a level of inconsistency in information and the approach to seeking and acquitting external funding.	A standardised and strategic approach across the organisation is desirable.	O15.1 Establish an external grant register to monitor progress of grant applications from application to acquittal.	Director Corporate and Community Services	Ongoing to June 2023
				O15.2 Establish procedures for developing and submitting grant applications.	Director Corporate and Community Services	June 2023
				O15.3 Conduct a periodic program to raise awareness of grant opportunities and skills of grant applicants.	Director Corporate and Community Services	December 2023
O16	Records Management	Corporate records capture appears to be inconsistent and incomplete. Older records that are archived remain in a paper based format that may delay response times in both serving the community and decision making.	Improved awareness and diligence by all record-generating employees is essential to ensure statutory compliance and optimal records management. Digitisation of important archives is also essential in achieving long term efficiencies.	O16.1 Conduct a compliance audit of records management compliance.	Business Manager Innovation & Technology and Records Team Leader	June 2023
				O16.2 Establish an employee awareness campaign regarding compliance and good practice obligations.		September 2023
				O16.3 Establish a reporting regime to monitor records management practices.		March 2024
				O16.4 Commence digitisation of important paper based archives and materials.		December 2024
O17	Management and Internal Communications	Perceptions of inadequate management communications are shown in successive employee surveys. Management communication across departments appears to be less effective than it could otherwise be.	Management communications should continually be reviewed and enhanced where possible. Management commitment to good communication is essential.	O17.1 Ensure Intranet and notice boards are well used by CEO and others to communicate with employees and that they are promoted as a fundamental source of accurate and timely information.	Chief Executive Officer	February 2023
				O17.2 Continue CEO and Executive updates to staff at worksites on a quarterly basis.	Chief Executive Officer	February 2023
				O17.3 Conduct a program to raise awareness and encourage personal communications (in person or via telephone) in lieu of electronic communication (emails).	Chief Executive Officer	June 2023
				O17.4 Establish guidelines for the use of internal/external media (eg global emails, noticeboards, intranet.).	Chief Executive Officer	June 2023

## Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O18	Social Media	Growing community use of social media creates reputation risks and opportunities. Messages across platforms are inconsistent and at times disjointed.	Continued attention to risks and opportunities arising from social media will be desirable. Delegations for content producers should be reviewed.	O18.1 Establish policy and guidelines for responsible social media usage for all Council stakeholders.	Chief Executive Officer	October 2023
O19	Accountability and Diligence	Calls for greater organisational and individual accountability are consistent and strong.	The LEAP Program assists in greater awareness of self-managed accountability. A greater focus on greater personal accountability should be a future focus of the leap program.	O19.1 The LEAP Program is continually developed to ensure that issues of accountability and diligence are addressed.	Executive	June 2024
				O19.2 All employees uphold the requirement of the various policies and procedures as well as behavioural norms within the organisation. Additional training be provided as required across the organisation.	Executive	December 2024
O20	Business Continuity	Business Continuity Plans require reviews.	Business Continuity Plans review is essential.	O20.1 Review and adopt the business continuity plan.	Executive	March 2024





### Implementation

The Council will consider this plan for adoption in December 2022. Once adopted the implementation of this plan will be undertaken by the relevant Custodians. The timeframes specified within the action plan are to be treated as times for completion.

The progress upon the actions within the plan will be reviewed by the Executive Team on a quarterly basis with an annual report to be presented to Council for their information. Custodians will be required to translate the actions of this plan into the operational planning to the budget cycle.

This plan will be subject to annual review as Operational Plans are adopted.

I would like to thank everyone within our organisation for providing input into this important strategic document. I'm of the firm belief that by completing the objectives within this plan our organisation will not only be a better place to work but we will also be able to improve our service to the communities we serve.

Aaron Johansson

Chief Executive Officer

Date: 7 December 2022







# Special Rate Variation - Community Engagement Plan

Goulburn Mulwaree Council

2023



**Document status**

Job #	Version	Written	Reviewed	Approved	Report Date
	Final	R. O'Neill	B. Hollands	A. Johansson	September 2023

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**Contents**

1	Context	1
1.1	Background	1
1.2	Engagement purpose and goals	1
1.3	Stakeholder analysis	1
2	Approach	2
2.1	Engagement complexity	2
2.2	Levels of engagement	2
2.3	Engagement mechanisms	4
2.4	Roles and responsibilities	6
2.5	Timeline	6
3	Action plan	8
3.1	Measures of success	10
4	Key messages	10
4.1	Frequently asked questions	11
5	Monitoring and risk	12
5.1	Monitoring	12
5.2	Risk assessment	12

**Tables**

Table 1	Stakeholder groupings	1
Table 2	Engagement mechanisms	4
Table 3	Roles and responsibilities	6
Table 4	Action plan	8
Table 5	Risk assessment	12

**Figures**

Figure 1	IAP2 Spectrum of Public Participation	3
Figure 2	Community engagement timeline	7



## 1 Context

### 1.1 Background

Goulburn Mulwaree Council’s (‘Council’) Long-Term Financial Plan (LTFP), adopted in November 2022 indicated the need for Council to consider a permanent special rate variation (SRV) to ensure its ongoing financial sustainability. Council has now committed to exploring the option of an SRV application and will be undertaking community engagement on this SRV from September to 3 November 2023.

This community engagement plan outlines the approach, key messages, and timeline for community consultation on the potential SRV. This plan has been developed to ensure that it meets the SRV assessment criteria set out by the NSW Office of Local Government, which sets policy and oversees the local government industry, and the Independent Pricing and Regulatory Tribunal (IPART), who will assess any SRV application submitted. It has also been developed in compliance with Council’s Community Engagement Strategy, as well as the International Association for Public Participation (IAP2).

### 1.2 Engagement purpose and goals

The purpose of this community engagement is to ensure that the community is adequately informed and consulted about the impact of the proposed special rate variation and the impact of not applying for a special rate variation.

The objectives of this community engagement process include:

- to present the proposed SRV
- to identify the impact of the SRV on the average and minimum rates across each rating category
- to communicate to the community the timeline and process for any potential SRV application
- to gather and consider the community’s feedback to inform Council’s final decision on whether to move forward with an SRV application.

### 1.3 Stakeholder analysis

The key impacted stakeholders are those that pay rates or reside in the Goulburn Mulwaree local government area (LGA). Stakeholder groups have been identified below to ensure that the specific considerations of these groups can be integrated into the community engagement plan. These groupings are not mutually exclusive, that is individuals may fall into a number of different stakeholder groups. For example, individuals who own multiple properties in the LGA may be both resident ratepayers and landlord ratepayers.

**Table 1 Stakeholder groupings**

Stakeholder group	Who is in the group	Specific considerations
Resident ratepayers	Homeowners who are residents of Goulburn Mulwaree LGA	Proposed rate increases will be directly incurred by these stakeholders.



Stakeholder group	Who is in the group	Specific considerations
Renters	Renters who are residents of Goulburn Mulwaree LGA	It will be a decision of the landlord on whether and when any rate increases are passed on to renters.
Business ratepayers	Business property owners within the Goulburn Mulwaree LGA	Proposed rate increases will be directly incurred by these stakeholders. Where there are commercial leases in place, it will depend on the contract terms as to whether and when any increase will be passed to tenants.
Farming ratepayers	Farming property owners within the Goulburn Mulwaree LGA	Proposed rate increases will be directly incurred by these stakeholders. These represent the highest proportion of rates paid and are also the most geographically disbursed throughout the LGA.

Within each stakeholder group there will be a range of socio-economic factors that will need to be considered which will further inform not only the affordability of any SRV, but also may provide further insight to improve the consultation plan and key messages.

## 2 Approach

### 2.1 Engagement complexity

The level of complexity for this engagement activity is defined as ‘high impact – LGA wide’. That means that the issues will have a real or perceived impact across the whole LGA. The issue has the potential to create controversy and has a high level of potential community interest.

### 2.2 Levels of engagement

The level of engagement is defined from the IAP2 Spectrum of Public Participation in the following figure. This spectrum outlines the level of engagement required depending on the purpose and desired outcome of the project.





Figure 1 IAP2 Spectrum of Public Participation<sup>1</sup>

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC		We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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To meet the assessment criteria for an SRV application, Council must:

1. Demonstrate that the **need and purpose** of a different rate path for the council’s General Fund is clearly articulated and identified in council’s Integrated Planning and Reporting (IP&R) documents.
2. Evidence that the **community is aware** of the need for and the extend of a rate rise.
3. Show that the **impact on affected ratepayers** is reasonable
4. Exhibit, approve and adopt the relevant **IP&R documents**.
5. Explain and quantify the **productivity improvements and cost containment** strategies in its IP&R documents and/or application.
6. Addressed any other matter that IPART considers relevant.

Council has already exhibited its IP&R documents under criterion three and adopted the LTFP with a proposed SRV option over two years. Council proposes to exhibit the current LTFP as part of the SRV community engagement process.

To meet criterion two, Council would only need to undertake engagement at the “inform” level, but a “consult” level would further demonstrate Council’s ability to meet criteria one and four.

<sup>1</sup> International Association for Public Participation (IAP2) Australasia, 2018. *IAP2 Spectrum of Public Participation*. Retrieved from: [https://iap2.org.au/wp-content/uploads/2020/01/2018\\_IAP2\\_Spectrum.pdf](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf).



As a result, this community engagement plan is drafted to meet both the **inform** and **consult** levels of engagement. This means that Council will provide the public with balanced and objective information to assist them in understanding the problem, alternative, and preferred solution and to obtain the public’s feedback on analysis and alternatives. Council will keep the public informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision made by Council.

### 2.3 Engagement mechanisms

Given the complexity of the project and proposed level of engagement, the following mechanisms for community engagement are proposed:

- local newspaper notices, radio advertisements, and media statements
- other printed communication material (e.g. physical newsletter)
- online submissions
- information forums - mostly face to face
- social media.

This community engagement will operate in two phases:

1. **inform**: to raise awareness and inform all stakeholder groups of the options being considered
2. **consult**: to seek considered community feedback on these options to inform the Council in their final deliberations on a potential SRV application.

It will also seek to include both push and pull engagement mechanisms in each phase:

- push mechanisms will actively get information from the Council into the public, for example – media releases, newspaper notices, online submissions.
- pull mechanisms will provide places and resources that members of the public can seek out to further inform themselves or provide feedback, for example – website, events.

The proposed mechanisms to be used for this engagement are outlined in the table below.

**Table 2 Engagement mechanisms**

Mechanism	Phase of consultation	Push or pull mechanism	Reach (stakeholder groups)
Media releases	Inform	Push	All
Newspaper notices	Inform	Push	All
Conventional mail out	Inform	Push	Can be targeted for different groups
Media interviews	Inform	Push (where requested by local media)	All
Online engagement platform	Inform and consult	Pull	All





Mechanism	Phase of consultation	Push or pull mechanism	Reach (stakeholder groups)
Reference materials for Council call centre and customer service teams	Inform	Pull	All
Face-to-face and online forums	Consult	Push	All
Online submission	Consult	Pull	All
Pop up information stalls at Goulburn Square, Villages, and Council Chambers	Consult	Pull	All
Social media	Inform	Push	All

These external community engagement mechanisms will be coupled with internal communications to inform all staff about the proposed SRV options and process and provide them with information to direct questions from members of the public that may arise in their day-to-day interactions. This will include:

- all staff meeting
- information for frontline staff
- email updates to all staff



## 2.4 Roles and responsibilities

The roles of councillors, Council officers and Morrison Low in the engagement process are defined in the table below.

**Table 3 Roles and responsibilities**

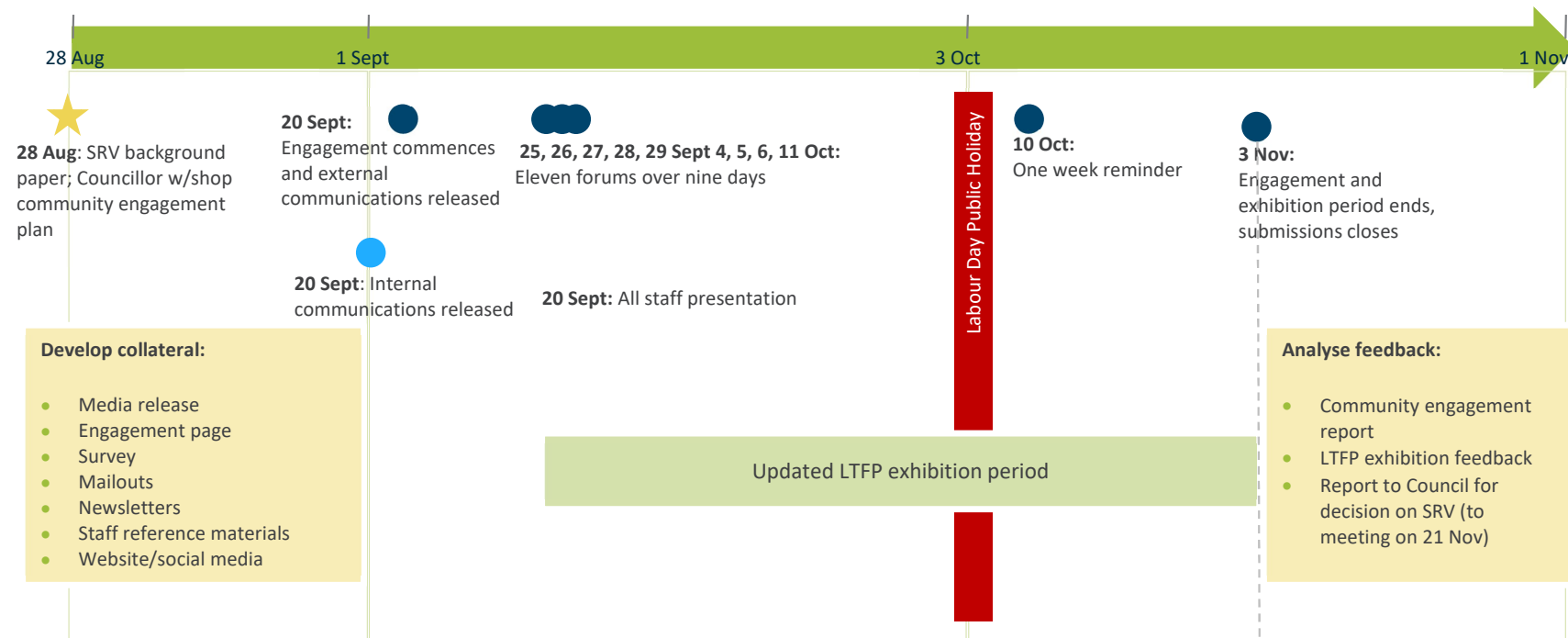
Role	Responsibility
Morrison Low	<ul style="list-style-type: none"> <li>Develop SRV background paper</li> <li>Support the project management of the community engagement process</li> <li>Support with the preparation report on community engagement outcomes</li> </ul>
Council’s communications and engagement team	<ul style="list-style-type: none"> <li>Develop material for the various written mechanisms</li> <li>Publish and release materials in line with this community engagement plan, including internal communications</li> <li>Coordinate focus group meetings</li> <li>Capture and record community feedback</li> <li>Monitor and review community engagement outcomes, recommend adjustments to the plan as required</li> </ul>
The executive and management team	<ul style="list-style-type: none"> <li>Brief staff on SRV options, process, and community engagement activities</li> <li>Project management of the community engagement process</li> <li>Prepare report on community engagement outcomes</li> </ul>
Goulburn Mulwaree Councillors	<ul style="list-style-type: none"> <li>Review community engagement plan</li> <li>Participate in media interviews and public forums, where required</li> </ul>
The Chief Executive Officer	<ul style="list-style-type: none"> <li>Endorse community engagement plan, approve any adjustments to community engagement process as required</li> <li>Participate in media interviews and public forums, where required</li> </ul>

## 2.5 Timeline

The high-level timeline, with key milestones, is mapped out in the figure on the following page. Further detail on tasks and dependencies is provided in the supporting action plan.



Figure 2 Community engagement timeline





### 3 Action plan

Table 4 Action plan

Ref	Action	Responsible	By when
1.	Community consultation on an SRV adopted in the Delivery Program.	Council	20 September through to 3 November 2023
2.	Prepare and finalise SRV content/background paper.	Morrison Low	12 September 2023
3.	Release general communication on the Council’s decision to proceed to consultation on the SRV and councillor briefing session.	GM/Director	20 September 2023
4.	Draft copy for website(s), newsletters, e-mails, social media, briefing packs, FAQs and physical collateral. Exhibit LTFP document.	Communications team	20 September 2023
5.	Develop online submission form for council website	Communications team with assistance from Morrison Low	20 September 2023
6.	Develop reference material for call centre and customer service staff.	Communications team	20 September 2023
7.	Establish engagement webpage.	Engagement team	20 September 2023
8.	Schedule eleven public forums (over nine days) – Towns and village sessions.	Engagement team	20 September 2023
9.	Approve all content for community engagement.	CEO/Director	20 September 2023
10.	Brief staff on SRV process.	CEO/Director	20 September 2023
11.	Release internal communications via staff news.	Communications team	20 September 2023



Ref	Action	Responsible	By when
12.	Brief call centre and frontline staff (providing reference materials).	Communications team	20 September 2023
13.	Engagement webpage available to the public.	Communications team	20 September 2023
14.	Release media statement.	Communications team	20 September 2023
15.	Publish community newsletters, and newspaper notices with SRV details.	Communications team	20 September 2023
16.	Schedule and manage any media interviews requests.	Communications team	20 September 2023 through to 19 November 2023
17.	Facilitate forums.	Council/CEO/Directors	25 September 2023 through to 11 October 2023
18.	Close engagement, exhibition of updated LTFP and survey and gather all community feedback.	Communications team	3 November 2023
19.	Analyse submission results and draft community engagement report.	Morrison Low	9 November 2023



### 3.1 Measures of success

A final community engagement report will be produced to document the outcomes of the engagement process, and also to clarify the extent to which the community engagement activities reached all relevant stakeholder groups. Measures to understand the level of reach and participation in the engagement process will include:

- attendance at forums
- SRV related inquiries through customer service
- number of submissions on the SRV proposal
- number of page 'clicks' to the engagement site.

## 4 Key messages

The key messages for the community should clearly communicate what is not negotiable and what aspects are open for community feedback to inform the decision-making process.

Non-negotiables include:

- the legislative requirement for the Council to employ sound financial management principals
- the current core deficits in the Council's base case scenario need to be addressed, targeting small surpluses over time to ensure the ongoing financial sustainability of the Council.
- We have already implemented a range of efficiency and productivity improvements to create operational savings, however an increase to our rate income is an option we must look at if we want to continue to deliver the services and projects our community has told us they want and need.

Community feedback is sought to understand:

- the level of special rate variation required to ensure financial sustainability.

In order to support these key messages and the development of collateral for the community engagement activities, a background paper will be developed on the SRV, outlining the need for and analysis of the financial impact.

In addition to this background paper, key messages in any community communications and collateral will include:

- how community members can seek further information or have their questions answered
- how community members can provide their feedback on the SRV increases proposed
- what to expect after the community engagement activity is completed, including IPART's public submission and assessment process.



#### 4.1 Frequently asked questions

A set of frequently asked questions (FAQs) and their responses will be developed for this engagement process. While every effort is made to ensure that this is a complete list of FAQs at the commencement, these questions will be regularly reviewed and updated throughout the engagement process.

The below is a starting list of the questions we expect to develop for the FAQs:

- How does Council work out what rates to charge each resident?
- How will the 2023 general revaluation impact my rates?
- What is a base rate/minimum rate?
- What is an ad-valorem?
- How will the proposed special rate variation impact my rates?
- Why do we need an increase to our rates?
- What is the alternative to the proposed rates increase?
- What action has Council taken to address its financial situation?
- Can't you get more funding from other levels of government to help pay for things?
- What is the annual operational budget for the Goulburn Mulwaree Council?
- Who is IPART and what do they do?

Should a common issue be highlighted during the engagement process it could be added to the FAQ's list.



## 5 Monitoring and risk

### 5.1 Monitoring

During the consultation process, the level of engagement will be monitored by Morrison Low and the Council’s communications and engagement team.

Any proposed adjustments to the plan will be approved by the Chief Executive Officer before implementation.

### 5.2 Risk assessment

The table below documents the key risks associated with this community engagement. The risk ratings are assessments of the residual risk after the documented risk responses are implemented.

**Table 5 Risk assessment**

Risk	Risk response	Residual likelihood	Residual consequence	Residual risk rating
Engagement doesn’t meet IPART assessment criteria.	Engagement plan and activities analyse and integrate requirement to meet criteria.	Low	Medium	Low
Impact on ratepayers of raising rates at a time of increasing inflation and cost of living pressures.	Clearly quantifying the impact of the SRV on average rates across all categories. Outlining the measures taken to find efficiencies and cost savings within council operations before considering the SRV.	Medium	Medium	Medium
Timing of rates increase close to next local government election.	Key messages on the Council’s obligation for sound financial management principles and need to apply for the SRV.	Medium	Medium	Medium



**GOULBURN RAIL TRAIL STEERING COMMITTEE – REPORT – 1 September 2023**

<b>Attachments:</b>	(1) Feasibility Study prepared by Mike Halliburton Associates (including QS Report prepared by Mitchell Brandtman Quantity Surveyors) (2) Business Case (including cost benefit analysis) prepared by SGS Economics and Planning
<b>Link to Community Strategic Plan:</b>	7. Our Economy EC2 Jointly develop appropriate tourism opportunities and promote the region as a destination.
<b>Cost to Council:</b>	Nil at this stage. If the recommendations of this report are adopted, an allocation to have a Trail Development Plan prepared will need to be considered.
<b>Use of Reserve Funds:</b>	N/A

**BACKGROUND**

The Rail Trail Steering Committee was established to investigate all options and opportunities for rail trail development within the Goulburn Mulwaree Local Government Area with possible links to other Local Government Areas.

The objective of this Committee is to work with nominated representatives on a new proposal, incorporating an expanded shared pathway network within our local government area and potentially incorporating other local government areas.

It was proposed that Council seek funding for the development of a business case for a new expanded rail and community trail project. Council received funding under the Regional NSW - Business Case and Strategy Development Fund – Round 1 to examine options for construction of a rail trail within our Local Government Area including options for linking to the network of road and urban walking/cycling pathways, and to develop a Feasibility Study, Quantity Surveyor Costs, Benefit Cost Analysis and Business Case for the preferred outcome.

**REPORT**

Rail Trail consultants, Mike Halliburton and Associates were engaged to undertake the Feasibility Study. A number of route options were examined<sup>1</sup>. Consideration of suggested on-road links and a potential route around Sooley Dam (from Kingsdale to Chinaman’s Lane) were found to be problematic and/or expensive, and were excluded.

The preferred option is to utilise the disused rail corridor as the spine to develop the Goulburn Rail Trail with a number of potential connections which will capitalise and expand on existing and proposed urban shared pathways.

The Steering Committee recognise the broad range of benefits in terms of economic benefits through tourism and business development supporting job creation, and social benefits in terms of health and recreation for the local community.

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<sup>1</sup> Feasibility Study Section 2 – Trail Network Options 2.1 - 2.5

This is a worthwhile addition to the region's infrastructure with its uniqueness seen in the combination of Goulburn's River Walk system with the now disused rail track.

The Feasibility Study prepared by Mike Halliburton and Associates and the Business Case prepared by SGS Economics and Planning detail the significant opportunities for the region, which include:

- A new and unique tourism offering for Goulburn Mulwaree
- Existing businesses to expand their service offerings<sup>2</sup>
- Improved sustainability of businesses reliant on tourism<sup>3</sup>
- Encouragement of visitors to stay longer<sup>4</sup>
- A reduction in health costs by increasing recreational options for health and wellbeing activities<sup>5</sup>
- Educational opportunities within the growing nature-based tourism market<sup>6</sup>
- Increased benefits around safety factors associated with reduction of on-road cycling and safe connections to the urban pathway networks<sup>7</sup>

Notably, 2.6 million people reported cycling during a domestic trip in 2019. More than 78% of these did so in a regional destination<sup>8</sup>.

The addition of a rail trail facility makes Goulburn a more attractive place to visit, recreate and to live by improving the quality of life<sup>9</sup>. It also offers additional opportunities to establish businesses within a town.

The Goulburn Rail Trail project aligns with many Local, State and Federal priorities.

*Goulburn Mulwaree Community Strategic Plan 2042*

- The rail trail has been identified as a key opportunity for tourism and recreation in the community. This plan recognises the importance of tourism to the community's economy and the rail trail aligns with the plan to market Goulburn as a tourist destination by highlighting the region's "unique rural character, natural environment, heritage, and culture"<sup>10</sup>

*Southern Tablelands Regional Economic Development Strategy 2023 Update*

- This strategy recognises the important role that the rail trail can play in promoting economic growth and development in the region<sup>11</sup>

*Goulburn Mulwaree Council Delivery Program 2022-2026*

- The Goulburn Rail Trail is consistent with the strategic objectives B.2, B.3, B.5, and B.6 of enhancing tourism and economic development within the region.

<sup>2</sup> Feasibility Study Section 4: Opportunities Business development page 27

<sup>3</sup> Feasibility Study Section 9.8: Summary page 94

<sup>4</sup> Feasibility Study Section 4: Opportunities Attracting new visitors who spend money page 27

<sup>5</sup> Feasibility Study Section 4: Opportunities Non-monetary benefits page 27 / Business Case 2.4 Expected Outcomes Social, health and wellbeing benefits

<sup>6</sup> Feasibility Study Section 9.7: Non-economic benefits page 90

<sup>7</sup> Business Case Benefit 2.1: Improved local health, wellbeing and safety page 13

<sup>8</sup> Business Case Benefit 1.3 page 13

<sup>9</sup> Business Case Benefit 2.1: Improved local health, wellbeing and safety page 13

<sup>10</sup> Business Case 2.3 Strategic Alignment 'Goulburn Mulwaree Community Strategic Plan 2042' page 19

<sup>11</sup> Business Case 2.3 Strategic Alignment 'Southern Tablelands Regional Economic Development Strategy 2023 Update' page 19

- The GRT is also aligned with objective A.1 of improving access and inclusion<sup>12</sup>

*A 20-year Economic Vision for Regional NSW*

- Principle 6 aligns with the potential of disused rail corridors to be repurposed into rail trails that can provide new visitor experiences<sup>13</sup>

*NSW Visitor Economy Strategy 2030*

- Strategic pillar 3.09 to grow the eco-wellbeing, eco-tourism and volunteer tourism sectors through industry development activities and product development support<sup>14</sup>

*NSW Regional Health Strategic Plan 2022-2032*

- The NSW Healthy Eating and Active Living Strategy 2022-2032 highlights the need for more 'footpaths, cycleways and public spaces that support active transport by making it easier for people to walk or cycle'<sup>15</sup>

*NSW Visitor Economy Industry Action Plan 2030*

- Action 3.6 from the Industry Action Plan provides for the strategic identification, development, and promotion of recreational and tourism assets<sup>16</sup>

Alignment with additional strategies and plans are documented in the Business Case from pages 15-20 and the Feasibility Study in Section 4: Opportunities under Delivering on agreed community outcomes (page 29).

We also note the growing investment in rail trails in NSW, Victoria, QLD, and SA and emphasise how fortunate Goulburn is in having the opportunity to develop its own rail trail. Since it's opening in June 2021 (mid-winter and mid-Covid) the Tumbarumba Rosewood Rail Trail attracted over 53,000 visitors (to the end of April 2023)<sup>17</sup> and the recently opened first stage of the Northern Rivers Rail Trail saw 70,500 users in its first 4 months of operation<sup>18</sup>. The Steering Committee supports a sealed surface for the Rail Trail. Sealing the entire trail initially will "lengthen" the life span before replacement. This decision is also likely to reduce the maintenance item for surfacing (listed as \$8,000/year in Table 17)<sup>19</sup>.

The total cost from Goulburn to Graywood Siding Road for an all sealed trail is estimated to be \$18,275,152 compared with \$16,965,519 which includes unsealed sections from Norwood Siding to Graywood Siding Road<sup>20</sup>.

The overall project is very dependent on State and Federal grant funding which the committee acknowledge is not currently available.

<sup>12</sup> Business Case 2.3 Strategic Alignment 'Southern Tablelands Regional Economic Development Strategy 2023 Update' page 19

<sup>13</sup> Business Case 2.3 Strategic Alignment 'A 20-year Economic Vision for Regional NSW' page 15

<sup>14</sup> Business Case 2.3 Strategic Alignment 'NSW Visitor Economy Strategy' page 15

<sup>15</sup> Business Case 2.3 Strategic Alignment 'NSW Regional Health Strategic Plan 2022-2032' page 15

<sup>16</sup> Business Case 2.3 Strategic Alignment 'NSW Visitor Economy Industry Action Plan 2030' page 17

<sup>17</sup> Feasibility Study Section 1.7: Rail trails in Australia page 11

<sup>18</sup> Feasibility Study Section 1.7: Rail trails in Australia page 11

<sup>19</sup> Feasibility Study Section 10.4.3 Asset renewal page 106

<sup>20</sup> Feasibility Study Tables 7 & 8 page 91

Resourcing a maintenance program is crucial, and funds will be required on an ongoing basis to enable this essential maintenance. The estimate of day-to-day maintenance costs is \$61,150 per year which equates to \$2,413/km/year<sup>21</sup>. Early life maintenance costs tend to be very limited and the likely maintenance costs in the first few years of a trail's life will focus on sign damage and inspections<sup>22</sup>. The committee noted that these costs appear to be exceedingly low and that the figure would more likely be closer to \$150,000 to \$200,000 per year when taking into account staffing, materials and insurance. It was also noted that as time goes past the five-year mark, then maintenance costs will increase. Provision for asset renewal (\$232,600 pa.) have been factored in for future budgets from 2028/9.

By leveraging on the existing investment that Council has in their assets, we can unlock potential and capitalise on these existing assets – such as the River Walk, GPAC, and the Aquatic Centre.

The GRT is perfectly positioned to appeal to targeted markets being a 2.5-hour drive of 5.7 million people<sup>23</sup>. The projected benefits outlined in the Economic Assessment are achieved when the project is fully delivered. The timing of that prospect will be dependent on the extent of funding available. The most likely outcome would be for the project to be delivered in 3 stages - which is supported by the Steering Committee. The stages could be Goulburn to Norwood; Norwood to Forest Siding, and then Forest Siding to Graywood Siding, and will be determined by future funding opportunities.

The projections show that under a range of conservative scenarios, the total injection of dollars into the local economies from local, day trip and overnight visitors is estimated to be around \$7.3 million per year and will encompass 66,065 users<sup>24</sup>.

Local use rates of around 24,565 people/year will inject around \$60,185 to the direct economic benefit<sup>25</sup>.

With the base cost estimate inclusive of direct construction costs, contingency and escalation being \$20,464,600<sup>26</sup> and the expected return being \$7.27 million pa<sup>27</sup> the financial return on investment is significant.

The Cost Benefit Analysis results determined the Benefit Cost Ratio to be an outstanding 3.03<sup>28</sup>. Meaning that for every dollar invested in the project, the NSW community will receive a benefit of \$3.03 as a result<sup>29</sup>. The benefits of the project outweigh the costs from 2032. Simply put, it would only take 8 years to 'payback' the project costs through its significant and lasting economic and social benefits<sup>30</sup>.

The project will generate significant economic benefits for the region and the state. Over a 30-year operating period, total benefits are expected to amount to \$86.8 million<sup>31</sup>.

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<sup>21</sup> Feasibility Study Table 17: Estimate of "day to day" maintenance costs page 104

<sup>22</sup> Feasibility Study 10.4.1 General notes page 102

<sup>23</sup> Business Case 1 Executive Summary page 5

<sup>24</sup> Feasibility Study Section 9.8 Summary page 93

<sup>25</sup> Feasibility Study Section 9.8 Summary page 93

<sup>26</sup> Business Case 3.4.1 Capital Costs Table 2 page 28

<sup>27</sup> Feasibility Study 10.8 Summary page 111

<sup>28</sup> Business Case 3.5 Cost-Benefit Analysis (CBA) page 35

<sup>29</sup> Business Case 1 Executive Summary page 6

<sup>30</sup> Business Case 1 Executive Summary page 6

<sup>31</sup> Business Case 1 Executive Summary page 6

**SUMMARY**

The investigative reports clearly demonstrate that the utilisation of the disused rail corridor, in conjunction with linkages to the urban shared pathways and river walks, will be a substantial and long-term driver for economic and business growth for the Goulburn Mulwaree community. There are many additional social and health benefits associated with this unique project.

Following review and consideration of the network options and the attached reports, the steering committee strongly supports the progression of this project and makes the following recommendations: -

**RECOMMENDATION**

That

1. The Goulburn Rail Trail project be adopted as a project; and be endorsed by council.
2. Council includes the project in its advocacy list for funding.
3. Council pursues funding opportunities as they may arise.
4. Council allows the continuation of the Steering Committee to undertake the works required around community consultation plans, biodiversity assessments and other studies required as per the NSW Rail Trails Framework document.
5. Management of the project is assigned to a party as an operational central point of contact / project management role for the anticipated life of the project work (3 years).
6. Council allocates resources for the completion of a 'Trail Development Plan' as recommended in the Feasibility Study.

Prepared for  
Goulburn Mulwaree Council



# Goulburn Rail Trail

Feasibility Study

August 2023

Goulburn Rail Trail Feasibility Study: Final Report

# GOULBURN RAIL TRAIL Feasibility Study

Prepared for  
Goulburn Mulwaree Council



August 2023

Goulburn Rail Trail Feasibility Study: Final Report

CONTENTS

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Executive Summary	4
Section 1 – Introduction and Background	19
Section 2 – Trail Network Options	21
Section 3 – Rail Trails: An Explanation	33
Section 4 – The Current Situation	41
Section 5 – Opportunities	45
Section 6 – Visitor Market and Needs Analysis	52
Section 7 – Issues and Challenges	61
Section 8 – Community Consultation	72
Section 9 – Estimates of Probable Costs	89
Section 10 – Forecast User Numbers and Expenditure	101
Section 11 – Trail Maintenance	117
Section 12 – Feasibility Statement	131
Section 13 – Implementation: The Next Steps	135
References	144
Appendices	147

- Appendix 1: Widths for shared use paths and trails
- Appendix 2: Photographic examples from other rail trails
- Appendix 3: Conceptual Estimate of rail trail works (Mitchell Brandtman)
- Appendix 4: Current funding opportunities August 2023
- Appendix 5: Plans

Mike Halliburton Associates

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Goulburn Rail Trail Feasibility Study: Final Report

## EXECUTIVE SUMMARY

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Goulburn Mulwaree Council commissioned Mike Halliburton Associates to carry out a rail trail network options analysis in order to:

- prepare the Goulburn Rail Trail Feasibility Study; and
- determine how the existing disused railway corridor from Goulburn CBD to the Council's northern boundary can be integrated with existing shared pathways and potential new shared pathways to create a regional resource for residents and visitors to the city.

The project was funded by a grant from the NSW Government under the *Regional NSW – Business Case and Strategy Development Fund - Round 1* program.

A rail trail is a multi-use recreation trail constructed on a disused railway corridor (public land) for non-motorised users (non-motorised includes electric bikes). There are well over 100 established rail trails in Australia, many of which are in Victoria and they attract thousands of visitors from all over Australia. Although rail trails are extremely popular with all types of recreational cyclists, they are also very well used by walkers/hikers, horse riders (where permitted), joggers, trail runners, people in wheelchairs, people in mobility scooters (gophers), parents pushing prams, school groups, clubs and families. They are not simply for lycra-clad cyclists as claimed by many opponents. Rail trails also provide excellent venues for various events such as half-marathons, duathlons etc. The ever-increasing sales of electric bikes, and their growing use on recreation trails, needs also to be factored into future use of the trail.

The Goulburn Rail Trail (GRT) will repurpose the disused rail corridor within the Goulburn Mulwaree LGA as a unique off-road cycling and walking track (constructed as a 2.5 m trail), creating a 25km recreation facility which will boost the visitor economy of the region (the plans in Appendix 5 show the location). The GRT is perfectly positioned to appeal to targeted markets throughout the State, being within a 2.5-hour drive of 5.7 million people (70% of the population of NSW). The project is forecast to attract 41,500 visitors annually (plus 25,000 local users), which will have an initial effect on the regional economy of \$58 million. The Trail will also create new business opportunities, provide health benefits for users, preserve, and promote items of local heritage significance and create opportunities for environmental education.

Rail trails have become very popular across Australia over the last 30 years with communities gaining benefit from the visitors they attract, and the money spent in local communities.

Numerous costs are involved in the conversion of a disused railway into a trail. These include the provision of a good trail surface, the installation of new or refurbished bridges, new fencing, the provision of safe road crossings (both at-grade and grade-separated), trailhead facilities (including parking, picnic facilities, information signage), trail crossings for machinery and stock (where the trail divides paddocks), and an assortment of signage.

Goulburn Mulwaree Council has progressed RiverWalk along the Wollondilly and Mulwaree Rivers through securing various grants and undertaking construction over the last 4 years and has created a very good resource which has proved very popular with residents and visitors. RiverWalk is already highly used with 2020 data showing annual use of over 100,000 people, with 80% being walkers. Data collection problems and the impact of Covid-19 had some impact on the success of RiverWalk. Regardless, the Riverwalk can be classified as a very successful

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4

#### Goulburn Rail Trail Feasibility Study: Final Report

initiative – completing it and linking it to the rail trail will add significantly to the appeal of Goulburn as a visitor destination and as a place to live. Council has indicated a desire to ensure connections between RiverWalk and the rail trail if it is built – this includes possible further work on RiverWalk.

### Trail Network Options

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One of the purposes of this project is to determine how the existing disused railway corridor from Goulburn CBD to the Council's northern boundary can be integrated with existing shared pathways and potential new shared pathways to create a regional resource for residents and visitors to the city. The brief requested that the project examine various trail options around Goulburn with consideration of the rail trail as a spine linking to the Goulburn River Walk and using rural roads to create a loop trail around Goulburn and surrounding areas.

#### On-road links: Goulburn Rail Trail and RiverWalk

After analysis, it was concluded that on-road links between the various elements under consideration (notably the possible rail trail and the existing and completed RiverWalk) face significant costs, safety considerations and limited route options and are not a practical outcome. Cyclists who are confident riding on roads with moderately steep grades, and in traffic, can still choose their own loop trail which would use the existing roads (notably Norwood Road, Marble Hill Road and Crookwell Road) between the rail trail trailhead at Norwood Road (if built) and the RiverWalk at Marsden Weir Park. However, it provides no capacity for other users (walkers, joggers etc.). If – at some time in the future – it becomes achievable to build a trail within Lake Sooley Dam catchment, it may be worth exploring a link that utilises newly constructed trail through this land but this would still require expensive construction along Norwood Road and Marble Hill Road to provide a safe, off-road link between the rail trail at Norwood siding and Lake Sooley. It may be more appropriate - should such land become available – to develop some self-contained mountain bike and walk trails within the dam catchment.

#### Goulburn Rail Trail and RiverWalk

As a consequence of the above recommendation, the report primarily concentrates on analysing the Goulburn Rail Trail and the RiverWalk extensions/completions.

### Opportunities

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Rail trails provide many notable opportunities. There are a number of specific elements within the area encompassed by the proposed trail route that provide opportunities and reasons for why a trail should be built. Many of these opportunities are amplified by the completion of RiverWalk, attracting more users to do both trails and providing a significant resource for local people. RiverWalk can be classified as a very successful initiative – completing it and linking it to the rail trail will add significantly to the appeal of Goulburn as a visitor destination and as a place to live.

- **Appealing landscapes and infrastructure.** The proposed Goulburn Rail Trail would pass through some very attractive scenery. The urban environment within Goulburn offers a mix of historic and natural environments. The trail passes several historic buildings – former textile factories, Riversdale Historic Homestead, Old Goulburn Jail – all of which add interest for the trail user. The trail passes through

## Goulburn Rail Trail Feasibility Study: Final Report

farming country that is very attractive. The trail traverses native forest between Forest Siding Road and Graywood Siding Road adding a third element of attractiveness. The original bridges that are still intact (notably the bridge over the Wollondilly River in Goulburn) provide a significant attraction to users. The bridge over the Wollondilly River may become an attraction in its own right, attracting visitors who have no desire to use the rail trail but want to visit the bridge.

Completion of the RiverWalk adds to these appealing landscapes simply by making a circuit of the river almost complete. Views of gently undulating countryside, containing water bodies and trees are the most attractive and relaxing for many people (*St Leger 2004*). Combining the rail trail and the RiverWalk delivers on these three natural elements.

- **Topography of the route.** One of the major appeals of rail trails is the gentle gradient, suitable for all types and levels of cyclists and all walkers (including parents with prams and people on mobility scooters). The completion of RiverWalk will also be generally undulating.
- **Aesthetics on the corridor.** Overall, the rail corridor has all of the attributes that potential rail trail users desire: attractive landscapes and distant views, history, railway embankments and cuttings, railway bridges across rivers, scenic farmland and a gently curving formation.
- **Increased use of existing paths and trails.** Existing facilities do not provide for long distance cycle trails being sought by cycle tourists. Developing a rail trail may encourage more people to cycle generally and utilise some of the existing infrastructure thus better realising the investment made in it by the Council and the State government. Providing the opportunity to do the rail trail as part of a package (on the same day or over different days) may attract visitors to use the RiverWalk as well on their stay in Goulburn. The opening of the Riverside Pump Track and the revitalised Roberts Park BMX Track in Goulburn add to the appeal of cycling facilities such as the rail trail providing other attractions for family groups in particular. The recent commitment to the development of a [\\$3.2 million shared use path to link existing shared use paths that end at Lansdowne Street and Sloane Street in the city's south and east add to existing cycling and walking infrastructure](#). The rail trail also offers some commuting potential.
- **Proximity of attractions and visitor sites.** The rail trail passes (either directly or close by) a number of attractions and historic sites along its route (mostly in Goulburn, although some are located along the proposed rail trail route – or just off it), including historic cemeteries in Goulburn, Kenmore Hospital, Riversdale Historic Homestead, old railway sidings, the Railway Roundhouse and turntable in Goulburn, former textile factories, Kingsdale Wines (a short departure from the rail trail via one of the Tablelands Trails cycle routes), Goulburn Wetlands, and Goulburn Racecourse. Some of these attractions will benefit from users passing, stopping and staying while others – physically removed from the rail trail – will benefit from extra visitors to the region with an interest in what is on offer at these sites.
- **Business development.** There is a range of business opportunities for private sector investors arising from the potential development of a rail trail and the completion of RiverWalk. Providing accommodation, food and beverages, supported and guided tours

## Goulburn Rail Trail Feasibility Study: Final Report

and equipment, are some of the businesses that have arisen along other trails. The Tumbarumba Rosewood Rail Trail led to the development of 9 new or expanding businesses in the rail trail's area since the opening of the rail trail (in a period of 12 months). Development of the rail trail may provide a range of new business opportunities (or allow existing businesses to expand). Goulburn is already supplied with many services providing for both residents and visitors – the rail trail will add more potential customers for these businesses particularly tourist-related services such as micro-breweries, wineries and cafes.

- **Attracting new visitors who spend money.** Australians are increasingly looking for passive, non-organised recreation opportunities, often in natural or near-natural settings. Demand for this type of opportunity will only increase as the population ages. The advent of e-bikes will only accelerate the popularity of cycling on trails. In addition, bike sales increased dramatically through Covid-19 – meaning a lot of new users will be looking for potential bike riding opportunities. The proposed Goulburn Rail Trail would provide experiences for a range of user groups in a series of markets that have been consistent over time – walking, bushwalking and cycling – or growing significantly – off road cycle touring. Combining a rail trail visit with use of RiverWalk is one obvious outdoor recreation “package” visitors can do.
- **Broadening the recreation offerings.** Provision of an additional off-road trail adds to the list of tourist offerings in the region and encourages visitors to stay a little longer to go for a pleasant walk or ride. Almost half of the representatives of business groups who responded to the New Zealand survey mentioned above (*Angus and Associates 2022*) believed that the development and promotion of a trail in their area attracted new people to live in that area.
- **Possible agglomeration of rail trails - a rail trail hub.** There are a number of other rail trail proposals and one constructed rail trail within the region. Many of these have been recognised in the *Southern NSW Destination Management Plan 2022-23* (Destination Southern NSW 2022) which acknowledges the region's growing attraction as a trails destination catering for all forms and levels of adventure. The Tumbarumba Rosewood Rail Trail is open and proving very successful. Other known proposed rail trails in the region include the Yass Rail Trail, the Boorowa Galong Rail Trail, the Batlow Tumut Rail Trail, the Cootamundra Gundagai Rail Trail, the Monaro Rail Trail, and extensions of the Tumbarumba Rosewood Rail Trail. Some of these proposals may come to fruition over time making the region a very attractive place for an extended stay with users sampling several rail trails. Far from being in competition with each other, such rail trails would complement each other encouraging visitors from further afield (such as Sydney and Victoria) to come and stay longer.
- **Friends of Goulburn Crookwell Rail Trail Association Inc.** A committed community-based group is an important element in a rail trail's success. The existing Association has been very active in helping to promote the development of the trail. This commitment can be tapped into to ensure the rail trail succeeds (should it proceed) in regard to ongoing maintenance and promotion. Numerous other 'Friends of' groups on other rail trails volunteer to undertake a wide range of routine maintenance tasks – saving the trail manager time and expense.

## Goulburn Rail Trail Feasibility Study: Final Report

- **Non-monetary benefits.** Trails can improve community connectivity and provide increasing recreational options for local people thus contributing to both physical and mental health of communities through which they pass.
- **Delivering on agreed community outcomes.** Developing a rail trail on the corridor delivers on a number of goals, objectives and actions identified in a series of plans and strategies. Economic growth, diversification and the creation of attractive regions for people to visit and live is the focus of a number of State Government, regional and local strategies including *A 20-year Economic Vision for Regional NSW (July 2018)*, the *Regional Economic Development Strategy 2023 Update*, and the *Community Strategic Plan 2042*. A rail trail and other trails such as RiverWalk are assets which can provide more employment opportunities in tourism and hospitality by offering niche tourism experiences and encouraging people to visit and to stay longer. Lifestyle is one factor that makes regional areas like Goulburn an attractive alternative to capital cities. A rail trail and a RiverWalk can be part of a mix of lifestyle opportunities and liveability which attract new workers and provide many lifestyle benefits for all residents. The *Southern NSW Destination Management Plan 2022-2030* includes several references to developing nature and adventure trails, noting that the region has begun to position itself as a trails destination for all forms and levels of adventure including rail trails. The Plan identifies the Goulburn Crookwell Rail Trail as a regional priority to enhance the visitor experience in the sub-region.

The *National Disability Strategy 2010-2020* outlines a 10-year plan for improving life for people with a disability. A rail trail will cater for those with a disability – low gradients and smooth surfaces provide opportunities for those who have mobility issues in particular allowing free access to a recreation asset which provides experiences in the natural environment, and the cultural and historical heritage of the region. Notably (and of significant concern), 38.2% of respondents to the relevant question on the 2021 Census responded that they suffered from some form of long-term health condition (which includes arthritis, asthma, cancer, dementia, diabetes, heart disease, kidney disease, lung conditions, mental health conditions and stroke). Trails offer an opportunity to promote active lifestyles, walking and cycling, an outcome ought under the *NSW Regional Health Strategic Plan 2022-2032*. The Council's own *Social Sustainability Strategy and Action Plan 2019-2029* includes an objective that the community be healthy and active, noting that supporting the health and wellbeing of Goulburn-Mulwaree residents plays an important role in maintaining a socially sustainable community and place. A key action identified to achieve this objective is for Council to advocate and plan for a rail trail to provide a community and family-focused place to be active and together. Delivering a rail trail both delivers on the project outcome and the objective.

Individual mental health is also a growing critical issue. Trails are the perfect infrastructure for active recreation – identified in the *NSW Regional Health Strategic Plan 2022-2032* as a way of improving physical health for people with mental health issues. Rail trails can also contribute to a community's overall mental health, through developing social capital and a sense of community – in use and in volunteering to carry out jobs associated with the trail.

Goulburn Rail Trail Feasibility Study: Final Report

## Issues

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In determining whether the proposed Goulburn Rail Trail and the extensions for RiverWalk and its connections to the rail trail are worthwhile and viable an assessment was made of a number of issues. None of the issues that follow are insurmountable, though some are difficult.

- **Route options.** The brief for the project requested that the project examine various trail options around Goulburn with consideration of the rail trail as a spine linking to the Goulburn River Walk and using some country roads to create a loop trail around Goulburn and surrounding areas. As noted above, on-road links between the various elements under consideration (notably the possible rail trail and the existing and completed RiverWalk) face significant costs, safety considerations and limited route options and are not a practical outcome.
- **Stakeholder positions – Council and the community.**
  - *Goulburn Rail Trail.* Under proposed management arrangements for NSW rail trails there is no doubt that the Goulburn Mulwaree Council will be the key player in ongoing implementation and management. The Council has a long record (since 2014) of supporting the project. The Council has expressed its ongoing support for the rail trail whenever formal votes have been cast. The Goulburn Rail Trail Steering Committee was formed in early 2023 to progress the project. This Committee is in effect a successor to the Goulburn Crookwell Rail Trail Inc. which progressed the project since 2014 (and before that in other guises). The Friends of Goulburn Crookwell Rail Trail is a very strong community support base for the proposal and has been particularly active in recent years.
  - *RiverWalk.* Goulburn Mulwaree Council has progressed RiverWalk and has created a very good resource which has proved very popular with residents and visitors. Council has indicated a desire to ensure connections between RiverWalk and the rail trail if it is built.
- **Tenure and land ownership.**
  - *Goulburn Rail Trail.* The railway corridor remains in public ownership. Residents adjoining the disused corridor (notably in Goulburn) have used the corridor for some time to provide rear access to their residential or commercial lots. It is also likely (though not known) that there will be uses of the corridor by adjoining landholders in rural areas – whether these uses are done under leases or licences (or with no legal agreements) is not known. This was the case in 2014 and likely remains the case in 2023. Negotiated solutions are possible if the rail trail proceeds and the Council becomes the head lessee. Negotiations are likely to be needed with Corrections NSW to negotiate the development of the rail trail in front of the Goulburn Correction Complex. The rail trail would run between the front gate of the centre and Maud Street and needs to be treated in the same way as the existing road in terms of security issues.
  - *RiverWalk.* Land tenure from the Goulburn aqueduct to Wollondilly River rail bridge may be an issue but there are no other tenure issues associated with connecting RiverWalk with the proposed rail trail.

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9

## Goulburn Rail Trail Feasibility Study: Final Report

- **Trailhead locations: rail trail only.** The proposed (completed) rail trail, at just over 25 km, is an ideal range for cycling either as a one-way experience by many cyclists, or a return journey for fitter, more capable cyclists. However, 25 km is a long day's walk for most people and therefore intervening trailheads should be provided for more options for future users. The best location in Goulburn for a trailhead is at Peter Mowle Reserve, utilising the investments already made by Goulburn Mulwaree Council and providing users with outstanding views. Three additional trailheads should be developed that will provide access to the trail for shorter journeys at Norwood siding, The Forest siding, and Graywood Siding Road (the trail's western terminus).
- **Road crossings: rail trail only.** Should the rail trail proceed, there will be 10 at-grade road crossings between Goulburn and Graywood Siding Road – urban road crossings of Cemetery Road, Twynam Drive, Ross Street, Taralga Road and Myer Street. With the exception of Taralga Road, all these roads are considered minor road crossings meaning limited works. Beyond the urban area, the trail crosses Campbells Lane, Middle Arm Road and Norwood Road (both at Norwood siding), Denneys Lane, and Forest Siding Road. Middle Arm Road and Norwood Road are considered major road crossings as is Campbells Lane. In the vicinity of the Goulburn Correction Complex, there are a number of entranceway crossings. Road / trail crossings always present a special hazard which must be addressed carefully. All crossings will be 'at-grade', as is common with the overwhelming majority of road crossings on rail trails in Australia (as well as many other trails).
- **Need for new fencing: rail trail only.** Fencing of the corridor is one of the most important, and expensive, components to the future success of any rail trail. As a general rule, rail trails pass through a considerable amount of farmland, and it is critical that the entire rail trail corridor in the rural areas be fenced on both sides where it passes through farms. The cost of fencing, where required, should be a project cost. The cost estimates also allow for ample stock and machinery crossing points of the corridor to enable farmers and their stock to cross the (former and to-be-fenced) rail trail corridor without the necessity of opening and closing gates. The stock crossings will be open 24/7. If the trail proceeds, consultation with each adjoining landowner will be required to tailor specific solutions.
- **Future width of corridor: rail trail only.** In many locations along the corridor, the corridor appeared to be fenced to create a 30 to 40 metre corridor - much wider than the traditional 20 metre (or 1 chain) railway corridor. It also widens in the vicinity of railways sidings and stations. The minimum width needed for the trail is a 7.0m wide corridor. The corridor needs to be fenced – the question is where on the corridor the fences are placed. There are two fencing options. Option 1 would see the corridor fenced generally at the 7m width. The verge provides sufficient clearance to any new fences erected alongside the trail and permits a tractor with slasher to travel along the verge to maintain grass and weed growth. The narrowing of the rail trail corridor down to 7m enables adjoining landowners to farm the excess corridor either side – should they wish – and therefore reducing the maintenance load on the trail manager. This solution will not work everywhere on the corridor – in urban areas no options exist and in other locations landholders may not be willing or able to lease the excess. Option 2 is to erect fencing on the boundary of the railway corridor. This option substantially increases the maintenance load (compared to the 7m option) and saves little



## Goulburn Rail Trail Feasibility Study: Final Report

construction money in comparison with the narrow fencing option. Planting the remaining corridor (that not used for the trail envelope) with native trees and grasses may be an option to reduce slashing costs. The final decision on fencing is more appropriately made at the next stage of planning and trail development (should the trail proceed) rather than the feasibility study.

- **Bridges: rail trail only.** Bridges can be regarded as both an “issue” and an “opportunity”. Bridges are one of the most obvious reminders of the heritage value of disused railways, one of the most significant attractions of trails along disused railways and also one of the costliest items in the development of trails on former railways. When operating as a railway, there were 12 bridges and numerous culverts. The longest of these bridges is 158 metres over the Wollondilly River while others include the 30 metre bridge over Bumana Creek and a 20 metre bridge between Taralga Road and Norwood Road. It is highly desirable that as many bridges as possible be repaired and adapted for use on the rail trail. However, given the large number of very small bridges, the costs tables include the following bridge recommendations:

- Repair and refurbish 8 bridges totalling 246.8 metres. These bridges are generally the bigger ones.
- Replace existing very small bridges with pre-fabricated bridges. This has been included for 4 bridges totalling 12 metres. Funds should be spent on restoring the bigger bridges to provide a good experience; these smaller ones can be replaced without significant loss of the rail trail experience.

Special mention must be made of the 158 metre steel, cast iron and timber Wollondilly River bridge - an outstanding example. This bridge is a significant component of the local landscape, and its historical and aesthetic value should not be under-estimated. In addition to its heritage and community values, the bridge would have significant appeal as a tourist attraction, regardless of whether the rail trail proceeds. It is not hard to envisage that visitors to the region who would not use the trail would enjoy the opportunity to get out on the Wollondilly River bridge and enjoy the views of the landscape.

- **Trail surfacing.**
  - *Goulburn Rail Trail.* The *NSW Rail Trails Framework* has provided some commentary on trail surfacing without clearly making a recommendation. The paper seems to lean towards recommending sealing but does not come out directly in favour of sealed over unsealed. This report recommends sealing the “town” section (Peter Mowle Reserve to the Goulburn Racecourse). Costings (but no recommendations) are provided for constructing the other sections (Norwood siding to The Forest siding, and The Forest Siding to Graywood Siding Road) as both a sealed and an unsealed trail. Should a decision be made to proceed with an unsealed trail surface initially, the costs of “retrofitting” a sealed surface will be less than the cost of either choice of original surfacing. Trimming, grading and sealing would be all that would be required (rather than the complicated set-out required initially). The amount of work needed would also depend on the time between constructing the trail as an unsealed trail and sealing the trail – the greater the time between these decisions, the more work would be required to seal the trail. Regular maintenance will also



## Goulburn Rail Trail Feasibility Study: Final Report

ensure the decision to subsequently seal will be cheaper than if the unsealed trail is left to deteriorate.

- *RiverWalk*. The new RiverWalk sections should be constructed as concrete in keeping with the existing RiverWalk surface.

● **Costs – construction and ongoing maintenance.** Costs are a major consideration in any public infrastructure project. These need to be offset against a range of benefits – both economic and non-economic. Broad cost estimates are a part of this project, but reliable and detailed cost estimates would be prepared as part of any future trail development plan. Ongoing trail maintenance is a crucial component of an effective management program – yet it is often neglected until too late. It is therefore essential that funds be set aside in yearly budgets for maintenance of this trail - to ensure user safety and enjoyment, and to minimise liability risks for land managers. With respect to RiverWalk, Goulburn Mulwaree Council has committed to the path's ongoing maintenance as a way of ensuring the asset's ongoing attractiveness for residents and visitors. A new section (Goulburn aqueduct to Wollondilly River bridge) and a re-routed section (in Legget Park) simply adds marginally more maintenance to the ongoing task.

● **Landholder concerns and issues: rail trail only.** Whilst no formal consultation has been undertaken for this report, it is reasonable to assume that the concerns expressed by adjoining landholders about the impacts of a potential rail trail still remain relevant (beyond outright opposition). It is worth noting that, historically, obvious landholder opposition has come primarily from landholders along the corridor within Upper Lachlan Shire. Landholder concerns might be called generic issues and concerns and have been expressed around rail trail developments across Australia. As is the case with virtually all rail trail projects, some adjacent landowners are, understandably, apprehensive about trails close to their properties. It is important that these concerns are seriously addressed before any trail conversion takes place.

### Costs

The costs of construction of the proposed Goulburn Rail Trail are an estimate of probable costs only. Accurate costs can only be determined, firstly, by the compilation of more detailed works lists accomplished through a detailed Trail Development Plan for the proposed rail trail and, secondly, via a tendering process.

The trail will cost in the order of **\$16.96 million** to construct (if constructed as a sealed trail from Goulburn to Norwood Siding, and an unsealed trail from Norwood Siding to Graywood Road).

The costs of construction of the proposed RiverWalk extensions are as follows:

- Goulburn Aqueduct to Wollondilly Bridge. The cost will be **\$1.373 million** (cost does not include land acquisition or legal procedures to secure any easements which are likely to be required).
- Wollondilly Bridge to Tarlo Street. The cost will be **\$350,130**.
- Tarlo Street to Victoria Street (using Middle Arm Road and McDermott Drive). The cost will be **\$16,380**.
- Carmella Drive to Taralga Road Rail Trail crossing. The cost will be **\$13,925**.

## Goulburn Rail Trail Feasibility Study: Final Report

- Connection between Old Goulburn Cemetery and Rail Trail at Chatsbury Street crossing. The cost will be **\$105,805**.
- Legget Park upgrade. The cost will be **\$467,425**.

### Forecast User Numbers and Expenditure

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With the right marketing, the Goulburn Rail Trail will attract local users, day trippers and visitors. Under a relatively conservative scenario, the following outcomes are achievable.

- Local use – 24,565 local users/year is a reasonable expectation. This will result in an economic injection of \$60,185/year;
- Expansion of the existing day tripper market to the region. 35,000 new day trippers/year would inject \$5,636,400/year into the regional economy.
- With a new significant recreation attraction, some day-trippers may stay overnight, generating a new income stream. If the trail converted 2,000 day trippers into overnight visitors, this would inject an additional \$466,660/year into the regional economy.
- If 4,000 visitors stay an extra day to use the trail, an additional \$933,320/year would be injected into the regional economy.
- If 500 new visitors come to the region solely (or primarily) to do the trail, an additional \$233,330/year would be injected into the regional economy.

The total injection of dollars into the local economies from local, day trip and overnight visitors may be of the order of **\$7,329,895/ year** (under a range of conservative scenarios) from **66,065** users. Increased visitor numbers will account for **41,500 users/year** injecting around **\$7,269,710** into the region's economy each year. Local use rates of around **24,565 people/year** will inject around **\$60,185** to the direct economic benefit. These figures represent an injection of money into the local economy, which will ensure that the construction investment and ongoing maintenance costs are "paid off" over time.

The proposed trail offers a range of other significant benefits to these communities that cannot be quantified but are equally important to consider when assessing the project's merits. These are:

- The trail offers the opportunity for existing businesses to extend their offerings. The trail has the potential to improve the sustainability of businesses reliant on tourism.
- The trail will encourage visitors to stay a little longer when visiting the region by offering another activity.
- Increasing recreational options for local communities will aid overall community wellbeing, and in the long-term reduce health costs (a saving to the State Government).
- Rail trails provide a very safe facility for cyclists in particular providing users with a separated riding space improving road safety and reducing the risk of accidents. In 2021, bicycle riders represented 23% of NSW road accident hospitalisations and 2.7% of NSW road deaths (<https://roadsafety.transport.gov.au/stayingsafe/bicycle-riders>).
- Rail trails are inclusive and can be accessed by people with a range of abilities.

Goulburn Rail Trail Feasibility Study: Final Report

- A trail will provide firsthand experience that educate users about the importance of the natural environment and respect for nature by leading users into a natural classroom and connect the city to the bush.

The completion of RiverWalk will contribute to the attractiveness of the City for residents and visitors and will complement the rail trail and will attract visitors as part of a package of outdoor recreation opportunities within the region.

Goulburn Rail Trail Feasibility Study: Final Report

## FEASIBILITY STATEMENT: GOULBURN RAIL TRAIL

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A rail trail on the disused rail corridor between Goulburn and Graywood Siding Road is technically feasible. However, the brief for this study is, in essence, an update of an earlier study and consequently, it has limitations around making definitive statements. The two ameliorating factors in making definitive conclusions are the limited fieldwork (in terms of investigating likely costs) and the lack of formal community consultation in this project (although there is sufficient evidence to suggest likely outcomes of consultation noting that consultation has been ongoing since the early 2000s). Conditions on the corridor do not appear to have changed significantly since 2014.

In order to establish whether the proposed rail trail is a feasible proposition, this Feasibility Study sought to answer several questions.

**Is there a viable trail route? Yes.** As is the case for the vast majority of disused railways in NSW, the entire corridor is still in public ownership. Although the line was developed as an unfenced railway, and many adjoining landowners have had unrestricted access to the public land within the corridor since the railway closed, the land remains in public ownership. The width of the corridor does vary, and although some adjoining landowners have been making use of the corridor, there are no physical impediments to development of the trail.

The rail trail may or may not have significant impacts on long established farming. In the absence of formal consultation, the issues that landholders raised have been developed based on previous experiences both with this proposal (in 2014) and with other rail trails in NSW and elsewhere over a 25 year period. As is the case with many other successful rail trails developed in similar broadacre farming areas in Australia and overseas, there is a range of practical and viable solutions to each and every issue that adjoining landowners are likely to raise. The fact that some farms straddle the railway corridor should therefore not be considered as a reason for not proceeding with the development of a trail. The experience of the Tumbarumba Rosewood Rail Trail has indicated that many perceived issues simply do not arise.

All bridges remain in place, though will require refurbishment and modification to make them suitable for trail users. Other railway infrastructure remains in place, including the steel track and sleepers (which will have to be removed to make way for the trail). Signal switches, mile/kilometre pegs, survey markers, culverts, cattle stops, and other reminders of the former railway will add interest to trail users. The trail route will pass through former railway sidings which can be developed into trailheads.

There are a significant number of road crossings; these can be made safe by the installation of appropriate infrastructure such as gates and signs.

**Are there alternative uses for the corridor that will provide more value to the community? Are these alternative uses viable?** Unlike some other railway corridor re-use proposals, there has been no proposal to run a tourist train (or any other sort of train) along this section of the disused railway corridor (there is a proposal to run some sort of tourist train at the Crookwell end – a proposal that was advanced in 2014 but is yet to see any further development) but it does not affect the corridor within Goulburn Mulwaree Council. The other alternative use is continuing to graze the corridor as currently occurs in parts and leave the rest of the corridor as is.

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15

Goulburn Rail Trail Feasibility Study: Final Report

**Will the trail provide a quality user experience (terrain/landscape/history)?** **Yes.** The experience to be gained by users on the proposed rail trail would be of very high order. The Goulburn Rail Trail would pass through some very attractive scenery that would differentiate it from other rail trails elsewhere in Australia. A significant portion of the proposed rail trail would run through relatively undisturbed vegetation. The former railway corridor is located on the 'top' of the Great Dividing Range and consequently views over distant landscapes can be had from numerous sections of the proposed trail. Much of the former railway passes through undulating farmland, with views out over rolling pastures.

The bridges (particularly those over Wollondilly River) would add considerable interest to the experience (it is likely that the historic steel bridge over Wollondilly River may become an attraction in its own right). Cuttings and embankments will provide a typical rail trail experience. Interpretation of the cultural and natural values of the area will add to the user's experience. The high embankments and deep cuttings between The Forest Siding and Graywood Siding and (the forested section of the corridor) are very appealing and will be a highlight of the proposed rail trail.

**Is there a market for the proposed trail?** **Yes.** Existing rail trails in other states, notably Victoria, are extremely well used and very popular recreational assets of the communities in which they are situated. The success of the Tumbarumba Rosewood Rail Trail and the recently opened Northern Rivers Rail Trail testimony to the demands for such facilities within NSW. The existing visitor market (both day trips and overnight trips) is well established in the Goulburn region.

The proposed rail trail is 90km (1 hr) from Canberra, 200km (2 hrs) from Sydney and 150km (1.5 hrs) from Wollongong. These are major markets for the proposed trail (in addition to the local markets of Goulburn and other towns of the region).

It is highly likely that the proposed rail trail will become a popular addition to the suite of rail trails available to those who actively seek out these recreational opportunities but have had to travel interstate or overseas to ride quality rail trails. The future development of additional rail trails in NSW (as indicated in the recently released NSW Government rail trail documents) will stimulate interest in, and use of, rail trails in a state largely unaware of rail trails.

**Will the rail trail create any unmanageable or unmitigated impacts on adjoining landholders' farming practices and lifestyles?** **A conditional no.** It is true that a rail trail is a different use to the historic use of the corridor (for trains) and adjoining landholders may have expectations of how the corridor will be used in the future. A rail trail probably was not one of their expectations and they have concerns. However, the corridor remains publicly owned land and the issues and concerns likely to be raised by adjoining landholders (noting that they have not had the opportunity in the preparation of this report) have been satisfactorily addressed in the other rail trails round Australia (of which there are well over 100). Evidence shows no long-term negative impacts on farming practices and lifestyles. It is important to recognise landholder concerns and, if the trail proceeds, to work closely with them to address individual concerns and arrive at mutually agreed solutions.

**Are the local government and key stakeholders supportive of the concept?** **The answer is a conditional yes.** Under proposed management arrangements for NSW rail trails, Goulburn Mulwaree Council will be a key player in ongoing implementation and management. The Framework notes that success is greater when the Council is the lead group or "operational

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16

**Goulburn Rail Trail Feasibility Study: Final Report**

entity". It states that it is a requirement that the Council leasing the land is the lead operational entity. The Council has a long record (since 2014) of supporting the project. The Council has expressed its ongoing support for the rail trail whenever formal votes have been cast. The Goulburn Rail Trail Steering Committee was formed in early 2023 to progress the project. This Committee is in effect a successor to the Goulburn Crookwell Rail Trail Inc. which progressed the project since 2014 (and before that in other guises).

**Are there supportive/strong advocates in the community? Yes.** The Friends of Goulburn Crookwell Rail Trail is a very strong community support base for the proposal and has been particularly active in recent years.

**Is there a supportive community? No definitive answer can be given.** The limited scope of work does not permit extensive community consultation for the project at this stage. It is worth noting that – in the consultation done to date (reviewed in Section 8) - people within Goulburn Mulwaree Region have been generally (though not exclusively) supportive. Much of the obvious opposition has come from landholders within Upper Lachlan Shire. Some general observations from other trail projects are worthwhile. There are some within the community who fear that problems may arise and are somewhat opposed to the prospect of a change to the norm. There are also some who have genuine concerns about a project but are open to potential solutions if engaged correctly – for example, by one on one consultation as part of a trail development plan. When a project such as this is opened to community consultation, trail supporters are often less vocal than trail opponents.

The NSW Government recognises that a rail trail, just like all other infrastructure projects, will not receive 100% support. However, it is on the record that it views proposals that have strong community support as an important consideration in its determination of whether to fund a rail trail project.

If the project is to proceed, proponents of the Goulburn Rail Trail will need to continue to raise the community's awareness of the benefits of the project in order to meet the NSW Government's stipulation of strong community support.

**Would the trail be value for money? Yes.** Trails repeatedly demonstrate that there are numerous benefits to be gained through their construction: economic benefits to the towns where they start and finish – a boost to businesses associated with the trail; social and physical health benefits; and a range of environmental and cultural benefits. Use scenarios and possible numbers of users means that, for an investment of \$16.96 million, there will be an opportunity for users to traverse a rail trail in the region providing scenic undulating landscapes and good views with villages at either end. In summary, it can be reliably anticipated that development of the proposed rail trail will result in increased annual visitor numbers of 41,500 who will inject \$7.27 million/year into the region's economy. Local use rates of 24,565 people/year will see the injection of \$60,185 into the region's economy. There will also be several non-quantifiable benefits also arising to members of the communities around the trail as well as further afield. This is particularly important as 38.2% of respondents to the relevant question on the 2021 Census responded that they suffered from some form of long-term health condition (which includes arthritis, asthma, cancer, dementia, diabetes, heart disease, kidney disease, lung conditions, mental health conditions and stroke). This compares unfavourably with the NSW average of 30.9%. A rail trail (and an extended RiverWalk) will provide further opportunities to promote active lifestyles, walking and cycling to support well-connected, quality public and open spaces.

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17



Goulburn Rail Trail Feasibility Study: Final Report

**Is there a commitment to maintenance (“friends of ...” group or support network)?** This has not been explored in any detail. This Feasibility Study identifies likely maintenance costs. The experience of other rail trails indicates that individuals and community groups (such as Landcare groups, school groups, service clubs, etc) will help to maintain sections of the trail, or areas through which the trail would pass.

**Will the trail provide a unique experience? Yes.** The project delivers a rail trail which is of appeal to a broad range of users – a 25 km rail trail is an ideal distance for a bike ride and a good day walk. The development of a sealed section within Goulburn (if that is the decision taken) and further work on connections between the rail trail and RiverWalk broaden the opportunities for local users to take shorter journeys on a regular basis. The trail provides users with the opportunity to use some of the former railway bridges and enjoy the experience offered by these. The landscape associated with this proposed rail trail is very attractive, being located on the top of the Great Dividing Range and adds significantly to trail opportunities available to walkers and cyclists. The attractive vistas available all along the proposed rail trail route, the variety of existing rail infrastructure (notably bridges, high embankments and deep cuttings), and the relative uniqueness of the varied landscapes (undulating farmland, heavily vegetated and relatively undisturbed bushland) add interest.

**Is there a demonstrated benefit to trail users and, especially, the host communities? Yes.** This question has been answered partially in answers to other questions posed. The demonstrated benefits come in the form of economic and non-economic benefits that will accrue to both users and host communities (with the creation of a range of economic opportunities arising from the development of the rail trail).



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18

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 1 – INTRODUCTION AND BACKGROUND

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### 1.1 The Purpose of the Project

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The two primary purposes of this project are to:

- prepare the Goulburn Rail Trail Feasibility Study; and
- determining how the existing disused railway corridor from Goulburn CBD to the Council's northern boundary can be integrated with existing shared pathways and potential new shared pathways to create a regional resource for residents and visitors to the city.

The original feasibility study and detailed trail development plan focussing on the disused railway corridor between Goulburn and Crookwell was prepared in 2014.

Whilst a feasibility study provides a level of detailed costing, it does not provide the fine level of detail for a construction ready project. This is the role of the trail development plan (unless there are unusual circumstances) which is carried out if a trail is found to be feasible and the client is willing to proceed to the next stage.

The project primarily covers updated costs and benefits, as well as drawing on the recent experiences (both anecdotal and published) of the Tumbarumba Rosewood Rail Trail as the first developed rail trail in NSW on Government-owned railway lines. This project will primarily cover up to date costs and benefits. This study will also examine options for linking the railway corridor with the existing shared use pathway. This will involve examining existing shared paths which have the potential to link to the rail corridor within Goulburn Mulwaree Council and identifying possible links. This work will also identify costs to develop such links. A report on options will also forecast likely user numbers and provide an input to the Feasibility Study.

### 1.2 The Scope of Works

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As noted in 1.1, the project will draw on experiences with the Tumbarumba Rosewood Rail Trail, particularly around forecast benefits, updated costings and trail solutions. It will review community consultation and outcomes carried out by the relevant Council and community groups since 2014. The study also considers new developments around the implementation arrangements for rail trails in NSW as set out in the *NSW Rail Trails Framework June 2022* (Department of Regional NSW 2022) and *Rail Trails for NSW Evaluation Summary June 2022* (Department of Regional NSW 2022). Benefits and costs will include provisions for developing the shared path network incorporating the rail corridor as a spine.

In considering trail feasibility (for both the rail trail and the possible shared path network within the Goulburn CBD), the costs of construction need to be weighed against the benefits (direct and indirect) that such a trail brings.

A Feasibility Study answers several questions:

- Is there a market for the proposed trail (i.e. local people and visitors who will be attracted to use it)?
- Is the local government and other key stakeholders supportive of the concept?

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19



#### Goulburn Rail Trail Feasibility Study: Final Report

- Are there supportive/strong advocates (in the community)?
- Is there a supportive community?
- Will the trail provide a quality user experience (terrain/landscape/history)?
- Would the trail be value for money?
- Is there a commitment to the ongoing maintenance of the trail (“friends of ...” group or support network)?
- Will the trail provide a unique experience?

### 1.3 The Study Process

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One of the first phases in determining feasibility is examining the various factors that influence the practicality of building a trail along a disused railway. Some of these factors will make construction difficult and/or expensive, while many of these factors will facilitate development of a rail trail. These factors can be grouped under “Issues” or “Opportunities”. Some issues that may impact negatively on the proposal can of course be resolved through design, negotiation or by the spending of funds to mitigate the problem.

In progressing this study, the following tasks were undertaken:

- An inception meeting, involving members of the Project team within Goulburn Mulwaree Council, and consultants Mike Halliburton and Mike Maher.
- Limited field work to update some key elements. These covered:
  - the condition of the former railway corridor including former bridges and bridge sites.
  - General observations made of the terrain and topography through which the railway corridor passes, an assessment made of the scenic qualities of the region, and observations made of the services available to potential trail users in the towns/villages of the region, and observations of potential trailhead sites.
  - An examination of works undertaken since 2014, particularly the development of the very extensive RiverWalk system in Goulburn.
- An examination of the expected construction and infrastructure works required along the corridor and the likely costs.
- An assessment of the desirability and useability of a range of path and trail networks and other options (such as on-road options) within Goulburn CBD in order to assess the opportunities for loop trails using the rail corridor as a spine.
- An assessment of the likely visitor numbers, where they might come from, what they might spend and consequently an indication of the likely economic benefits of developing the trail.

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## SECTION 2 – TRAIL NETWORK OPTIONS

### 2.1 Introduction

As stated in Section 1, one of the two primary purposes of this project is to determine how the existing disused railway corridor from Goulburn CBD to the Council’s northern boundary can be integrated with existing shared pathways and potential new shared pathways to create a regional resource for residents and visitors to the city. The brief requested that the project examine various trail options around Goulburn with consideration of the rail trail as a spine linking to the Goulburn River Walk and using rural roads to create a loop trail around Goulburn and surrounding areas.



Above: The rail corridor through wooded landscape near Graywood siding



Above: An elevated section of the RiverWalk along the Wollondilly River



Above: Norwood Road – one of the suggested on-road links included within the brief

The brief requested examination of the potential of the rail corridor (above left), the extension of the RiverWalk (above right), and on-road links to create loops for trail users possibly using a rail trail and the RiverWalk (left).

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## 2.2 Route options - overview

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In considering the brief and comments made by various stakeholders, there are a limited number of options to develop the loop trails for consideration. The three elements would be:

- **Development of a trail linking the proposed rail trail with the RiverWalk to create a longer loop trail around Goulburn.** Goulburn Mulwaree Council and the Goulburn Rail Trail Steering Committee indicated that a linking trail between the proposed rail trail at Norwood siding and the RiverWalk at Marsden Weir Park using Norwood Road, Marble Hill Road and Crookwell Road should be investigated.
- **Development of the Goulburn Rail Trail on the disused railway corridor.** The rail trail could form part of a loop trail on the southern side of the Wollondilly River. Users could use the existing RiverWalk (including the section currently under construction as described above) then join the rail trail on the northern side of the Wollondilly River railway bridge and complete a loop by heading back across the river over the bridge. Users could either go to the Peter Mowle Reserve on the rail trail or join the existing RiverWalk as it passes Tully Golf Course. Trail users who wish to use the rail trail independently of the RiverWalk could simply ride or walk the trail to Graywood siding from Goulburn (if it was fully developed).
- **The existing RiverWalk.** The existing RiverWalk is largely in place though there are missing pieces. Goulburn Mulwaree Council is currently constructing a section of path connecting St Saviours Cemetery to the northern bank of the Wollondilly River (and travelling under the Goulburn aqueduct). This will complete the link from Peter Mowle Reserve along the Mulwaree River and the Wollondilly River to Kenmore. At the time of report preparation, there were some issues around indigenous heritage along this route but it is anticipated these will be overcome. The missing element will be the section from the “landing point” on the north bank of the Wollondilly River (underneath the Goulburn aqueduct) to Tarlo Street.

These two latter options are more fully explored in the sections that follow and can more easily understood by looking at the plans contained in Appendix 5.

## 2.3 Route option analysis – on-road links

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In addition to using Norwood Road and Marble Hill Road (where there are no other on-road options), two optional alignments between Kingsdale winery and the Marsden Park Weir were considered. A trail through Lake Sooley dam land and the utilisation of Chinamans Lane was put forward as an option to minimise travel along Crookwell Road. Users would face a trip of 1.2 kms along Crookwell Road before turning west on Onslow Road (as opposed to a journey of some 4kms along Crookwell Road – the second option). However, before field investigations began, the consultants were informed that Sydney Water (responsible for Lake Sooley) had indicated it would not countenance a trail being built on catchment land under its control. This option was then removed from consideration and investigations focussed on using Norwood Road, Marble Hill Road and Crookwell Road to Marsden Park Weir using roads and constructed paths to access RiverWalk.

The proposal to use roads runs into two major impediments. Inviting trail users to use the roads themselves is fraught with difficulties. The attraction of a rail trail and the RiverWalk is

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22

#### Goulburn Rail Trail Feasibility Study: Final Report

that both are designed for and attract a range of user groups, not just cyclists. Rail trail users (generally) and existing RiverWalk users include walkers, people on mobility scooters, people in wheelchairs, tri-bikes, e-scooters, people pushing prams and a range of inexperienced cyclists such as family groups. These cycle groups in particular are very reluctant to travel along a rural road no matter how low the traffic volumes and speeds might be. Norwood Road and Marble Hill Road may be low volume roads but a trail that utilises the roads cannot be used by any of these other groups (the key markets for the rail trail and RiverWalk) due to traffic volumes and speeds, the intimidatory nature of cars and trucks, and road exclusion rules for some of these users. In addition, the roads are simply uninviting and uninteresting. Crookwell Road is a much higher volume road and is less suitable for inexperienced cyclists. In addition, Norwood Road does present a steep climb – not insurmountable but not an element of a ride expected by those on a rail trail (nor on RiverWalk which has no steep climbs). Road cyclists who are confident riding on roads can undertake these loops now – no extra “development” of the route is needed (other than signposting and mapping).

Some members of the Goulburn Rail Trail Steering Committee acknowledged this key safety issue in particular at a meeting with the consultants and suggested that an off-road path be constructed along these three roads. This presents the second impediment to the creation of a loop trail. Off-road path construction will be expensive and very difficult. Approximately 9 km of path would need to be built. There would also be a need to build additional separated creek crossings if the trail is to be used by people other than experienced cyclists (at least one of these will be a major expense over Bumana Creek on Crookwell Road). Any off-road trail would need to be built within a road reserve which appears to be very narrow and in places has challenging topography notably elevated edges, spoon drains, culverts and low lying wet areas. These constraints apply particularly to Norwood Road and Marble Hill Road. Even if a trail was to be built as a natural gravel surface, it will be extremely expensive.

In summary, a rail trail is offered as a safe, off-road facility for a range of user groups. The RiverWalk is offered currently as the same type of outdoor recreation experience. Some (experienced) cyclists may be comfortable with relatively long stretches of road riding – less experienced cyclist and family groups (key markets for a rail trail) are far less likely to be. In addition, an on-road option provides no facility for those rail trail users who are not cyclists. The only option is to build a 9 km off-road trail at a very high expense.

#### 2.4 Route option analysis – Goulburn Rail Trail

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The route option for the rail trail is on the disused rail corridor and there are no major impediments (with respect to land ownership and tenure) for that alignment to be pursued. The railway corridor remains in public ownership.

#### 2.5 Route option analysis – Completion of RiverWalk

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This project investigated a number of options for completing RiverWalk which could complement the development of the rail trail and provide a high quality trail experience around the Wollondilly River, the Mulwaree River and the proposed rail trail. There were a number of connections investigated:

- Connection between the Goulburn aqueduct to Wollondilly River rail bridge;
- Connection along Brewer St to Tarlo Street and the Tarlo Street bridge;

#### Goulburn Rail Trail Feasibility Study: Final Report

- Connection between Tarlo Street and Victoria Street – northern side of Wollondilly River;
- Connection between Wollondilly RiverWalk (northern end) and the proposed rail trail at Taralga Road crossing;
- Connection between Old Goulburn Cemetery and the proposed rail trail at Chatsbury Street crossing;
- Upgrade of existing path – Legget Park;
- Connection between RiverWalk at Peter Mowle Reserve and the proposed rail trail; and
- Connection between RiverWalk at Riversdale and the proposed rail trail.

Each of these options investigated are worth pursuing and will require either new trail construction, upgrades to existing trails or the placement of signage. In most cases, these options are designed to provide a link between RiverWalk and the proposed rail trail. Some of the upgrades can be developed as a stand-alone project separate to the rail trail development i.e. they do not need the rail trail to proceed for these projects to proceed.

#### 2.5.1 The Goulburn aqueduct to Wollondilly River rail bridge

This missing section involves building a connection from the northern landing point of the trail under construction north of St Saviours cemetery to the Wollondilly River Bridge on the proposed rail trail. If this missing piece was constructed and the rail trail was constructed, users could travel along the river until the Wollondilly bridge and then turn south once they reach the rail corridor and head back into Goulburn or turn north towards Norwood siding and ultimately to Graywood siding. Alternatively (regardless of whether the rail trail is built), users could travel along this new trail to Brewer Street, re-cross the river using the Tarlo Street bridge and continue their journey on RiverWalk on the southern side of the Wollondilly River. Alternatively, they could travel along McDermott Drive to connect to RiverWalk at Victoria Street bridge (discussed in 2.5.2 and 2.5.3 below).

There are in effect two options for constructing this section. It could be constructed on higher land adjacent to the northern bank of the river or it could be constructed along the edge of the river (as shown in Figure 1 below).

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**Figure 1: Route options – connecting the Goulburn aqueduct to the Wollondilly River rail bridge**



- **Option 1.** Construct the trail effectively on top of the bank of the river. This option would minimise flooding concerns, would minimise clearing and would be a cheaper option to construct. There are two issues with this option. Taking the trail onto higher ground means users will see some of the adjoining industrial development to the north of the river though good design and site selection will enable much of the trail - particularly close to the bridge - to sit below a small bank and minimise views to the north whilst providing good views to the river. The more significant issue is land ownership. Constructing a trail on this general alignment will mean running through a number of properties in a range of ownerships. The Goulburn STP and other GMC facilities occupy some of the land while the Health Hub occupies the northern-most parcel. Ownership and site security may be issues. All buildings are some distance from the river's edge. Should this option be chosen, land on which the trail is constructed should come under some form of Council control (an easement of similar) to ensure its continuity. Interestingly, there is a stile gate in place on what appears to be the Health



## Goulburn Rail Trail Feasibility Study: Final Report

Hub boundary fence adjacent to the rail corridor suggesting walkers already go through this area.

- *Option 2.* Construct the trail along the edge of the river. The trail could feasibly be constructed within river reserve (rather than on other land tenures) which would remove the land ownership impediments of Option 2. However, the reserve is very narrow particularly as it approaches the bridge and may not provide the necessary width to construct a trail away from the river – this has not been investigated in significant detail. It may be expensive construction and would involve significant tree clearing particularly near the bridge. It would also likely involve the construction of switchbacks to get from the river onto the bridge (on the western side of the bridge most likely on land within Tully Park Early Birds Golf Club). An elevated trail is an expensive option to address some of these issues and will only minimise clearing needs. A non-elevated trail along the river will also be prone to a significant flood risk but it would be at the same or very similar elevation as the recently constructed trail east of the Goulburn aqueduct; flood resilience will likely be the same.

**It is recommended that Option 1 (constructing the trail on higher ground) be the option to be pursued. It represents a lower cost option (as an elevated trail will not be needed), it offers a different user experience from much of the rest of the existing RiverWalk being above the river rather than on the same level as the river, and GMC mapping indicates some biodiversity concerns with a lower route. Tenure issues will need to be addressed, though much of the land that could be used is in public ownership (either State or Local Government). This connection between RiverWalk and the proposed rail trail requires new trail construction. It is recommended that it be developed regardless of whether the rail trail proceeds; developing a link from the bridge along Brewer Street to Tarlo Street (2.5.2 below) allows for a longer RiverWalk experience regardless of the rail trail's presence.**

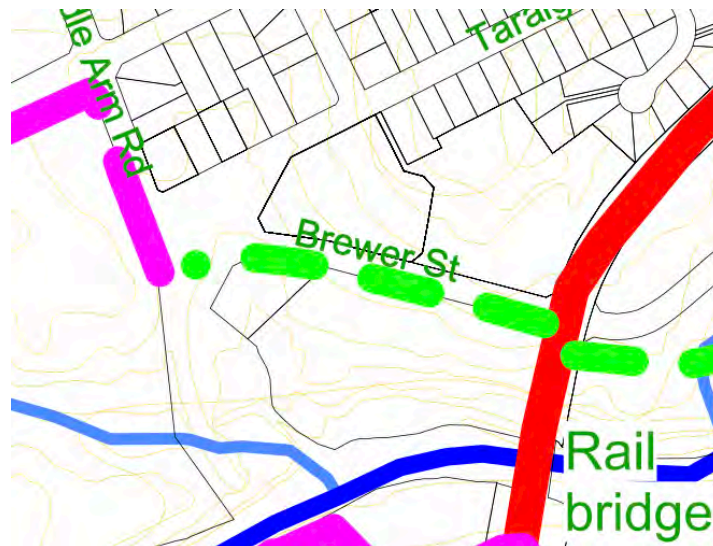
#### 2.5.2 Connection along Brewer St to Tarlo Street and the Tarlo Street bridge

This is a simple project to construct an off-road connection between the northern end of the Wollondilly River bridge west along Brewer Street to Tarlo Street and the Tarlo Street bridge completing another section of RiverWalk as an off-road path. There are no construction difficulties envisaged and the path would be of the order of 330 metres (see Figure 2 – an extract from Plan 2 in Appendix 5).

**The connection along Brewer Street requires new trail construction. It is recommended that it be developed regardless of whether the rail trail proceeds; developing this connection and a link to Victoria Street (2.5.3 below) allows for a longer RiverWalk experience regardless of the rail trail's presence.**

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**Figure 2: Brewer St - Tarlo St connection**



**2.5.3 Connection between Tarlo Street and Victoria Street – northern side of Wollondilly River**

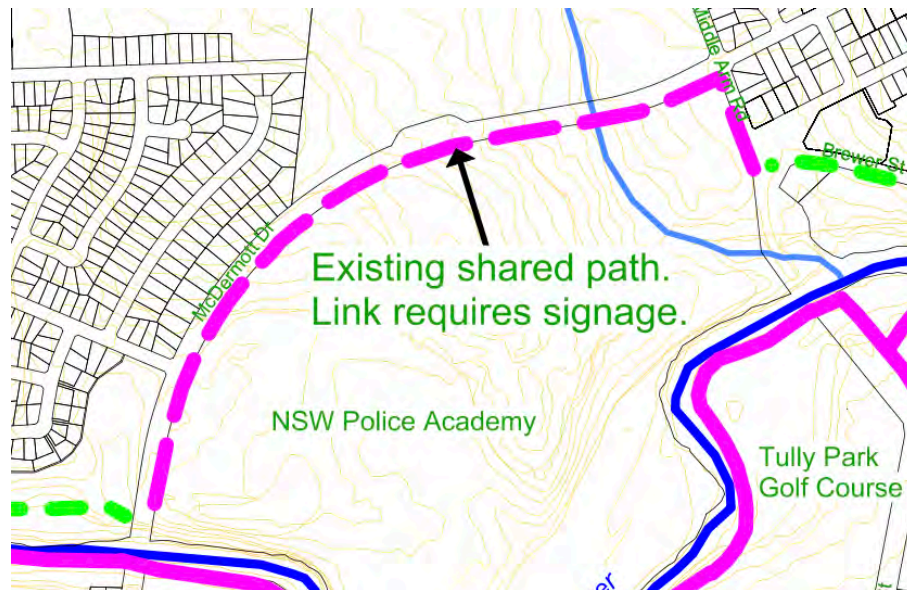
A connection on the northern side of the Wollondilly River between Tarlo Street and Victoria Street is an obvious missing link on the RiverWalk given that a path has been constructed for a significant distance along this section on the southern side of the river. GMC advised that riverfront land on the northern side is owned by the NSW Police Academy and no public access is permitted. After discussions with GMC, it was determined that a link could be developed between Tarlo Street and the Victoria Street bridge using existing infrastructure on Middle Arm Road and McDermott Road. While this was not investigated during fieldwork, GMC has advised that there is a 2.5m shared pathway along Middle Arm Road which comes back along McDermott Drive stopping before Victoria Road Bridge over the Wollondilly River. This could meet with the proposed new path through Legget Park (see 2.5.6) and travel under the bridge to the shared path on McDermott Drive and along RiverWalk on both sides. This proposal better connects residents with both RiverWalk and the proposed rail trail (see Figure 3 – an extract from Plan 2 in Appendix 5).

**This connection between RiverWalk at Tarlo Street and RiverWalk at Victoria Street requires new signage only. It is recommended that it be developed regardless of whether the rail trail proceeds; developing this connection and the other links discussed above allow for a longer RiverWalk experience regardless of the rail trail’s presence.**



Goulburn Rail Trail Feasibility Study: Final Report

Figure 3: Tarlo St - Victoria St connection



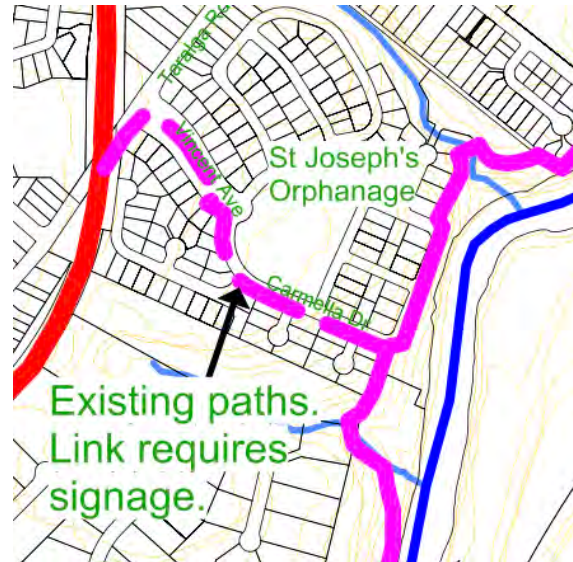
2.5.4 Wollondilly RiverWalk (northern end) to the proposed rail trail at Taralga Road crossing

The existing RiverWalk runs north along the Wollondilly River from the Goulburn aqueduct along Carmella Drive to Wollondilly Avenue. Discussions with GMC indicated an interest in continuing it past the site of the old Kenmore Hospital then south-west on Taralga Road back towards Goulburn and linking with the rail corridor near Vincent Avenue. Field investigations revealed a very narrow road reserve on Taralga Road between Wollondilly Avenue and Vincent Avenue, some existing very narrow footpath on Taralga Road (not to shared use standard) and the need to construct an amount of new path. The better option is to take users off RiverWalk at Carmella Drive and take them to Taralga Rd via (not through) the historic St Joseph’s Orphanage and Vincent Avenue, thus including a historical architectural element into the trip. This would simply require provision of adequate signage at decision points and provides for both walkers (on existing footpaths) and riders (on either footpaths or existing quiet suburban streets). (See Figure 4 – an extract from Plan 2 in Appendix 5).

**This connection between RiverWalk and the proposed rail trail requires new signage only. This project should only be constructed if the rail trail proceeds.**

Goulburn Rail Trail Feasibility Study: Final Report

**Figure 4: Wollondilly River Walk – GRT Taralga Rd crossing connection**



*Taking users along the existing RiverWalk (above left) past the historic St Joseph's Orphanage (above right) allows another link to the proposed rail trail at Taralga Rd as well as a pleasant ride or walk with historical architecture.*

**2.5.5 Connection between Old Goulburn Cemetery and the proposed rail trail at Chatsbury Road crossing**

Another possible connection point between the rail trail and the RiverWalk is along Chatsbury Street from the Old Goulburn Cemetery at Chatsbury Street/Cemetery Street to the railway crossing near Maud Street. This would continue RiverWalk in a westerly direction (it currently runs north east along Cemetery Street to St Saviours Cemetery). It is a relatively short

Goulburn Rail Trail Feasibility Study: Final Report

connection (130 metres) and relatively straightforward (see Figure 5 – an extract from Plan 2 in Appendix 5).

**The connection along Chatsbury Street requires new trail construction. This project should only be constructed if the rail trail proceeds.**

*Figure 5: Old Goulburn Cemetery - GRT connection*



**2.5.6 Upgrade of existing path – Legget Park**

The existing path in Legget Park suffers from two weaknesses. It is some distance from the river – traversing the eastern and northern boundaries of the park - and it is quite narrow. It is recommended that the path be upgraded to match the rest of the RiverWalk and that a new path be built along the river’s edge (with due consideration to flooding) to link with the existing switchbacks at Gibson Street (a distance of some 415 metres). This will address a section of the RiverWalk less appealing than the other sections. Whilst completion of the RiverWalk as per 3.5.1. and 3.5.2 are a higher priority particularly if the rail trail proceeds, this upgrade should also occur as funds become available.

**This upgrade of RiverWalk requires new trail construction. It is recommended that it be developed regardless of whether the rail trail proceeds; upgrading this existing path provides a better RiverWalk experience in this section.**

**2.5.7 Connection between RiverWalk at Peter Mowle Reserve and proposed rail trail**

It is recommended that the Peter Mowle Reserve act as the trailhead for the Goulburn Rail Trail (as well as for RiverWalk). Facilities are in place and a plan was included in the 2014 Trail Development Plan for upgrading the reserve for a trailhead. Much of this work has been done though formalised hardstand parking should be added if the rail trail is developed.

Users of the rail trail heading north would travel along the RiverWalk for approximately 300 metres under the viaduct before coming across an existing vehicle path which runs from the RiverWalk to the eastern end of Mulwaree St. it is a small climb of about 80 metres but not difficult. Users are then on the rail corridor and can proceed north. An alternative connection is to travel along the RiverWalk to the Old Goulburn Cemetery and turn along Cemetery Street to meet the rail trail at the road crossing. This involves a different experience – but a longer steeper climb for users and more interactions with vehicles at the road crossing and driveways (see Figure 6 – an extract from Plan 2 in Appendix 5).

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Goulburn Rail Trail Feasibility Study: Final Report

**This connection between RiverWalk and the proposed rail trail requires new signage only. This project should only proceed if the rail trail proceeds.**

*Figure 6: Peter Mowle Reserve - GRT connection*



2.5.8 Connection between RiverWalk at Riversdale and the proposed rail trail

Another possible connection point between the rail trail and the RiverWalk is in the vicinity of Riversdale homestead at the end of Twynam Drive. The RiverWalk is constructed to the dead end on the north western end of Twynam Drive. The rail corridor is adjacent to Twynam Drive at this location (near the gates to Riversdale). This is the logical cross over point between the two recreation opportunities. Clear signage will be needed at this intersection to indicate directions.

However, if the rail trail is constructed, users coming from the north will possibly cross over the Wollondilly River bridge then simply make their way off the formation to RiverWalk closer to the bridge as the embankment is relatively moderate. It may be appropriate – at a later date if the trails are constructed – to monitor this issue (as it can create ongoing damage to an untreated embankment) and either construct an exit off the slope (a ramp or similar) or put bollards in place to discourage short cuts (see Figure 7 – an extract from Plan 2 in Appendix 5).

**This connection between RiverWalk and the proposed rail trail requires new signage only. This project should only proceed if the rail trail proceeds.**



Goulburn Rail Trail Feasibility Study: Final Report

*Figure 7: Riverwalk at Riversdale - GRT connection*



## 2.7 Conclusions and recommendations

### 2.7.1 Goulburn Rail Trail and RiverWalk on-road links

Based on the foregoing analysis, this report concludes that on-road links between the various elements under consideration (notably the possible rail trail and the existing and completed RiverWalk) are face significant costs, safety considerations and limited route options and are not a practical outcome. Cyclists who are confident riding on roads with moderately steep grades, and in traffic, can still choose their own loop trail which would use the existing roads (notably Norwood Road, Marble Hill Road and Crookwell Road) between the rail trail trailhead at Norwood Road (if built) and the RiverWalk at Marsden Weir Park. However, it provides no capacity for other users (walkers, joggers etc.). If – at some time in the future – it becomes achievable to build a trail within Lake Sooley Dam catchment, it may be worth exploring a link that utilises newly constructed trail through this land but this would still require expensive construction along Norwood Road and Marble Hill Road to provide a safe, off-road link between the rail trail at Norwood siding and Lake Sooley. It may be more appropriate - should such land become available – to develop some self-contained mountain bike and walk trails within the dam catchment.

### 2.7.2 Goulburn Rail Trail and RiverWalk

**As a consequence of the above recommendation, the following sections of the report concentrate on analysing the Goulburn Rail Trail and the RiverWalk extensions/completions.**

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 3 – RAIL TRAILS: AN EXPLANATION

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Given the recommendation in 2.7.2, it is worth providing some information on rail trails – what they are, how they work, and their history.

### 3.1 What is a Rail Trail?

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A rail trail is a multi-use recreation trail constructed on a disused railway corridor (public land) for non-motorised recreation (including e-bikes). There are well over 100 established rail trails in Australia, the majority of which are in Victoria. South Australia, Western Australia, Queensland, Tasmania, New South Wales and the Northern Territory also have rail trails. The first rail trail in Australia was the Railway Reserves Heritage Trail in Mundaring, Western Australia, developed over 30 years ago.

There are over 2,300 rail trails in the USA - totalling over 24,000 miles (that's 40,000 kilometres). The first one was developed in the 1960s. There are rail trails in the United Kingdom, Canada, New Zealand, Spain, France, Germany, numerous other European countries (e.g. Latvia, Estonia) and other countries around the world.

Rail trails are for “non-motorised” users – cyclists (including those on e-bikes), walkers, runners, parents pushing prams, horse riders (sometimes), people in wheelchairs, fun runs and triathlons. They offer safe, flat routes away from dangerous roads and provide access into rural areas for people of all abilities. They traverse a variety of urban and rural landscapes including farms and paddocks, vineyards, forests and wetlands.

### 3.2 Who uses a rail trail and why?

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The predominant user group is cyclists, ranging from elderly people, to baby boomers, young couples, family groups with children, teenagers and young children. Walkers and horse riders are also attracted to rail trails, but in far lesser numbers.

Rail trails appeal to individuals, to couples, and to groups. A significant proportion of trail users on the Otago Central Rail Trail (South Island, New Zealand) are groups (school groups, sporting clubs, work groups, service clubs, social clubs, Over 50's clubs and organised tour groups). Some use rail trails for team-building, some use it for fitness training, others for a social club outing. Others cycle and walk a rail trail simply for the outstanding beauty and scenery that it provides.

Users enjoy routes free from motor vehicles, that are away from the noise and smell of roads, and away from trucks and cars. All railway formations (through cuttings and along embankments) provide a gentle gradient and sweeping bends, suitable for all types of cyclists, walkers and horse riders. All rail trails offer safety for users compared with urban shared pathways which have driveways, light poles, blind corners and poor sightlines. Many users are attracted because of the railway heritage artifacts that remain (such as station buildings, bridges, turntables, signals and other signage, cuttings and embankments).

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33

Goulburn Rail Trail Feasibility Study: Final Report



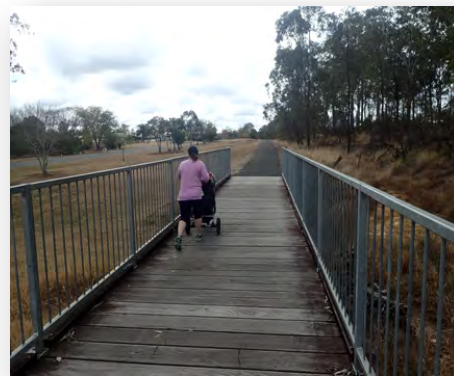
Above: Around 25% of rail trails in Australia allow horses. One example is the Lilydale Warburton Rail Trail (Victoria).



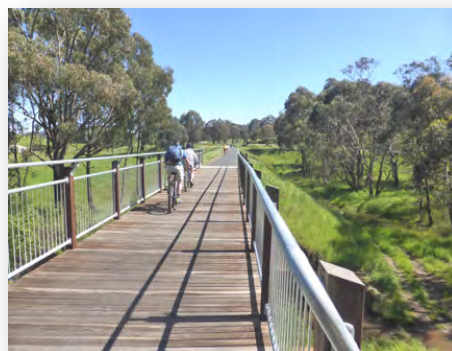
Above: Walkers and joggers are a significant user group on all rail trails – the Tumbarumba Rosewood Rail Trail (NSW) is no exception.



Above: Allowing mobility scooters on rail trails such as the Shiraz Trail (SA) means a rail trail can appeal to a wider range of users.



Above: Local users often include parents pushing prams such as on the Kilkivan Kingaroy Rail Trail (Qld).



Above: Cyclists are the most common user group on rail trails. The Tumbarumba Rosewood Rail Trail (NSW) attracts its share of cyclists.



Above: Innovations such as trioBikes on the Tumbarumba Rosewood Rail Trail allow even people with limited mobility to get out and enjoy the countryside (photo courtesy of Friends of Tumbarumba Rosewood Rail Trail).

Goulburn Rail Trail Feasibility Study: Final Report

A 1999 survey of users of the Murray to the Mountains Rail Trail in NE Victoria (by Professor Sue Beeton of La Trobe University) revealed that:

- Of the 128 respondents, only 22 identified themselves as living close to the Rail Trail but were all travelling with visitors. Travel companions were evenly spread between travelling with a partner, family or friends, while only a small number of respondents (5%) travelled alone.
- The respondents were predominantly employed in professional and administrative positions (47% and 25% respectively) with 14% retired; however, no respondents identified themselves as unemployed.
- Ages were varied, ranging from one year old to 79, with a slight majority of men (53%). The largest group was aged between 41 and 60 years old, however the high representation of riders in the 0-10 age groups illustrates the significance of mixed family groups and the suitability of the Rail Trail for all ages.
- Half of the respondents had past experience in using rail trails and identified the Murray to the Mountains Rail Trail as one they had visited previously. Over half (53%) considered themselves to be frequent riders, cycling more than once a week, but not daily. The next largest group (23%) were regular weekly riders, suggesting that while the trail is being used by people who cycle often, they are primarily recreational cyclists with a quarter who do not cycle regularly.

**3.2 Requirements for successful Rail Trail Development**

Rail trails are different from each other, but a number of characteristics often distinguish the good ones. These features are drawn from several published sources and the consultants’ own extensive experience with rail trails.

- Many successful rail trails have accessibility to large population centres both for visitors and as a stimulus for local demand.
- There is existing or easily developed tourism infrastructure in or near townships along the rail trail - places to eat and drink, explore and stay.
- Good rail trails have some heritage infrastructure in place such as historic stations, bridges, tunnels, goods sheds, sidings, platforms, turntables, switches, signals, and distance posts. Rail trails elsewhere have utilised their railway history as part of their attraction. Remaining major elements of the



*The Port Fairy to Warrnambool Rail Trail in Victoria offers peaceful riding through rural landscapes with outstanding views to the coast and to an extinct volcano (Tower Hill).*



## Goulburn Rail Trail Feasibility Study: Final Report

railway infrastructure (formations, deep cuttings, high embankments, bridges, culverts) add significantly to the user's experience. Built and social heritage values are a critical part of the rail trail experience not often experienced on other types of recreational trails.

- A common feature is community and adjacent landholders' level of support for the project to move ahead. Many (though not all) adjacent landholders are initially sceptical of rail trails; they often become converts once a trail is built.
- A uniqueness of experience is often important – be it a stunning landscape with views to distant snow-capped mountains, adjoining land uses or special attractions (such as long timber bridges, railway tunnels or railway museums).
- The good rail trails often provide opportunities for short, medium and long length rides and walks on the main trail. Having options is a bonus.
- Well-signed and mapped trails - both on the trail and easily available elsewhere - are more successful than those that are not.
- The best rail trails offer a challenge, and they offer peace and solitude.
- Many of the good rail trails have a regional or state tourism significance (some have national and international significance). Significance is elevated where extensions are made to connect to services in towns. The best rail trails have natural terminuses in major centres or towns. Intermediate towns easily accessible along the trail are critical when a trail is long and an added bonus when the trail is short.
- The best rail trails are located in highly scenic surrounds, with spectacular views of the surrounding landscapes. These trails are often full of variety and interest. The best rail trails traverse places of cultural and natural history and conservation and provide opportunities to view birds, other wildlife and remnant vegetation.
- Railway corridors can provide a great insight into the history of the region – both European settlement and Aboriginal use. Good interpretation will mark out an excellent trail. There are many good recreation trails (including rail trails) in Australia – few have good interpretation. Interpretation adds significantly to the user's experience.
- A well-maintained trail and a strong community support network add to the user's experience, primarily because the trail remains in good condition. Such a community network could include a committed and purpose-dedicated management committee, a strong "Friends of the Trail" group or even a full-time trail manager.
- Informed, friendly and supportive locals make a user's experience more pleasurable.
- In a similar vein, trails that emphasise local conditions – flora, fauna, history, construction materials, etc. - are very popular. Good interpretation will bring out this local flavour.

Various rail trails in Australia feature at least some of these elements.

#### Goulburn Rail Trail Feasibility Study: Final Report

In addition, all rail trails have several positive features which mark them out as uniquely rail trails (as opposed to other recreational trails):

- Rail trails are trails for people of all abilities and all types of bicycles. Good trails provide equity for people of many levels of fitness and equipment to gain access to the types of experience within the region.
- All rail trails are motor vehicle free i.e. safe for all types of trail users. Minimising the number of major road (at-grade) crossings adds to the experience. Trails rarely interrupted by road crossings appeal more than those which constantly cross roads – well marked and safe crossings where necessary add to the success.
- All railway formations (through cuttings and along embankments) provide a gentle gradient and sweeping bends, suitable for all types of cyclists, walkers, wheelchair and gopher users, and where appropriate, horse riders.
- All rail trails offer safety for users compared with urban shared pathways which have driveways, light poles, blind corners, poor sightlines, and are often ‘congested’ as users cannot see other users approaching due to poor sightlines.

Indeed, it is the comparative flatness and good sight lines offered by rail trails, coupled with a motor-vehicle-free walking and cycling environment, that rail trail users seek out. This type of experience cannot be provided in a road-side trail, as numerous opponents of rail trails or some potential users looking to develop loop trails using roads often suggest.

### 3.3 History of Rail Trails

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#### *Rail Trails in the USA*

The rails-to-trails movement began in the USA in the mid-1960s. Local people came up with the idea to convert abandoned or unused rail corridors into public trails. Once the rail tracks were removed, people naturally walked along the old tracks, socialising, exploring, discovering railroad relics, marvelling at the industrial facilities such as bridges, tunnels, abandoned mills, sidings, switches and whatever else they could find.

Today, nearly 60 years later, rail trails have made a significant mark in America, with around 100 million users per year travelling on over 40,000 kms of trail on 2,320 rail trails. There is another 876 rail trail projects being planned and/or developed for a total of almost 15,000 kms.

#### *Sustrans Long Trail Cycle Network, United Kingdom*

In the UK, a number of disused rail corridors form part of the Sustrans long trail cycle network across mainland Britain – the rail trail movement is not as clearly articulated in the UK as it is in the USA or Australia.

#### *Rail Trails in Australia*

In Australia, conversion of corridors to rail trails is a relatively recent phenomenon driven by the closure of many railways in the 1980s and 1990s (though rail closures have been occurring continuously since the end of the Second World War).

Rail trail conversions have proven most popular in Victoria. The Victorian Trails Strategy 2014-2024 reports that there are currently over 800 kilometres of rail trail in Victoria, while the Rail

#### Goulburn Rail Trail Feasibility Study: Final Report

Trails Australia website lists over 30 rail trails throughout Victoria. Some listed are still under construction or require signage and/or publicity materials, though they are in use.

#### *Tumbarumba Rosewood Rail Trail, NSW*

The Tumbarumba Rosewood Rail Trail is the first rail trail on a former Government-owned railway in NSW. Since opening in April 2020, it has attracted over 53,000 visitors (to the end of April 2023).



*Above: the Tumbarumba Rosewood Rail Trail in the Riverina region of NSW has proven to be incredibly popular and successful and serves as an extremely useful model for other proposed rail trails in NSW.*

According to the recently released *Rail Trails for NSW Evaluation Summary*, the trail has made a positive economic contribution to the economy of Tumbarumba and NSW, with an increased tourism expenditure of 20% between June-December 2019 and June-December 2020 – a higher growth figure than the broader Snowy Valleys region and NSW as a whole. The trail has contributed to nine new or expanding businesses across the two towns (Tumbarumba and Rosewood).

#### *Northern Rivers Rail Trail, NSW*

This will ultimately be one of the longest rail trails in the country connecting Murwillumbah to Casino (a distance of some 132 kms). The first section from Murwillumbah to Stokers Siding (some 24 kms) opened in early March 2023 and has been an outstanding success attracting 70,500 users (an average of 578/day) in its first 4 months of operation. The next section to open will be at the other end of the rail trail – a 16km section between Casino and Bentley with an anticipated completion date of early 2024.

Goulburn Rail Trail Feasibility Study: Final Report

*Lilydale Warburton Rail Trail, Victoria*

One of the best known of Victoria's rail trails is the Lilydale Warburton Rail Trail which is situated some 40km east of Melbourne (at the end of the suburban train line). This trail caters for all types of bikes, walking, horse riding and wheelchairs (for some segments) due to the outstanding surface material used. The trail passes wineries, cafes, pubs and restaurants along the Yarra River valley. The trail has recently been extended.

*Murray to the Mountains Rail Trail, Victoria*

The Murray to the Mountains Rail Trail, in northern Victoria, is the most developed of all Victorian rail trails with a sealed surface for its entire distance (97 kilometres). The trail follows the picturesque Ovens Valley and has views of Mt Buffalo and a good climb to historic Beechworth.

*Riesling Trail, South Australia*

In South Australia, the Riesling Trail is perhaps the best-known rail trail. This trail is located in the Clare Valley, 130 km north-east of Adelaide. The trail passes numerous wineries and offers spectacular views from several points along the trail. The idea for the trail is attributed to local business people (winemakers) who saw the potential for the disused railway line from Riverton to Spalding that ran through their region. While the closure of the railway in the 1980's was regarded as a major loss to the area, the conversion of the former railway corridor into one of Australia's best-known trails has benefited local businesses, as well as users. Local people named the trail after the grape that is so celebrated in the Clare Valley. Several wineries have created picnic locations along the trail. There are more than 30 bed and breakfast cottages, several hotel/motels and caravan parks close to the rail trail, enabling users to turn a comfortable one-day bicycle ride into several days.

*Coast to Vines Rail Trail, South Australia*

The Coast to Vines Rail Trail (34 kms) continues this very popular South Australian theme, connecting many of the vineyards of McLaren Vale. The trail offers scenic coast to hinterland views with spectacular vineyard vistas and changing landscapes.

*Brisbane Valley Rail Trail, Queensland*

Queensland currently offers Australia's longest rail trail. The 161 km Brisbane Valley Rail Trail (BVRT) follows the disused Brisbane Valley rail line. The BVRT winds its way up the Brisbane Valley, traversing farmland, forests, picturesque rural settings and country towns. The final section of the trail was opened in 2018. The rail trail was named Public Works Project of the Year (2019). Somerset Regional Council received the top award of Best Public Works Project (\$2 to \$5 million). The accolades were delivered by the Institute of Public Works Engineering Australasia Awards for Excellence. Somerset Regional Council Mayor Graeme Lehmann has stated "*The Brisbane Valley Rail Trail is a tremendous asset for the Somerset region. The trail is a significant economic driver for Somerset, boosting businesses, and tourism operators.*"



Goulburn Rail Trail Feasibility Study: Final Report



*Above: The Lilydale Warburton Rail Trail is about an hour from the Melbourne CBD. This proximity helps attract 100,000 users/year over the last 5 years.*



*Above: The Tumbarumba Rosewood Rail Trail is the first rail trail on a former Government-owned railway in NSW. In 3 years, it has attracted over 50,000 users.*



*Above: The first section of the Northern Rivers Rail Trail (NSW) opened in March 2023, attracting 70,500 users in its first 4 months.*



*Above: The Yelgun Tunnel is one of the highlights of the Brisbane Valley Rail Trail (Qld), Australia's longest rail trail.*



*Above: The Riesling Trail is South Australia's premier rail trail, travelling through the very attractive wine growing country of the Clare Valley.*



*Above: The Murray to the Mountains Rail Trail (Victoria) is one of the highest profile rail trails. Users are spending around \$250/day.*

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 4 – THE CURRENT SITUATION

### 4.1 History of the Railway

A railway connecting Goulburn to Crookwell was proposed as early as 1857, but it was not until the late 1870s and early 1880s that formal submissions were made by local residents and landowners. In 1899 the NSW Parliament finally pass a Bill for the construction of the Crookwell line.

The major engineering feature was a heavy (and expensive) steel lattice bridge over the Wollondilly River to the north of Goulburn. The line then passed through rolling hills to the town of Crookwell and was opened in 1902. A platform was provided at Argyle, near the Goulburn Training Centre (now the Goulburn Correction Complex), and stations were built at Kenmore, Norwood, The Forest, Woodhouselee, Roslyn, McAlister and Crookwell, with sidings at each of these locations. Several intermediate sidings were provided for stock loading and similar activities.

From opening, the line carried a mix of goods and passenger traffic. Initial passenger traffic was locomotive hauled 'mixed' trains of passenger and goods cars. In 1926, two return daily rail motor services were provided allowing day return travel in either direction. From the mid-1970s, goods traffic began to decline in competition with road transport (as in much of Australia). Passenger traffic ceased in 1974, and by the 1980s freight traffic had dwindled to such unprofitable levels that the last train operated in 1985. The points connecting the line to the Main South Line (connecting Sydney and Melbourne) at Goulburn were removed in September 1989 and the line listed as "out of use" ([https://en.wikipedia.org/wiki/Crookwell\\_railway\\_line](https://en.wikipedia.org/wiki/Crookwell_railway_line)).



Goulburn Rail Trail Feasibility Study: Final Report

#### 4.2 Previous rail trail proposals

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Between 2000 and 2010 there were several unsuccessful attempts to create a “rail trail” between Goulburn and Crookwell on the disused rail corridor. In 2000, local cyclist Chris Bushell and other people formally engaged with the Goulburn community on the proposal. In 2007, the late Peter Mowle and the late Dave Mullen began more formal planning of the proposal. In 2011, Peter, Dave and a group of other interested individuals started individual consultation with landowners along the rail corridor and became more engaged with NSW politicians. The reports from the time indicate that fencing was a major issue, something landowners along the corridor were not used to.

In early 2014 the Southern Tablelands Cycling BUG (under the leadership of Dave Mullen and Peter Mowle) undertook a feasibility study to establish a network of 20 cycle rides in the Southern Tablelands region to significantly increase tourist visitation to the Upper Lachlan Shire “The Shire of Villages” and the Goulburn Mulwaree Council. The Goulburn Crookwell Rail Trail was identified as one of the candidate projects. In September 2014, Goulburn Crookwell Rail Trail Inc was established as an independent incorporated community body to develop a multi-purpose recreational rail trail, suitable for use by cyclists, walkers, and rail trail users utilising the disused rail corridor between Goulburn and Crookwell. Transport for NSW granted a 2-year licence to GCRT Inc for access for non-intrusive site investigation. In November Transplan Pty Ltd, in conjunction with Mike Halliburton Associates and Goulburn Crookwell Rail Trail Inc., was commissioned to prepare a Feasibility Study and Trail Development Plan.

For a range of reasons – one of the key ones being the ongoing barriers to rail trail development created by NSW legislation – the project had not gained any real momentum despite a number of funding applications being lodged under various Commonwealth and State Government programs. A cost update in 2018 reviewed the costings in the 2014 study and a further cost update was provided in 2021. In April 2021, a biosecurity assessment report was prepared. The legislative and administrative barriers remained (as well as pockets of significant community opposition particularly in the Upper Lachlan Shire). The successful openings of the Tumbarumba Rosewood Rail Trail in April 2020 and the Northern Rivers Rail Trail (from Murwillumbah to Crabbes Creek) in March 2023 as well as a new policy framework that seeks to encourage the development of rail trails in NSW (and the availability of relevant funding under the *Regional NSW – Business Case and Strategy Development Fund - Round 1*) has given new impetus to the investigation of rail trails across NSW. In 2022, Upper Lachlan Shire Council determined to withdraw its support for further investigations of the rail trail (not long before the release of the NSW Government framework and evaluation report); consequently, this feasibility study investigates the conversion of the railway corridor from Goulburn CBD to the Goulburn Mulwaree Council boundary at Graywood siding (Graywood Road).

#### 4.3 NSW Government’s Rail Trail Actions

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Legislation to make it easier to approve new rail trails in NSW was passed by both houses of the NSW Parliament in 2022. The legislation is entitled the *Transport Administration Amendment (Rail Trails) Act 2022*. The legislation enables the Minister for Transport to grant 30-year leases to local governments on disused government-owned NSW rail corridors for tourism purposes. Abandoned rail lines on ex-government corridors in NSW are currently regarded as non-operational but not closed. Previously, each rail trail proposal in NSW required a separate act of Parliament to “close” and re-purpose the corridor, resulting in political blockages to progress. This has now been addressed in the new rules, with a simpler process.

Mike Halliburton Associates

42

Goulburn Rail Trail Feasibility Study: Final Report

The *NSW Rail Trails Framework* (the Framework) will expedite the development of Rail Trails across NSW by clarifying the proposal and approval process, as well as providing guidance for general Rail Trail operation and maintenance.

The Framework aims to provide Rail Trail project proponents with clarity around the NSW Government’s expectations at various stages in the establishment of a new Rail Trail, and to clearly outline NSW Government criteria in determining the viability of a Rail Trail.

The Framework aims to:

- provide guidance for Rail Trail proponents seeking to secure NSW Government support for a new Rail Trail;
- outline clearly and transparently how the NSW Government determines whether a Rail Trail project is viable;
- support the planning and delivery of additional Rail Trails across NSW, with a focus on delivering the best outcomes for communities;
- provide a clear and transparent approach for the NSW Government to consider Rail Trail proposals during the funding application assessment, legislative amendment, and/or lease intent processes;
- identify best practice approaches to the development of Rail Trails, including a recommended approach to community consultation, legislative changes, construction methods and operational models; and
- support improved timeframes and efficiency of the legislative process required to open a Rail Trail.

As set out in the *NSW Rail Trails Framework*, the essential criteria that must be addressed in a Rail Trail proposal are:

- There must be demonstrated community support for the Rail Trail.
- There must be evidence of a viable and sustainable business model.
- Issues relating to environmental impacts including biosecurity must be addressed.

The proposal must show clear evidence of community support for the Rail Trail project. This can be a council resolution demonstrating evidence of support through community engagement, or through the inclusion of a priority or action as part of the suite of a council(s) Integrated Planning and Reporting (IP&R) documents. Preparing a Consultation Plan detailing how the community and stakeholders will be consulted throughout the development of the proposal can also contribute to the operating entity’s evidence of community support. Proponents should engage with their local Member of Parliament and may include letters of support as further evidence of community support.

In demonstrating evidence of a viable and sustainable business model, the applicant must prepare a feasibility study which should include, at a minimum:

- pre-construction costs and funding, including project management, masterplan and design documentation costs;
- construction costs and funding; and



Goulburn Rail Trail Feasibility Study: Final Report

- post-construction management, operating, marketing, and maintenance costs and funding.

This Feasibility Study is therefore one of the key early actions that proponents need to pursue. There is currently no dedicated funding programme to facilitate the planning and construction of rail trails throughout NSW.



*Above: the Tumbarumba Rosewood Rail Trail has been a tremendous success and has been extremely well used since its opening in 2020 (at the start of the Covid-19 pandemic). Below: The first section of the Northern Rivers Rail Trail (Murwillumbah to Crabbes Creek) opened in March 2023.*




Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 5 – OPPORTUNITIES

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Rail trails provide several notable opportunities for visitors, residents and the town and villages through which they pass. There are a number of specific elements within the area encompassed by the proposed trail route that provide opportunities and reasons for why a trail should be built. Many of these were canvassed in the 2014 study (which applied to the entire corridor between Goulburn and Crookwell) but still apply today to the railway corridor within the Goulburn Mulwaree Council.

Many of these opportunities are amplified by the completion of RiverWalk, attracting more users to do both trails and providing a significant resource for local people. RiverWalk is already highly used. Whilst user numbers have been monitored, some of the data (as reported by GMC) is of questionable quality due to malfunctioning counters. Reliable numbers from 2020 show annual use of over 100,000 people, with 80% being walkers (data from 2021 is less reliable but did show a dip in user numbers – perhaps novelty value and the changing Covid restrictions contributed). No source data is available so it is impossible to know how many users are local and how many are visitors. Data from 2020 may also be affected by Covid-19 and consequently be skewed towards local users. However the data is interpreted, the Riverwalk can be classified as a very successful initiative – completing it and linking it to the rail trail will add significantly to the appeal of Goulburn as a visitor destination and as a place to live.

 **Appealing landscapes and infrastructure.** The proposed Goulburn Rail Trail would pass through some very attractive scenery with three major components. The urban environment within Goulburn offers a mix of historic and natural environments. The trail starts in the historically interesting area at the northern end of Mulwaree Street. The trail also passes several historic buildings – former textile factories, Riversdale Historic Homestead, Old Goulburn Jail – all of which add interest for the trail user. Crossing the Wollondilly River provides a great experience both in views and the bridge itself. The trail passes through farming country. Many rail trails in Australia pass through farming country, as this was where rail lines historically ran. The Goulburn Rail Trail will be no different and will travel through country that is very attractive. Some of the route in this landscape provides long views to distant mountains adding another level of attractiveness. The trail traverses native forest. Part of the line (between Forest Siding Road and Graywood Siding Road) runs through native forest adding a third element of attractiveness.

The original bridges that are still intact (notably the bridge over the Wollondilly River in Goulburn) provide a significant attraction to users. The bridge over the Wollondilly River may become an attraction in its own right, attracting visitors who have no desire to use the rail trail but want to visit the bridge (if it is restored and becomes accessible).

Several deep cuttings (particularly in the forested country) are another attractive aspect of the landscape of the potential rail trail.

Completion of the RiverWalk adds to these appealing landscapes simply by making a circuit of the river almost complete (noting that the section in front of the Police Academy can only ever be developed on one side of the bank).

## Goulburn Rail Trail Feasibility Study: Final Report

Views of gently undulating countryside, containing water bodies and trees are the most attractive and relaxing for many people (*St Leger 2004*). Combining the rail trail and the RiverWalk delivers on these three natural elements.

- **Topography of the route.** One of the major appeals of rail trails is the gentle gradient, suitable for all types and levels of cyclists and all walkers (including parents with prams and people on mobility scooters). This is the market that would be attracted to a rail trail. The completion of RiverWalk will also be generally undulating (though there will be a climb from the riverbank to the Wollondilly River railway bridge).
- **Aesthetics on the corridor.** Overall, the rail corridor has all of the attributes that potential rail trail users desire: attractive landscapes and distant views, history, railway embankments and cuttings, railway bridges across rivers, scenic farmland and a gently curving formation.
- **Increased use of existing paths and trails.** Existing facilities do not provide for long distance cycle trails being sought by cycle tourists. Developing a rail trail may encourage more people to cycle generally and utilise some of the existing infrastructure (notably but not only RiverWalk) thus better realising the investment made in it by the Council and the State government. The opening of the Riverside Pump Track and the revitalised Roberts Park BMX Track in Goulburn add to the appeal of cycling facilities such as the rail trail providing other attractions for family groups in particular. The recent commitment to the development of a [\\$3.2 million shared use path to link existing shared use paths that end at Lansdowne Street and Sloane Street in the city's south and east add to existing cycling and walking infrastructure](#). In addition, the rail trail offers some commuting potential. The rail trail provides infrastructure that will allow some residents of Goulburn to commute to workplaces in the City. The trail through Goulburn passes close by several workplaces – notably the correctional service facilities, the Goulburn Racecourse, and the Bradfordville Industrial estate. People who work in these facilities and locations could commute to work along the trail (at least part of the way). In addition, people heading to work in the CBD from the north eastern parts of Goulburn could use the trail for at least part of their journey. Providing the opportunity to do the rail trail as part of a package (on the same day or over different days) may attract visitors to use the RiverWalk as well on their stay in Goulburn.
- **Proximity of attractions and visitor sites.** The rail trail passes (either directly or close by) a number of attractions and historic sites along its route (mostly in Goulburn, although some are located along the proposed rail trail route – or just off it), including historic cemeteries in Goulburn, Kenmore Hospital, Riversdale Historic Homestead, old railway sidings, the Railway Roundhouse and turntable in Goulburn, former textile factories, Kingsdale Wines (a short departure from the rail trail via one of the Tablelands Trails cycle routes), Goulburn Wetlands, and Goulburn Racecourse. Some of these attractions will benefit from users passing, stopping and staying while others – physically removed from the rail trail – will benefit from extra visitors to the region with an interest in what is on offer at these sites.
- **Business development.** There is a range of business opportunities for private sector investors arising from the potential development of a rail trail and the completion of RiverWalk. Providing accommodation, food and beverages, supported and guided tours and equipment, are some of the businesses that have arisen along other trails. The

## Goulburn Rail Trail Feasibility Study: Final Report

Tumbarumba Rosewood Rail Trail led to the development of 9 new or expanding businesses in the rail trail's area since the opening of the rail trail (in a period of 12 months). A 2021 survey of New Zealand's 22 Great Rides (*Angus and Associates 2022*) surveyed 200 businesses along the 22 different routes and found that 47% had been established since the opening of the nearby trail (22 in all). 16% of those businesses established solely because of the trail while the trail had been a factor in the formation of 75% of them. In the NZ survey, 66% of existing businesses (i.e. those that existed before a trail opened) had expanded/added new services solely or partly because of the trail. Anecdotal evidence on business benefits is beginning to emerge for the recently opened section of the Northern Rivers Rail Trail between Murwillumbah and Crabbes Creek (in northern NSW). More than 70,000 people have used the trail since it opened in early March 2023 (an average of over 4,000/week). Tweed Shire Council has indicated that 87% of trail users have used an associated Rail Trail experience and spent money with a local business, whether it be one of the many cafés, restaurants, accommodation providers or bike-related businesses such as hire or transport services (<https://www.tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1415552-expectations-smashed-as-more-than-70000-use-rail-trail-in-first-four-months>).

Development of the rail trail may provide a range of new business opportunities (or allow existing businesses to expand). Goulburn is already supplied with many services providing for both residents and visitors – the rail trail will add more potential customers for these businesses particularly tourist-related services such as micro-breweries, wineries and cafes.

**Attracting new visitors who spend money.** A trail such as the proposed Goulburn Rail Trail will provide several opportunities. A trail will bring additional tourists and assist in keeping them longer in the area. A trail will create opportunities to build on existing industries and enterprises of the area. Australians are increasingly looking for passive, non-organised recreation opportunities, often in natural or near-natural settings. Demand for this type of opportunity will only increase as the population ages. The advent of e-bikes will only accelerate the popularity of cycling on trails. In addition, bike sales increased dramatically through Covid-19 – meaning a lot of new users will be looking for potential bike riding opportunities. The proposed Goulburn Rail Trail would provide experiences for a range of user groups in a series of markets that have been consistent over time – walking, bushwalking and cycling – or growing significantly – off road cycle touring. The rail trail would provide for both visitors and local people who participate in a range of activities. Combining a rail trail visit with use of RiverWalk is one obvious outdoor recreation “package” visitors can do. A number of high-profile trails in Australia and New Zealand provide examples of user numbers that can be achieved on tracks and trails (a product within nature-based tourism).

**Broadening the recreation offerings.** Provision of an additional off-road trail adds to the list of tourist offerings in the region and encourages visitors to stay a little longer to go for a pleasant walk or ride. A new nature-based attraction has the power to retain those visitors for longer, spending money and generating business opportunities. Almost half of the representatives of business groups who responded to the New Zealand survey mentioned above (*Angus and Associates 2022*) believed that the

## Goulburn Rail Trail Feasibility Study: Final Report

development and promotion of a trail in their area attracted new people to live in that area.

- **Possible agglomeration of rail trails - a rail trail hub.** At a length of just over 25 kms, the rail trail is an ideal 2 - 3 hour ride for many users. Obviously, walkers will take longer. However, there are a number of other rail trail proposals and one constructed rail trail within the region. The Tumbarumba Rosewood Rail Trail is open and proving very successful. Other known proposed rail trails in the region include the Yass Rail Trail, the Boorowa Galong Rail Trail, the Batlow Tumut Rail Trail, the Cootamundra Gundagai Rail Trail, the Monaro Rail Trail, and extensions of the Tumbarumba Rosewood Rail Trail. Each of these proposals is known and while many are at early stages, some may come to fruition over time making the region a very attractive place for an extended stay with users sampling several rail trails. Many of these proposed rail trails have been recognised in the *Southern NSW Destination Management Plan 2022-23* (Destination Southern NSW 2022) which acknowledges the region's growing attraction as a trails destination catering for all forms and levels of adventure. Far from being in competition with each other, such rail trails would complement each other encouraging visitors from further afield (such as Sydney and Victoria) to come and stay longer. This is a common use pattern in Victoria where visitors do several rail trails in a region over an extended period (often adding additional on-road cycle touring routes).
- **Friends of Goulburn Crookwell Rail Trail Association Inc.** A committed community-based group is an important element in a rail trail's success. The existing Association has been very active in helping to promote the development of the trail visiting local markets on a monthly basis. They have also prepared a number of relevant documents such as a map showing land ownerships along the trail. This commitment can be tapped into to ensure the rail trail succeeds (should it proceed) in regard to ongoing maintenance and promotion. Numerous other 'Friends of' groups on other rail trails volunteer to undertake a wide range of routine maintenance tasks – saving the trail manager time and expense.
- **Non-monetary benefits.** Trails can improve community connectivity and provide increasing recreational options for local people thus contributing to both physical and mental health of communities through which they pass.
- **Delivering on agreed community outcomes.** Goulburn Mulwaree Council has overseen the preparation of a number of community, planning and economic documents in recent times outlining a range of goals, objectives and actions. A number of these specifically mention the rail trail proposal whilst others are more general in nature; developing a rail trail on the corridor delivers on a number of these goals, objectives and actions. There are also relevant State and Commonwealth Government documents to be considered.

The project can deliver on a number of agreed GMC-specific community outcomes as expressed in plans such as the *Community Strategic Plan 2042*, the *Social Sustainability Strategy and Action Plan 2019-2029*, and the *Southern Tablelands Regional Economic Development Strategy 2023 Update*.

*Economic development*

*Goulburn Rail Trail Feasibility Study: Final Report*

The NSW Government's *A 20-year Economic Vision for Regional NSW (July 2018)* identifies that tourism and hospitality is one of the industries driving the economic future of Regional NSW. It identifies that, in the future, Regional NSW's diverse and natural beauty will continue to draw domestic and overseas visitors, with opportunities growing for niche and personalised travel experiences championed by small and medium-sized businesses. It states that sustainable jobs growth will be supported by regions' endowments, created or natural. A rail trail is one asset which can provide more employment opportunities in tourism and hospitality by offering niche tourism experiences.

The *Regional Economic Development Strategy 2023 Update* proposes a number of what it terms strategies and enablers. The key strategy in terms of the two trail proposals (the rail trail and the completion of RiverWalk) is to enhance the liveability of the region and grow its visitor economy. Two relevant "enablers" are to support a diverse economy by encouraging the development of new tourism experiences including agri-tourism and events tourism, and support improvements to community spaces, sports and recreation infrastructure which improves amenity and diversifies the visitor economy offering. Such infrastructure improvement appeals to residents (existing and prospective) and visitors. Stakeholder consultation for the Strategy emphasised the importance of and need for further investment to support increased local amenity and liveability, both to benefit existing residents and to support the region to attract skilled workers to move to the region.

The *Southern NSW Destination Management Plan 2022-2030* includes several references to developing nature and adventure trails within both the region (Southern NSW) and the sub-region (Southern Tablelands), noting that the region has begun to position itself as a trails destination for all forms and levels of adventure including rail trails. The Plan identifies the Goulburn Crookwell Rail Trail as a regional priority to enhance the visitor experience in the sub-region.

The *Community Strategic Plan 2042* includes a theme of "Our Economy", identifying supporting strategies that include marketing the region highlighting rural character, natural environment and heritage, and supporting opportunities for local business growth. These strategies are designed to expand the local and regional tourism offering and increase visitation and to support local established and emerging business to thrive.

Rail trails generally provide an additional tourism asset to the communities through which they pass encouraging visitors to stay longer. This in turn creates a number of economic opportunities both for existing businesses and new businesses. These businesses help diversify an economy and critically potentially add new infrastructure notably new accommodation needed to deliver on a number of outcomes. Some direct economic benefits – in terms of user expenditure – are likely to be delivered by a rail trail. A rail trail and a completed RiverWalk are both assets (which can be thought of as one asset) which can provide more employment opportunities in tourism and hospitality by offering niche tourism experiences. Agri-tourism (particularly farm stays for trail users) provide an opportunity to diversify the region's agricultural base.

*Community development and liveability*



## Goulburn Rail Trail Feasibility Study: Final Report

As noted above, the *Community Strategic Plan 2042* is organised under a number of themes. In addition to the economic strategic objectives discussed above, a rail trail and a completed RiverWalk can help deliver outcomes sought under two of these themes – “Our Community”, and “Our Transport”. Two of the supporting strategies within the “Our Community” theme are developing compelling public spaces and experiences across the region and designing public spaces and residential developments to support social cohesion. “Our transport” theme includes a supporting strategy to support infrastructure enables active transport. Quality recreational facilities, such as trail networks, can help create attractive places to live and visit. Trails also provide a low impact means of travelling through the landscapes and play an important role in connecting people with nature. According to the Regional Australia Institute, one of the key population shifts back to regional cities in recent years are ‘regional returners’. These are people aged between 25-44 who left Australia’s regions as young adults, but are choosing to return home later in life, and a number are professionals with a mix of specialist skills. The impacts of Covid-19 on regional Australia in terms of those seeking “sea and tree changes” is well documented. Lifestyle is one factor that makes regional areas like Goulburn an attractive alternative to capital cities. A rail trail and a RiverWalk can be part of a mix of lifestyle opportunities and liveability which attract new workers and provide many lifestyle benefits for all residents.

The *National Disability Strategy 2010-2020* outlines a 10-year plan for improving life for people with a disability. The Strategy covers a number of areas; of most relevance is the provision of inclusive and accessible communities and the provision of opportunities to participate in what the strategy calls “civic life” including social and recreational life. A rail trail will cater for those with a disability – low gradients and smooth surfaces provide opportunities for those who have mobility issues in particular allowing free access to a recreation asset which provides experiences in the natural environment, and the cultural and historical heritage of the region

It is important that the community maintains regular physical activity to prevent many common diseases (i.e. heart disease, obesity, diabetes etc). Rail trails and the RiverWalk are accessible forms of recreation. Good quality, accessible trails encourage physical activity and improved health. Increasing recreational options for local communities will aid overall community wellbeing. These issues become important when considering that the population of Goulburn “skews” older than the NSW average with 34.2% of the 2021 population over the age of 55 (some 11,000 people) , compared with the NSW average of 29.5%. Notably (and of significant concern), 38.2% of respondents to the relevant question on the 2021 Census responded that they suffered from some form of long-term health condition (which includes arthritis, asthma, cancer, dementia, diabetes, heart disease, kidney disease, lung conditions, mental health conditions and stroke). This compares unfavourably with a NSW average of 30.9% (according to the ABS Census website, some respondents are likely to suffer multiple long-term health conditions so the figure needs to be treated with some measure of caution). The *NSW Regional Health Strategic Plan 2022-2032* includes a 10 year deliverable to further opportunities to promote active lifestyles, walking and cycling by applying healthy built environment principles and place-based planning to support well-connected, quality public and open spaces. Trails are one opportunity to deliver on this outcome. The

## Goulburn Rail Trail Feasibility Study: Final Report

Council's own *Social Sustainability Strategy and Action Plan 2019-2029* includes an objective that the community be healthy and active, noting that "a healthy and active life underpins our ability to participate within our community. Supporting the health and wellbeing of Goulburn-Mulwaree residents plays an important role in maintaining a socially sustainable community and place."

A key action identified to achieve this objective is for Council to advocate and plan for a rail trail to provide a community and family-focused place to be active and together.

Individual mental health is also a growing critical issue. *The NSW Regional Health Strategic Plan 2022-2032* includes a 10 year deliverable to invest in targeted approaches to improving physical health for people with mental health issues, including promoting sport and active recreation – trails are the perfect infrastructure for active recreation. Rail trails can also contribute to a community's overall mental health, through developing social capital and a sense of community – in use and in volunteering to carry out jobs associated with the trail. Trail activities facilitate participation and social interaction between a diversity of community members, age groups, individuals and families e.g. community walking groups, voluntary trail maintenance and conservation work. Local users of the trail will enjoy social interaction within the community and with greater social interaction, the social capital of the area may be boosted. There are a number of benefits of enhanced social capital. It improves the capacity for people to trust others (*ABS 2012 cited in SGS 2013*). This strengthens the social cohesion in a community as it provides the opportunity for socially isolated individuals to integrate into the community.



Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 6 - VISITOR MARKET AND NEEDS ANALYSIS

### 6.1 Visitors - General notes

Australians are increasingly looking for passive, non-organised recreation opportunities, often in natural or near-natural settings. Regional destinations such as Goulburn offer key experiences for what Australians are seeking from their holidays. While Australian travellers do not have one typical destination in mind when they think about regional travel, there are some experiences common to everybody's idea of what is on offer in regional Australia.

- The millennials age group seeks authentic and genuine travel experiences, together with a variety of active and passive ways to enjoy them. For older millennials, in the 25-34 age group, travel is about rejuvenation and search for self. This could include nature-based experiences, as well as country food and wine. Short breaks in regional Australia currently offer millennials an opportunity to relax and reflect, often with friends. Importantly, in this context, rest and relaxation does not mean just passive experiences, but rather experiences that promote discovery, rejuvenation and an opportunity to forget about routine life, and these can include very active pursuits (*Tourism Research Australia, 2017*).
- At the opposite end of the age range, the over 55s is one of most powerful age groups in Australia in terms of financial capability and life expectancy is increasing. In a recent survey of Australians aged over 55 years, 96% of respondents took at least one leisure trip within Australia in the past 12 months, and the percentage of respondents who took two and three leisure trips was 26% and 23% respectively. The fifties are the new demographic for travel brands – more people are choosing to travel earlier than retirement to enjoy the more active or immersive experiences that destinations have to offer. This is one of the key demographics for rail trails (*Destination NSW, May 2015*).
- For families, domestic travel offers an opportunity to have a break from normal routine, to reconnect and open the lines of communication between adults and children without time pressures. Ease and convenience are the key drivers for domestic travel by families in Australia, and they are looking for destinations that are relaxed and easy with beautiful surroundings, preferably only a few hours' drive from home (*Destination NSW, June 2015*). Destinations that offer relaxation, novelty, outdoor activities, arts and heritage sites are appealing to families. The future of family tourism lies in catering for the increasing diversity of the family market. It includes offering opportunities for relaxation as well as activities that help create happy memories that appeal to the different ages of travellers in diverse family group structures. (*Schänzel and Yeoman, 2015*). This market (particularly the 35-54 age group) is higher yield and is continuing to show positive growth.

Available visitation data reveals a range of relevant data over a period of time.

- Recently released longitudinal data (*Destination Research 2022*) shows tourism visitation to Goulburn Mulwaree over the 5 years from 2017-2021 show visitor numbers peaking in 2019 (at 1,122,000) with the lowest number recorded in 2021. The 5 year average is 734,000.
- Over the same time period (2017-2021), the split between day trippers and domestic overnight visitors constantly changes (within a relatively narrow band) with the highest

Mike Halliburton Associates

52

## Goulburn Rail Trail Feasibility Study: Final Report

share of domestic overnight visitors being in 2021 where 38.2% of domestic visitors to Goulburn Mulwaree were overnight visitors to a low of 25.7% in 2017. The 5 year average is 31.3% of visitors being domestic overnight visitors (230,000) while day trippers accounted for 68.1% of visitors (500,000).

- The *Visitation Snapshot (Destination Research 2022)* reports that Sydney is the leading source of day trippers with just over 30%, whilst Canberra and the wider Southern Tablelands region provide some 24-25% each of day trippers.
- The *Visitation Snapshot (Destination Research 2022)* reports that Sydney is the leading source of domestic overnight visitors with almost 40%. Other parts of NSW provide 21% of overnight visitors, while Victoria provides 12%. Canberra only supplies some 5% of overnight visitors – not surprising given its geographic proximity.
- Key visitor markets identified in the *Visitation Snapshot* are families (just over 30%), retirees (just over 20%) and 45+ workers (just under 20%). The first two in particular are key markets for rail trails.

## 6.2 Visitors - Trail users

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Recreation trails provide an important piece of tourism infrastructure and provide experiences in the nature-based tourism market and particularly the adventure tourism market. Nature based tourism is one of the fastest growing sectors with 56% growth between 2014 and 2019 in NSW. Research for Tourism Australia indicated that nature tourism was the second reason for international visitors to visit regional Australia, but that the biggest barrier was a lack of time (*Cessnock City Council and Singleton Council 2022*).

Visitors most likely to participate in cycling or walking activities are 'nature visitors'. According to Tourism Research Australia (TRA), the majority of nature visitors in Australia are domestic visitors rather than international visitors.

A number of broad trends are influencing the way people participate in outdoor recreation:

- Increased demand for informal recreation (as opposed to formally organised sport);
- Increased demand for access and contact with the natural environment associated with urban to rural residential shift;
- Increased visitation to natural areas as an escape from modern lifestyles;
- Increased awareness and concern for health, with obesity and stress on the rise;
- Increased use of technology to support outdoor recreation (e.g. geocaching, Strava, EveryTrail, Trailforks); and
- Increased computer-based leisure including the internet.

In general, the population are making increased 'lifestyle' choices that associate with greater access and contact with the natural environment. This includes aspects of urban to rural residential drift ('sea change' and 'tree change'), increased demand for open space (parks, recreation trails etc.) in urban developments, and increasing demands for recreational time in the outdoors (changing work patterns and day trips from home).

Two other trends have also driven higher outdoor recreation participation - increasing health and environmental awareness and increasing affluence and expectations of recreation.

#### Goulburn Rail Trail Feasibility Study: Final Report

People are becoming increasingly concerned about their health, with conditions such as obesity and stress on the rise. This, combined with society's growing environmental awareness, has facilitated a growth in visitation to natural areas. A term referred to as 'returning to nature', where people feel the desire to become reconnected to their natural environments from which they can escape their modern lifestyles.

### 6.3 Local users

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Tourism numbers are important. However, it is important not to overlook the contribution of local residents to the success of a trail.

In 2001, the Mundaring Shire (in Western Australia) trail network was used by over 200,000 people (*Jessop and Bruce 2001*), having grown from a low base when the network was first fully opened. Only 10% of these users were locals (residents of Mundaring Shire) with many other users drawn from the Perth metropolitan area. The total annual visits (people generally use trails more than once a year) were a staggering 2.454 million visits annually, with local residents accounting for 63% of these visits. Their expenditure on the trail was also significant. While the individual value was low (i.e. expenditure per person per visit), the cumulative economic impact was significant. Local trail users spent an average of \$1.44 per visit to the trails in the Shire. This injected a further \$2.23 million into the local economy annually. The same local trail users spent an additional \$2.62 per visit outside the Shire, adding a further \$4.05 million to the total State economic benefit.

For the purposes of this study, local users are considered to be those within 20 minutes of the trail. For Goulburn, this "boundary" coincides with the ABS definition of the Goulburn Significant Urban Area (SUA) which had a 2021 population of 24,565.

<https://abs.gov.au/census/find-census-data/quickstats/2021/1014>

### 6.4 What do people do on a trail

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The Department of National Parks, Sport and Racing conducted the Queensland Sport, Exercise and Recreation Survey Adults (QSERSA) in 2015.

On a State-wide basis, the survey indicated that:

- Any walking activity is the most popular activity participated in by 63% of respondents.
- Bushwalking was participated in by 14% of respondents.
- Mountain biking (specifically) was participated in by 3% of respondents while a further 9% participated in leisure cycling (not on-road cycling).
- Horse riding and equestrian events was participated in by 2% of respondents.

While the data is specific to Queensland, the findings are more widely applicable (they are also supported by older national data gathered in the period between 1997 and 2010).

Walking is the most popular trail related activity and is in fact one of the most popular outdoor activities amongst all Australians. It is likely to remain so as the population ages. Walking continues to be the most popular activity for people aged over 34. Bushwalking continues to be a relatively popular activity.

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Off-road cycle touring and mountain biking are rapidly growing recreational pursuits around Australia, and there is growing usage of non-urban areas for this activity. Cycle tourism is a growing market within the Australian tourism sector, particularly within the nature-based tourism segment. Domestic overnight visitors who participate in cycling on their trip stay longer and do more while on holiday when compared with other tourists, making them a stronger source of income for regional communities.

The advent of e-bikes will only accelerate the popularity of cycling on trails. In addition, bike sales increased dramatically through Covid-19 – meaning a lot of new users will be looking for potential bike riding opportunities.



Several accommodation establishments are clearly benefiting for locating close to the Riesling Trail, resulting in economic benefits to the businesses and a bigger range of accommodation options for cyclists and walkers using the trail.

**6.5 How much are trail users spending?**

Successful trails are already attracting large numbers of visitors and they are spending reasonable amounts of money both in the local economies and in the broader economy. The following figures provide a snapshot of expenditures from a range of trails to demonstrate user expenditures.

- Whilst there are no specific detailed categories or figures available for the Tumbarumba Rosewood Rail Trail (such as detailed below for other trails), the *Rail Trails for NSW Evaluation Summary* identified that spending in the Tumbarumba region was up by 20% over the two six month period either side of the Tumbarumba Rosewood Rail Trail opening and discretionary spending on leisure-based activities in Tumbarumba was up 55% for the same six month periods. It is important to remember that this expenditure by users was also in a time (June-December 2020) affected by Covid-19 measures.
- Recent data (*Service Innovation Alliance 2021*) shows that users of the Brisbane Valley Rail Trail are spending an average of \$118.88/day for day trippers and \$179.81/day for overnight visitors. Overnight visitors are staying an average of 2.75 nights, increasing their total spend to almost \$500/trip.
- The Mundaring Trails Network, 1 hour from the Perth CBD, injected some **\$12.62 million** into the local economy and a **further \$15.21 million** into the State economy annually. Local residents spent \$4.06/visit to the network and visitors (primarily day users) spent \$23.71/visit. The key is that the total number of trips on the trails studied was a staggering 2.454 million visits annually (*Jessop and Bruce 2001*).
- Users of South Australia’s Riesling Trail (a 35 km rail trail in the Clare Valley) who come primarily to use the trail are estimated to spend **\$1.08 million/year** (\$215/person/visit with daily expenditure of around \$100). This does not count the other 50% of trail users who use the trail as a secondary purpose for their visit (*Market Equity 2004*).

## Goulburn Rail Trail Feasibility Study: Final Report

- The economic impacts of the Bibbulmun Track (WA's long-distance walking track) have been studied over two periods (in 2003 and 2007/08). In 2003, the track was shown to have generated **\$21 million** of expenditure **annually** by track users, well in excess of its one-off construction costs of \$5 million (*Colmar Brunton 2004*). More recent figures show an increase in this amount (due to an increase in both users and how much time they spend on the track). The estimated expenditure in 2008 is around **\$39 million annually** (*Colmar Brunton 2009*). The 2007/08 study shows that the average day walker (some 70% of all users) is spending \$50-\$60/day, while those walking the track for 2-3 days are spending around \$200/visit. Those using the trail for 6 weeks or more, while small in number, are spending \$1,400/visit.
- The Murray to the Mountains Rail Trail in North East Victoria is one of the better-known rail trails in Australia. Research work undertaken over Easter 2006 (*Beeton 2006*) found that average daily expenditure was **\$258/user/day**. The bulk of this expenditure was on food and beverage (57% of daily expenditure which equates to \$147/user/day). Beeton applied accepted economic multipliers to these figures and calculated that the direct contribution to the local economy per user per day was in excess of \$480. Follow-up work by Beeton (2009) made similar findings.
- Users of New Zealand's Otago Central Rail Trail are spending **\$NZ 177/day** with the average length of stay in the region of 3.8 days. There is a range of expenditures – users doing the whole trail spend \$NZ 166/day while those doing part of the trail spend \$NZ 247/day. The trail created 81 direct jobs and a total of 102 jobs. Accommodation derives 41-48% of the benefit, followed by food and consumables. The trail is contributing some \$3.55 million directly to New Zealand Gross Domestic Product (GDP) and \$5.2 million in total (*Otago Central Rail Trail User Survey 2014/2015*).
- Users of New Zealand's Hauraki Rail Trail are spending around \$5 million/year using the trail. Visitors are spending an average of \$172 per trip, and 50 full time positions had been created because of the trail.  
(<https://www.stuff.co.nz/travel/destinations/nz/94123407/hauraki-rail-trail-contributes-millions-to-local-economy>)
- At the broader New Zealand level, 1.065 million users of the Great Rides of New Zealand network spent an average of \$NZ 892.20/trip (for a total expenditure of \$NZ 951 million) in 2021 (*Angus and Associates 2022*).

It is important to understand how trail users spend their money. Trail users spend money before coming to a trail and in towns and villages along the way. Available research shows the following important detail (note that dollar figures have been adjusted for exchange rates and inflation and are presented as 2022 Australian dollars):

- Overnight visitors to rail and cycle trails are spending an average of \$233.33/day. The key categories of expenditure are accommodation expenditure of \$60.25/day, food and beverage expenditure of \$87.67/day, and retail expenditure of \$34.31/day. (*Sources: Service Alliance (2021); Beeton (2003); Beeton (2006); Beeton (2009); Market Equity (2004); NZ Ministry of Business, Innovation and Employment (2013); Central Otago District Council (2011)*).
- Day trippers are spending an average of \$161.04/day. The key categories of expenditure are, food and beverage expenditure of \$60.78/day, and retail expenditure of \$38.31/day. (*Sources: Service Alliance (2021); Beeton (2003); Beeton (2006); Beeton (2009); Central Otago District Council 2011; Colmar Brunton (2009)*);

Goulburn Rail Trail Feasibility Study: Final Report

*Hughes et al (2015); Market Equity (2004); Manning et al (2000); NZ Ministry of Business, Innovation and Employment (2013).*

## 6.6 What Types of Businesses Serve Rail Trail Users?

A rail trail generally offers the opportunity for existing businesses to expand and new businesses in this sector (and other sectors) to develop, employing more people in the region. Identifying specific business opportunities along a trail that may take years to develop is not a simple task. Some success stories from other trails are worth considering.

### 6.6.1 Equipment Hire

While many visitors will bring bikes, some will not, and a business opportunity presents itself to address this market. A number of cycle hire, cycle repair and guided cycle tour businesses are accredited businesses under the Munda Biddi Trail Foundation’s *Cycle Friendly Business* program. These businesses offer a range of services along the length of the trail and pay an annual subscription fee to remain in the accredited program.

### 6.6.2 Supported Tour Opportunities

Cycle tourism is a growing market. Many of the cycle touring trips would be confined to bitumen (quiet back country roads etc.) but a significant portion may be interested in an off-road cycling experience. International visitors participating in cycling spend \$NZ3,800/person/visit while in New Zealand compared with the average of \$NZ2,500/person/visit for all other categories of international visitor. 22% of cycle tourists spend more than \$NZ5,000/person/visit (*Nga Haeranga – The New Zealand Cycle Trail Evaluation Report 2013*).



*Two bike hire businesses in Tumberumba have proved very successful and attractive to potential rail trail users, putting visitor money into the town.*

A number of private providers offer supported activities on a number of trails – both walking and cycling. Out There Cycling offers supported cycling packages on the Brisbane Valley Rail Trail. The BVRT 3 Day cycle tour allows the rider enough time to explore the local towns and to enjoy the countryside at a relaxed pace. The tour can be experienced in a tent at selected camping areas or in a Hotel/Motel along the way. Users can choose to carry their own gear on the bikes or chose to have the gear transferred to the next stop. This company also offers a bus shuttle service encompassing both the Brisbane Valley Rail Trail and the Kilkivan Kingaroy Rail Trail (see <http://www.outtherecycling.com.au>). Tour de Vines – a cycling company – offers various cycling tours on Australian rail trails (as well as other cycle touring opportunities in Australia and overseas (see <http://tourdevines.com.au/cycling-tours/cycling-tours-australia>).

Mike Halliburton Associates

57



Goulburn Rail Trail Feasibility Study: Final Report



A tour group on the newly opened Northern Rivers Rail Trail. The owner of this business moved her bike business into the old station at Murwillumbah when the rail trail was proposed and opened another shop at Mooball (where this photo was taken).

Supported tour opportunities are offered on Otago Central Rail Trail where some 10% of visitors take advantage of this service. A recent survey by the Otago Central Rail Trail Trust showed that total expenditure was \$NZ472.61 per person per trip along the rail trail. The largest component of expenditure is on package expenses (as it was in 2008/2009 when a previous survey was carried out). ‘Off the Rails’ is one such bicycle tour company that offers premium, eco-friendly and fully supported bike tours. The company offers various tours including

accommodation, bike hire and guided sightseeing activities. All tours include transfers, care of all luggage during the tour and meals, providing a fully inclusive cycling experience. A key to its success is its ease of planning/organising for visitors – once the tour is booked in, they do not have to think about anything else. (SGS Economics and Planning and Quantum 2012)

Qualitative research done by SGS Economics and Planning and Quantum (2012) (focusing on Victoria’s north east) indicates respondents wanting activities and experiences that are easy to organise – the ‘facilitated’ experience, which would complement the existing scenic and safe trails through iconic rural villages. Facilitated itineraries would seek to emulate the best facilitated road cycling experiences in Europe, including the provision of regional interpretation, food and wine.

NSW research (*Destination Country and Outback NSW’s Destination Management Plan 2018*) notes a global trend that tourism activities such as tours are finally coming into their own. However, the focus is on small-scale, immersive and locally curated activities. This is particularly important in relation to Indigenous and nature-based tourism.

6.6.3 Guided Walking/Cycle Touring

This facility provides an even greater level of support for trail users; all “traversing” is done with the accompaniment of a knowledgeable guide (as well as the provision of all necessary equipment). One of the key features of these packages is that users simply pay just one flat fee for their entire holiday. New Zealand’s Great Rides network supports 123 guided tour businesses (*Angus and Associates 2022*).

6.6.4 Off-trail Accommodation

Riesling Trail Cottages and Riesling Trail Bush Cottages provide self-contained accommodation adjacent to South Australia’s famous Riesling Trail through the Clare Valley. When these were first constructed, the owner was often asked “How close are your cottages to the wineries?”; over time, the more common enquiry became “how close are the cottages to the rail trail?”.

Goulburn Rail Trail Feasibility Study: Final Report

### 6.6.5 Food and Beverages

Food and beverages are one of the key business sectors that benefit from trail user’s expenditure. Available research does not indicate the types of food and beverages trail users consume; anecdotal evidence would suggest that most bike riders drink coffee – a high profit item. But the research cited above does indicate the levels of expenditure on this type of item. Some of the best evidence is anecdotal. For example, one cafe on New Zealand’s Hauraki Rail Trail was told to expect 35,000 patrons in the first year but actually got about 120,000 patrons through the door. The cafe had to increase staff from two to a summer staffing of 15 (<https://www.stuff.co.nz/travel/destinations/nz/94123407/hauraki-rail-trail-contributes-millions-to-local-economy>)

### 6.6.6 Supporting Existing Businesses

A trail increases the opportunities offered to existing businesses that currently provide relevant services to provide such services on a more regular basis. These types of examples are critical economic opportunities to diversify and solidify the sub-region’s economic base. In New



*Cafes in Rosewood are clearly benefiting for locating close to the Tumbarumba Rosewood Rail Trail, resulting in economic benefits to the businesses.*

Zealand across four recreation trails subject to detailed research (New Zealand Ministry of Business, Innovation and Employment 2013), 1 in 5 businesses surveyed reported that they had either expanded their services (e.g. added capacity) or added new services since the trail opened in their region. These ranged from provision of cycle tours to cellar door tasting sessions, but were commonly in the provision of accommodation, transport or shuttles, or cycle hire. There was anecdotal evidence that trails have been beneficial for existing businesses either by absorption of existing excess capacity or by

spreading the risk through the diversification of product.

Testimonies included in the *Rail Trails for NSW Evaluation Summary* from local business owners in Tumbarumba and Rosewood highlight the contribution of the Tumbarumba Rosewood Rail Trail to existing businesses. Gone Barney Nursery and Café in Rosewood has taken on one additional full time staff member and 2-3 junior casuals for weekend work since the trail opened. Tumba Bikes and Blooms in Tumbarumba opened a month after the rail trail opened (April 2020) and subsequently (in January 2021) added a bike hire element to the business offering. The owner employed two new staff members – one full time and one part time in response to demand generated by the rail trail.

On the Hauraki Rail Trail in New Zealand, one in seven businesses along the trail have adjusted their offerings to meet the needs of cycle trail users

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Goulburn Rail Trail Feasibility Study: Final Report

<https://www.stuff.co.nz/travel/destinations/nz/94123407/hauraki-rail-trail-contributes-millions-to-local-economy>

A trail increases the opportunities offered to existing businesses that currently provide relevant services to provide such services on a more regular basis. These types of examples are critical economic opportunities to diversify and solidify the sub-region's economic base. The *Rail Trails for NSW Evaluation Summary* found that the economic activity in the Tumbarumba region during the June to December periods 2019 and 2020 increased by 20% from \$14.0 million to \$16.9 million. Interestingly, the Tumbarumba Rosewood evaluation found that spending on consumer staples increased 14% in Tumbarumba once the Tumbarumba Rosewood Rail Trail opened. The evaluation report identified that it was likely that the rail trail contributed to this increase due to visitors staying in the town, visiting the supermarket and similar outlets. It is not only the obvious businesses (accommodation, cafes, bike hire businesses) that take positive outcomes from a rail trail.

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 7 – ISSUES AND CHALLENGES

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As noted in Section 2, the development of the rail trail and the completion of RiverWalk are the recommended options (rather than the inclusion of an on-road link). The following discussions (Section 7 -13) focus specifically on those two projects.

A project of this magnitude (developing the rail trail and finalising the RiverWalk) are not without a number of issues. Many of these relating to the rail trail have been canvassed previously – in the 2014 Feasibility Study in particular. However, some issues have arisen specifically in recent years as a consequence of the NSW Government’s views on rail trail development. In addition, there are issues related to the finalisation of the RiverWalk. The discussion identifies the relevance of each. Consideration has been given to the following:

- Route options;
- Stakeholder positions – Council and the community;
- Tenure and land ownership;
- Trailhead locations;
- Road crossings;
- Need for new fencing;
- Future width of corridor;
- Bridges;
- Trail surfacing;
- Costs – construction and ongoing maintenance; and
- Landholder concerns and issues.

### 7.1 Route options

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The brief for the project requested that the project examine various trail options around Goulburn with consideration of the rail trail as a spine linking to the Goulburn River Walk and using some country roads to create a loop trail around Goulburn and surrounding areas.

All options have been analysed and conclusion and recommendations including recommendations for physical connections have been made in Section 2.

### 7.2 Stakeholder positions

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#### 7.2.1 Goulburn Rail Trail

Under proposed management arrangements for NSW rail trails there is no doubt that the Goulburn Mulwaree Council will be the key player in ongoing implementation and management. The Council has commissioned this study as an initial process and has a long record (since 2014) of supporting the project. The Council has expressed its ongoing support for the rail trail whenever formal votes have been cast. The Council has commissioned this study.

At the initiative of the Goulburn Mulwaree Council and in accordance with the *NSW Rail Trails Framework*, the Goulburn Rail Trail Steering Committee was formed in early 2023 to progress

Mike Halliburton Associates

61

#### Goulburn Rail Trail Feasibility Study: Final Report

the project. This Committee is in effect a successor to the Goulburn Crookwell Rail Trail Inc. which progressed the project since 2014 (and before that in other guises).

The Friends of Goulburn Crookwell Rail Trail is a very strong community support base for the proposal and has been particularly active in recent years with market stalls, media work and a social media presence.

#### 7.2.2 RiverWalk

Goulburn Mulwaree Council has progressed the 20 kms of RiverWalk through securing various grants and undertaking construction over the last 4 years and has created a very good resource which has proved very popular with residents and visitors. Council has indicated a desire to ensure connections between RiverWalk and the proposed rail trail – this includes possible further work on RiverWalk (as analysed by this report).

### 7.3 Tenure and land ownership

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#### 7.3.1 Goulburn Rail Trail

The railway corridor remains in public ownership. However, the corridor was developed as an unfenced line though many kilometres have been fenced. Fencing (or the absence of fencing) is not of concern within the urban areas (out as far as the Goulburn racecourse) but does become an issue in rural areas. A change to the status quo will have some consequences for neighbouring farms along the corridor. However, the design of the trail (utilising specially designed gating systems and/or underpasses) can avoid these concerns. A general allowance has been included in costs tables for exclusion fencing and cross over points that will provide for relatively low cost options.

Residents adjoining the disused corridor (notably in Goulburn) have used the corridor for some time to provide rear access to their residential or commercial lots (particularly between Ross Street and Brewer Street). If the trail proceeds, the trail manager is likely to be given an overall lease for the corridor and will be required to deal with these informal activities. There is scope within the rail corridor to provide access for landholders (as there is within the more rural parts of the corridor) so negotiated solutions are possible.

It is also likely (though not known) that there will be uses of the corridor by adjoining landholders in rural areas – whether these uses are done under leases or licences (or with no legal agreements) is not known. This was the case in 2014 and likely remains the case today. Investigations in 2014 found that there were some (relevant) registered leases of small parts of the corridor. The leases were used for stock grazing, vehicular access, and landscaping of the foreground of the Goulburn Correction Complex. Negotiated solutions are possible if the rail trail proceeds and the Council becomes the head lessee.

With respect to the Correction Complex, negotiations are likely to be needed with Corrections NSW to negotiate the development of the rail trail in front of the centre. It is understood that there were some issues with developing a pathway behind the Correction Complex adjacent to St Saviours Cemetery and the current path being constructed across the Wollondilly River at the Goulburn aqueduct. However, the rail trail would run between the front gate of the centre and Maud Street and needs to be treated in the same way as the existing road in terms of security issues.

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### 7.3.2 RiverWalk

Land tenure from the Goulburn aqueduct to Wollondilly River rail bridge has been discussed and analysed in Section 2.

## 7.4 Trailhead locations – Goulburn Rail Trail

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The proposed (completed) rail trail, at just over 25 km, is an ideal range for cycling either as a one-way experience by many cyclists, or a return journey for fitter, more capable cyclists. However, 25 km is a long day's walk for most people and therefore intervening trailheads should be provided for more options for future users. A trailhead is usually defined by the existence of a car parking area, picnic facilities, interpretive signage, a map panel of the trail network showing sites of interest and distances to features along the trail and a Code of Conduct. It is a location where a (short or long) trail walk or ride can begin or end, as distinct from the actual beginning or end of the trail (usually called a trail "terminus"). Given that much of the usage of the trail is likely to come from walkers and cyclists from other regions, formal trailheads are important.

Trailhead locations were explored as part of the Feasibility Study in 2014 and recommendations made about location and development required. The recommendations from the 2014 report are still valid though some detail may change.

The best location in Goulburn for a trailhead is at Peter Mowle Reserve. This utilises the existing walking trail along the river and provides users with outstanding views of Rocky Hill (and the war memorial tower), the massive arches of the railway to Sydney and the stanchions of the original single railway track to Sydney. It also builds upon the investment already made in providing picnic facilities throughout the reserve. It provides relatively easy access to the disused railway corridor at the end of Mulwaree Street. It provides ample parking opportunities with minimal disruption to nearby residents.

Unlike some other rail trails, the proposed Goulburn Rail Trail does not have intermediate towns and villages and it is therefore important to develop trailheads or rest areas along the trail to allow users access to the trail should they not want to travel the entire trail. It is recommended that three additional trailheads be developed that will provide access to the trail for shorter journeys. These will not have the commercial features usually associated with a trailhead as they will not be in a town or village but will have other facilities – trailhead mapping, parking, water, shelter, toilet (in one location) - and will be easily accessible from adjoining roads. These sites are:

- Norwood siding;
- The Forest siding; and
- Graywood Siding Road (the trail's western terminus).

The 2014 report recommended a minor trailhead at Norwood siding with only a parking area and minimal facilities. However, the Goulburn – Norwood section may mark the completion of the first stage of the Goulburn Rail Trail and may be the only section done for a period of time; if this is the case, Norwood siding may be the only trailhead developed in the short term and consequently should be developed with a higher level of facilities, notably trailhead mapping, parking, water and a picnic shelter. Trailhead design for these sites will need to consider the provision of some mobile catering facilities such as food trucks or coffee carts as these are likely to appear to address needs of users.

Mike Halliburton Associates

63

Goulburn Rail Trail Feasibility Study: Final Report

## 7.5 Road crossings – Goulburn Rail Trail

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Road / trail crossings always present a special hazard which must be addressed carefully. A crossing should have enough space cleared and levelled on both sides of the road to allow cyclists travelling together to gather in a group and cross en masse. One-at-a-time crossing greatly increases the overall time in the roadway and therefore increases the likelihood of encountering a vehicle. The crossing should ideally be at a straight, level area allowing both trail user and vehicle driver good visibility and the driver ample stopping distance (if possible). All trail crossings should be perpendicular to the road. All crossings will be 'at-grade', as is common with the overwhelming majority of road crossings on rail trails in Australia (as well as many other trails).

By necessity the original railway route twisted its way across the landscape and crossed numerous roads at grade. Grade separation of the railway/road occurs at one location – the railway corridor passes under Sydney Road in Goulburn. There are no issues here as the proposed trail goes under the existing road bridge.

Should the rail trail proceed, there will be 10 at-grade road crossings between Goulburn and Graywood Siding Road – urban road crossings of Cemetery Road, Twynam Drive, Ross Street, Taralga Road and Myer Street. With the exception of Taralga Road, all these roads are considered minor road crossings meaning limited works. Beyond the urban area, the trail crosses Campbells Lane, Middle Arm Road and Norwood Road (both at Norwood siding), Denneys Lane, and Forest Siding Road. Campbells Lane is considered a major road crossing and Middle Arm Road and Norwood Road are also considered major road crossings. In the vicinity of the Goulburn Correction Complex, there are a number of entranceway crossings and in rural areas, there are likely to be driveways that provide access to houses and paddocks.

The exact locations of at-grade crossings would need to be carefully chosen and designed.

Generally, the road crossing treatment required includes:

- Installation of signage on the rail trail (both sides of the road crossing) advising (or warning) of the upcoming crossing of the road. The recommended treatment is the installation of (either or both) "Give Way" (or "Stop" signs if it is a major road such as Middle Arm Road) and "Road Ahead" signs on both sides of the crossing. Gating systems developed to prevent motorbike access should be installed. These have been costed. If motorbikes are not considered a problem now (or at particular locations), a drop-down central bollard could be used to prevent unauthorised motor vehicle entry.
- "Trail Crossing Warning Signage" on the road (both sides of the trail crossing) alerting road users of the upcoming trail crossing;
- Installation of pipe culverts (where required); and
- Miscellaneous signage (including Rail Trail name and logo; distance signs; Emergency Marker signs; road name signs; "Unauthorised Vehicles Prohibited" signs; "Trail Bikes Prohibited" signs, etc.).

In discussions with the Rail Trail Steering Committee, the prospect of an underpass under Middle Arm Road was discussed due to concerns over high speeds and relatively high volumes. Underpasses have been requested in other rail trail projects where the relevant NSW department has specified no at-grade crossings will be allowed; in these cases, this has been a crossing of a major highway. Middle Arm Road does not have the volume of traffic and site

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64

#### Goulburn Rail Trail Feasibility Study: Final Report

lines near the proposed crossing point are relatively good. An at-grade crossing will suffice; however detailed design will be required if the trail proceeds (this is likely to involve upgrading the concept drawing included in the 2014 Trail Development Plan).

### 7.6 Need for new fencing – Goulburn Rail Trail

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As noted above, the corridor was originally built as an unfenced corridor but sections of it are now fenced (in the rural areas). Fencing of the corridor is one of the most important, and expensive, components to the future success of any rail trail. As a general rule, rail trails pass through a considerable amount of farmland, and it is critical that the entire rail trail corridor in the rural areas be fenced on both sides where it passes through farms. Fencing along a rail trail is required for several reasons:

- To prevent unauthorised access onto the rail trail;
- To prevent authorised trail users (cyclists, walkers, horse riders) from attaining access onto adjoining properties, and to prevent unauthorised trail users (trail bikes, etc.) from illegally trespassing onto private property;
- To minimise disturbance of stock by trail users;
- To prevent encroachments by adjoining landholders;
- To delineate freehold (private property) from public land and to minimise encroachments and trespassing, unintended or otherwise;
- To prevent stock from straying (recognising that it is the landowner's responsibility to ensure stock does not stray); and
- To keep stock off the rail trail and away from trail users.

The cost of fencing, where required, should be a project cost. Adjoining landowners may wish to receive remuneration should they wish to erect the fencing to their standards (rather than contractors).

Although the corridor is proposed to be fenced, the cost estimates in Section 9 allow for ample stock and machinery crossing points of the corridor to enable farmers and their stock to cross the (former and to-be-fenced) rail trail corridor without the necessity of opening and closing gates. The stock crossings will be open 24/7.

If the trail proceeds, consultation with each adjoining landowner will be required to tailor specific solutions.

### 7.7 Future width of the corridor – Goulburn Rail Trail

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In many locations along the corridor, the corridor appeared to be fenced to create a 30 to 40 metre corridor - much wider than the traditional 20 metre (or 1 chain) railway corridor. It also widens in the vicinity of railways sidings and stations.

The **actual rail trail surface is approximately 2.5m -3.0m wide** (trail width in accordance with new Transport for NSW cycling guidelines is further discussed in Appendix 1). There is a narrow verge either side of approximately 1.5m – 2.0m, resulting in a minimum trail “envelope” of 7.0m. A wider corridor may be required where there are embankments, cuttings or curves. As stated above in 6.6, the corridor needs to be fenced – the question is where on the corridor the fences are placed. There are two fencing options.

#### Goulburn Rail Trail Feasibility Study: Final Report

*Option 1* would see the corridor fenced generally at the 7m width (noting that the width will vary depending on a range of topographic and landscape issues). The verge provides sufficient clearance to any new fences erected alongside the trail and permits a tractor with slasher to travel along the verge to maintain grass and weed growth. The narrowing of the rail trail corridor down to 7.0m (from the original width) enables adjoining landowners to farm the excess corridor either side – should they wish – and therefore reducing the maintenance load on the trail manager. This option reduces the maintenance burden on the trail manager if landholders are willing to lease the “excess” corridor for grazing purposes. This solution will not work everywhere on the corridor – in urban areas no options exist and in other locations landholders may not be willing or able to lease the excess.

*Option 2* is to erect fencing on the boundary of the railway corridor. This option substantially increases the maintenance load (compared to the 7m option) and saves little construction money in comparison with the narrow fencing option. Planting the remaining corridor (that not used for the trail envelope) with native trees and grasses may be an option to reduce slashing costs.

The final decision on fencing is more appropriately made at the next stage of planning and trail development (should the trail proceed) rather than the feasibility study. However, if Option 1 is chosen, the following fencing principle needs to guide location.

- *Any fencing alignment will follow the bottom of any embankments and along the top of any cuttings. The experience of the Tumbarumba Rosewood Rail Trail has provided lessons for fencing alignment and ongoing maintenance. In a number of locations along that rail trail where fencing is on the top of the embankment, cattle have wandered to the top of the embankment and have damaged the embankment edge quite close to where the trail has been constructed (as these embankments are quite narrow). This creates an avoidable maintenance cost. The problem is further exacerbated in select locations where embankments are quite steep. Fencing should be at the bottom of any embankment. Embankments can be slashed with a hydraulic arm reach mower, commonly used to manage sloping road verges and livestock are precluded from climbing the embankment.*

Again, it is important that, should the trail proceed in any form, meetings with individual landholders be held to determine the most appropriate solution at each site. It may be that both Option 1 and Option 2 can be incorporated into the solution. The costs tables (Section 9) have been prepared on the basis that the corridor is fenced at a 7m width, requiring new fencing for most of the trail’s length.

#### **7.8 Bridges – Goulburn Rail Trail**

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Bridges can be regarded as both an “issue” and an “opportunity”. Bridges are one of the most obvious reminders of the heritage value of disused railways, one of the most significant attractions of trails along disused railways and also one of the costliest items in the development of trails on former railways. When operating as a railway, there were 12 bridges and numerous culverts. The longest of these bridges is 158 metres over the Wollondilly River while others include the 30 metre bridge over Bumana Creek and a 20 metre bridge between Taralga Road and Norwood Road.

It is highly desirable that as many bridges as possible be repaired and adapted for use on the rail trail. They need, in most cases, to be re-built for use only by pedestrian and cyclists



Goulburn Rail Trail Feasibility Study: Final Report

although in some circumstances they may also need to carry the weight of emergency and management vehicles. They do not need to be re-built to carry the weight of steam locomotives and railway carriages.



*Refurbished original railway bridges – such as on the Northern Rivers Rail Trail (NSW) (left) – add significantly to the user appeal and are a major element separating rail trails from other trails. A re-furbished Wollondilly River bridge (above left) will be a significant attraction; restoring it will be a challenge, particularly as the last section on the southern side of the bridge was removed (above right).*

However, given the large number of very small bridges, the costs tables include the following bridge recommendations:

- Repair and refurbish 8 bridges totalling 246.8 metres. These bridges are generally the bigger ones.
- Replace existing very small bridges with pre-fabricated bridges. This has been included for 4 bridges totalling 12 metres (2 bridges of 3.6 metres and 2 bridges of 2.4 metres). Funds should be spent on restoring the bigger bridges to provide a good experience; these smaller ones can be replaced without significant loss of the rail trail experience. 1 of these is between Goulburn and Norwood Road, 2 are between Norwood Road and the Forest siding, and 1 is between the Forest Siding and Graywood Siding Road.

Special mention must be made of the 158 metre steel, cast iron and timber Wollondilly River bridge - an outstanding example. This bridge is a significant component of the local landscape, and its historical and aesthetic value should not be under-estimated. In addition to its heritage and community values, the bridge would have significant appeal as a tourist attraction, regardless of whether the rail trail proceeds. This attraction has not been considered in the forecasts presented in Section 10 (as it is beyond the scope of work and is not a speciality of the consultants) but it needs to be considered as part of the package. It is worth noting the



Goulburn Rail Trail Feasibility Study: Final Report

experience and use of Noojee Bridge in the Victorian Gippsland region. It is an old rail bridge (102 metres long with a 20 metre drop) on a “rail trail”. However, there is not much “trail” to this rail trail; people park close to the bridge and walk a short distance on the old rail formation to enjoy the experience of the bridge. The bridge is the attraction, rather than the trail. It is not hard to envisage that visitors to the region who would not use the trail would enjoy the opportunity to get out on the Wollondilly River bridge and enjoy the views of the landscape.



*Above left: Noojee Bridge, in Victoria’s Gippsland region, is an old railway bridge that has been converted to form an attraction in its own right (there is a very short walk trail connecting the bridge to a carpark). A similar opportunity exists for the Wollondilly Bridge (above right).*

## 7.9 Trail surfacing

### 7.9.1 Goulburn Rail Trail

A smooth compacted surface is most appropriate for a shared-use rail trail. The surface should be firm enough to provide cyclists (the predominant user group of rail trails) with a relatively smooth ride. There are some good arguments for sealing the surface of some rail trails – users on road bikes are able to use such a trail and the very successful Murray to the Mountains Rail Trail (Victoria) and Amy Gillet Rail Trail and Barossa Rail Trail (both in SA) are sealed trails. The recently opened Tumbarumba Rosewood Rail Trail is a sealed trail (using a chip seal). Historically, the construction costs of putting down a hard surface and the aesthetics of a hard surface have been arguments against a hard surface. It has been argued by some proponents that long-term maintenance costs of sealed trails are cheaper than for natural surfaces though evidence is not easy to find.

The *NSW Rail Trails Framework* (partly based on the evaluation of the Tumbarumba Rosewood and Northern Rivers Rail Trails) has provided some commentary on trail surfacing without clearly making a recommendation. The paper seems to lean towards recommending sealing but does not come out directly in favour of sealed over unsealed. The following extracts are most relevant:

- Rail trails with a sealed track are more versatile than other surfaces as they are more suitable for prams, walkers, manual push and power wheelchairs.
- Sealing requires less ongoing maintenance.
- Sealed trails are more disability-friendly and therefore delivers on some of the outcomes being sought from the *NSW Disability Inclusion Plan 2021-2025*. The

Goulburn Rail Trail Feasibility Study: Final Report

Framework states that “gravel tracks are a barrier to equitable and safe participation for people with disability”.

- Sealed trails have the added benefit of attracting a broader range of users and increasing community engagement and more health benefits (presumably the latter two arise because of the first consideration).
- The paper states that a combination of sealed and unsealed be considered. Feedback to the Framework suggested sealing the track near towns in the early stages and leaving it unsealed beyond town limits initially – this is the preferred position of this consultancy firm.



*Choice of surface will influence initial costs and maintenance costs. A sealed trail (such as the Tumbarumba Rosewood Rail Trail – above left) costs more initially but presents likely lower maintenance costs and a longer life while a natural surface (such as the deco topping on the Lilydale Warburton Rail Trail – above right) is a lower initial cost.*

The *NSW Framework* may indicate that a sealed trail would be more likely to attract construction funding from the NSW Government than an unsealed trail (though this is not clearly stated).

If the trail is to be developed in stages, it is recommended that the “town” stage – Goulburn to Norwood siding - be sealed. Consideration should be given to developing the rest of the trail (in subsequent stages) as an unsealed surface; it may be that when these stages are reached, the NSW Government has reached a clearer position on funding surface finishes. The costings in Section 9 (and these will consequently differ from the 2014 costings in this respect) provides for:

- Sealing the “town” section (as above); and
- Two options for the other sections – sealed and unsealed.

The type of seal is not determined in this report. It is not feasible for the trail to be concrete as this would be too expensive; a chip seal or asphalt surface would be the best option. The Tumbarumba Rosewood Rail Trail used a 10mm/5mm 2 coat surface with high bitumen content. This is applied in a 2 coat system with the first coat being 10mm rock (choice of rock depends upon local availability) and the second coat being a 5mm rock.

It should be noted that, should a decision be made to proceed with an unsealed trail surface from Norwood Siding to Graywood Siding Road initially, the costs of “retrofitting” a sealed

#### Goulburn Rail Trail Feasibility Study: Final Report

surface will be less than the cost of either choice of original surfacing. Trimming, grading and sealing would be all that would be required (rather than the complicated set-out required initially). The amount of work needed would also depend on the time between constructing the trail as an unsealed trail and sealing the trail – the greater the time between these decisions, the more work would be required to seal the trail. In addition, this would also be determined by maintenance. Regular maintenance will ensure the decision to subsequently seal will be cheaper than if the unsealed trail is left to deteriorate.

#### 7.9.2 RiverWalk

The missing section of RiverWalk between the Goulburn aqueduct and Wollondilly River rail bridge and along Brewer Street to Tarlo Street (an option) should be constructed of concrete in keeping with the current RiverWalk in the surface. The recommended new section in Legget Park (closer to the river) should also be constructed of concrete.

#### 7.10 Costs – construction and ongoing maintenance

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Costs – both capital and maintenance – are a major consideration in any public infrastructure project. These need to be offset against a range of benefits – both economic and non-economic. Broad cost estimates are a part of this project, but reliable and detailed cost estimates would be prepared as part of any future trail development plan (which would involve a complete traverse of the entire corridor by foot or vehicle). However, Goulburn Mulwaree Council needs to have some understanding of the possible construction and maintenance costs.

The NSW Rail Trails Framework which notes an average of \$450,000/km. The recently opened section of the Northern Rivers Rail Trail (which contained a large number of bridges that were refurbished at significant cost) cost \$500,000/km.

Ongoing trail maintenance is a crucial component of an effective management program – yet it is often neglected until too late. It is therefore essential that funds be set aside in yearly budgets for maintenance of this trail - to ensure user safety and enjoyment, and to minimise liability risks for land managers (maintenance is discussed in more detail in Section 11).

Resourcing a maintenance program is crucial, and funds will be required on an ongoing basis to enable this essential maintenance. It would be short sighted to go ahead and build the Goulburn Rail Trail and then balk at the demands of managing and maintaining it. The biggest maintenance costs involved are obviously maintenance of the items that initially cost the most to install – surfacing, fencing and bridges.

With respect to RiverWalk, Goulburn Mulwaree Council has committed to the path's ongoing maintenance as a way of ensuring the asset's ongoing attractiveness for residents and visitors. A new section (Goulburn aqueduct to Wollondilly River bridge) and a re-routed section (in Legget Park) simply adds marginally more maintenance to the ongoing task.

#### 7.11 Landholder issues and solutions

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Whilst no formal consultation has been undertaken for this report, it is reasonable to assume that the concerns expressed by adjoining landholders about the impacts of a potential rail trail still remain relevant (beyond outright opposition). These concerns might be called generic issues and concerns and have been expressed around rail trail developments across Australia. It is worth the trail proponents being aware of these issues (as they are likely to be raised at

Goulburn Rail Trail Feasibility Study: Final Report

some point) and understand some potential solutions. This is explored in more detail in Section 8.

As is the case with virtually all rail trail projects, some adjacent landowners are, understandably, apprehensive about trails close to their properties. It is important that these concerns are seriously addressed before any trail conversion takes place.

Should the trail proceed (in any form), detailed trail development planning is a critical phase of the project (beyond the scope of this project). One of the central elements in this phase would be one-on-one consultation with adjoining landholders to determine, in a cooperative manner, solutions to their particular issues. It is time-consuming but absolutely necessary. It is infinitely better to be proceeding with their support (or at least the absence of opposition).

Seeking local ideas and advice always helps forge a stronger relationship. Listing concerns and working together to find resolutions is a far more productive approach than creating confrontation.

It is the experience of the consultancy team that landholders will take the time to discuss the potential trail and the problems they envisage. When issues are discussed at the actual site where the perceived problem is, discussion of possible solutions with the landholders often reveals that the problem can be minimised or completely avoided. Acknowledgment of each issue, and a 'work together' approach is likely to be a good starting point. As with all neighbour issues, involvement over time goes a long way to building trust. No onsite meetings with landholders were held for this study.

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 8 – COMMUNITY CONSULTATION

### 8.1 Introduction

Gauging the level of public, stakeholder and business support is important. It is also important to elicit any issues that people in the community may have about the project. Community consultation is extremely important in building the community understanding and support vital in delivering trail projects be they rail trails or urban pathways. The more “controversial” of these two projects is the rail trail as it takes a trail into previously “undisturbed” areas whereas the RiverWalk proposal is merely an extension of what is already in place and widely accepted by residents of Goulburn. The following section focusses primarily on the rail trail. There are not foreseeable community difficulties with any of the three RiverWalk proposals:

- the completion of the walk between the Goulburn Aqueduct and Wollondilly River rail bridge (with a possible extension along Brewer Street to Tarlo Street). The key issue in terms of consultation will be with landholders along the river – the Health Hub and others (though much of the land is Council-owned). The proposal may also repeat consultation issues with local indigenous representatives now being experienced with the connection between St Saviours Cemetery and the north bank of the Wollondilly River (under the Goulburn aqueduct).
- The signposting of a connection between the completed RiverWalk north of the aqueduct via Camella Rd. This will encourage users to travel on existing footpaths and roads to connect to the rail trail at the Taralga Road crossing. No consultation issues are envisaged for this section – the only impacts will be increasing the number of users on already-existing infrastructure.
- The re-routing of the existing path through Legget Park. No consultation issues are envisaged with this proposal – in fact, the proposal takes path users further from existing houses than the current pathway.

The rail trail, however, is likely to be subject of some concerns particularly from rural landholders adjacent to the corridor. The rest of this section focusses on those possible issues and the consultation required.

Clearly, a project such as the rail trail demands extensive consideration of the desires of the ‘community’ surrounding the corridor. But exactly what is this community, and just whose desires should be considered.

The community is not just the local community (i.e. people living and working alongside the railway corridor), but also all of those people living in the wider region encompassing residents of Goulburn Mulwaree Council. The needs and interests of visitors to the region also need to be considered as these numbers are likely to be significant.

Despite the obvious advantages of a rail trail conversion, there are often opponents to the idea of turning the railway corridor into a multi-use trail. Neighbouring and nearby landowners, some of whom have farmed the publicly owned land for long periods, may be hesitant about the prospect of change to a situation that they have grown accustomed to. It is important to consider the issues that may be raised by adjoining landowners and investigate what options are available for resolving some of these concerns. Adjacent landowners are traditionally – and understandably – apprehensive about trails close to their properties. It is important that these concerns are seriously addressed before any trail conversion takes place. Many landowners

Mike Halliburton Associates

72

#### Goulburn Rail Trail Feasibility Study: Final Report

resent having things imposed on them or feeling as if they have no say in what is happening around them. Many landowners are resistant to change of any sort, let alone one they perceive will have detrimental impacts on their lifestyle as well as on their farming operations. It needs to be appreciated that opposition will never completely cease – some people will never be convinced, despite a plethora of testimonials “lived experience” (indicating nothing but positive results from the trail) from people in very similar situations.

Conversely, adjacent landowners who understand and support the reasons behind a trail, and who see that the trail is going to be well organised and efficiently managed, will prove to be extremely valuable partners in years to come. Indeed, some of them will take advantage of business opportunities offered by the rail trail project. Some opponents become avid supporters.

There was no separate formal community consultation undertaken in preparing this updated report. A review was undertaken of all relevant consultation and community comment made since the 2014 Feasibility Study. In essence, this consisted of the following:

- Consultation for the 2014 Feasibility Study.
- Various on-site meetings between representatives of the Goulburn Crookwell Rail Trail Steering Committee and individual landholders over the period after the feasibility study;
- A 2018 Town Hall meeting facilitated by the NSW Department of Premier and Cabinet; and
- Attendance by the Friends of the Goulburn Crookwell Rail Trail at various markets in the Goulburn region since the group was formed in October 2021 (not formal consultation but a form of consultation).

It is worth noting that, historically (as reflected in the review of the above four elements), obvious landholder opposition has come primarily from landholders along the corridor within Upper Lachlan Shire.

### 8.2 2014 Feasibility study

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In 2008, people adjacent to the rail corridor were sent a consultation survey by Upper Lachlan Shire Council. In 2012, Southern Tablelands Cycling with the help and resources of both councils sent all adjoining landholders a letter seeking comments on the *Southern Tablelands Cycle Touring Feasibility Study*. Over that time period, members of the Goulburn Crookwell Rail Trail Inc. group undertook numerous meetings with adjoining landowners, including those who supported the initiative and those who oppose the trail, accounting for the majority of rural landowners. In the early stages of the project, the proponents sent out letters to over 170 adjoining landowners. Some objections were received, and some landowners raised particular concerns but did not necessarily object to the proposal. A number of adjoining landowners expressed support for the proposal.

The consultation undertaken in preparing the 2014 Goulburn Crookwell Rail Trail Feasibility Study involved a series of public open houses with on-site visits. In summary of the open houses, there were a number of attendees and respondees who were in favour of the project (mostly potentially users and local businesses) but there was also some opposition. However, most of the opposition was expressed through on-site discussions with adjoining landholders, during the preparation of the Feasibility Study and consequent detailed Trail Development Plan

#### Goulburn Rail Trail Feasibility Study: Final Report

and subsequently as members of the project team met with a number of landholders. Much, though not all, of the landholder opposition was encountered within the Upper Lachlan Shire Council section of the corridor and appears to remain there presently – a major contributing factor to that Council withdrawing its support in 2022.

During onsite discussions with adjacent landowners, concerns raised included biosecurity, cross-contamination between properties, stress on stock, narrow sections of paddock, littering, potential fire risk from smokers, stock access to water, contamination from sleepers, irresponsible dog owners, privacy considerations, interference with fencing, liability for thoughtless actions by rail trail users, molestation of children and the need for a fire trail. These concerns are very commonly raised with rail trails. More extensive discussion on these issues and potential solutions can be found below (Table 1).

### 8.3 2018 Town Hall meeting

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In 2018, and in accordance with NSW Government conditions applying at the time, a formal Town Hall style meeting was held in Goulburn. This meeting was chaired by the NSW Department of Premier and Cabinet. The key points from this meeting (according to the report produced by R&S Muller Enterprises – the consultants who ran the meeting) were:

- A total of 178 people attended the consultation session. Attendees known to own land directly adjacent to the proposed rail trail numbered 46 people (representing 26% of attendees).
- Written submissions from people local to the region indicated support levels of 55% for the rail trail, whereas 39% objected to the closure of the rail (the balance of written feedback was neither supportive nor opposed).
- Key subjects raised were:
  - Establishment of a detailed plan for the proposed project, dealing with the wide range of subjects raised by the community, and especially adjacent or neighbouring landholders including biosecurity management practices, economic impacts on property values, the implications for day-to-day farming, a comprehensive examination of reduced farming and living amenity, access and physical security concerns.
  - Comprehensive economic analysis of the projects as proposed, examining all claims relating to the economic opportunities and risks arising from the project.
- Whilst the local community broadly appears to support the idea of a rail trail, there are strongly felt views against the concept of rail trails being established along the rail corridor by those people who live and work on properties adjacent. The broader community support is premised on their beliefs that the rail trail will bring both economic and non-economic benefits to the area. The economic benefits they anticipate are centred on increased visitors to the area, as well as the associated opportunities for local businesses that will bring. Non-economic benefits that have been raised include increased community health from use of the proposed facility, improved status of the area as a destination with natural/environmental charms.

Whilst there was supposed to be more formal processes and opportunities that followed this meeting, the NSW Government has not undertaken or assisted with the undertaking of any



Goulburn Rail Trail Feasibility Study: Final Report

further formal consultation despite comments at the meeting and subsequently that such work would be done and assisted.

#### 8.4 Post-2018 community discussions

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Whilst not formal consultation, the Goulburn Mulwaree Council has liaised with representatives of the Department of Regional NSW who have provided positive feedback and assistance on the project, as funding applications have been lodged with various funding programs. Of particular interest was a joint application lodged in February 2022 by Goulburn Mulwaree Council and Upper Lachlan Shire Council to the NSW Regional Tourism Activation Fund for \$5 million. In feedback on this application, the State Government gave a middle score for the concept's Overwhelming Community Support for which – at the time and still – no definition applied.

As the project has proceeded, Goulburn Mulwaree Council has secured backing from the State member for Goulburn and the Federal Member for Hume.

In accordance with requirements under the *NSW Rail Trails Framework*, Goulburn Mulwaree Council recently set up the Goulburn Rail Trail Steering Committee consisting of Council and community representatives as a formal way of engaging the community.

As noted above, the Friends of the Goulburn Crookwell Rail Trail have attended various markets in the Goulburn region since the group was formed in October 2021 to answer questions on the rail trail proposal.

Over 2020 and 2021, a strategic and biosecurity risk assessment was produced based on similar plan done for other rail trail proposals. The final version of this document was produced in August 2021.

#### 8.5 Landowner Concerns and Solutions

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Whilst no formal consultation has been undertaken for this report, it is reasonable to assume that the concerns expressed by adjoining landholders during the course of this project (from 2008-2022) about the impacts of a potential rail trail still abound (beyond outright opposition). These concerns might be called generic issues and concerns and have been expressed around rail trail developments across Australia. It is worth the trail proponents being aware of these issues (as they are likely to be raised at some point) and understand some potential solutions.

Table 1 presents a range of problems generally raised and some generic solutions. The table is provided as guidance; it does not substitute for detailed discussions with adjoining landholders over problems and specific tailored solutions – this should be part of the next phase of work (preparation of a detailed development plan) if the project proceeds.

This is not to say that the concerns raised by landowners in this case are not worthy of attention. Many of these concerns are legitimate and warrant careful consideration. This is not then so much a case of people raising unfounded issues – rather, it is a case of people raising issues that need to be resolved.

In addition to this table of 'issues' and 'solutions', the Murray Local Land Service (in NSW) prepared a *Strategic Risk Assessment – Biosecurity Risk Associated with Rail Trails* for the 21km Tumbarumba Rosewood Rail Trail.

Mike Halliburton Associates

75



Goulburn Rail Trail Feasibility Study: Final Report

This report is available from various sources, including the Murray Local Land Services. On its web site (<https://murray.lls.nsw.gov.au/biosecurity/disease-control/rail-trail-biosecurity-risk-assessment>), the Murray Local Land Services states:

*Murray Local Land Services staff were engaged to carry out this risk assessment as independent experts, and this is their independent view.*

*In completing this risk assessment, Local Land Services is not making a judgment on whether or not the proposal in question should proceed. The risk assessment is used by the proponent to engage with landholders as part of the development proposal.*

*This document can be used as a generic template when considering risks for rail trails or other similar developments. However, it has been specifically designed with the Tumbarumba Rosewood Rail Trail in mind, and some of the risks and treatments may need to be modified accordingly.*

A similar document was prepared by North Coast Local Land Services for the Tweed section of the Northern Rivers Rail Trail which recently opened.

Appendix 2 contains some photographic examples of rail trail solutions devised elsewhere in Australia and New Zealand for commonly raised issues.

**Table 1: Landowner Concerns and Solutions**

IMPACT / ISSUE / PROBLEM	SOLUTIONS SUCCESSFULLY USED ELSEWHERE / COMMENTS FROM EXPERIENCE ELSEWHERE
<b>Impacts on adjoining landowners' lifestyles</b>	
<p><b>Crime - Trespassing, vandalism and theft.</b></p> <p>Landholders often express a range of concerns regarding the issue of trespassing on to farmland and site security especially where the railway corridor is remote from farm buildings and public roads.</p>	<p><b>Comments</b></p> <p><i>Crime</i></p> <ul style="list-style-type: none"> <li>○ Numerous studies have concluded rail trails do not generate crime. Research and anecdotal evidence suggest conversion of rail trails tends to reduce crime by cleaning up the landscape and attracting people who use the trail for legitimate reasons such as recreation and transport.</li> <li>○ There have been no reports of trespassing, theft or vandalism on the Murray to the Mountains Rail Trail (Victoria) since the establishment of the trail. Similarly, the Collie to Darkan Rail Trail (Western Australia) has had no incidents of crime.</li> <li>○ The Clare Valley (South Australia) Riesling Trail has had 2 incidents along the trail in over 30 years of operation. One of these, a burglary, would have occurred regardless of whether the trail existed at the rear of the property. The other, an incident involving an unrestrained dog attacking stock in an adjoining paddock, is one that can be avoided by trail users following trail rules.</li> </ul>

Goulburn Rail Trail Feasibility Study: Final Report

	<ul style="list-style-type: none"> <li>○ The Brisbane Valley Rail Trail in South East Queensland had 2 incidents with trail bike access in over 10 years, but these were easily dealt with by the local police.</li> <li>○ The Rails to Trails Conservancy work in the USA includes dozens of testimonials from law enforcement officers in a number of jurisdictions confirming that the expected/perceived crimes simply do not occur.</li> </ul> <p><b>Possible solutions</b></p> <p><i>Crime prevention</i></p> <ul style="list-style-type: none"> <li>○ Design solutions to minimise theft include installation of security (and additional) fencing and planting.</li> <li>○ Trail design can eliminate overgrown vegetation and tall shrubs that minimises hiding places and creates long sight lines.</li> <li>○ Security lighting at trail heads and parking areas adds security.</li> <li>○ Emergency vehicle access helps increase user security.</li> <li>○ Keeping trail corridors clean and well-maintained increases sense of community ownership and ‘passive surveillance’ reducing minor crime such as litter, graffiti and vandalism.</li> <li>○ Plantings of tree-lined corridors along parts deemed ‘vulnerable’ by adjoining landowners could also provide a way of reminding trail users to stay on the trail – these provide a form of visual fence.</li> <li>○ Many trails have a signposted Code of Conduct as a means of reinforcing what is expected of trail users and highlighting inappropriate behaviour.</li> <li>○ Prohibiting motor vehicle use (by regulation and design) reduces property crime. Locked management access gates are a proven method of restricting access on to a trail. The Kilkivan Kingaroy Rail Trail (Qld) reports no issues with motorbike use after a short time (there was some illegal use initially).</li> <li>○ Volunteer or professional trail patrols ranging from informal monthly clean-ups and maintenance crews to daily patrols.</li> <li>○ The trail construction would include the provision of appropriate signage and barriers. Signage (and appropriate barriers) would allow enforcement of trespassing rules as well as acting as a physical barrier.</li> </ul>
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Goulburn Rail Trail Feasibility Study: Final Report

<p><b>Loss of privacy for adjoining landowners</b></p> <p>Often residences have been constructed in close proximity to the railway corridor. Landowners living near to or alongside the proposed rail trail anticipate that noise and reduction of privacy will occur.</p>	<p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Some effective design solutions are possible and have been used to good effect on other rail trail projects. Fencing and security screening are the obvious methods.</li> <li>○ Re-routing the trail off the formation away from the affected residence elsewhere in the rail corridor.</li> <li>○ Substantial additional vegetation planting to provide a visual barrier between the trail and the residence (while minimising ‘hiding’ places).</li> <li>○ Installation of screen fencing to obscure views of houses from the trail.</li> </ul>
<p><b>Land value devaluation</b></p>	<p><b>Comment</b></p> <ul style="list-style-type: none"> <li>○ What empirical evidence exists comes from the USA (<i>American Trails website</i>). The evidence is that rail trails positively add value to properties along their route. Research and anecdotal evidence suggest conversion of rail trails tends to either have a positive impact or a neutral impact on land values. It is positive where land use is changing to more intensive uses (such as from rural production to rural living/rural residential). Single family residential property values along the Little Miami Scenic Trail (Ohio) were positively impacted by proximity to the trail (<i>Karadeniz 2008</i>). Properties along the Minuteman Bikeway and Nashua River Rail Trail (Massachusetts) sell for a higher proportion of the asking price and in about half the time that it took for houses in the general inventory (<i>Della Penna</i>). Properties near, but not immediately adjacent to the Burke Gilman Trail (Seattle) sold for an average premium of 6% while those immediately next to the trail sold for a minimal premium (around 0.5%). Neutral-to-positive expectations for property values were held by 87% of adjacent neighbours to the Luce Line Trail (Minnesota). In the same 1988 study, 56% of farm neighbours held that same view, as did 61% of suburban neighbours (<i>American Trails website</i>).</li> <li>○ The consultants are not aware of any documented evidence to suggest property values decrease.</li> </ul>
<p><b>Stress and concerns about the impacts of trails on farmers lifestyles and incomes</b></p>	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>○ Any change is difficult and causes stress for many people, especially where it is a change to the way people have operated their businesses and lifestyles</li> </ul>

Goulburn Rail Trail Feasibility Study: Final Report

<p>An element of uncertainty in both the short-term (until a decision is made) or the long-term (from rail trail operations).</p>	<p>for many years. This project is a good illustration of uncertainty given it was first mooted in 2008, formally reported on in 2014, and advocated for (but not progressed) over the last 9 years.</p> <ul style="list-style-type: none"> <li>○ All public infrastructure projects create stress and concerns for those who will be negatively affected (or perceive they will be negatively affected). The experience in rail trail projects elsewhere is that the problems that adjoining landholders believe will occur do not occur. They are managed primarily by ongoing consultation and good design.</li> <li>○ Sometimes landholders are concerned that the confidence to undertake and invest in on-farm improvements is completely eroded whilst any rail trail project is “hanging over landholders’ heads”. Landholders are looking to make decisions on farming practices notably around reconfiguring paddocks which will involve capital investment primarily for fencing but also for other items of farm infrastructure. On other projects, landholders have argued that any decisions they make on fencing locations in particular may be redundant if the trail is built and the corridor fenced which would have the effect of possibly reconfiguring paddocks. Given the life of fencing at 20-40 years, this is a reasonable concern over capital investment. However, there is simply no solution to this uncertainty at this time. The landholders can fence land that is theirs to the edge of the railway corridor but cannot legally fence within the corridor until permission is granted by the corridor manager; to do so means taking the risk of fencing being removed or reconfigured if the trail is built as the land remains publicly owned.</li> </ul>
<p><b>Impacts on farming practices</b></p>	
<p><b>Threat of fire</b></p> <p>Landowners are often concerned about the possibility of increased fire risk along a rail trail with fires spreading unimpeded along the corridor and consider that additional fire protection will be required if the reserve is used for a rail trail.</p>	<p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Development of an effective fire management plan in close consultation with the local Rural Fire Service.</li> <li>○ Areas of the trail deemed high fire risk can have more active management controls.</li> <li>○ Trail closure during periods of fire bans – as occurs on other tracks in high fire areas. The Hume and Hovell Track is one example of the use of specific closures.</li> </ul>

Goulburn Rail Trail Feasibility Study: Final Report

	<ul style="list-style-type: none"> <li>○ Smoking can be prohibited on the trail. Councils can declare the public area a smoke-free zone, just as it can with other public areas. (Note: trail users are usually people interested in healthy pursuits and are therefore predominantly non-smokers).</li> <li>○ Development of the rail trail has a significant advantage in that it provides easy access for emergency vehicles and other vehicles (such as electricity maintenance vehicles) to locations that may otherwise be difficult to access.</li> <li>○ Currently - with no active use - the railway corridor is a fire risk. Development of the rail trail will improve the situation as it cleans up the corridor as well as providing vehicle access.</li> </ul>
<p><b>Weeds</b></p> <p>There are weeds on the corridor at present and throughout the region – who will remove them and who will keep them under control is often an issue raised.</p>	<p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Weed management will be the responsibility of whichever entity is responsible for the corridor should it be converted to a rail trail (as UGL is presently).</li> <li>○ Existing weed infestations can be cleaned up during trail construction, thus requiring minimal ongoing weed removal/spraying.</li> <li>○ Preparation of a regularly reviewed Trail Management Plan covering all maintenance issues prepared in advance of construction.</li> <li>○ Focus of maintenance – erosion, vegetation regrowth, weed control and signage damage.</li> <li>○ Division of maintenance into regular inspections and simple repairs and once/twice yearly programs undertaking larger jobs such as vegetation control.</li> <li>○ Signage to indicate wheels and shoes must be clean and free of dirt and vegetable matter before entering the trail. Wash down areas for wheels and footwear at both ends of the trail to encourage “come clean, go clean” can be constructed if noxious weed spread is a high risk.</li> </ul>
<p><b>Interactions between nervous livestock and trail users with dogs</b></p> <p>Farmers whose properties adjoin the corridor are often concerned at unrestrained dogs being allowed along the</p>	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>○ It is well recognised that people walking dogs is a pastime with considerable physical and mental health benefits. On other rail trails, some sections of the trail (notably within the urban areas) permit this activity.</li> </ul> <p><b>Possible solutions</b></p>

Goulburn Rail Trail Feasibility Study: Final Report

<p>proposed rail trail and causing difficulties for their livestock.</p>	<ul style="list-style-type: none"> <li>○ On other trails, dogs are usually either banned altogether, or trail users are required by regulation to keep their dogs on a lead at all times. The Trail Manager may ultimately decide to allow dogs (on leads) within the ‘town’ areas of the trail. This is the recommendation put forward for this trail – that dogs be allowed access to limited parts of the trail. For example, the urban part of the trail (to Goulburn Racecourse, or to Campbells Lane) could permit dogs as there is limited rural activities.</li> <li>○ If the rail trail or parts of the rail trail are declared ‘dog free’, Council’s rangers could issue infringement notices and the offender can be fined.</li> </ul>
<p><b>Interactions between trail users and stock – interference in farming practices.</b></p> <p>Some landholders were concerned about interference in farm practices by trail users who are not familiar with farming practices e.g. separation of calves and lambs from mothers or “spooking” of cattle and sheep by passing cyclists, particularly “new” cattle and sheep who are not used to people. There is also the issue of visitors seeing “distressing” (but normal) farming scenes and being upset and reporting to authorities.</p>	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>○ This has not been an issue in other rail trails running through grazing country that the consultants are aware of.</li> <li>○ On many rail trails, signs at trailheads alert users to the fact that the trail passes through farming areas.</li> <li>○ In 2014, this issue was raised by an intensive poultry farmer between Norwood Siding and The Forest Siding.</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Prevent contact between animals and people by using signage to indicate appropriate behaviour and warn of trespass and biosecurity obligations and risks. Signage to advise of appropriate behaviour when on the trail e.g. not making excessive noise that may frighten stock along the trail.</li> <li>○ Fencing solutions have been included in preliminary costings around the intensive poultry practice.</li> <li>○ Landholders could include their phone numbers as appropriate on relevant signs to allow trail users to report issues as they pass by. This may not suit all landholders and needs to be discussed as part of trail development and construction planning should the trail proceed.</li> </ul>
<p><b>General biosecurity</b></p> <p>There are concerns that the use of rail reserve by trail users will increase the risk of</p>	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>○ Advice obtained by the proponents of the Great Victorian Rail Trail (in central Victoria) from the Department of Primary Industries (Victoria) was that a</li> </ul>

Goulburn Rail Trail Feasibility Study: Final Report

<p>contamination of livestock. The key question was how will the biosecurity obligations be met to satisfy the statutory requirements of affected farms. Some landholders believe there will be a high risk of introduction / contamination of weeds and disease.</p>	<p>trail should not jeopardise the landowner’s ability to sign the National Vendors Declaration. The rail trail would be considered in the same way as any public thoroughfare would be. Farmers have no control over who uses and what is done on adjoining roads so they have ‘no knowledge’ unless they are notified (the Declaration specifies that “to the best of a farmers knowledge and from information they have control over that their livestock comply with the conditions on the declaration”). Trail users are no different to road users in that people may trespass onto private land but most are unlikely to cause significant damage, unless there is some malicious intent. Again, the farmer has to have some knowledge of this before the declaration is declared false. Cars and particularly tractors moving at high speed would disperse more dirt from roads and tracks than collective effort of numerous bikes (in particular).</p> <ul style="list-style-type: none"> <li>○ The NSW Government prepared guidelines for assessing rail trails (<i>Strategic Risk Assessment: Biosecurity Risks Associated with Rail Trails</i>) which included an assessment of the risk of trail users introducing exotic animal diseases as an unlikely risk with catastrophic consequences, giving it a high risk rating. The documents suggest that risk treatment options reduce likelihood and result in a low residual risk rating. The document identifies that current national border control and quarantine protocols are in place. Suggested solutions include providing bins which fully contain rubbish (or instructing people not to leave rubbish and why), provide information on the general biosecurity duty to which the general public must adhere, and using signage to prevent contact between people and animals. Information on the trail should also include biosecurity risks and responsibilities including warnings about food scraps, human waste, soil, seeds, organisms and people who have been outside Australia in the last 7 days. The assessment also notes that trespass laws apply.</li> <li>○ The NSW Government document assesses the risk of trail users introducing non-endemic animal diseases as an unlikely risk with moderate consequences, giving it a medium risk rating. The documents suggest that risk treatment options reduce likelihood and result in a low residual risk rating. Solutions are similar to the risk of introducing exotic animal diseases and also includes</li> </ul>
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Goulburn Rail Trail Feasibility Study: Final Report

	<p>signage to indicate wheels and shoes must be clean and free of dirt and vegetable matter before entering the trail. (Such facilities could be included at trailheads). Trailheads could also include wash down areas for bikes, prams, and footwear in high-risk areas.</p> <ul style="list-style-type: none"> <li>○ The NSW Government document assesses the risk of trail users spreading established diseases between farms as an unlikely risk with moderate consequences, giving it a medium risk rating. The documents suggest that risk treatment options reduce likelihood and result in a low residual risk rating. Suggested solutions are as above.</li> <li>○ The NSW Government document also recommends that the trail proponent include in their emergency response plan a provision to close the trail during a disease emergency.</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ According to the recently released <i>NSW Rail Trails Framework</i> document, essential criteria to be addressed in a Rail Trail proposal include issues relating to biosecurity. It is worth noting that there have been two biosecurity assessments done for the two new NSW rail trails – the Tumbarumba Rosewood Rail Trail (opened in April 2020) and the Northern Rivers Rail Trail (opened in March 2023). It is expected that these assessments will form the template of future consideration. This is a logical set should the trail proceed (a report needs to be prepared prior to construction).</li> </ul>
<p><b>Fencing of the corridor - who pays and what might be needed.</b></p> <p>Farmers often believe that the rail trail project will result in them needing to pay for additional fencing. Farmers often believe fencing will cause problems with farming practices and not fencing will create havoc with livestock / trail user interactions &amp; liability.</p>	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>○ The original railway line was built as an unfenced corridor. However, if a rail trail is developed it cannot be unfenced. Sections in the urban area will not need fencing. All other sections will require fencing on both sides.</li> <li>○ The cost of fencing, where required, should be a project cost. Adjoining landowners may wish to receive remuneration should they wish to erect the fencing to their standards (rather than contractors).</li> <li>○ Replacement of fencing over time (as it wears out or gets damaged) would need to be part of the original agreement with adjoining landowners. Landowners in other projects have stated that they would not want to</li> </ul>



Goulburn Rail Trail Feasibility Study: Final Report

	<p>replace a fence that fell down (over time) as they would not originally want the fence and would not need the fence if the rail trail did not proceed.</p>
<p><b>Splitting of farm paddocks</b></p> <p>Splitting properties and the resultant impact on farm practices (particularly getting stock to watering points). One of the concerns often expressed is how does a landholder get an opportunity to put forward their “requirements” for farming infrastructure if the trail develops and potentially causes changes to their existing farming practices.</p>	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>○ There will be sections that ‘dissect’ properties or are used by the adjoining landholder. Work done by Friends of the Goulburn Crookwell Rail Trail indicate that only a limited number of properties straddle the corridor.</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ There are several options for dealing with “paddock splitting”. They involve providing fenced and gated crossing points for stock and machinery at appropriate locations as determined by the landholder and trail manager. Any locations should be discussed in the next stage of planning should the trail proceed to that stage. This also allows individual landholders to ensure they can put their request forward based on their individual circumstances. Provisions have been included within the costs estimates (Section 8) to allow for a limited number of stock/machinery crossings based on an understanding of how many properties straddle the corridor.</li> <li>○ Access licences can be granted by the trail manager with use conditions set to minimise damage to the trail, to manage interactions with trail users, and to maintain farm practices and maintain/develop access. The locations for these should be noted in the trail development planning process as part of field work should the trail proceed.</li> <li>○ The Tumbarumba Rosewood Rail Trail has dealt with the paddock splitting issue by the creation of trail underpasses separating trail users from livestock and machinery at designated crossing points.</li> </ul>
<p><b>Construction impacts on livestock</b></p> <p>Timing of construction may have impacts on landholder’s use of certain paddocks for livestock at certain times of the livestock management cycle.</p>	<p><b>Possible solution</b></p> <ul style="list-style-type: none"> <li>○ Should the trail proceed, construction timing should be worked out and negotiated between the Project Manager and any relevant landholders to minimise disruption to livestock and cropping management.</li> </ul>
<p><b>Impacts of trail users</b></p>	

Goulburn Rail Trail Feasibility Study: Final Report

<p><b>Management of litter and toilet waste</b></p>	<p><b>Comment</b></p> <ul style="list-style-type: none"> <li>○ Some landowners whose properties adjoin a former railway corridor expect high levels of litter.</li> <li>○ It has not been a problem elsewhere. The Lilydale Warburton Rail Trail (Victoria) is kept spotless, with little or no visible signs of litter. The Gippsland Plains Rail Trail was involved with Clean Up Australia Day, but their involvement was curtailed because they effectively had nothing to do. There was no litter to clean up. The Clare Valley Riesling Trail (in SA) is also litter-free.</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Thoughtful placement of rubbish bins at trailheads on the trail.</li> <li>○ Regular maintenance patrols by council staff or volunteers, or the trail manager.</li> </ul>
<p><b>Farm/user safety</b></p> <p>Adjoining landholders can be concerned that farms are unsafe work places and people are being invited into such unsafe workplaces.</p>	<p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Good design and appropriate information will discourage people from going off the trail onto farm property and thus placing themselves in dangerous work environments or in close proximity to unpredictable livestock.</li> <li>○ Fencing is the key solution; appropriate warnings on trail literature (websites, trailhead panels, codes of conduct) is the right place to deliver these messages in written form and need to be included when such material is designed.</li> <li>○ Particular attention to the trail design issues around sites where agricultural buildings are close to the rail trail (some of these solutions are discussed above in the section on crime prevention).</li> </ul>
<p><b>Trail Management issues</b></p>	
<p><b>Funding for construction</b></p> <p>A major concern for opponents to rail trails is “Who is going to pay for trail project? How will it affect rates?”</p>	<p><b>Comment</b></p> <ul style="list-style-type: none"> <li>○ Many Federal and State Government funding programs are available for tourism/recreation projects such as trails. Numerous trails around Australia have been funded by major grants worth hundreds of thousands of dollars.</li> <li>○ Major companies, such as mining companies, have contributed to trail projects. For example, BHP Billiton</li> </ul>

Goulburn Rail Trail Feasibility Study: Final Report

	<p>has contributed \$200,000 towards the Camperdown-Timboon Rail Trail in Victoria.</p> <ul style="list-style-type: none"> <li>○ Volunteers and other low cost resources, including low risk prison crews, can be brought into trail construction and maintenance projects.</li> <li>○ Entire construction costs for trails are rarely borne by local government, therefore there is reduced impact on ratepayers for construction (even though ratepayers do benefit directly from trails, and indirectly by visitors spending in the community).</li> </ul>
<p><b>Liability</b> – who is liable for the safety of users both on-trail and when they stray off-trail. This issue is also often raised in the context of farm dogs or protective livestock attacking trail users.</p>	<p><b>Comment</b></p> <ul style="list-style-type: none"> <li>○ In recent years public liability has become a major issue right across the community. Trails are not immune from concerns related to liability, or from the resulting issues. Indeed, liability – who is liable and who will pay – is often raised as a potential ‘problem’ with rail trail projects.</li> <li>○ The exclusion of dogs from farming areas means that someone who takes their dog into these areas is in breach of the trail regulations and any subsequent liability action would take this into account.</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Primary project partners must take responsibility and ensure that their role is clear and unambiguous.</li> <li>○ Management body takes liability responsibility along the full length of the trail regardless of ownership. Farmers do not carry any additional liability.</li> <li>○ Effective signposting at trailheads and access points indicating trail regulations and trail use rules and user responsibilities.</li> <li>○ In respect of farmers’ general insurance, this has not been an issue in other rail trails. Fire management plans address the possible fire risk increase, while reports of theft of property have been virtually non-existent (as noted above).</li> <li>○ Courts are increasingly ruling that people are responsible for their own actions, marking a different emphasis to that which occurred in the late 1990s/early 2000s when managing authorities were held responsible for inappropriate behaviour.</li> </ul>

Goulburn Rail Trail Feasibility Study: Final Report

<p><b>Unauthorised trail users</b></p> <p>There are often concerns over whether motor bikes would use the trail.</p>	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>○ Unauthorised access to the trail by users of cars, motor bikes, etc, is often stated as one the major concerns of adjoining landowners (it is also a concern of potential trail users).</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Prohibit motor vehicle and motor bike use through motor vehicle exclusion barriers and effective signage at each road crossing.</li> <li>○ On the Lilydale Warburton Rail Trail, as with other rail trails in Victoria, a standard gate configuration has been designed for use at all road crossings and trailheads. The design allows unimpeded access by walkers, cyclists, people in wheelchairs, etc. The design is such that motorbikes cannot squeeze past the gate posts of the narrow maze. Access by authorised vehicles, such as management vehicles, adjoining landowners (where needed) and emergency vehicles is gained through an adjoining (locked) management gate.</li> <li>○ Encourage reporting of vehicle/bike registration numbers of illegal users. Experience on the Murray to the Mountains Rail Trail was that motorbikes tended to use the same sections at the same time – enforcement was therefore relatively easy.</li> </ul>
<p><b>Ongoing maintenance costs</b></p> <p>Who is responsible, who will pay, what effect will it have on rates?</p>	<p><b>Comment</b></p> <ul style="list-style-type: none"> <li>○ There are often concerns about the capacity of any Council to maintain the trail and how it is going to pay for the maintenance. Maintenance is an ongoing responsibility and necessary for a good trail and the costs do need to be met by an organisation (Council or other community groups) – whether it is in capital or human resources.</li> <li>○ Under the recently released NSW Rail Trail Guidelines, 30 year leases over rail corridors to develop rail trails can only be offered to Local Governments. Goulburn Mulwaree Council will need to consider its capacity to maintain the trail if it is to proceed.</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Preparation of a regularly reviewed Trail Management Plan covering all maintenance issues (including fencing) prepared in advance of construction is critical. The plan</li> </ul>

Goulburn Rail Trail Feasibility Study: Final Report

	<p>will provide a clear definition of who is responsible for what.</p> <ul style="list-style-type: none"> <li>○ Proper design and construction will minimise ongoing maintenance costs.</li> <li>○ Focus of maintenance – erosion, vegetation regrowth, weed control and signage damage.</li> <li>○ A clear definition of who is responsible for what.</li> <li>○ Division of maintenance into regular inspections and simple repairs and once/twice yearly programs undertaking larger jobs such as signage repairs, culvert cleaning or vegetation control.</li> <li>○ Hazard inspection program (to limit liability and to define maintenance activities).</li> </ul>
<p><b>Responsibility for policing trail</b></p> <p>Adjoining landowners are often concerned about undesirable people using the trail and causing a nuisance. Often allied to this concern are concerns about the capacity of the relevant council (as the trail manager) to undertake necessary policing and issue penalty notices.</p>	<p><b>Comment</b></p> <ul style="list-style-type: none"> <li>○ Rail trails do not attract undesirable people. Adjoining landowners need not be concerned about the typical trail users as they do not cause trouble. They are using the trail for a relaxing and enjoyable outing in an attractive environment, free of motor vehicles.</li> </ul> <p><b>Possible solutions</b></p> <ul style="list-style-type: none"> <li>○ Volunteer or professional trail patrols ranging from informal monthly clean-ups and maintenance crews to daily patrols.</li> <li>○ Preparation of a regularly reviewed Trail Management Plan contains a clear definition of who is responsible for what.</li> <li>○ Police and/or Council ranger patrols (including on bikes); or by trail manager on regular patrols.</li> </ul>

*(This table is informed by the consultants’ own experiences and also draws upon the two NSW Government documents mentioned above as well as the biosecurity risk assessment report prepared specifically for this project).*

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 9 – ESTIMATES OF PROBABLE COSTS

### 9.1 Basis of Cost Estimates

The cost updates are based on conditions likely to be encountered during construction. As accurate measurements have not been made, it is not possible to be precise in quantifying costs. It is only after a detailed trail development plan is prepared (including a full traverse of the rail corridor and the proposed RiverWalk extensions) that more definite quantities and costs can be provided. A formal Trail Development Plan for the rail trail was prepared in 2014 and an updated costings plan was prepared in 2018 using the same set of tables as a basis. This 2023 analysis draws particularly on description of needed items around drainage structures in particular but the tables are presented in a different way to the 2014 and 2018 tables as this report was prepared by different consultants. This is also a feasibility level study without the precise detail of the previous studies. There is also a different approach taken to some of the elements such as road crossings and landholder perspectives that inform this study that were not used in the previous costings work.

Detailed fieldwork was not undertaken for this update though time was spent in the field investigating the corridor, noting what had been built since 2014 (notably at the Goulburn end) and how the rail trail might work in with the already constructed RiverWalk. Fieldwork was also used to verify that some of the solutions proposed in the 2014 studies at road crossings and trailheads were still valid. On-road options were also examined. The 2014 and 2018 costs tables were revisited and updated costs have been included based on recent projects. In addition, initial works tables for the rail trail were provided to Mitchell Brandtman, Quantity Surveyors, for review and independent costings and these costings are reflected below in Tables 2-8. For further detailed information, please see the conceptual estimates for rail trail works in Appendix 3. As noted, the tables are presented in a different format to that included in the 2014 and 2018 study but all relevant items have been included.

Costings for RiverWalk and all its relevant components are primarily based upon unit costs supplied by GMC for recent similar projects and are reflected below in Tables 9-14.

The costs of construction of the proposed rail trail and RiverWalk extensions/upgrades are an estimate of probable costs only. Accurate costs can only be determined, firstly, by the compilation of more detailed works lists accomplished through a detailed trail development plan for the proposed rail trail and, secondly, via a tendering process.

For the purposes of determining costs for this Feasibility Study, the per unit construction rates have been included in the tables, along with an estimate of the total length or quantity. The following relevant notes apply (to varying degrees to both trail proposals – the Goulburn Rail Trail and the completion of the Riverwalk).

- Trail construction (unsealed sections). Construction includes light rolling, covering with road base, levelling, trimming, shaping and compacting: \$100/lineal metre (for 2.5m trail width). Building lesser quality trails leads to significant maintenance bills in the future and also has the potential to deter users.
- Trail construction (sealed sections): Construction includes stripping of top soil, boxing out, cleaning side drains, compacting subgrade (to 150mm), filling with road base,

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89

## Goulburn Rail Trail Feasibility Study: Final Report

levelling, trimming, shaping and compacting, and sealing: \$150/lineal metre (for 2.5m trail width). It also allows for extra work on “cleaning” the formation if needed.

- Trail construction (concrete sections): Construction includes stripping of top soil, boxing out, , compacting subgrade (to 200mm), filling with 100mm thick compacted rubble base, levelling, trimming, shaping and compacting, constructing 100mm thick reinforced concrete path including edge formwork, mesh reinforcement, concrete: \$570/lineal metre (for 2.5m trail width). The remaining Riverwalk sections should be built as a concrete trail given the remaining 18 or so kilometres of the walk are concrete.
- The cost of fencing on the corridor is based on a 7m width for the trail “corridor” (a cleared section within which the trail is built) with the formation in the middle forming the basis of the trail along the entire length of the rail corridor where possible – the actual constructed trail is 2.5 m wide (as discussed in Section 7). This allows the remaining corridor beyond the 7 metre “envelope” to be grazed by adjoining or other landholders thus reducing the maintenance costs. This adds to the construction costs but significantly reduces the maintenance costs. In most cases, new fencing will therefore be required. The costings reflect this.
- The construction of the rail trail will require the removal of the steel railway track. It may be a cost to the project but it is more likely to be cost-neutral i.e. the costs of removing the rail in particular (by a commercial contractor) can be offset by the resale price of the steel track where the resale price of the steel track exceeds the costs of removing the rail in particular (by a commercial contractor). On the Tumbarumba Rosewood Rail Trail, the NSW Government granted the trail manager ownership of the track and sleepers as part of the project. A removal contract was organised and proceeds of the sale of the track went to the demolition contractor (with the trail manager taking a percentage of the sale value as the price for steel track was high). A slightly different approach was taken in the construction of the first section of the Northern Rivers Rail Trail (from Murwillumbah to Crabbes Creek) but the end result – no net cost to the project for rail removal – was the same.

The track sale price is dependent on the market price for railway track at the time of removal. It is difficult to know what market conditions will be like at the time of track removal should the Goulburn Rail Trail proceed. For the purposes of estimating construction costs, the approach taken in this report is to assume the Tumbarumba Rosewood and Northern Rivers projects set a precedent for asset ownership and a price and return for steel track removal. It may be that the price of steel railway at the time of removal allows some proceeds of sale to be returned to the asset owner (as it did in the case of the Tumbarumba Rosewood Rail Trail). It is worth noting that the general price of steel has increased by 50% in the last 12 months (this report is prepared in March 2023). Whilst this has had a significant negative impact on the cost of refurbishing existing bridges due to the need for steel handrails, it also has the potential for a positive impact on the recovery price of steel railway track. These high prices may be unique to this time but it is worth remembering that a high steel price will have both positive and negative cost implications for this project. **However, a prudent approach**

## Goulburn Rail Trail Feasibility Study: Final Report

**is required, and the removal of track and sleepers has been considered a cost-neutral exercise and is not included in the costs tables.**

- The estimates set out in the tables below are an indication only and have been based on conditions observed from many areas along the railway corridor. A more reliable estimate of costs can only be provided following a complete traverse of the corridor, as would be done in the preparation of a detailed trail development plan.
- These broad estimates of probable costs are based on contractors' rates. Costs can be considerably reduced through use of in-kind contributions from the Council, use of volunteers for various tasks, use of prison crews (for construction tasks), etc.
- The estimates of probable costs are based on recent relevant construction costs from other trail projects. Real-life costs will depend on several factors, including the state of the economy, the extent of 'advertising' of construction tenders, the availability and competitiveness of contractors, the rise and fall in materials costs, the choice of materials used in construction and final design details.
- Tenders submitted by construction contractors may vary significantly from the estimated costs in the table contained within this report.
- Estimated costs are as of July 2023. The report from the quantity surveyors (Appendix 3) includes an annual 6% escalation cost. A contingency of 30% for each section is also included in the tables.
- The section costs per kilometre are higher than what has been generally noted in the NSW Rail Trails Framework. There are two key reasons for this variance (noting all the comments above).
  - The Goulburn trailhead to Norwood siding section includes a very significant provision for the refurbishment and re-use of the Wollondilly River bridge. At 158 metres, it is a very significant bridge and much longer than any of the bridges on the constructed rail trails in NSW to date (Tumbarumba-Rosewood and Northern Rivers). Taking into account the range of on-costs, refurbishment costs are in the order of \$2.5 million – some 30% of the budget for this section.
  - Across Australia, there has been significant escalation of costs within the construction sector since the onset of Covid-19 – the *Rail Trails Framework* paper was written in 2021 researching projects constructed in 2019. The costings included in the Framework are potentially "time-damaged". There is reason to believe that construction costs escalation may reduce in the future as supply and demand problems are resolved. However, as noted above, a 6% annual cost escalation is included.



Goulburn Rail Trail Feasibility Study: Final Report

### Goulburn Rail Trail

**Table 2: Preliminary Cost Estimates. Rail Trail: Section 1 – Goulburn trailhead to Norwood siding (8.34 kms) – sealed trail**

Activity (primary groups)	Rate	\$
Site establishment		\$201,400
Rail Trail Works		\$2,262,350
Waterway crossings		\$2,793,750
Stormwater drainage		\$361,180
Other allowances		\$110,000
<b>Total construction cost (excl. GST)</b>		<b>\$5,728,680</b>
Project Management	5%	\$286,434
Design and approvals	7.5%	\$451,134
Contingency allowance	30%	\$1,939,874
Allowance for additional construction costs: more time will be spent hauling material from stockpile sites (one sub-section only – Goulburn Racecourse to Norwood siding)	2.5%	\$210,153
<b>TOTAL ESTIMATED PROJECT COST (GST EXCLUSIVE)</b>		<b>\$8,616,275</b>

*(note that these costings include connections between the rail trail and RiverWalk at Peter Mowle Reserve and Riversdale)*

**Table 3: Preliminary Cost Estimates. Rail Trail: Section 2 – Norwood siding to The Forest siding (7.12 kms) – unsealed trail**

Activity (primary groups)	Rate	\$
Site establishment		\$159,400
Rail Trail Works		\$1,430,520
Waterway crossings		\$522,500
Stormwater drainage		\$220,240
Other allowances		\$220,000
<b>Total construction cost (excl. GST)</b>		<b>\$2,552,660</b>
Project Management	5%	\$126,633

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92

Goulburn Rail Trail Feasibility Study: Final Report

Design and approvals	7.5%	\$201,022
Contingency allowance	30%	\$864,394
Allowance for additional construction costs: more time will be spent hauling material from stockpile sites	5%	\$187,285
<b>TOTAL ESTIMATED PROJECT COST (GST EXCLUSIVE)</b>		<b>\$3,932,995</b>

*Table 4: Preliminary Cost Estimates. Rail Trail: Section 2 – Norwood siding to The Forest siding (7.12 kms) – sealed trail*

Activity (primary groups)	Rate	\$
Site establishment		\$159,400
Rail Trail Works		\$1,786,520
Waterway crossings		\$522,500
Stormwater drainage		\$220,240
Other allowances		\$220,000
<b>Total construction cost (excl. GST)</b>		<b>\$2,908,660</b>
Project Management	5%	\$145,433
Design and approvals	7.5%	\$229,057
Contingency allowance	30%	\$984,945
Allowance for additional construction costs: more time will be spent hauling material from stockpile sites	5%	\$213,405
<b>TOTAL ESTIMATED PROJECT COST (GST EXCLUSIVE)</b>		<b>\$4,481,500</b>

*Table 5: Preliminary Cost Estimates. Rail Trail: Section 3 – The Forest Siding to Graywood Siding Road (9.88 kms) – unsealed trail*

Activity (primary groups)	Rate	\$
Site establishment		\$263,000
Rail Trail works		\$1,743,070
Waterway crossings		\$418,000
Stormwater drainage		\$277,640
Other allowances		\$164,600

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93

Goulburn Rail Trail Feasibility Study: Final Report

<b>Total construction cost (excl. GST)</b>		<b>\$2,866,310</b>
Project Management	5%	\$143,316
Design and approvals	7.5%	\$225,722
Contingency allowance	30%	\$970,604
Allowance for additional construction costs: more time will be spent hauling material from stockpile sites	5%	\$210,298
<b>TOTAL ESTIMATED PROJECT COST (GST EXCLUSIVE)</b>		<b>\$4,416,249</b>

**Table 6: Preliminary Cost Estimates. Rail Trail: Section 3 – The Forest Siding to Graywood Siding Road (9.88 kms) – sealed trail**

Activity (primary groups)	Rate	\$
Site establishment		\$263,000
Rail Trail works		\$2,237,070
Waterway crossings		\$418,000
Stormwater drainage		\$277,640
Other allowances		\$164,600
<b>Total construction cost (excl. GST)</b>		<b>\$3,360,310</b>
Project Management	5%	\$168,016
Design and approvals	7.5%	\$264,624
Contingency allowance	30%	\$1,137,885
Allowance for additional construction costs: more time will be spent hauling material from stockpile sites	5%	\$246,542
<b>TOTAL ESTIMATED PROJECT COST (GST EXCLUSIVE)</b>		<b>\$5,177,377</b>

Goulburn Rail Trail Feasibility Study: Final Report

**Table 7: Total Costs: Goulburn to Graywood Siding Road (25,340 metres): Option 1- Section 1 sealed; sections 2 and 3 unsealed**

Section	Cost
<b>Section 1: Goulburn to Norwood siding (sealed)</b>	<b>\$8,616,275</b>
<b>Section 2: Norwood siding to The Forest Siding (unsealed)</b>	<b>\$3,932,995</b>
<b>Section 3: The Forest Siding to Graywood Road (unsealed)</b>	<b>\$4,416,249</b>
<b>Total (excluding GST)</b>	<b>\$16,965,519</b>

**Table 8: Total Costs: Goulburn to Graywood Siding Road (25,340 metres): Option 2 - all section sealed**

Section	Cost
<b>Section 1: Goulburn to Norwood siding (sealed)</b>	<b>\$8,616,275</b>
<b>Section 2: Norwood siding to The Forest Siding (sealed)</b>	<b>\$4,481,500</b>
<b>Section 3: The Forest Siding to Graywood Road (sealed)</b>	<b>\$5,177,377</b>
<b>Total (excluding GST)</b>	<b>\$18,275,152</b>

### RiverWalk

**Table 9: Preliminary Cost Estimates. RiverWalk: Section – Goulburn Aqueduct to Wollondilly Bridge – Recommended route (the higher ground option) (1,215 m)**

*(no land acquisition or easement costs are included in this estimate)*

Activity	Unit	Qty	Rate	\$
Site establishment including mobilisation	Item	1		\$5,000
Allowance for minor clearing of corridor	metres	855	\$15	\$12,825
Allowance for heavy clearing of corridor (notably for removal of trees)	metres	360	\$45	\$16,200
Allowance for constructing concrete path to 2.5m wide	Lineal metres	1,215	\$600	\$729,000
Allowance for purchase and installation of miscellaneous signage (directional / distance, warning, etiquette, private	metre	1,215	\$2	\$2,430

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95

Goulburn Rail Trail Feasibility Study: Final Report

property, no trespassing, emergency etc)				
Allowance for trailside furniture		3	\$3,000	\$9,000
Allowance for preparation and installation of interpretive signage	unit	3	\$3,000	\$9,000
Allowance for Trail Directional Markers (incorporating emergency markers) to be placed along trail every 1 km.	Ea.	2	\$600	\$1,200
Allowance for braille signs – locations to be determined	Ea.	2	\$2,300	\$4,600
Allowance for weed spraying before/during construction				\$3,000
Allowance for surveying of property boundaries/fencing alignment as relevant	km	1.215	\$300	\$365
Allowance for marking centreline of trail with flagging tape prior to construction				\$2,000
Allowance for marking trees to be cleared, pruned or left untouched				\$1,000
Allowance for litter bins	Units	2	\$5,250	\$10,500
Supply and install solar lights	Units	10	\$13,000	\$130,000
<b>Sub-total</b>				<b>\$936,120</b>
Approvals, permits, applications, designs, specifications	%		7.5	\$70,209
Contingency amount	%		30.0	\$301,899
Project management	%		5.0	\$65,412
<b>Total (not incl GST)</b>				<b>\$1,373,640</b>

**Table 10: Preliminary Cost Estimates. RiverWalk: Section – Wollondilly Bridge to Tarlo Street (on Brewer Street) (330 m)**

Activity	Unit	Qty	Rate	\$
Site establishment including mobilisation	Item	1		\$5,000
No clearing required	metres	260		\$0

Goulburn Rail Trail Feasibility Study: Final Report

Allowance for heavy clearing of corridor (notably for removal of trees)	metres	70	\$45	\$3,150
Allowance for constructing concrete path to 2.5m wide	Lineal metres	330	\$600	\$198,000
Allowance for purchase and installation of miscellaneous signage (directional / distance, warning, etiquette, private property, no trespassing, emergency etc)	metre	330	\$2	\$660
Allowance for trailside furniture		0	\$3,000	\$0
Allowance for preparation and installation of interpretive signage	unit	0	\$3,000	\$0
Allowance for Trail Directional Markers (incorporating emergency markers) to be placed along trail every 1 km and decision points.	Ea.	3	\$600	\$1,800
Allowance for weed spraying before/during construction				\$3,000
Allowance for surveying of property boundaries/fencing alignment as relevant	km	0	\$300	\$0
Allowance for marking centreline of trail with flagging tape prior to construction				\$500
Allowance for marking trees to be cleared, pruned or left untouched				\$500
Allowance for litter bins	Units	0	\$5,250	\$0
Supply and install solar lights	Units	2	\$13,000	\$26,000
<b>Sub-total</b>				<b>\$238,610</b>
Approvals, permits, applications, designs, specifications	%		7.5	\$17,895
Contingency amount	%		30.0	\$76,950
Project management	%		5.0	\$16,675
<b>Total (not incl GST)</b>				<b>\$350,130</b>

Goulburn Rail Trail Feasibility Study: Final Report

**Table 11: Preliminary Cost Estimates. RiverWalk: Section – Tarlo Street to Victoria Street (using Middle Arm Road and McDermott Drive) (1.4 kms)**

Activity	Unit	Qty	Rate	\$
Allowance for preparation and installation of interpretive signage	unit	1	\$3,000	\$3,000
Allowance for new concrete path and kerb ramp on western side of Tarlo St	allowance	1	\$6,000	\$6,000
Allowance for Trail Directional Markers (incorporating emergency markers) to be placed along trail at decision points and confirmational points.	Ea.	5	\$600	\$3,000
<b>Sub-total</b>				<b>\$12,000</b>
Contingency amount	%		30.0	\$3,600
Project management	%		5.0	\$780
<b>Total (not incl GST)</b>				<b>\$16,380</b>

**Table 12: Preliminary Cost Estimates. RiverWalk: Section – Carmella Drive to Taralga Road Rail Trail crossing**

Activity	Unit	Qty	Rate	\$
Allowance for trailside furniture		1	\$3,000	\$3,000
Allowance for preparation and installation of interpretive signage	unit	1	\$3,000	\$3,000
Allowance for Trail Directional Markers (incorporating emergency markers) to be placed along trail at decision points and confirmational points.	Ea.	7	\$600	\$4,200
<b>Sub-total</b>				<b>\$10,200</b>
Contingency amount	%		30.0	\$3,060
Project management	%		5.0	\$665
<b>Total (not incl GST)</b>				<b>\$13,925</b>

Goulburn Rail Trail Feasibility Study: Final Report

**Table 13: Preliminary Cost Estimates. RiverWalk: Section – Connection between Old Goulburn Cemetery and Rail Trail at Chatsbury Street crossing (130 m)**

Activity	Unit	Qty	Rate	\$
Site establishment including mobilisation	Item	1		\$2,000
Allowance for constructing concrete path to 2.5m wide	Lineal metres	100	\$600	\$60,000
Allowance for painting shared zone motifs on existing driveway entrance to Goulburn Powder Coating	Square metres	150	\$50	\$7,500
Allowance for purchase and installation of miscellaneous signage (directional / distance, warning, shared zone etc)	allowance			\$300
Allowance for braille signs – locations to be determined	Ea.	1	\$2,300	\$2,300
Allowance for preparation and installation of interpretive signage	unit	0	\$3,000	\$0
Supply and install solar lights	Units	0	\$13,000	\$0
<b>Sub-total</b>				<b>\$72,100</b>
Approvals, permits, applications, designs, specifications	%		7.5	\$5,410
Contingency amount	%		30.0	\$23,255
Project management	%		5.0	\$5,040
<b>Total (not incl GST)</b>				<b>\$105,805</b>

**Table 14: Preliminary Cost Estimates. RiverWalk: Section – Legget Park upgrade (415 m)**

Activity	Unit	Qty	Rate	\$
Site establishment including mobilisation	Item	1		\$5,000
Allowance for sealing of trail to 2.5m wide	Lineal metres	415	\$600	\$249,000
Allowance for purchase and installation of miscellaneous signage (directional /	allowance			\$1,500

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99



Goulburn Rail Trail Feasibility Study: Final Report

distance, warning, etiquette, private property, no trespassing, emergency etc)				
Allowance for trailside furniture		2	\$3,000	\$6,000
Allowance for braille signs – locations to be determined	Ea.	1	\$2,300	\$2,300
Allowance for preparation and installation of interpretive signage	unit	1	\$3,000	\$3,000
Supply and install solar lights	Units	4	\$13,000	\$52,000
<b><i>Sub-total</i></b>				<b><i>\$318,545</i></b>
Approvals, permits, applications, designs, specifications	%		7.5	\$23,890
Contingency amount	%		30.0	\$102,730
Project management	%		5.0	\$22,260
<b><i>Total (not incl GST)</i></b>				<b><i>\$467,425</i></b>

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 10 – FORECAST USER NUMBERS AND EXPENDITURE

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*(Please note that the analysis that follows is set up differently from that which was included in the 2014 Feasibility Study. More information and better analysis have been developed since 2014)*

### 10.1 Introduction

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Visitor numbers on the Bibbulmun Track (in WA) grew from 10,000 when the new alignment was first opened in 1997 to 137,000 in 2004 (*Colmar Brunton 2004*) to over 167,000 in 2008 (*Colmar Brunton 2009*) to over 300,000 in 2015 (*Hughes et al 2015*). This was on a trail that had existed in its entirety for many years but was substantially altered and reopened in 1997 (although new sections of it had been opened prior to its grand opening). Visitors included those on 'local trips', day trips and overnight or longer stays (including those who travelled from end to end). The Tumbarumba Rosewood Rail Trail recently passed 50,000 users (in less than 3 years of operation including 2 pandemic-affected years). The recently opened first section of the Northern Rivers Rail Trail saw 70,500 users in its first 4 months of operation (a trail similarly geographically positioned in relation to South East Queensland as the Goulburn Rail Trail would be to Sydney).

A dramatic increase in visitor numbers such as experienced by the Bibbulmun Track and the Northern Rivers Rail Trail in particular can be attributed to very good marketing of the facilities. The economic impact of the proposed trail is primarily dependent on the extent to which the trail is marketed and promoted. The Bibbulmun Track Foundation markets the trail, organises events and organises guided experiences of the track – its role in marketing and promotion has been critical to the track's success. Tweed Shire Council has dedicated Council resources to marketing the Northern Rivers Rail Trail.

A trail will bring additional tourists and keep them longer in the area. Other possible benefits from developing the trail include:

- Improvements to community connectivity;
- Increasing recreational options for local people; and
- Creating opportunities to build on existing industries and enterprises of the area.

A trail such as the proposed Goulburn Rail Trail will have attraction to visitors – day trippers and overnight visitors. However, it will also add to the stock of existing trails for local people – people who live in villages within easy reach of the trail. Some of these people will use the trail for exercise – these 'back gate' users may not be significant in terms of expenditure, but they are significant in terms of numbers as they would use the trail many times each year.

### 10.2 Visitor Markets

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Key visitor trends and markets to be considered cover a number of elements.

#### 10.2.1 General Visitor Trends

Tourism Research Australia and Destination NSW have undertaken research on a number of visitor markets relevant to rail trails. The most relevant general observation was that regional destinations offer key experiences for what Australians are seeking from their holidays.

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101

#### Goulburn Rail Trail Feasibility Study: Final Report

- The millennials age group seeks authentic and genuine travel experiences, together with a variety of active and passive ways to enjoy them. This could include nature-based experiences, as well as country food and wine (*Tourism Research Australia, 2017*).
- The over 55s is one of most powerful age groups in Australia in terms of financial capability and life expectancy is increasing. This group travels and prefers domestic travel to international travel. (*Destination NSW, May 2015*).
- More people (over 55) are choosing to travel earlier than retirement to enjoy the more active or immersive experiences that destinations have to offer. This is one of the key demographics for rail trails.
- Ease and convenience are the key drivers for domestic travel by families in Australia, and they are looking for destinations that are relaxed and easy with beautiful surroundings, preferably only a few hours' drive from home. (*Destination NSW, June 2015*).

#### 10.2.2 General Visitor Numbers

Section 6 included discussion of Goulburn Mulwaree visitation data. Reiterating that data, the 5 years from 2017-2021 saw an average of 734,000 visitors/year with 230,000 being domestic overnight visitors and day trippers accounting for 500,000 visitors.

#### 10.3 Visiting Trail Users

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There is no doubt from available evidence that recreation trails attract visitors who may come to a region specifically to do a trail. For example, in 2021, almost 50% of users on the Great Rides of New Zealand (a network of 22 ride/walk trails) came to region in which the trail was located to walk or ride the trail – the other 50% used the trail as a secondary activity to their trip to the particular region (noting these 22 trails are spread over a number of regions in New Zealand (*Angus and Associates 2022*)).

##### 10.3.1 Visiting Trail Users – Predicting User Numbers

What is a reasonable forecast for trail user numbers given some existing visitors will stay longer to experience the trail, and some will come to the region as new visitors simply to use the trail?

In predicting potential user numbers, consideration needs to be given to the proximity and nature of major markets (as well as existing visitor numbers and the visitor numbers achieved on other trails, including rail trails). Key numbers in terms of potential markets are:

- Canberra and surrounding LGAs (Queanbeyan Palerang, Yass Valley, Upper Lachlan) are within 1 hr of Goulburn and the proposed rail trail. The 2021 population of this region is over 542,000. Residents of the ACT have a much higher propensity for walking and cycling than any other State and territory. The Canberra market therefore has significant potential. Rail trails provide different experiences to cycling in urbanised environments on sealed paths – it is reasonable to assume Canberra cyclists would enjoy the different experience. Given the existing numbers, it is not unreasonable to assume that the trail would draw a number of users from Canberra in particular. Recent data (from the Austroads *Australian Cycling Participation* surveys) shows that the ACT has consistently had the highest participation by a significant margin (of any State and territory) for cycling in Australia. Interestingly, the Murray to the Mountains Rail Trail cites its relative closeness to Canberra (around 5 hours) in its promotional material,

## Goulburn Rail Trail Feasibility Study: Final Report

recognising the potential of the Canberra market (this trail attracts 60,000 users/year). The Goulburn Rail Trail is much closer to Canberra. In 2022, Canberra and the wider Southern Tablelands region provided some 24-25% each of day trippers.

- The Illawarra region (with Wollongong at its heart) is within 1.5 hours of Goulburn and is home to 422,440 people.
- Sydney is a key market with a population of over 5.2 million. Much of western Sydney is within 2 hours of Goulburn, while the rest of Sydney is no further than 3 hours away. In 2022, Sydney was the primary source of daytrippers representing just over 30% of this market segment, and almost 40% of overnight visitors.
- The Southern Highlands is home to over 52,000 people who are within 1 hour of Goulburn.

Viewing all these regions together (for both day trips and overnight visitors) gives a potential market in excess of 6.2 million people (obviously they are not all interested in rail trails). This does not include smaller LGAs to the south of Goulburn which would also yield visitors (such as Snowy Monaro, Hilltops and Cootamundra Gundagai). Attracting 1% of this market would mean user numbers in excess of 62,000.

There is limited evidence on the potential size of the NSW market for rail trails. The Murray to the Mountains Rail Trail (Victoria) attracts 60,000 visitors/year. In research done on the trail (*Beeton 2006* and *Beeton 2009*), the source of trail users was identified. While most of the use comes from Melbourne and Regional Victoria, there were some trail users crossing the NSW/Victorian border to use the trail. In 2006, 8% of users came from Sydney, 4% from Regional NSW and 2% from Canberra (a total of 14%); in 2009, the percentage had grown and the proportions had altered a little with 6% from Sydney, 8% from Regional NSW and 3% from Canberra (a total of 17%). There has also been anecdotal evidence that many rail trail users in NSW are heading south to use Victorian rail trails, as there are very few in NSW. There is latent demand in NSW by NSW residents for rail trails that is currently not being met entirely in NSW. The success of the Tumbarumba Rosewood Rail Trail and the recently opened Northern Rivers Rail Trail (which recorded 70,500 users in the first four months) is testimony to this demand (the business case for the Northern Rivers Rail Trail forecast visitor numbers of 27,000/year). Given the state border closures of 2020 and 2021, it is likely that the majority of the 53,000 trail users of the Tumbarumba Rosewood Rail Trail (to April 2023) would have been from within NSW or the ACT. Unfortunately, origin of users is not known but there appears to be a high latent demand for these types of facilities.

It is reasonable to argue that the proposed trail would be located in a region whose tourism profile does not include large numbers of natural or outdoor recreation attractions. There is a sense of limited opportunities for outdoor recreation in the region. Including a rail trail in tourism offerings has the potential to reach a new audience of visitors – ones looking for outdoor recreation activities that are challenging but not difficult. A rail trail will attract family cycling groups who may not have otherwise come because of a lack of riding options to satisfy all family members (road riding appeals to a certain group of cyclists but not to all cyclists), as well as people aged between 50 and 70 – another key target market.

Given the existing numbers, it is not unreasonable to assume that the trail would draw a number of daytrippers from Canberra in particular (24% of the day tripper market currently comes from Canberra).

Goulburn Rail Trail Feasibility Study: Final Report

### 10.3.1.1 Projected User Scenarios - Day Trip Usage

Any trail has the potential to add to the number of day trippers – a significant market for a rail trail.

The Mundaring Shire trail network (in WA) is just under 1 hour from the Perth CBD. In the Mundaring case, 180,000 visitors (from outside the Shire) make over 900,000 visits/year (an average of 5 visits/person). The majority of these visitors come from Greater Perth (a population of 1.5 million at that time) and are day trippers. Some 12% of Perth residents visit the trail network.

Market Equity's research in South Australia shows that a significant percentage of cyclists on surveyed trails are more prepared than walkers to travel to use a trail (36% of cyclists interviewed on the five trails were non-locals) (*Market Equity 2004*).

The Lilydale Warburton Rail Trail provides a reasonable 'shadow' market for making some estimates. Recent data (sourced from Yarra Ranges Council trail counters and published in *Warburton Mountain Bike Destination: Revised Economic Impact Assessment 2018*) estimated that the trail is used by between 80,000 and 120,00 people/year. Previous research (2004) estimated day trippers are around 95% of trail users. The trailhead at Lilydale is 40 minutes by car from Central Melbourne and an hour by train. It is very well positioned for day trippers. The Trail is in an established tourism area – the Yarra Valley and Dandenong Ranges – with a wide range of tourist infrastructure and attractions. In the five years from 2016 to 2020, the Yarra Valley and Dandenong Ranges region attracted (average per year) 756,000 domestic overnight visitors and 3.5 million day trippers. The Yarra Valley and Dandenong Ranges are very attractive natural environments, another positive factor attracting trail users. The trail attracts between 2.1% and 3.2% of the day trip market to the region.

Expenditure is also quite significant. Day tripper expenditure (based on a number of studies) is \$161.04/day with \$60.78 (or 38%) of this spent on food and beverage – most of which is likely to be spent in the region.

The calculations below assume that 2 hours is a reasonable distance for people to travel (each way) to undertake a day trip.

A trail developed along the old railway corridor between Goulburn and Graywood Siding Road may attract in the order of **35,000** additional day trippers/year (specifically to use the trail). This number represents 7% of the existing day tripper market to the Goulburn Mulwaree region. Increasing day trippers to the region by 35,000/year will result in an injection of some **\$5,636,400/year** into the local economies based on the average figures of \$161.04).

Whilst 7% of the existing market may seem high, three key elements should be observed:

- The trail would be within easy reach of Canberra – even Tuggeranong on Canberra's southern outskirts is just over 1 hour from the trail. The population of Canberra is significantly more likely to participate in cycling than any other capital city. Canberra in particular is a market with a propensity for cycling (and walking). A rail trail represents an attraction that will appeal to many people in Canberra. A rail trail is a "natural fit" with the recreational desires of its population.
- The trail would be 2 hours from Parramatta and consequently much closer to much of western and south western Sydney - a very large population base. Whilst probably not as "cycle-oriented" as Canberra residents (though no data is available to provide

Mike Halliburton Associates

104

#### Goulburn Rail Trail Feasibility Study: Final Report

commentary), it is simply a significant number of people within that catchment. This is borne out by the fact that Sydney dominates the day trip market to Goulburn providing over 30% of day trippers.

- The outstanding success of the Tumbarumba Rosewood Rail Trail serves as an indicator of the Goulburn Rail Trail's potential. It attracted over 50,000 visitors in its first three years (to March 2023) of operation. Whilst it could be argued that the trail is in a more attractive and better known tourism region (Snowy Valleys), the Goulburn Mulwaree region is closer to Canberra thus potentially generating more day trips to use the rail trail.

#### 10.3.1.2 Projected User Scenarios - Converting Day Trips to Overnight Trips

Trail development may also turn day trippers into overnight trippers with consequent rise in economic benefits. The trail provides an additional activity for visitors – an overnight stay will give visitors time to walk or ride the trail in addition to their other activities. Overnight visitors to trails are spending an average of \$233.33/person/day (as discussed in Section 6).

The likely scenario would be that some visitors to the region will turn day trips into overnight stays if a trail is provided as an additional activity.

If the trail converted **2,000** day trippers into overnight visitors, this would inject an additional **\$466,660/year** into the economy based on overnight visitor expenditure of \$233.33/day. If they stay overnight to undertake the trail journey, they would undertake other activities as well over the course of their stay. The benefit of the 2<sup>nd</sup> or subsequent day's stay cannot be attributed to the trail.

This number represents just over 0.8% of the existing overnight visitor market to the Goulburn Mulwaree region.

#### 10.3.1.3 Projected User Scenarios - Encouraging Existing Overnight Visitors to Stay Longer

An additional facility will encourage visitors to extend their stay to allow an extra day to use the trail. The trail could be included in a package of outdoor recreation opportunities and this is likely to attract users (though numbers could be small given the limited number of other trails in the region). A trail would be a good inclusion in a package with other tourist attractions. Such a package makes an appealing weekend away or an incentive to stay a day or two longer. This will be a key market for this trail. Those travelling in caravans may be a critical element of this particular market. The most recent data (at the start of Covid-19) shows that there are over 741,000 caravans and campervans registered at January 2020 (*IBDO 2020*) and 25,000 new vans built per year (*Caravan Industry Association of Australia 2020*). This is a large number of 'grey nomads' many of whom may be interested in utilising rail trails given the number who travel around with bikes attached to the back of their vans/vehicles. Existing caravan parks in the region will benefit from their patronage if they stay an extra night to use the rail trail.

Good marketing of such a package would mean that overnight stays in the region would increase accordingly. This has a significant impact on economic benefits, as people who stay overnight spend considerably more than those who come for a day only. With such an outcome, the economic benefits estimated above would only be a small part of the overall economic benefit to the region.

If **4,000** visitors stay an extra day to use the trail, this would inject an additional \$933,320/year into the economy based on overnight visitor expenditure of \$233.33/day. Additional

Goulburn Rail Trail Feasibility Study: Final Report

expenditure as a result of their overnight stay – primarily but not only accommodation – can be attributed to the trail. It represents less “effort” on behalf of visitors to stay an extra night compared with converting a day trip to an overnight trip. This number represents just over 0.7% of the existing overnight visitor market to the Goulburn Mulwaree region.

10.3.1.4 Projected User Scenarios - Attracting New Overnight Visitors

There is a possibility that the Goulburn Rail Trail would attract a small number of visitors who would come from a range of places which already yield the region’s visitors to undertake the trail. Given its relatively short length and the fact that it does not connect two settlements this number is likely to be small.

All their expenditure (over 2 days as the assumption is that they will be overnight visitors) can be attributed to the trail; if there was no trail they would not come.

If **500** visitors came primarily to use the trail, this would inject an additional **\$233,330/year** into the economy (500 visitors spending \$233.33/day over 2 days).

In summary, possible visitor numbers are shown in Table 15.

**Table 15: Goulburn Rail Trail - Possible Visitor Numbers and Associated Expenditure: A Summary**

Category	Predicted visitor numbers/year	Predicted expenditure/year
New day trippers	35,000	\$5,636,400
Day trippers converting to overnight stays	2,000	\$466,660
Overnight stays being extended by a day to use the trail	4,000	\$933,320
Attracting new overnight visitors	500	\$233,330
<b>Total visitor numbers</b>	<b>41,500</b>	<b>\$7,269,710</b>

How do these figures compare to what is happening on other trails in Australia? Research figures are limited and tend to focus on iconic trails – the Bibbulmun Track (300,000/yr) and the Munda Biddi Trail (21,000/yr) in Western Australia, and the Great Ocean Walk (100,000/yr) and the Wilsons Promontory Walk (60,000/yr) in Victoria.

Other less iconic trails also provide available research:

- The Tumbarumba Rosewood Rail Trail has attracted over 53,000 visitors in its first three years of opening (April 2020 – April 2023), despite travel restrictions imposed by Covid-19 during much of the time it has been open.
- The Northern Rivers Rail Trail (Murwillumbah to Crabbes Creek) attracted 70,500 in its first four months. While there will be some “novelty value”, it will attract over 200,000 people in its first year if these figures continue.
- 2011-2013 counts for South Australia’s Riesling Trail (a 34 km rail trail in the Clare Valley) show 40,000 people passing through 4 trail counters each year. While this does not necessarily translate to 40,000 users (as many would pass more than one counter), it suggests significant number of users. Recent data (July 2022) confirm figures of

## Goulburn Rail Trail Feasibility Study: Final Report

around 3,200/month (*Rail Trail Connections Spring 2022*). This trail is 2 hrs from Adelaide in the renowned tourist area of the Clare Valley (with very limited local population).

- The Murray to the Mountain Rail Trail (Victoria) attracts almost 60,000 annual visitor days in 2010 (*SGS Economics and Planning 2011*).
- The Otago Central Rail Trail (NZ) offers a 3-day cycle or 5 day walk experience covering 150 kms. In 2011, over 14,000 users traverse the entire length each year, with the most popular section attracting over 20,000 users. In 2015, almost 15,000 users rode the trail from end to end. Cyclists undertaking the complete journey often do so in 3 days, while walkers take 5 days. A number of tour operators offer a “guided” service for cyclists in particular, allowing users to spend all day riding between accommodation options carrying only what they need for a day and their gear is transported from accommodation place to accommodation place (*Central Otago District Council 2011 and 2015*).
- In the first 6 months of 2019, 17,000 people used the most popular section of the Brisbane Valley Rail Trail, Australia’s longest rail trail (*Gatton, Lockyer and Brisbane Valley Star 29/7/19*).
- Counters on the Kilkivan Kingaroy Rail Trail have recorded an average of between 1,200 users/month and 1,600 users/month (at two different locations along the rail trail) in 2018 (2019 data was beset with some difficulties). This is a significant number over a year (noting that many will be users who have gone through both counters).
- Data from Colac Otway Shire (Victoria) shows that the total usage on monitored sections of the Old Beechy Rail Trail for 2013 (excluding Beech Forest) was 23,368. This does not include data for the Colac section of the trail, as monitors were not installed at that location.
- In the first quarter of 2014, the Great Victorian Rail Trail (a 134 km rail trail between Tallarook and Mansfield) had 27,500 users pass through trail counters. This figure is unlikely to represent total numbers of users as some users would have travelled past more than one counter, but it does represent significant trail usage.

There may be additional people who use the trail as part of their visit to the region. While they add to the total number of trail users, their expenditure cannot be counted in any economic analysis of the trail’s benefit as the presence of the trail is not the primary attraction for these visitors. As noted above, almost 50% of users on the Great Rides of New Zealand (a network of 22 ride/walk trails) came to region in which the trail was located to walk or ride the trail – the other 50% used the trail as a secondary activity to their trip to the particular region (noting these 22 trails are spread over a number of regions in New Zealand (*Angus and Associates 2022*)). The economic contribution of the latter 50% is not counted as an economic benefit of the trail.

The predicted user numbers represent a likely outcome once the trail is established. As noted above, marketing and promotion of the trail will be a key element in realising these numbers – users just don’t magically appear once a trail is built. Such marketing and promotion require the commitment of resources – human and financial. Use will build over time – even with good marketing and promotion. The available evidence is limited and tends to show that trail use



#### Goulburn Rail Trail Feasibility Study: Final Report

starts slowly but grows very quickly at some point - the Bibbulmun Track for example grew from 10,000 in 1997 to 137,000 in 2003 to 167,000 in 2007 to over 300,000 in 2015.

What could limit or boost the achievement of these numbers? The original proposal for a Goulburn Crookwell Rail Trail had a town anchor at either end (Goulburn and Crookwell). This proposal does not. However, on the positive side, a ride or walk between Goulburn and Crookwell on the rail trail would have been 55.8 kilometres. A ride or walk out and back on the Goulburn Rail Trail would be slightly less (50.68 kms) and would have a “town at both ends” – Goulburn. In addition, the advent and uptake of e-bikes in recent years has rendered distances less of a consideration than previously particularly on rail trails. A further point of interest is that evidence from users of the Northern Rivers Rail Trail (at 24km a similar length to the proposed Goulburn Rail Trail) is that more than 85% of the 70,000 users in the first four months are opting for round trips rather than one way trips (<https://www.tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1415552-expectations-smashed-as-more-than-70000-use-rail-trail-in-first-four-months>).

On the positive side, user numbers may exceed these forecasts due to the “agglomeration effect” (noted in Section 6). It is not hard to envisage a situation where Sydney residents in particular would package up the Goulburn Rail Trail with another rail trail or trails in the region (the Tumbarumba Rosewood Rail Trail is the most obvious one having been constructed) - either of their own undertaking or with a commercial tour operator) given both trails are an easy day ride (and a full day walk) and make a trip to the broader region encompassing these two rail trails, thus magnifying the economic impact by converting day trips into overnight trips.

### 10.4 Local Trail Users

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Every regional trail is a local trail. Therefore, it is important not to overlook the contribution of local residents to the success of a trail. In 2001, the Mundaring Shire trail network was used by over 200,000 people (*Jessop and Bruce 2001*), having grown from a low base when the network was first fully opened. Only 10% of these users were locals (residents of Mundaring Shire) with many other users drawn from the Perth metropolitan area. The total annual visits (people generally use trails more than once a year) were a staggering 2.454 million visits annually, with local residents accounting for 63% of these visits. The average number of trips per year per local resident was 75 (compared to the 5-20 trips used in the following forecasts).

#### 10.4.1 Local Trail Users – Predicting User Numbers

It is difficult to know how far people will travel to take advantage of a local recreation facility. For the purposes of these forecasts, 20 minutes is considered a local trip whereas trips over 20 minutes are considered day visitors.

For the purposes of this study, local users are considered to be those within 20 minutes of the trail. For Goulburn, this “boundary” coincides with the ABS definition of the Goulburn Significant Area which had a 2021 population of 24,565. <https://abs.gov.au/census/find-census-data/quickstats/2021/1014>. These are potential local users.

Three possible scenarios can be used in calculating likely local user numbers. These are:

- A low/low scenario - 5% of the combined population within 20 minutes of the trail making 5 visits/year to the trail.
- A medium/medium scenario - 10% of the combined population making 10 visits/year to the trail.

Goulburn Rail Trail Feasibility Study: Final Report

- A high/high scenario - 20% of the combined population making 20 visits/year to the trail.

The next step is to estimate total trip numbers. In the Mundaring study, the average number of trips per year per local resident was 75. Table 16 provides three visitation scenarios taking a far more conservative approach compared to the actual visitation rate coming from the Mundaring study.

**Table 16: Goulburn Rail Trail Potential Annual Visits by residents**

(Population within close proximity to the trail – 24,565)

Category	Low trail usage: 5% of residents	Medium trail usage: 10% of residents	High trail usage: 20% of residents
Low (5 visits/yr)	6,140	12,285	24,565
Medium (10 visits/yr)	12,285	24,565	49,130
High (20 visits/yr)	24,565	49,130	98,260

Local users also spend money while using trails. Expenditure per trip by local residents is always lower than for visitors, as locals are closer to home and more likely to either take all that they need or come home to eat and drink following a trail visit. The expenditure figures from the Mundaring study (\$1.44/person/trip in the Shire – mainly food and drink) are a legitimate base to work from (and have been converted to 2022 dollars - \$2.45/person/trip).

Using this figure in combination with visitation scenarios generated in Table 16 gives a range of expenditure estimates. Table 17 shows a simplified set of three scenarios: low usage / low number of trips, medium usage / medium number of trips, and high usage / high number of trips.

**Table 17: Potential Total annual expenditure in the vicinity of the trail by residents**

(low, medium and high refer to the use rates developed in Table 14 above)

Use Scenario	# of person visits	Total spent (\$)
Low/low	6,140	\$15,045
Medium/medium	24,565	\$60,185
High/high	98,260	\$240,735

What is the likely scenario for local trail users? The Mundaring figures show 63% of the local population making an average of 75 trips/year. Some local residents are already using existing trails and walkways, notably the very popular RiverWalk. It is difficult to work out precisely how many of the potential trail users would be new local trail users and how many would be existing users who just switch trails, thereby providing no additional trail use or expenditure.

Given these figures, it would seem the medium/medium scenario of 24,565 person visits/year (i.e. 10% of the ‘local’ population using the trail for 10 visits per year) is a reasonable, if very conservative, scenario to adopt (conservative when compared with the Mundaring data). Such visitor numbers would inject **\$60,185/year** into the local economy.

10.4.2 Local Trail Users – How Long Will They Spend on a Trail

#### Goulburn Rail Trail Feasibility Study: Final Report

The evidence is that most trail users spend up to 4 hours on a trail (walking or cycling). However, local people using the trail as part of an exercise regime are likely to have different time use patterns. The most recent national *Exercise, Recreation and Sport Survey (Australian Government, Australian Sports Commission: Participation in Exercise, Recreation and Sport Annual Report 2010)* shows that those who regularly exercise do so for between 2 and 5 hours/week and the median number of exercise “events” was 1.6 times/week. It is reasonable to assume (for the purposes of calculating potential hours of exercise on the trail) that each use will be for 1 hour.

Using this assumption and combining it with the forecast user numbers, it is likely that there will be 24,565 additional hours of additional physical activity in the local communities who can access the Goulburn Rail Trail.

#### 10.5 Projected User Scenarios - Summary

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With the right marketing, the trail will attract local users, day trippers and visitors. Under a relatively conservative scenario, the following outcomes are achievable.

- Local use – 24,565 local users/year is a reasonable expectation. This will result in an economic injection of \$60,185/year;
- Expansion of the existing day tripper market to the region. 35,000 new day trippers/year would inject \$5,636,400/year into the regional economy.
- With a new significant recreation attraction, some day-trippers may stay overnight, generating a new income stream. If the trail converted 2,000 day trippers into overnight visitors, this would inject an additional \$466,660/year into the regional economy.
- If 4,000 visitors stay an extra day to use the trail, an additional \$933,320/year would be injected into the regional economy.
- If 500 new visitors come to the region solely (or primarily) to do the trail, an additional 233,330/year would be injected into the regional economy.

The total injection of dollars into the local economies from local, day trip and overnight visitors may be of the order of **\$7,329,895/ year** (under a range of conservative scenarios) from **66,065** users.

It should be emphasised that user and visitor numbers will not necessarily be realised in the first years of operation if the trail proceeds. It is reasonable to assume that trail numbers will build over the first 5 years – after 5 years, a trail can be considered to be a “mature product”. A linear progression (i.e. 20% in the first years, 40% in the second year and so forth) is a reasonable assumption for forecasting purposes (though not necessarily a reflection of what will happen).

It also should be noted that these numbers may grow as the overall visitor and resident population numbers grow.

The impacts on user numbers and the economic benefit (forthcoming) of the completion of RiverWalk are much more difficult to quantify. The completion of RiverWalk is likely to attract more users to do both trails while continuing to provide a significant resource for local people. As noted in Section 2, RiverWalk is already highly used with 2020 data showing annual use of over 100,000 people, with 80% being walkers. No source data is available so it is impossible to know how many users are local and how many are visitors.

#### Goulburn Rail Trail Feasibility Study: Final Report

Riverwalk has been a very successful initiative – completing it and linking it to the rail trail will add significantly to the appeal of Goulburn as a visitor destination and as a place to live. Given that RiverWalk is used primarily by walkers, it is likely that the completion of the rail trail will attract users (notably cyclist) to add RiverWalk to their Goulburn experience when they complete the rail trail. RiverWalk is likely to be a contributor to two key market segments noted above – converting day trippers to overnight visitors and encouraging overnight visitors to extend their stay. It is less likely that people in the target markets will visit Goulburn to undertake RiverWalk primarily and add the rail trail to their experiences – the primary attractant for those markets will be the rail trail.

### 10.6 Business Benefits

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The completion of a trail would not simply provide an injection of funds to stabilise and grow existing and new businesses (as discussed in Section 5). The psychological impact on businesses can also be very important. Work done for the Riesling Trail included some qualitative research using focus groups consisting of business operators (*Market Equity 2004*). The key responses included:

- A belief amongst business providers that the trail contributes to economic activity in the region.
- The trail is seen to attract a variety of visitor types to the region, with wine as well as non-wine interests.
- The trail is seen as highly important to businesses in the area. Businesses were passionate about the trail and believed it contributed to their businesses as well as helping to position the area as an authentic leisure holiday destination. The exact impact in measurable terms could not be clearly ascertained, as it is so intrinsically linked to businesses in the region, but there was a definite opinion that the Clare Valley would not be the same without the trail and that it had contributed to business formation as well as business growth.

As noted in Section 5, in a 2021 New Zealand survey (*Angus and Associates 2022*), 66% of existing businesses (i.e. those that existed before a trail which was on the network of 22 Great Rides opened) had expanded/added new services solely or partly because of the trail.

Trail development offers a range of new business opportunities and the opportunity for existing businesses to extend their offerings. The experience of the Tumbarumba and Rosewood communities reinforces this (as discussed in Section 6 and in more detail in the *Rail Trails for NSW Evaluation Summary*).

### 10.7 Non-economic Benefits

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There are a range of non-economic benefits accruing to local and wider communities from trail construction and use.

#### 10.7.1 Health Related Economic Benefits to the Wider Economy

- Research by Australian Transport Assessment and Planning shows that for Australian adults aged 18 and over, the monetary value of the health benefits of walking in 2013 was \$2.77/km and the monetary value of the health benefits of cycling was \$1.40/km. Based on the latest ABS CPI data, the health benefits of walking and cycling in 2022 are calculated to be \$3.41 and \$1.72 per km respectively.

#### Goulburn Rail Trail Feasibility Study: Final Report

- Avoided healthcare costs are costs caused by a health problem or illness which are avoided by a healthcare intervention. In Victoria, avoided healthcare costs associated with participation in outdoor recreation were calculated as \$265 million (*Marsden Jacob Associates 2016*). The authors of this study believe it to be an under-estimate as it focussed on parks managed by Parks Victoria, and they acknowledge that nature-based outdoor activities occur outside these parks.
- The 2021 evaluation of the Great Rides of New Zealand showed an associated \$11.1 million in health benefits (from user numbers in excess of 1.065 million people) (*Angus and Associates 2022*).
- The trail will encourage people to exercise – the economic benefit to society of getting an inactive person to walk or cycle is between \$5,000 and \$7,000/year. The economic benefit to society of getting an active person to walk or cycle is between \$850 and \$2,550/year (*Institute of Transport Economics 2002*). Increasing recreational options for local communities will aid overall community wellbeing.
- Participation in trail activities can improve physical and mental health, assisting with disease prevention particularly cardiovascular, musculoskeletal, respiratory, nervous and endocrine systems as well as reducing obesity, hypertension, depression and anxiety.

#### 10.7.2 Quantifiable Benefits to Individual Residents

There are numerous benefits that accrue to residents of the region from a trail development over and above those that accrue to the regional economy (and therefore a select number of people) and to the wider economy (health benefits in particular).

- Medical research has shown that 1 hour of moderate exercise can add more than 1 extra hour of high-quality life to an individual.
- Cycling and walking as recreation activities can be cheaper than alternative forms of exercise such as gym classes. Yearly memberships to gyms are around \$600 in many instances – the cost of a good hybrid bike, which has a life of more than one year.

#### 10.7.3 Non-quantifiable Benefits to the Community and to Individuals

There are a number of unquantifiable benefits to individuals and the community. These are listed here so that a complete picture of benefits can be considered when weighed up against project costs. It is difficult to cost them for a range of reasons.

##### 10.7.3.1 Health and Wellbeing

Rail trails are an accessible form of recreation. Trail-based recreation is generally free, self-directed and available to all people, all day, every day. Good quality, accessible trails encourage physical activity and improved health. Increasing recreational options for local communities will aid overall community wellbeing. The *Southern Tablelands Regional Economic Development Strategy Update (2023)* notes that almost 35% of the Southern Tablelands population is over 55 which is a much higher proportion than the NSW average. Consequently, it is important that the community maintains regular physical activity to prevent many common diseases (i.e. heart disease, obesity, diabetes etc).

*Goulburn Rail Trail Feasibility Study: Final Report*

Physical activity has also been shown to improve mental health and help relieve stress. The economic cost of mental illness is high in Australia - estimated to be approximately \$20 billion per year.

People can use trails in a variety of ways, depending on their abilities and preferences. Physical health benefits are discussed above. Social health benefits include:

- Trail activities facilitate participation and social interaction between a diversity of community members, age groups, individuals and families e.g. community walking groups, voluntary trail maintenance and conservation work;
- Market Equity (2004), in its report on trails in South Australia, found that using trails to get a sense of well-being (95% of survey respondents) and using trails as a means to unwind and relax (91% of respondents) were the two main drivers getting people out on recreation trails. The psychological health benefits of trails remain under-estimated;
- The 2021 evaluation of the Great Rides of New Zealand showed that 56% of users felt that their wellbeing or mental health had improved, 47% said their physical health had improved and 44% said they had developed closer relationships with the people they were with (*Angus and Associates 2022*);
- Trails can offer a wide range of opportunities to a diverse group of people. Depending upon design, trails can accommodate the elderly, people with disabilities or satisfy those seeking challenging adventures and a sense of achievement;
- Participation in trail activities has a relatively low cost to participants;
- Trails can introduce participants to other recreational and participation offerings in the community; and
- Trails help to connect people and places and to develop community pride.

"Green scripts" are emerging a new frontier in preventative medicine (<https://www.canberratimes.com.au/story/6192225/canberra-doctors-could-prescribe-patients-time-outside/>). The ACT Government worked with the medical profession to determine the outcomes of a doctor "ordering" a patient to spend time outdoors with an ACT park ranger. So-called "green scripts" could be a new way to treat heart disease, high blood pressure, obesity and mental health issues. A recent study confirms these benefits, noting that nature prescriptions have become increasingly popular as an adjunctive therapy to traditional treatments in adults with cardiovascular diseases, psychological distress or those who are physically inactive, sedentary, lonely or burnt-out (see <https://www.brisbanetimes.com.au/lifestyle/health-and-wellness/is-it-time-for-your-doctor-to-give-you-a-nature-prescription-20230406-p5cyle.html>).

15 rail trails across Australia are currently being used as venues for ParkRuns (*Rail Trail Connections Spring 2022*). ParkRuns are free, weekly, community events all around the world. Saturday morning events are 5 kilometres and take place in parks and open spaces. On Sunday mornings, there are 2 kilometre junior ParkRuns for children aged four to 14.

Rail trails provide a very safe facility for cyclists in particular providing users with a separated riding space improving road safety and reducing the risk of accidents. In 2021, bicycle riders represented 23% of NSW road accident hospitalisations and 2.7% of NSW road deaths (<https://roadsafety.transport.gov.au/stayingsafe/bicycle-riders>). Across Australia, over 80% of

#### Goulburn Rail Trail Feasibility Study: Final Report

cyclist hospitalisations and 60% of cyclist fatalities were a result of a collision between a cyclist and a light vehicle, such as a car.

#### 10.7.3.2 Liveability

Quality recreational facilities, such as trail networks, can help create attractive places to live and visit – important in regional communities looking to grow (or at least stabilise). Almost half of the representatives of business groups who responded to the New Zealand survey mentioned above (*Angus and Associates 2022*) believed that the development and promotion of a trail in their area attracted new people to live in that area. The same report showed that 62% of respondents from these business groups felt that the trail had attracted people to do business with and/or invest in the area of the trail.

Local users of the trail will enjoy social interaction within the community and with greater social interaction, the social capital of the area may be boosted. There are a number of benefits of enhanced social capital. It improves the capacity for people to trust others (*ABS 2012 cited in SGS 2013*). This strengthens the social cohesion in a community as it provides the opportunity for socially isolated individuals to integrate into the community. Greater social capital also facilitates networking, thus creating more efficient economic networks.

Trail projects help build partnerships among private companies, landowners, and local government. Each trail contains elements of local character and regional influence, and reflects the hard work, enthusiasm, and commitment of individuals, organisations and elected officials. In addition, when residents are encouraged to become involved in a trail project, they feel more connected to the community (*Warren 1998 cited in SGS 2013*).

#### 10.7.3.3 Education

Trails present a unique opportunity for education. People of all ages can learn more about nature, culture or history along trails. Of particular importance, trails provide firsthand experience that educate users about the importance of the natural environment and respect for nature by leading users into a natural classroom.

An added advantage of a rail trail is that it provides an opportunity for city to connect to country, in a way “bush” trails do not. The Goulburn Rail Trail presents a unique opportunity for city to connect to country, in a way “bush” trails do not. Rail trail users can witness rural activities in a passive way without undue interference with the landowner. The ongoing success of capital city agricultural shows demonstrates a hunger for knowledge about food and its sources – a rail trail provides a perfect outdoors classroom to reinforce this learning. A rail trail provides the opportunity for education about and interaction with farming, food and fibre producing along the trail.

Education of users about railway history is also a paramount consideration in trail development. The communities along the rail corridor can play a role in highlighting railway heritage aspects of the trail particularly given Goulburn’s history as a railway centre. Development of interpretive signage for the rail trail – if it proceeds – should seek to involve input from these interested communities.

Enhanced, active education along trails is achieved through the use of comprehensive trail guides and signage to encourage awareness of the natural, cultural and historical attributes of the trail.

#### Goulburn Rail Trail Feasibility Study: Final Report

Trails have the power to connect users to their heritage by preserving historic places and by providing access to them. They can give people a sense of place and an understanding of the enormity of past events.

#### 10.7.3.4 Environmental and Cultural Benefits

Trails provide a number of environmental and cultural benefits. These include:

- Opportunities for the community to experience natural and cultural environments;
- Protection of the adjacent environments by localising impacts and facilitating management of visitation effects;
- Educational and interpretive opportunities and increased environmental and cultural awareness and appreciation;
- Increased community ownership which helps to preserve natural and cultural values;
- Corridor revegetation opportunities; and
- Opportunities for community participation in conservation and revegetation work.

### 10.8 Summary

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The Goulburn Rail Trail will provide numerous benefits to residents and businesses of the region. Some of these are quantifiable.

Increased visitor numbers in the order of **41,500 visitors/year** will inject around **\$7.27 million** into the region's economy each year. Local use rates of around **24,565 people/year** will inject around \$60,185 to the direct economic benefit. These figures represent an injection of money into the local economy, which will ensure that the construction investment and ongoing maintenance costs are "paid off" over time.

The proposed trail offers a range of other significant benefits to these communities that cannot be quantified but are equally important to consider when assessing the project's merits. These are:

- The trail offers the opportunity for existing businesses to extend their offerings. The trail has the potential to improve the sustainability of businesses reliant on tourism.
- The trail will encourage visitors to stay a little longer when visiting the region by offering another activity.
- Increasing recreational options for local communities will aid overall community wellbeing, and in the long-term reduce health costs (a saving to the State Government).
- A trail will provide firsthand experience that educate users about the importance of the natural environment and respect for nature by leading users into a natural classroom and connect the city to the bush.

The completion of RiverWalk will contribute to the attractiveness of the City for residents and visitors and will complement the rail trail and will attract visitors as part of a package of outdoor recreation opportunities within the region.

In economic analysis, it is important to consider the opportunity cost of investment – the cost (foregone opportunity) of money invested in one project rather than in another. Much of the money that will be spent on this project, should it proceed, is likely to be sourced from specific



Goulburn Rail Trail Feasibility Study: Final Report

grants for tourism and/or recreation projects. There is, in a sense, limited opportunity cost for funds, though funds for this project could be spent on similar projects elsewhere with a different set of costs and benefits. It should also be noted that this assessment is limited to the merits or otherwise of this proposal. It does not make any recommendations as to whether the region's communities would be economically better off if money spent on this trail is spent on other trail opportunities within the Goulburn Mulwaree region.

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 11 -TRAIL MAINTENANCE

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Ongoing trail maintenance is a crucial component of an effective management program – yet it is often neglected until too late. It is therefore essential that funds be set aside in yearly budgets for maintenance of this trail (if it proceeds) - to ensure user safety and enjoyment, and to minimise liability risks for land managers.

It would be short sighted to go ahead and build the rail trail and then balk at the demands of managing and maintaining it. Consequently, a commitment to maintenance is needed as part of the assessment of feasibility. If the Council is not committed to maintaining the trail once built, the trail should not proceed.

With respect to RiverWalk, Goulburn Mulwaree Council has committed to the path's ongoing maintenance as a way of ensuring the asset's ongoing attractiveness for residents and visitors. A new section (Goulburn aqueduct to Wollondilly River bridge) and a re-routed section (in Legget Park) simply adds marginally more maintenance to the ongoing tasks that Council already undertakes. **Consequently, the discussion that follows focuses only on maintenance of the Goulburn Rail Trail.**

### 11.1 A Trail Maintenance Plan

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Ongoing maintenance costs can be minimised by building a trail well in the first place. A well-constructed trail surface will last considerably longer than a poorly built trail. Signs, gates, posts and bollards installed in substantial footings stand less risk of being stolen or damaged. Well designed, built well and thoughtfully placed management access gates and trail user gates will keep motor vehicles and motorised trail bikes off the trail with a consequent lesser need for surface repairs. Trail furniture (such as seats, trail directional marker posts and interpretation) should be installed (during the construction process) in substantial footings sufficient to withstand high winds and theft. These should require minimal ongoing maintenance.

Building good trails in the first place is the very best way of minimising future problems and costs. As a second line of defence, a clear and concise Management Plan with a regular maintenance program written into it will aid significantly in managing ongoing resource demands.

The goals of a Trail Maintenance Plan are to:

- Ensure that trail users continue to experience safe and enjoyable conditions;
- Guard against the deterioration of trail infrastructure, thereby maintaining the investment made on behalf of the community;
- Minimise the trail manager's exposure to potential public liability claims arising from incidents which may occur along the trail; and
- Set in place a management process to cover most foreseeable risks.

Most minor repairs are largely labour intensive rather than capital expensive. Calamitous events such as fire or flood will naturally generate significant rebuilding activity and consequent costs. These events are generally unmanageable and should simply be accepted as part of the longer-term reality of trail management.

Resourcing a maintenance program is crucial, and funds will be required on an ongoing basis to enable this essential maintenance. This matter should be addressed in the preparation of the

Mike Halliburton Associates

117

Goulburn Rail Trail Feasibility Study: Final Report

maintenance plan. It would be short sighted to go ahead and build the rail trail and then balk at the demands of managing and maintaining it.

### **11.2 Public Liability and Risk Management**

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It is prudent that the trail manager is aware that they carry a significant duty of care towards those visitors accessing the trail. The maintenance of a quality trail is therefore critical from this perspective. Legislative changes across Australia have reduced the number of small claims against land managers. However, liability generally rests with the land managers and hence, every attempt should be made to minimise the risk of accident or injury to trail users (and therefore the risk of legal action).

While public liability is certainly an issue for all land managers, it is not a reason to turn away from providing safe, sustainable and enjoyable resources. It is simply a mechanism by which to recognise the responsibilities inherent in managing natural and built resources. Dealing with a perceived liability threat is not about totally removing that threat – it is about doing all that is manifestly possible to provide safe access opportunities for visitors, thereby minimising the risk of liability claims.

A formal Hazard Inspection process is crucial in the ongoing maintenance plan. Not only will this define maintenance required and/or management decisions to be addressed, but it is also vital in ensuring safe conditions and therefore in dealing with any liability claim which may arise in the future. Courts are strongly swayed by evidence of a clear and functional program, and a regular series of reports, with follow-up actions, will go a long way to mitigating responsibility for injuries. Further, clearly defined 'User Responsibility' statements in brochures, maps, policy documents, plans and public places will assist this process.

### **11.3 Trail Maintenance Activities**

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The discussion that follows provides general guidance for the development of a maintenance plan should the rail trail proceed. It is not a substitute for developing a specific maintenance plan for the trail. An inventory of works and locations needs to be prepared for maintenance purposes – this cannot be prepared until construction is completed.

Maintenance on the rail trail should be divided between regular inspections and simple repairs, a one (or two) person job, and quarterly programs undertaking larger jobs such as significant signage repairs or weed / vegetation control. A range of basic machinery, tools and equipment will be required for this work. At the core of any trail maintenance program is an inspection program. The relevant Australian Standards sets out the basis for frequency of trail inspections. It only covers walking tracks and provides for inspections every 30 days (or less) for Class 1 trails, every 90 days for Class 2 trails, and annually for Class 3-6 trails. This sets the minimum standard for inspections and is a guide only. What the Australian Standards do not include but should include is an inspection of any trail after significant weather events such as storms, fire, floods, and high winds in addition to the regular inspection program. The trail should have its own maintenance plan that may, for particular reasons, have more frequent inspections. Particular needs should be recognised in an individual trail maintenance plan.

Clear records of each activity/inspection will be kept by the body with responsibility for maintenance. Pro-formas serve to maximise user safety and minimise liability risks. It will also provide a valuable record of works undertaken and make for efficient use of maintenance resources over time.

Mike Halliburton Associates

118

Goulburn Rail Trail Feasibility Study: Final Report

In general, Maintenance Plans are based around regular inspections, at which time simple maintenance activities should take place concurrently (Table 18 provides a broad outline of activities). More time-consuming maintenance activities should take place every six months, while detailed Hazard Inspections should occur annually. Further, the capacity to respond immediately to random incoming reports of hazards or major infrastructure failures should be built into the Plans.

One of the most frequent maintenance tasks will be attending to fallen branches and limbs, repairing trail surfaces, replacing stolen or damaged signs (including road signs), clearing culverts and under bridges and ensuring gates and fences are functioning as intended. The presence of trees along some sections of the trail means that time will be spent removing damaged and fallen trees and branches in the aftermath of a storm.



*Volunteers organised by the Committee of Management at a busy bee to undertake maintenance work along the rail trail near Port Fairy in western Victoria.*

Goulburn Rail Trail Feasibility Study: Final Report

**Table 18: Maintenance Schedule**

Activity	Activity Description	Site	Frequency
<p><b>Undertake full inspection of the trail.</b></p>	<p><b>At Trailheads</b></p> <p>The trailhead should be carefully checked to ensure that all signage is present, and that all signs are clearly visible and legible. An inventory needs to be prepared to assist in regular maintenance.</p> <p>Surface of access tracks and parking areas need to be checked and potholes eliminated.</p> <p>Inspect and check trailhead facilities and infrastructure:</p> <ul style="list-style-type: none"> <li>○ Parking areas and access tracks (check surfaces);</li> <li>○ Trailhead (map) panels;</li> <li>○ interpretive panel;</li> <li>○ Seating/shelter/picnic tables;</li> <li>○ Trailhead signage (on road);</li> <li>○ Trail directional marker posts; and</li> <li>○ Bollards</li> </ul> <p><b>At Road Crossings</b></p> <p>Particular attention needs to be given to signs at road crossings or junctions. Each crossing should be carefully checked to ensure that all signage is present, and that all signs are clearly visible. Particular attention must be given to ensuring that “Trail Crossing ahead” signs (on roadside at approach to trail crossing) are not obscured by overhanging vegetation.</p> <p>Replace damaged and/or missing signs.</p> <p>Check management access gates and trail user chicanes for structural stability and function.</p>	<p>Entire trail</p>	<p>Every third month</p>

Goulburn Rail Trail Feasibility Study: Final Report

	<p><b>Fencing</b></p> <p>Check and make repairs to side fencing. To be done by arrangement with adjoining landowners.</p>		
<p><b>Check signage and clean, replace or repair as required esp. road crossing signage and directional markers.</b></p> <p>All signage should be checked for vandalism and cleaned if necessary. If damage is too great, replacement is essential.</p> <p>An inventory of locations of all signs needs to be prepared to assist in regular maintenance.</p>	<p>Check, repair or replace all trail signage, including interpretive signage, trail distance and directional markers (logo/arrow plates). Replace missing and/or damaged signs.</p>	<p>All locations</p>	<p>Every third month - at each trail inspection.</p>
<p><b>Slashing of trail environs.</b></p>		<p>Various locations</p>	<p>Timing dependent on seasonal growth patterns. Allowance for up to 5 times per year.</p>
<p><b>Check trail surface and arrange repair as required.</b></p>		<p>Entire trail</p>	<p>Every third month. Arrange repairs immediately if acute, or schedule maintenance for six monthly work sessions if not.</p>

Goulburn Rail Trail Feasibility Study: Final Report

<b>Maintenance of trail surface.</b>	Check condition of trail surface for damage and arrange repairs if necessary; trim off regrowth vegetation.	Entire trail	Every six months.
<b>Sweep or rake debris from trail surfaces, especially at road crossing points.</b>		Various locations	Every six months.
<b>Maintenance of culverts and other drainage measures.</b>	<p>Check and clear drains and culverts.</p> <p>Drains need to be checked and cleared once or twice/year and after heavy rainfall events. Regular maintenance especially after heavy rainfall is essential.</p> <p>Most maintenance will involve clearing of material from silted up or blocked drains.</p> <p>Drain blockages should be cleared as urgent priority.</p> <p>Silt traps at culvert discharges or entry points should be cleared regularly.</p> <p>Cess drains in cuttings should be checked to ensure they function effectively.</p>	Entire trail	Every six months.
<b>Cut back regrowth, intruding and overhanging vegetation.</b>	<p>Check overhanging or intruding vegetation. Cut back where required. Clear fallen trees and branches.</p> <p>Undergrowth vegetation grows quickly, and over time will continue to intrude into the trail 'corridor'. Such intruding vegetation needs to be cut back to provide clear and safe passage for trail users.</p> <p>"Blow-downs" - trees or limbs that have fallen across the trail – need to be cleared as/when required. Sight lines must be kept clear either side of road crossings, to ensure that users can clearly see a safe distance either way at road crossings.</p>	Entire trail	Every six months, unless obviously requiring attention at regular inspections.
<b>Check structural stability of interpretive signage, and interpretive shelters.</b>	Interpretive panels should be checked for vandalism and cleaned if necessary. If damage is too great, replacement is essential. An inventory of locations needs to be prepared to assist in regular maintenance.	Entire trail	Every six months.

Goulburn Rail Trail Feasibility Study: Final Report

<b>Check structural stability of seating, distance posts. Inspect and replace when needed.</b>	Furniture alongside trails, if installed, needs to be checked regularly for damage to ensure safety and comfort of trail users.		
<b>Undertake Hazard Inspection and prepare Hazard Inspection Report.</b>	This should be done annually. Inclusion of a formal Hazard Inspection process, crucial in addressing risk, is necessary in the ongoing maintenance plan.	Entire trail	Annually.
<b>Check structural integrity of bridges. Inspect and maintain bridges. Check for obstructions and clearing under bridges.</b>	<p>Visual inspection is appropriate though detailed inspection should follow storm and flood events.</p> <p>After floods, bridge should be inspected, and damaged components replaced as soon as possible.</p> <p>Handrails and surface decking on bridge should be inspected for damage at regular intervals.</p>	Various locations	Annually.

*It should be noted that this schedule does not allow for repair works above and beyond 'normal' minor activities. For example, if a section is subject to heavy rain, and erosion control fails, additional repair works will need to be undertaken.*

**11.4 Maintenance Costs**

11.4.1 General notes

Resourcing a maintenance program is crucial, and funds will be required on an ongoing basis to enable this essential maintenance. Estimating the cost of maintaining a trail is difficult due to the unpredictability of events such as floods, fires, high winds and stormwater runoff, as well as the tenure and management arrangements for the trail. Deliberate and wilful damage and vandalism can also contribute significantly to the need for ongoing maintenance and replacement of infrastructure. Volunteers can be organised (through a coordinated program) to carry out much of the work at a limited cost to the trail manager.

Evidence of actual trail maintenance costs for individual items along a rail trail, or any trail for that matter, is scarce. The Rail to Trails Conservancy in the USA (*Rail-Trail Maintenance and Operation – Ensuring the Future of Your Trails – A Survey of 100 Rail-Trails, July 2005*) provides two general answers for why it is difficult to estimate maintenance costs. First, the trail may be part of a larger budget for a single park or even an entire parks and recreation department. Specific costs for the trail are not separated out. Second, small trail groups, though run by competent and extremely dedicated volunteers, tend to be ‘seat-of-the-pants’ operations. Maintenance is done “as needed,” funds are raised “as needed,” and the people are volunteering because they love the trail, not because they love doing administrative tasks like budgeting.

The Rail to Trails Conservancy did further work on trails maintenance in 2014 and reported on a survey it did of 95 trail managers of rail trails across America (*Maintenance Practices and*



## Goulburn Rail Trail Feasibility Study: Final Report

*Costs of rail trails 2015*). This survey followed up previous surveys done in earlier years (including the 2005 document mentioned above). The 2014 survey showed annual costs (converted to current Australian dollars) of the most basic tasks was \$1,135/km/year for crushed stone trails and \$2,215/km/year for asphalt trails. Interestingly its 2004 study showed the two surface types much closer together in costings with only a \$30/km/year difference (with asphalt trails being the cheaper surface). The American study showed the biggest components of maintenance (in terms of percentage of budget) were:

- Maintenance of toilets at trailheads - 13%;
- Mowing - 12%;
- Keeping trailside land clear of trash and debris - 11.5%;
- Vegetation management (leaf clearing, pruning etc.) - 11.2%; and
- Surface clearing of trail - 10.8%.

In Victoria, the Murrindindi Shire Council manages and maintains approximately 85% of the (134km) Great Victorian Rail Trail. In 2014, it reported it spent around \$2,000/km on maintenance activities each year which the trail manager believes is insufficient. Anecdotal information indicates that initial construction issues necessitate an increased level of maintenance of the trail surface (and drainage through cuttings). A higher level of (initial) construction quality (i.e. better trail surfacing) would mean less ongoing maintenance.

The Kilkivan Kingaroy Rail Trail in South East Queensland opened in September 2017. In October 2019, representatives of the South Burnett Regional Council (responsible for approximately half the trail) advised that maintenance costs were in the order of \$500/km/year.

A 2016 study of the Great Rides of New Zealand (*The Great Rides of the New Zealand Cycle Trails 2016*) examined the 22 “great bike rides” of New Zealand and reported an average maintenance cost of \$1,285 per kilometre (adjusted for exchange rates and inflation). This figure is based on the actual reports of 9 of the 22 trails. It is difficult to know precisely what items have been included in these figures as the 9 individual trail reports are not available.

Verbal advice to the New England Rail Trail Inc. (a NSW rail trail advocacy group) from Indigo Shire Council (in Victoria) was that maintenance for the Murray to the Mountains Rail Trail costs in the order of \$915/km/year.

There are significant variations across the available research costs and it is not clear from available data what has been included and what has not been included in consideration of costs. There are two issues when considering the quoted costs and what has been included and not included.

- The “age” of the trail. The Kilkivan Kingaroy Rail Trail (KKRT) was only 2 years old at the time the data was sourced. Early life maintenance costs tend to be very limited. The \$500/km/year cited for the KKRT reflects actual expenditure on maintenance to date. Very little maintenance beyond slashing and minor repairs would have been needed. Figures for the other trails reflect trails that are a little more mature and may need more minor maintenance done. However, the figure for the Murray to the Mountains Rail Trail is quite low (\$915/km/year) and the trail is very mature. Whilst there is appeal in setting aside the minimal amount for maintenance in the first 5 years, a more appropriate approach would be to set aside higher amounts from trail

## Goulburn Rail Trail Feasibility Study: Final Report

inception. The likely maintenance costs in the first few years of a trail's life will focus on sign damage and inspections. These "day to day" costs can and should be funded by the trail manager (using their own resources including volunteers).

- The more critical element is the treatment of replacement of major assets over time. It is highly likely that the available figures from the research do not provide for how replacement of major capital items is considered. The biggest "maintenance costs" are maintenance and replacement of the items that initially cost the most to install – surfacing, fencing and bridges. Maintenance on these three critical elements is less likely to be needed in the first 5-10 years if the trail is built well in the first place. Allowance for repair and replacement of these items should be treated differently. In addition to maintenance, there will be a requirement for asset renewal – particularly of surfaces, bridges, and fences. The timing of this renewal will generally be between 10 and 50 years – an Asset Management Plan is the appropriate method for dealing with these items. Good asset management practice suggests money be put aside every year for renewal of these major items, even though much of it will not be spent initially. Funding for these items could be sourced from external funding programs as compared with ongoing minor repairs for which major external funding is hard to find. **Little maintenance will be required on newly built trail surfaces, fencing and bridge structures, and other elements of the rail trail for several years after construction.** There will be very limited need for surface repairs in the first 5 years. Bridges are even less likely to need repair for the first 10 years of a trail's life. Re-constructed and refurbished bridges will require little or no maintenance for many years. However, after perhaps a decade of use they will require more and more maintenance of decking timbers (if used) and more scrutiny of fixings (depending on what materials are used for decking). Pre-fabricated bridges require less maintenance over time. The same comments apply to fencing (though its active life is shorter than bridges). Properly constructed fencing will yield a life of between 30 and 40 years, particularly if new fencing includes electric fencing outliers which prevent livestock leaning into the fence. There should be very limited need for fencing repairs in the first 15 years. It may be appropriate to share ongoing repair costs with adjoining landholders once the initial investment is made. This is a matter for the trail manager to consider.

It is difficult estimating the costs involved in maintaining a trail until every last bridge and other infrastructure items have been installed. As stated earlier, ongoing maintenance can be minimised by building a trail well in the first place.

The use of volunteers to undertake many of the routine repairs and cleaning tasks can substantially reduce the costs.

#### 11.4.2 Estimate of Maintenance Costs

Table 19 provides an estimate of the amounts that may be required on an annual basis for maintaining the proposed Goulburn Rail Trail for regular "day to day" maintenance (please note that staged trail development will reduce these yearly costs until all stages are constructed).

Goulburn Rail Trail Feasibility Study: Final Report

**Table 19: Estimate of “Day to Day” Maintenance Costs**

<b>Task</b>	<b>Frequency/note</b>	<b>Possible costs</b>
Inspect and check trailhead facilities and infrastructure (Goulburn, Norwood Siding, The Forest Siding, Graywood Siding Road): <ul style="list-style-type: none"> <li>- parking areas (check surfaces)</li> <li>- interpretive panel</li> <li>- picnic tables</li> <li>- trailhead signage (on road)</li> <li>- trailhead (map) panel</li> <li>- trail directional marker posts</li> </ul>	4 trailheads at average repairs of \$1,000 per site/year.	\$5,000 (includes repairs and checking)
Check side vegetation growth and overhead vegetation and cut back where required. Clearing of fallen trees and branches.	Allowance of 3 person days/10km section/year (@ \$800/day).	\$7,200
Slash corridor both sides of trail to reduce weeds and fire load/risk. (See Note 1).	Allowance for 80% corridor, both sides of trail (= 40 km) (@ \$70/hr). Corridor slashed 5 times a year.	\$7,350
Inspection of bridges (all timber components, decking, handrails, etc.). Check for obstructions and clearing under bridges.	Allowance of 5 hours for inspections and minor repairs.	\$1,000
Check and clear culverts.	Allowance of 20 hours for checking and cleaning.	\$1,600
Check road crossings. Replace damaged and/or missing signs. Check sight distances and clear vegetation if necessary.	9 crossings at average repairs of \$500 per crossing/year.	\$6,000 (includes repairs and checking)
Allowance for replacement of trail directional marker logo/arrow plates and trail kilometre posts.	2 replacements/10 kms/year.	\$2,250
Allowance for repairs to trailside furniture and occasional replacements (when required).	Inspection and minor repairs every 6 months. 1 replacement per year.	\$3,000
Check miscellaneous signs along trail (e.g. trail name, distance signs, “No Trespassing”, bridge load signs, etc).	5 replacements/10kms/year.	\$2,250

Goulburn Rail Trail Feasibility Study: Final Report

Check gates, other barriers and fences at road crossings. Make repairs where necessary.	Allowance of \$7,000 per year for repairs.	\$7,000
Trail surface repair and maintenance allowance – surface and table drains		\$8,000
Check interpretation along trail for damage and structural stability.	Allowance for repair of 1 panel per year.	\$1,000
Additional weed management	Annual allowance	\$4,000
Inspection of rail trail (3 times/year). (See Note 2).	Allowance for 3 inspection trips per year.	\$4,500
Preparation of annual Hazard Inspection Report.	1 person days @ \$1,000/day.	\$1,000
		<b>\$61,150 excl GST (per annum)</b>

This equates to a rate of approximately \$2,413/km/year.

*Note 1: The necessity to slash will be much reduced if the rail trail is located within a narrower, fenced corridor and adjoining landowners graze stock within that part of the corridor deemed ‘surplus to requirements’. Slashing costs are based on the trail and its immediate environs (rather than the entire corridor) being fully fenced (resulting in a 7m wide trailway). Any other options will mean higher maintenance costs (as discussed in Section 7.7).*

*Note 2: Reporting of routine maintenance requirements by trail users will obviate need for many scheduled inspections. Appointment of a Trail Manager, with responsibility for regular inspections of entire trail, will substantially reduce need for unscheduled and expensive maintenance.*

A number of observations are relevant to Table 19:

- The likely maintenance costs in the first few years of a trail’s life will focus on sign damage and inspections.
- Costings are at full commercial rates (this would be far less if volunteers are involved). US evidence suggests significant savings using volunteer maintenance (trails maintained by volunteers cost one-third of those maintained by Government entities).
- The maintenance estimate provided in the report is an estimate only based upon certain design parameters and construction standards. For example, it is recommended that some timber bridges be restored using timber decking and timber handrails because it more fully provides the rail trail experience. However, bridges could be re-purposed using other material such as expanded steel mesh or fibreglass reinforced plastic for the decking which would have a different maintenance regime and costing. It is impossible to estimate maintenance costs to the most accurate possible level until construction is finished and every construction item is catalogued (noting that events like wildfires and major floods are events that maintenance budgets never account for).

Goulburn Rail Trail Feasibility Study: Final Report

11.4.3 Asset renewal

Asset renewal provisions should be provided for separately and cover replacement of surfacing, fencing and bridges. These provisions would have separate timeframes for replacement with fencing and surfacing requiring renewal in a shorter time than bridges.

Sealed surfaces will yield a longer practical life than an unsealed surface. Whilst it is difficult to obtain precise data, 20 years seems to be a common lifespan identified in the literature for sealed surfaces (this is also the advice provided by the Project Manager from the Tumbarumba Rosewood Rail Trail). By way of contrast, literature indicates an unsealed surface has a life of 10 - 15 years. This report recommends initial trail stages be a sealed trail from Goulburn to Norwood Siding (8.34 kms) and an unsealed trail from Norwood Siding to Graywood Siding Road (17 kms).

Under this model, a provision of 5% of replacement cost should be set aside per year in asset renewal for surfacing renewal where surface is sealed (8.34 kms) and a provision of 10% of replacement cost where surface is unsealed (17kms). This would result in the following annual provisions:

- Goulburn to Norwood Siding \$62,550/year (total cost of \$1,251,000).
- Norwood Siding to Graywood Siding Road \$170,000/year (total cost of \$1,700,000).

Sealing the entire trail initially will “lengthen” the life span before replacement, meaning that \$127,500/year will need to be set aside for the section between Norwood Siding and Graywood Siding Road (rather than \$170,000/year). This decision is also likely to reduce the maintenance item for surfacing (listed as \$8,000/year in Table 19).

Well-constructed fencing should have a life of between 30 and 40 years. Taking a conservative estimate of 30 years, a provision of 3.4% of replacement cost should be set aside per year in asset renewal for fencing. This means an annual provision of \$45,870 (for a total cost of \$1,349,140 which includes both rural fencing and security fencing).

**Total provision for major asset replacement (surfacing and fencing) would be \$278,420/year (with only the Goulburn Norwood Road siding section built as a sealed trail). Sealing the entire trail would mean major asset replacement total provision would be \$235,920/year**

Bridge replacements are more difficult to assess. Provisions for minor repairs have been included within the maintenance costings table. New prefabricated bridges are proposed for some locations where there are currently small timber bridges and will also have a long design life. Appropriate provisions in asset renewal programs need to be made for all bridges.

Spending money on refurbishment at the beginning of the project will yield long-term benefits in terms of longer life spans before major works are needed.

11.4.4 Reducing Maintenance Costs

Using volunteers is the key element in reducing the maintenance costs. Volunteers could undertake much of the ongoing maintenance of the trail if a volunteer maintenance programme is arranged. It should be ensured that whoever is charged with ongoing responsibility for managing the trails has genuine and specific trail knowledge. It is not sufficient to be a skilled gardener, conservationist or environmental scientist. If training is required to bring staff knowledge levels up to a high standard, this should be seen as a

## Goulburn Rail Trail Feasibility Study: Final Report

priority to be undertaken early in the construction process. Trail skills are better learned over a longer time, with hands-on practice, than in short briefing sessions.

- In the Snowy Valleys, Mannus Prison provides a source of labour for a number of maintenance tasks on the Hume and Hovell Track (a long distance walking track) within the region. While not exactly volunteer labour, it may be a key source of local maintenance resources in the future (other examples of prison assistance are included in Appendix 4).
- The Tumbarumba Mens Shed has been a very good resource of volunteers and projects for the Tumbarumba Rosewood Rail Trail. They have mainly assisted with construction of a range of items.
- The Munda Biddi Trail Foundation assists with planning, developing, marketing and maintaining the trail. It enlists paid memberships, enrolls and manages volunteers, holds trail and community events, and provides information and resources to enhance the quality of the trail experience. **Over 85% of that trail is maintained by volunteers.**
- Activities of the Friends of the Lilydale to Warburton Rail Trail include revegetation, weed eradication, protection of remnant species, and building and restoration work.
- Parklands Albury Wodonga a community-based, not for profit organisation focused on undertaking the conservation of "bush parks" in and around Albury-Wodonga from an ecological perspective, whilst allowing sympathetic recreational access. One of the Group's projects is managing and maintaining the High Country Rail Trail.

The Bibbulmun Track is Western Australia's premier long-distance walking track. The Track's success can be put down in large part to the efforts of the Bibbulmun Track Foundation. The Bibbulmun Track Foundation is probably the most successful 'Friends of' Group in Australia, with a paid-up membership in excess of 2,200 (in a number of categories).

The Bibbulmun Track Volunteer Program relies on the bushwalking community, and Bibbulmun Track walkers in particular, to commit their time to assist in the maintenance and delivery of the Foundation's Programs and services (the Bibbulmun Track is 1,000 kms walking track from Perth to Albany). **It is estimated that around 80% of the Bibbulmun Track is maintained by volunteers in this program.** An enormous amount of money is saved as the volunteers carry out many of the inspections and minor repair work.

Volunteers:

- Undertake a range of light maintenance tasks including pruning, clearing debris from the Track, replacing missing trail markers, installing water bars, removing litter and monitoring the campsite.
- Attends to their section at least 4 times per year (i.e. once every 3 months). In areas closer to Perth, or on sections that require a higher level of maintenance, more frequent visits are preferred.
- Submits a report to the Volunteer Coordinator after each maintenance visit. These reports are vital in assisting the Bibbulmun Track Foundation and DPAW in dealing with immediate problems and in planning for the future of the Track.

Goulburn Rail Trail Feasibility Study: Final Report

Sources for ongoing maintenance funding may include commercial operator levies, commissions from billboard advertising, memberships of a Friends group and sales of merchandise. Funds could be used for trail operation and maintenance.

Many of these options are in place on other trails and fund a range of activities by the trail manager and the relevant trail support group (or Friends of the Trail). Importantly, the NSW Government’s *NSW Rail Trails Framework* paper recognises the need to allow commercial activity and sets out a process for corridor transfer and management that ensures minimal constraints on commercial opportunities along the rail trail. Any “rentals” or fees derived from these commercial uses could be put towards the maintenance costs. Any proceeds from the sale of steel track (over and above the removal price) should the trail proceed could also be directed to a maintenance fund.



*Trail managers and “Friends of...” groups often arrange ‘Adopt-a-Trail’ programs to ensure the rail trail is well maintained – by volunteers. In the USA it is common for each section (or kilometre) of a trail to be assigned to, or ‘adopted’ by, a volunteer.*

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 12 – FEASIBILITY STATEMENT

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A rail trail on the disused rail corridor between Goulburn and Graywood Road siding is technically feasible. However, the brief for this study is in essence an update of an earlier study and consequently, it has limitations around making definitive statements. The two ameliorating factors in making definitive conclusions are the limited fieldwork (in terms of investigating likely costs) and the lack of formal community consultation (although there is sufficient evidence to suggest likely outcomes of consultation in this project (although there is sufficient evidence to suggest likely outcomes of consultation noting that consultation has been ongoing since the early 2000s). Conditions on the corridor do not appear to have changed significantly since 2014.

In order to establish whether the proposed rail trail is a feasible proposition, this Feasibility Study sought to answer several questions.

**Is there a viable trail route? Yes.** As is the case for the vast majority of disused railways in NSW, the entire corridor is still in public ownership. Although the line was developed as an unfenced railway, and many adjoining landowners have had unrestricted access to the public land within the corridor since the railway closed, the land remains in public ownership. The width of the corridor does vary, and although some adjoining landowners have been making use of the corridor, there are no physical impediments to development of the trail.

The rail trail may or may not have significant impacts on long established farming. In the absence of formal consultation, the issues that landholders raised have been developed based on previous experiences both with this proposal (in 2014) and with other rail trails in NSW and elsewhere over a 25 year period. As is the case with many other successful rail trails developed in similar broadacre farming areas in Australia and overseas, there is a range of practical and viable solutions to each and every issue that adjoining landowners are likely to raise. The fact that some farms straddle the railway corridor should therefore not be considered as a reason for not proceeding with the development of a trail. The experience of the Tumbarumba Rosewood Rail Trail has indicated that many perceived issues simply do not arise.

All bridges remain in place, though will require refurbishment and modification to make them suitable for trail users. Other railway infrastructure remains in place, including the steel track and sleepers (which will have to be removed to make way for the trail). Signal switches, mile/kilometre pegs, survey markers, culverts, cattle stops, and other reminders of the former railway will add interest to trail users. The trail route will pass through former railway sidings which can be developed into trailheads.

There are a significant number of road crossings; these can be made safe by the installation of appropriate infrastructure such as gates and signs.

**Are there alternative uses for the corridor that will provide more value to the community? Are these alternative uses viable?** Unlike some other railway corridor re-use proposals, there has been no proposal to run a tourist train (or any other sort of train) along this section of the disused railway corridor (there is a proposal to run some sort of tourist train at the Crookwell end – a proposal that was advanced in 2014 but is yet to see any further development) but it does not affect the corridor within Goulburn Mulwaree Council.



## Goulburn Rail Trail Feasibility Study: Final Report

The other alternative use is continuing to graze the corridor as currently occurs in parts and leave the rest of the corridor as is.

**Will the trail provide a quality user experience (terrain/landscape/history)? Yes.** The experience to be gained by users on the proposed rail trail would be of very high order. The Goulburn Rail Trail would pass through some very attractive scenery that would differentiate it from other rail trails elsewhere in Australia. A significant portion of the proposed rail trail would run through relatively undisturbed vegetation. The former railway corridor is located on the 'top' of the Great Dividing Range and consequently views over distant landscapes can be had from numerous sections of the proposed trail. Much of the former railway passes through undulating farmland, with views out over rolling pastures.

The bridges (particularly those over Wollondilly River) would add considerable interest to the experience (it is likely that the historic steel bridge over Wollondilly River may become an attraction in its own right). Cuttings and embankments will provide a typical rail trail experience. Interpretation of the cultural and natural values of the area will add to the user's experience. The high embankments and deep cuttings between The Forest Siding and Graywood Siding and (the forested section of the corridor) are very appealing and will be a highlight of the proposed rail trail.

**Is there a market for the proposed trail? Yes.** Existing rail trails in other states, notably Victoria, are extremely well used and very popular recreational assets of the communities in which they are situated. The success of the Tumbarumba Rosewood Rail Trail and the recently opened Northern Rivers Rail Trail testimony to the demands for such facilities within NSW. The existing visitor market (both day trips and overnight trips) is well established in the Goulburn region.

The proposed rail trail is 90km (1 hr) from Canberra, 200km (2 hrs) from Sydney and 150km (1.5 hrs) from Wollongong. These are major markets for the proposed trail (in addition to the local markets of Goulburn and other towns of the region).

It is highly likely that the proposed rail trail will become a popular addition to the suite of rail trails available to those who actively seek out these recreational opportunities but have had to travel interstate or overseas to ride quality rail trails. The future development of additional rail trails in NSW (as indicated in the recently released NSW Government rail trail documents) will stimulate interest in, and use of, rail trails in a state largely unaware of rail trails.

**Will the rail trail create any unmanageable or unmitigated impacts on adjoining landholders' farming practices and lifestyles? A conditional no.** It is true that a rail trail is a different use to the historic use of the corridor (for trains) and adjoining landholders may have expectations of how the corridor will be used in the future. A rail trail probably was not one of their expectations and they have concerns. However, the corridor remains publicly owned land and the issues and concerns likely to be raised by adjoining landholders (noting that they have not had the opportunity in the preparation of this report) have been satisfactorily addressed in the other rail trails round Australia (of which there are well over 100). Evidence shows no long-term negative impacts on farming practices and lifestyles. It is important to recognise landholder concerns and, if the trail proceeds, to work closely with them to address individual concerns and arrive at mutually agreed solutions.

**Are the local government and key stakeholders supportive of the concept? The answer is a conditional yes.** Under proposed management arrangements for NSW rail trails, Goulburn

**Goulburn Rail Trail Feasibility Study: Final Report**

Mulwaree Council will be a key player in ongoing implementation and management. The Framework notes that success is greater when the Council is the lead group or “operational entity”. It states that it is a requirement that the Council leasing the land is the lead operational entity. The Council has a long record (since 2014) of supporting the project. The Council has expressed its ongoing support for the rail trail whenever formal votes have been cast. The Goulburn Rail Trail Steering Committee was formed in early 2023 to progress the project. This Committee is in effect a successor to the Goulburn Crookwell Rail Trail Inc. which progressed the project since 2014 (and before that in other guises).

**Are there supportive/strong advocates in the community? Yes.** The Friends of Goulburn Crookwell Rail Trail is a very strong community support base for the proposal and has been particularly active in recent years.

**Is there a supportive community? No definitive answer can be given.** The limited scope of work does not permit extensive community consultation for the project at this stage. It is worth noting that – in the consultation done to date (reviewed in Section 8) - people within Goulburn Mulwaree Region have been generally (though not exclusively) supportive. Much of the obvious opposition has come from landholders within Upper Lachlan Shire. Some general observations from other trail projects are worthwhile. There are some within the community who fear that problems may arise and are somewhat opposed to the prospect of a change to the norm. There are also some who have genuine concerns about a project but are open to potential solutions if engaged correctly – for example, by one on one consultation as part of a trail development plan. When a project such as this is opened to community consultation, trail supporters are often less vocal than trail opponents.

The NSW Government recognises that a rail trail, just like all other infrastructure projects, will not receive 100% support. However, it is on the record that it views proposals that have strong community support as an important consideration in its determination of whether to fund a rail trail project.

If the project is to proceed, proponents of the Goulburn Rail Trail will need to continue to raise the community’s awareness of the benefits of the project in order to meet the NSW Government’s stipulation of strong community support.

**Would the trail be value for money? Yes.** Trails repeatedly demonstrate that there are numerous benefits to be gained through their construction: economic benefits to the towns where they start and finish – a boost to businesses associated with the trail; social and physical health benefits; and a range of environmental and cultural benefits. Use scenarios and possible numbers of users means that, for an investment of \$16.96 million, there will be an opportunity for users to traverse a rail trail in the region providing scenic undulating landscapes and good views with villages at either end. In summary, it can be reliably anticipated that development of the proposed rail trail will result in increased annual visitor numbers of 41,500 who will inject \$7.27 million/year into the region’s economy. Local use rates of 24,565 people/year will see the injection of \$60,185 into the region’s economy. There will also be several non-quantifiable benefits also arising to members of the communities around the trail as well as further afield. This is particularly important as 38.2% of respondents to the relevant question on the 2021 Census responded that they suffered from some form of long-term health condition (which includes arthritis, asthma, cancer, dementia, diabetes, heart disease, kidney disease, lung conditions, mental health conditions and stroke). This compares unfavourably with the NSW average of 30.9%. A rail trail (and an

## Goulburn Rail Trail Feasibility Study: Final Report

extended RiverWalk) will provide further opportunities to promote active lifestyles, walking and cycling to support well-connected, quality public and open spaces.

**Is there a commitment to maintenance (“friends of ...” group or support network)?** This has not been explored in any detail. This Feasibility Study identifies likely maintenance costs. The experience of other rail trails indicates that individuals and community groups (such as Landcare groups, school groups, service clubs, etc) will help to maintain sections of the trail, or areas through which the trail would pass.

**Will the trail provide a unique experience? Yes.** The project delivers a rail trail which is of appeal to a broad range of users – a 25 km rail trail is an ideal distance for a bike ride and a good day walk. The development of a sealed section within Goulburn (if that is the decision taken) and further work on connections between the rail trail and RiverWalk broaden the opportunities for local users to take shorter journeys on a regular basis. The trail provides users with the opportunity to use some of the former railway bridges and enjoy the experience offered by these. The landscape associated with this proposed rail trail is very attractive, being located on the top of the Great Dividing Range and adds significantly to trail opportunities available to walkers and cyclists. The attractive vistas available all along the proposed rail trail route, the variety of existing rail infrastructure (notably bridges, high embankments and deep cuttings), and the relative uniqueness of the varied landscapes (undulating farmland, heavily vegetated and relatively undisturbed bushland) add interest.

**Is there a demonstrated benefit to trail users and, especially, the host communities? Yes.** This question has been answered partially in answers to other questions posed. The demonstrated benefits come in the form of economic and non-economic benefits that will accrue to both users and host communities (with the creation of a range of economic opportunities arising from the development of the rail trail).

Goulburn Rail Trail Feasibility Study: Final Report

## SECTION 13 – IMPLEMENTATION: THE NEXT STEPS

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### 13.1 Introduction

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This Feasibility Study is one of the initial steps in the development of the proposed Goulburn Rail Trail. The fieldwork and other investigations carried out in the study have revealed a number of tasks that will need to be undertaken to progress the proposed trail through to fruition.

The elements discussed below are not crucial to the trail's feasibility but are crucial to its success should it proceed.

**The following advice is provided so that if and when a decision is made to pursue the development of the Goulburn Rail Trail, there is a clear pathway laid out for project implementation. The following advice applies to the Goulburn Rail Trail. Implementation of RiverWalk extensions can be proceeded with as funds become available. There are no major "new" matters and processes to consider as the RiverWalk extension program is part of both the rail trail connections program and the normal urban pathway project.**

### 13.2. Who Should Drive the Project?

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The Goulburn Mulwaree Council has been the primary driver of this phase of work (with funding provided by the NSW government's Regional NSW Business Case and Strategy Development Fund). The Council should be commended for being prepared to carry primary responsibility through this process.

It is therefore recommended that Goulburn Mulwaree Council continue to take the lead role in the next phase of the project. Following consideration of this Feasibility Study, Goulburn Mulwaree Council will have developed a more detailed understanding of many of the issues and opportunities and are ideally placed to continue to facilitate future stages particularly as one of the key elements of the with NSW Government's rail trail framework is the active involvement of the relevant Council.

The *NSW Rail Trails Framework* states that the NSW Government supports the development of rail trails where there is demonstrated community support, where environmental impacts have been considered and where a viable business model is in place. Importantly, the Framework sets out processes for proceeding with future rail trails. The processes set out has four stages:

- Stage 1: Proposal;
- Stage 2: Legislation change;
- Stage 3: Construction; and
- Stage 4: Operation and maintenance

The critical elements with respect to the Goulburn Rail Trail are the elements contained in Stage 1. These elements are:

- Idea generation. The important note in this section is that, while a new idea can be generated by anyone, applications submitted to a suitable NSW Government funding program and decisions on repurposing a disused rail corridor will only be considered if the application is led and endorsed by a local Council.

#### Goulburn Rail Trail Feasibility Study: Final Report

- Establishing governance. A working group or steering committee needs to be established to progress the proposal. Again, the Framework clearly indicates that the relevant council should lead and coordinate the rail trail proposal. Goulburn Mulwaree Council has addressed this matter with the formation of the Goulburn Rail Trail Steering Committee.
- Preparing a proposal to meet the essential criteria. Three essential criteria must be met:
  - There must be demonstrated community support for the proposal;
  - There must be evidence of a viable and sustainable business model; and
  - Issues relating to environmental impacts including biosecurity must be addressed.

This Feasibility Report Update for the Goulburn Rail Trail does not fulfill all the requirements of the Framework but it is an essential element.

The Framework notes that success is greater when the Council is the lead group or “operational entity”, and a Project Manager is appointed to coordinate all aspects of the Rail Trail. It states that it is a requirement that the council leasing the land are the lead operational entity.

The other relevant section of the Framework relates to governance models. The Framework indicates that the councils leasing the land are the lead operational entity. Beyond this stipulation, the Framework allows a project-by-project determination as to the best governance model for a rail trail recognising that some rail trails will benefit from the active involvement of community volunteers and other stakeholders. The formation of the Goulburn Rail Trail Steering Committee is a good (as well as necessary) first step. A Joint Management model involving community groups in a meaningful way is – in the consultants’ opinion – the best way to develop and manage rail trails.

Three tasks that need completion at this early stage to ensure the project’s success are:

- Preparation of a detailed Trail Development Plan;
- Preparation of reports addressing environmental impacts including biosecurity; and
- Sourcing funds for future development of the rail trail.

These primary tasks are critical to the project’s eventual success and will require human and financial resources.

### **13.3 Further Investigations Required**

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A number of further investigations are needed before further work on constructing any section or all of the trail is undertaken.

#### 13.3.1 Detailed Trail Design (Trail Development Plan)

This project is a Feasibility Study examining the merit and physical constraints of establishing a trail on the disused railway corridor between Goulburn and Graywood Siding Road. By necessity, indicative costs and possible solutions are included. It does not provide detailed trail development planning that seeks out solutions to all specific issues, nor does it articulate detailed design solutions. It does however provide broad estimates of probable costs, based

#### Goulburn Rail Trail Feasibility Study: Final Report

on an examination of numerous parts of the former railway corridor that identifies likely works required (clearing, trail construction, bridges, drainage, signage, etc).

With respect to individual trail planning, there are two basic elements:

- Individual Trail Feasibility Study – establishes whether a trail route is viable; refines potential alternative trail routes; identifies issues/challenges to trail development; identifies the possible market for the trail; broadly identifies costs; provides feasibility statement on the practicalities of developing the trail; and
- Trail Development Plan – identifies precise route of proposed trail; identifies construction techniques and materials; provides reliable cost estimates and detailed works lists; identifies signage requirements and costs; provides trail inspection and maintenance schedules.

Following the establishment of trail feasibility and the preparation of a detailed trail development plan, trail construction can begin. This process ensures a maximum return on public (and private) investment in trail development work. Far too often, people leap to construct trails without any idea of who uses them, why, when, how much it is going to cost, how to market a trail etc. The result is often trails that are underused and eventually deteriorate significantly.

The preparation of a detailed Trail Development Plan will deliver a high quality, locally focussed and well-managed and maintained trail for use by residents and visitors.

If the decision to proceed is taken, the preparation of a Trail Development Plan is the next logical step. This would include onsite consultation with adjoining landholders.

#### 13.3.2 Consideration of environmental impacts

The *NSW Rail Trails Framework* also identifies that council(s) proposing any new rail trail must address any environmental, heritage and cultural impacts that may result from the rail trail proposal, such as biosecurity concerns. This includes impacts identified through planning controls, Environment Impact Statement (EIS) findings such as contamination, and issues raised through the rail trail community consultation process.

The railway corridor passes through or alongside many different rural farming properties. Increased public movement along this corridor associated with the rail trail may increase the possibility of biosecurity issues for adjacent rural properties. The *NSW Rail Trails Framework* require these matters to be addressed (but does not provide detail on how they might be addressed). The work done by the Goulburn Crookwell Rail Trail Committee in 2021 may satisfy the conditions set out in the Framework but this is not clear. Any report would need to examine potential biological issues along the corridor, identifying risks and controls to minimise the possibility of any adverse impact from the rail trail on adjacent farming properties. The Biosecurity report would need to identify and address the major biosecurity issues the rail trail may present to adjoining rural properties. It would also consider and meet the requirements of relevant NSW and Australian legislation as it would apply to the rail trail.

With respect to environmental assessments, a Biodiversity Assessment Report process could be used to identify any potential biodiversity issues along the corridor that need to be addressed prior to any construction commencing. There are unlikely to be biodiversity issues identified between the existing rails; however, areas where the rail trail may need to disturb land outside of the rail and remnant ballast would need to be a particular focus, along with

#### Goulburn Rail Trail Feasibility Study: Final Report

any endangered plant or animal communities in close proximity to the rail trail that need to be avoided or protected from damage, particularly during construction.

In addition, a number of key environmental issues have been identified to date. These include:

- Clearing of regrowth vegetation along the corridor, and the need for clearing permits. This is likely to be minimal given the nature of the corridor, but a broad Feasibility Study cannot completely rule out the need for such work. Provisions regulating the clearing of native vegetation in rural areas are now contained in a new Part 5A of the **Local Land Services Act 2013** (LLS Act). Provisions dealing with the clearing of native vegetation in urban, peri-urban and environmental areas are contained in the **State Environmental Planning Policy (Biodiversity and Conservation) 2021**, which is administered by the Department of Planning and Environment. Part 5A of the LLS Act is generally administered by LLS. However, the Department of Planning and Environment has responsibility for native vegetation mapping and compliance under that Part of the Act.
- The potential for the spread of weeds (and pathogens) during the construction phase and, potentially, through usage of the trail.
- Contamination of soils as a result of the operations of the railway and the manner in which former bridges were constructed and maintained.
- The potential for sedimentation of watercourses as a result of trail construction.

In addition, care will need to be taken in the ongoing maintenance of the proposed rail trail to ensure weeds and pathogens are not unwittingly spread by maintenance machinery. Ongoing clearing at the sides of the rail trail will be required to keep the trail corridor at acceptable widths.

#### 13.3.3 Sourcing Funding

Once the decision is taken to proceed with the implementation of the proposed rail trail, it will be prudent to start the process of finding construction funding. All funding sources available at that time will need to be identified and funding applications prepared as soon as possible. (Funding programs often change and are subject to review – current funding programs are discussed in Appendix 4).

#### 13.3.4 Engaging First Nations groups

The *NSW Rail Trails Framework* sets out the need to prepare a consultation plan which involves – amongst other elements – the identification of stakeholder groups to be consulted and their level of risk and influence. The Framework notes that stakeholder groups will vary according to the location of the Rail Trail but notes that First Nations groups including Aboriginal Land Councils will be amongst those groups. Engaging in a meaningful way with these groups is an important step.

### 13.4 Trail Construction Stages

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Staging any trail's development is a logical step to undertake. Opening the rail trail in stages provides a cost-effective solution (whilst on the downside limiting the benefits to be gained) and may serve to allay fears and concerns of adjoining landholders in rural areas, though the

## Goulburn Rail Trail Feasibility Study: Final Report

success of the Tumbarumba Rosewood Rail Trail and the lack of significant issues since opening should provide a clear indication that concerns are not realised.

In addition to the actual rail trail, this report has canvassed two distinct types of project that centre on the existing RiverWalk:

- Those projects that complement the rail trail and only need to be delivered if the rail trail proceeds. These are:
  - A connection between Wollondilly RiverWalk (northern end) and the proposed rail trail at Taralga Road crossing;
  - A connection between Old Goulburn Cemetery and the proposed rail trail at Chatsbury Street crossing;
  - A connection between RiverWalk at Peter Mowle Reserve and the proposed rail trail; and
  - A connection between RiverWalk at Riversdale and the proposed rail trail.
- Those projects that should be delivered to finalise RiverWalk; most of these will complement the rail trail but do not depend on the delivery of the rail trail. These are:
  - A connection between the Goulburn aqueduct to Wollondilly River rail bridge;
  - A connection along Brewer St to Tarlo Street and the Tarlo Street bridge;
  - A connection between Tarlo Street and Victoria Street – on the northern side of Wollondilly River; and
  - An upgrade of the existing path in Legget Park.

No recommendations are made as to staging the tranche of RiverWalk projects that are not dependent on the rail trail (the second group listed above) if the decision is taken not to proceed with the rail trail. GMC will access funds for these trails if they are developed separately. The first three mentioned in that tranche logically link together so if any decision about staging is taken with respect to these four trails (in isolation from rail trail development), it should be cognisant of this linking potential. The new shared use path proposed for Legget Park should be built as funds become available through programs specifically designed for urban pathways. Completion of this link would mean a shared use path running further along both sides of the Wollondilly River.

**The following discussion on staging looks at the rail trail and associated RiverWalk trails and makes recommendations based on an assumption that the rail trail proceeds. With the exception of the Legget Park upgrade, all seven RiverWalk projects contribute to the rail trail's appeal and are considered in the staging discussions which follow.**

The following stages for the development of the rail trail and associated RiverWalk extensions are recommended:

- Stage 1: Rail Trail – Goulburn City to Norwood Siding (8.3 kms)
  - Stage 1a: Rail Trail: Peter Mowle Reserve to Twynam Drive crossing and northern side of Wollondilly River bridge to Norwood Siding (effectively creating the rail trail without the need to spend significant funds on Wollondilly Bridge).



## Goulburn Rail Trail Feasibility Study: Final Report

- Stage 1b: RiverWalk/rail trail interface – connecting the northern end of Wollondilly bridge to Brewer Street, Tarlo Street, and Chantry Street to RiverWalk.
- Stage 1c: RiverWalk/rail trail interface – connection between Camella Drive and rail trail at Taralga Road crossing.
- Stage 1d: Rail Trail – completion of rail trail section on the corridor from Twynam Drive crossing to northern end of Wollondilly Rail Bridge.
- Stage 1e: RiverWalk/rail trail interface – connecting the Goulburn aqueduct to Wollondilly River rail bridge.
- Stage 1f: RiverWalk/rail trail interface – connecting RiverWalk to the rail trail along Chatsbury Street.
- Stage 1g: RiverWalk/rail trail interface – connecting McDermott Road/Middle Arm Road to the rail trail.
- Stage 2: Rail Trail – Norwood Siding to The Forest Siding (7.1 kms).
- Stage 3: Rail Trail – The Forest Siding to Graywood Road siding (GMC/ULSC boundary) (9.79 kms).

## 13.4.1 Stage 1: Rail Trail – Goulburn City to Norwood Siding

The first logical step is to construct the rail trail connecting Goulburn City with Norwood Siding as a sealed trail. This delivers a critical outcome and provides – at 8.3 kms – a reasonable return ride and walk for local residents and visitors. It also provides a highly visual demonstration of the rail trail and how it will work.

Within Stage 1, there are options for development. The above timetable suggests developing the rail trail on the corridor from Peter Mowle Reserve to Twynam Drive and from the northern side of Wollondilly Bridge to Norwood Siding (Stage 1a). When users reach the Twynam Drive crossing, they can leave the rail corridor and travel along Riverwalk past Riversdale Homestead, onto Chantry Street, over the Tarlo Street bridge, then along Brewer Street (on a newly constructed path) to the northern end of the Wollondilly River rail bridge and onto the rail trail (Stage 1b). This stage option is put forward as a short-term alternative to repurposing Wollondilly River rail bridge given its significant expense. If funds can be sourced to re-purpose the bridge as part of Stage 1a (what is listed above as Stage 1d), it should be done and the rail trail developed entirely on the corridor from Peter Mowle Reserve to Norwood Siding. Under these circumstances, a connection between the northern end of Wollondilly River bridge along Brewer Street and back to RiverWalk on the southern side of the Tarlo Street bridge could be done at any future time; it becomes less critical though it does provide a useful link between RiverWalk and the rail trail for users who – for personal reasons – are unable to cross the bridge. In addition, part of this link (the section along Brewer Street) is necessary for the further westward connection along McDermott Drive to function.

Stage 1c – the connection between Camella Drive and rail trail at Taralga Road crossing – should not be pursued until construction of Stage 1a is confirmed and the connection between St Saviours Cemetery and the Goulburn Aqueduct is complete (though it is envisaged that this latter project will be completed within a relatively short time).

#### Goulburn Rail Trail Feasibility Study: Final Report

Stage 1e – the connection between the Goulburn aqueduct and Wollondilly River rail bridge would be a very attractive addition to RiverWalk and would complement the rail trail. It is acknowledged that there are issues with land tenure and it is the most expensive of the proposed RiverWalk trail extensions/upgrades by a significant margin; its construction should be pursued but not at the expense of the rail trail. It also provides an option for those unable to use the Wollondilly River bridge on the rail trail.

Stage 1f which involves connecting RiverWalk at Chatsbury Street (adjacent to Old Goulburn Cemetery) to the rail trail adjacent to its crossing of Chatsbury Street should be done as part of the rail trail construction (Stage 1a) but is not essential. The same comment applies to Stage 1g – connecting RiverWalk and the rail trail to McDermott Drive.

#### 13.4.2 Stages 2 and 3: Rail Trail –Norwood Siding to Graywood Road Siding

The other two stages (2 and 3 – extensions of the rail trail between Norwood Siding and Graywood Road Siding) can be completed as funds become available though a focus should be on pursuing these funds to fully realise all the forecast benefits. If funding was found to build the rail trail completely in one stage, this should be pursued as the distance is not significant – noting that the Tumbarumba Rosewood Rail Trail (at 21 kms a similar distance) was built in one stage. The two “rural” sections (Stages 2 and 3) could be initially constructed as an unsealed trail but Goulburn Mulwaree Council may wish to pursue construction as a sealed trail, given the *NSW Rail Trails Framework* seems to indicate this is the preferred surface (both options have been costed in Section 9).

#### 13.5 Timeline for construction

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It is very difficult to estimate timelines for construction as it depends on a range of factors. It is instructive to look at other rail trails constructed recently which can provide some form of guidance for construction (noting these are different rail trails with different requirements).

##### *Northern Rivers Rail Trail: Murwillumbah to Crabbes Creek section*

This is a 24 km section of trail with a mix of sealed and unsealed sections. There are 26 bridges (not all were re-used) and 2 tunnels.

- In February 2018, Tweed Shire Council resolved to call tenders for work on the rail trail.
- Between May 2018 and December 2019 (19 months), Council undertook several preliminary studies (some done by the Council, and some done by external consultants) covering matters such as bridge assessments, environmental assessments, Aboriginal and European cultural heritage studies, biosecurity assessments, geotechnical studies and the development of concept plans.
- Once studies were completed, tender documents for construction were prepared. However due to NSW Government requirements (there was not an agreed process in place at the time – an issue that has been rectified following completion of the *NSW rail Trails Framework*), these documents were not issued until April 2021.
- Tender documents for a design and construct contract were issued and a decision was made on a successful tenderer in June 2021. The original timeframe for completion was December 2022 (a period of 18 months) but severe flooding in NSW delayed completion by some 2-3 months.

#### Goulburn Rail Trail Feasibility Study: Final Report

- Conversations with the Council's project manager indicated that the construction process itself (after the designs were finalised) was 15 months (which included the flood-induced delays).
- The trail was open on 1 March 2023.

#### Northern Rivers Rail Trail: Casino to Bentley section

- This is a 16 km section of trail with a mix of sealed (a short section in Casino) and unsealed sections. There are 10 bridges (not all will be re-used) and 1 tunnel (which will be bypassed).
- Funding was secured in 2019 and Master Plan and Concept Design were subsequently prepared and finalised in December 2020.
- In December 2021, a detailed design tender was released and work on this commenced in February 2022. It was largely completed in October 2022 (a period of 8 months) which included commencement of construction of a short pilot section with the Casino town limits.
- Richmond Valley Council is undertaking much of the construction itself. Bridge repairs will be out to tender in July 2023 with construction expected to commence in September 2023.
- The Council advises that December 2023 is the target date for completion of rail trail construction.

Given these experiences, actual construction times (from when site works begin rather than the securing of funding, the finalisation of leasing arrangements, the finalisation of design works and attaining of approvals) for the three sections of rail trail only could reasonably expect to be in the order of:

- *Section 1: Goulburn to Norwood siding.* Construction should take 12-18 months. Complicating this work is both working in an urban environment and necessary work on the Wollondilly River bridge. The urban environment through which this rail trail travels will be approximately half of the total distance (unlike the Northern Rivers Rail Trail where urban sections are relatively short). Sealing the trail should not contribute to a significantly lengthened time frame.
- *Section 2: Norwood siding to The Forest siding.* Construction should take 6-9 months. 1 major bridge, construction access (given the limited number of road crossings available to get on-site), and landholder consultation will be key issues through this section in terms of construction.
- *Section 3: The Forest siding to Graywood Siding Road.* Construction should take 6-9 months. The proposed re-use of 3 timber bridges, construction access (given the limited number of road crossings available to get on-site), and landholder consultation will be key issues through this section in terms of construction.

### 13.6 Future extensions

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As noted in Section 4, in 2022, Upper Lachlan Shire Council determined to withdraw its support for further investigations of the rail trail (not long before the release of the NSW Government framework and evaluation report) and the feasibility study investigates the conversion of the railway corridor from Goulburn CBD to the Goulburn Mulwaree Council

## Goulburn Rail Trail Feasibility Study: Final Report

boundary at Graywood siding (Graywood Road). It is worth noting that – until that decision – Upper Lachlan Shire Council had been supportive of the rail trail extending to Crookwell. The development of the trail will yield more benefits (direct and indirect) to the region as a whole and provide an additional attraction for Crookwell. It is acknowledged that development costs will be more, though it is difficult to say to what degree. The 2018 Trail Development Plan update shows developing the rail trail between Goulburn and Woodhouselee siding (which is just beyond the GMC boundary) represents 58% of the total cost of the project. It is also acknowledged that much of the negative responses to the rail trail proposal over its history have been from landholders within Upper Lachlan Shire. Development of the rail trail within Goulburn Mulwaree may allay some of the landholders' concerns and may also address – over time- some of the concerns about ongoing maintenance. This has occurred with the development of the Tumbarumba Rosewood Rail Trail where landholders who had concerns and were vocal about the trail have accepted it (anecdotal reports are that one of the staunchest opponents is a regular user). It should be acknowledged that the development has not completely silenced all criticism.

Goulburn Rail Trail Feasibility Study: Final Report

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Goulburn Rail Trail Feasibility Study: Final Report

APPENDICES

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Goulburn Rail Trail Feasibility Study: Final Report

**Appendix 1: Widths for shared use paths and trails**

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### Widths for shared use paths and trails

In December 2020, Transport for NSW released its *Cycling Design Toolbox*. The document sets out design guidance that an ideal two-way bicycle path on a priority regional route should maintain a preferred width of 4 metres. This allows for safe overtaking, caters for future growth in ridership, and accommodates riders of all ages and abilities. A minimum 3 metre width will also allow for higher speeds along the bicycle path to cater for commuters and the emergence of innovative forms of micro mobility.

The document suggests the following ways to help achieve the preferred width of a bicycle path:

- Reduce traffic lane width, especially if the road does not service public transport;
- Reduce the number of traffic lanes, removing turning lanes or slip lanes, or introducing one-way traffic; and
- Reduce space used for carparking.

This list of options seems to suggest that the notes have high applicability in urban areas. It is not known where priority regional routes have been identified in the Goulburn Mulwaree Council area. Under the Pedestrian and Access Mobility Plan for GMC, the rail trail will be a “signature” project to help shape leisure and tourism. The rail trail – under this designation – is similar to a priority regional route.

It should be noted that officers from Transport for NSW have been highlighting this design note in discussions with officers from GMC.

The *NSW Rail Trails Framework* document makes no mention of preferred trail width. The two trails constructed to date generally have been constructed to a width of 2.5 metres in accordance with Austroads *Guide to Road Design Part 6: Roadside Design, Safety and Barriers* (the Transport for NSW design note was not published at the time of construction of the Tumbarumba Rosewood Rail Trail but was available to guide the construction of the Northern Rivers Rail Trail and much of the trail is 3 metres wide but it carries a large volume of users).

The construction of the Goulburn Rail Trail to a 3 metre width (rather than a 2.5 metre width on which the costings are based) will have significant capital and maintenance cost implications. There would be no need to put in a deeper trail base as the trail is still only carrying bikes and walkers (and other users) but there would be a need for an extra 500mm width along the entire 25.3 kms. The capital cost implications are as follows:

- Goulburn – Norwood siding. Surface costing for a sealed trail increases from \$1.251 million to **\$1.501 million, an increase of \$250,200.**
- Norwood siding – The Forest siding. Surface costing for an unsealed trail goes from \$712,000 to **\$854,000, an increase of \$142,000.**
- The Forest siding – Graywood Siding Road. Surface costing for an unsealed trail goes from \$988,000 to **\$1.185 million, an increase of \$197,600.**

The total cost increase in construction cost of surfacing would be in the order of **\$590,000** plus the variety of on-costs.

Constructing the trail from Goulburn to Goulburn Racecourse (the edge of the urban area) to a 3 metre width may be an appropriate compromise given this section will pick up a lot of the

## Goulburn Rail Trail Feasibility Study: Final Report

local use from within the Goulburn urban area. A distance of some 5 kms along this section will cost an extra \$150,000 in construction costs for a 3 metre wide trail.

Whilst the increase in trail repair costs will be minimal by widening to 3 metres, the asset replacement costs will increase. Annual provision for replacing a 3 metre sealed trail between Goulburn and Norwood Siding will be **\$75,050/year** (compared to \$62,550/year for a 2.5 m trail). Annual provision for replacing a 3 metre unsealed trail between Norwood Siding and Graywood Road Siding will be **\$204,000/year** (compared to \$170,000/year for a 2.5 m trail).

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## Appendix 2: Photographic examples from other rail trails

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**Some Examples of Successful Solutions from Other Rail Trails**



*Self-closing trail user access gate and locked management access gate at a road crossing on the Brisbane Valley Rail Trail.*



*Re-constructed railway bridges, complete with decking and handrails, on the Lilydale Warburton Rail Trail in Victoria. Bridges were re-built by the Country Fire Authority, which used the contract fee to acquire a new fire tender.*



*Cattle crossing gates, as used on the Port Fairy Warrnambool Rail Trail in Victoria, enable adjoining farmers, and their cattle/sheep, to cross the trail whenever necessary – thereby not hindering farming practices. Gates are closed across the trail and side gates on side boundaries opened to allow stock to cross when required. This spectacle - when it occurs - is of considerable interest to trail users.*



*The gating system at road crossings used on the Lilydale Warburton Rail Trail in Victoria makes it difficult for unauthorised users (such as motor bikes and 4WD vehicles) to gain access to the rail trail.*

Goulburn Rail Trail Feasibility Study: Final Report



*Additional tree planting (such as on the Lilydale Warburton Rail Trail) can provide a necessary screening where residences are located close to the rail trail. On this rail trail, the fences of the original railway corridor have been relocated closer to the trail to enable the adjoining landowner to utilise the superfluous area of the corridor.*



*Various studies have indicated that local communities and businesses benefit from the development of a rail trail. Local cafes, bakeries, delis and accommodations are highly sought after by rail trail users.*



*If the fencing of the railway corridor is brought in to that needed for the rail trail, adjoining farmers can make use of the remainder of the corridor. Fencing of the Lilydale Warburton Rail Trail has been relocated, bringing trail users in close proximity to farm animals without any problem.*



*User Codes of Conduct, and signposted regulations and rules, can prevent most undesirable and unwanted activities from occurring as well as instructing users where they can legitimately carry on their activities (such as walking dogs within stipulated areas).*



Goulburn Rail Trail Feasibility Study: Final Report



*Regular maintenance of the trail surface, vegetation of the corridor, bridges, culverts, weeds, gates and fences are all matters that should be the subject of a Corridor Management Plan and ongoing maintenance schedule. The Friends of the Lilydale Warburton Rail Trail undertake routine maintenance.*



*Considerable trail surface and bridge re-constructions have occurred on the O’Keeffe Rail Trail (in Victoria) all assisted by grants from various state and Federal Governments.*



*Various techniques are available to make road crossings safe for trail users, including this simple technique used on the O’Keeffe Rail Trail (in Victoria). On other rail trails, road crossings have been made safer by the installation of underpasses, bridges and/or traffic lights.*



*A detailed trail development plan would compile a detailed list of works required along the entire corridor, including regulatory signage, distance and directional signage and interpretive signage (such as these signs on the Riesling Trail in the Clare Valley in South Australia).*

Goulburn Rail Trail Feasibility Study: Final Report



*Appropriately placed signage advising/reminding trail users not to trespass has worked successfully on the Riesling Trail – an area where high value vineyards are immediately alongside the rail trail. Interestingly, on other sections of this rail trail, fences have not been erected (despite vineyards being located immediately alongside the trail).*



*Well located interpretive panels alongside the rail trail providing information on the history of exploration of the region, settlement history, agricultural pursuits, indigenous history and natural history can add significantly to the experience of trail users – whether they be visitors to an area or local people using the trail. The Riesling Trail has numerous interpretive panels along its 34km length.*



*Brice Hill Lodge, immediately alongside the Riesling Trail, sees a benefit in advertising its upcoming sale to trail users – an indication that proximity to a rail trail is regarded by many as an added advantage and adding to the value of the property (as studies have indicated).*



*Wineries immediately alongside the Riesling Trail in South Australia see no need to erect fences between the vineyards and the rail trail, as evidence from that (and other rail trails) shows that trespass and theft and other commonly perceived problems do not eventuate.*



Goulburn Rail Trail Feasibility Study: Final Report



The Murray to the Mountains Rail Trail in Victoria, a sealed rail trail, enables users to appreciate the beautiful landscapes of this part of Victoria. The sealed surface enables use by all types of bicycles and other small-wheeled vehicles (such as wheelchairs, prams, gophers, skateboards, etc), as well as walkers.



The Murray to the Mountains Rail Trail has a Code of Conduct sign board at regular intervals along the trail ensuring that all trail users are aware of their rights and responsibilities. An improved signage system could be derived using pictograms, although the use of 'wordy' signs is probably a legal requirement.



The Railway Reserves Heritage Trail in Mundaring (a rail trail established in the 1970's) accommodates all three non-motorised trail user groups (cyclists, walkers and horse riders). Local businesses benefit greatly from this very popular and incident free rail trail.



The Rail Trail in Margaret River, Western Australia, also advertises the proximity of local accommodations, cafes, wineries and other points of interest to rail trail users.

Goulburn Rail Trail Feasibility Study: Final Report



*The Shiraz Trail in the McLaren Vale in South Australia has operated for many years and runs alongside numerous residences – with negligible reports of trespass, theft, vandalism and other crimes. Neighbours feel no need to install fences.*



*Individuals, community groups, schools and local businesses have adopted every mile of the Row River Rail Trail in Oregon, USA – as is typically found along many rail trails in the USA.*



*It is apparent that rail trail use and farming use can co-exist on the rail trail between Collie and Darkan. Sheep graze this paddock, which is in fact part of the railway corridor. Self-closing gates can be used in such situations to ensure that gates are not inadvertently left open and stock do not escape.*



*Grids are commonly used on rail trails at fence lines and property boundaries to prevent stock from escaping, but still allowing the passage of cyclists and walkers. This example is from the Otago Central Rail Trail in New Zealand. Similar examples can be found on the High Country Rail Trail in Northern Victoria.*

Goulburn Rail Trail Feasibility Study: Final Report



*Landholders have expressed a desire to move stock (and machinery) across the rail corridor if the trail is built. Several possible solutions exist.*

*On the Port Fairy Warrnambool Rail Trail (Victoria), cross-gates are open to the trail user (above) and are only closed to the trail when stock are moved across in a mob.*



*The underpasses on the Tumbarumba Rosewood Rail Trail were designed by the Rail Trail Committee and work in certain locations (in significant cuttings) – they are an expensive option but have proved very popular with landholders on the trail.*



*An option for managing the corridor beyond the trail is to fence a narrower trail corridor and allow adjoining landholders to graze the “excess” corridor. In both examples above, the original railway corridor boundary fence has also been retained (on the left hand side) on the Amy Gillett Rail Trail (left) and on the right side on the Port Fairy Rail Trail (below left).*



Goulburn Rail Trail Feasibility Study: Final Report

**Appendix 3: Conceptual Estimate of Rail Trail Works (Mitchell Brandtman)**





**Mitchell Brandtman**

5D Quantity Surveyors & Construction Expert Opinion

# **Goulburn Rail Trail, Goulburn**

## **Conceptual Estimate of Rail Trail Works**

**Goulburn Rail Trail (Sections 1, 2 and 3), Goulburn NSW 2580  
Conceptual Estimate of Rail Trail Works**

Prepared for:  
Mike Halliburton Associates/Findlay Management Consulting

Contact: Adam Arden  
Phone: 1800 808 289  
Email: aarden@mitbrand.com  
Date: 11<sup>th</sup> August 2023  
Issue: 1.0



Goulburn Rail Trail, Goulburn NSW

## 1 **SUMMARY**

As requested, we have prepared a conceptual estimate of rail trail works at the proposed site in Goulburn NSW 2580 based upon the available documentation.

Based on current market rates and the documentation provided, the estimated cost of the project is \$17,983,450 inclusive of project management, design & approvals, contingency allowance and escalation, but excluding GST (\$19,781,795 inclusive of GST).

## 2 **MAIN SUMMARY OF CONSTRUCTION COSTS**

Table below shows a summary of our cost estimate. Please refer to Attachment 2 for full details of our cost estimate.

ITEM	SECTION	DESCRIPTION	COST (\$ EXCL. GST)
1	SECTION 1	GOULBURN RAIL TRAIL: Goulburn to Norwood Siding	\$9,133,251
2	SECTION 2	GOULBURN RAIL TRAIL: Norwood Siding to the Forest Siding	\$4,168,975
3	SECTION 3	GOULBURN RAIL TRAIL: The Forest Siding to Graywood Road	\$4,681,224
4		<b>TOTAL DEVELOPMENT COST (Excluding GST)</b>	<b>\$17,983,450</b>

## 3 **INFORMATION USED**

The following information has been used in the preparation of this cost estimate:

- Files below that were prepared/sent by Mike Halliburton Associates/Findlay Management Consulting:
  - “Notes for spreadsheet compressed.pdf” (6 pages).
  - “Section 1 Preliminary bill of quantities Goulburn to Norwood.pdf” (3 pages).
  - “Section 2 Preliminary bill of quantities Norwood Siding to The Forest.pdf” (3 pages).
  - “Section 3 Preliminary bill of quantities Forest Siding to Graywood Road.pdf” (3 pages).
- Goulburn Mulwaree Council – Mike Halliburton Associates – Goulburn Rail Trail – Feasibility Study – Dated June 2023:
  - Document Name.: Plan 1 – Rail Trail Route (1 Page).



Goulburn Rail Trail, Goulburn NSW

#### **4**            **SCHEDULE OF EXCLUSIONS**

The following exclusions have been made in the preparation of this cost estimate:

- Legal fees, taxes and duties;
- Finance and related fees and charges;
- Land acquisition and holding costs;
- Staging including construction and demolition of temporary works;
- Remediation;
- Services reticulations that have not been mentioned in our estimate;
- Out of hours work;
- Statutory fees and charges;
- Long service levy;
- Cost of dealing with probable historical/archaeological/heritage sites;
- Cost of dealing with probable unknown underground utilities, conditions or structures;
- Cost of dealing with probable contaminated material such as asbestos or PCB;
- Extra work to deal with probable extraordinary underground water levels;
- Ground treatment/extra footing cost due to probable geotechnical issues;
- Demolition of existing buildings, structures, road pavements, footpaths, soft scape areas, etc. including (but not limited to) saw-cutting, breaking out, removal and disposal;
- Goods and services tax (GST);
- Escalation beyond July 2024;
- Other exclusions that have been mentioned in our estimate.

#### **5**            **SCHEDULE OF ASSUMPTIONS**

The following assumptions have been made in the preparation of this cost estimate:

- In general, our estimate is based upon the documents mentioned in "Information Used" part of this report (above), and Client's advice;
- The estimate is based on a reasonable construction period and standard working hours, with no allowances made for acceleration costs, overtime and the like;
- In general, our main assumptions are in the column "Comments" of the estimate;
- In general, width of the path assumed to be 2.5 m;
- Width of vegetation clearing assumed to be 6 m;
- Asphalt carparking composition as follows:
  - 100mm AC14
  - 7mm Low cutter seal
  - 100mm DGB20
  - Minimal earthworks
- Gravel carparking composition as follows:
  - 100mm DGB20
  - Minimal earthworks



## Goulburn Rail Trail, Goulburn NSW

- Most of the signs assumed to be 450\*450mm (Off-the-shelf) signs;
- Project management (oncost) at 5%;
- Design and approvals(oncost) at 7.5%;
- Contingency allowance(oncost) at 30%;
- Additional construction cost(oncost) at 2.5%(Section 1) or 5%(Sections 2 and 3);
- Escalation allowance(oncost) at 6%;
- Work will be tendered on a competitive basis;
- Traffic and pedestrian management will be required;
- Other professional assumptions that have been mentioned in our estimate.

We note that the estimate was based upon conceptual design drawings for the purpose of agreeing a voluntary planning agreement. Further estimates based on detailed design/drawings should be prepared to verify costs once available.

**Yours Sincerely**

**MITCHELL BRANDTMAN**

*A. Nourian*


**Alex Nourian**

**Senior Quantity Surveyor**





Goulburn Rail Trail, Goulburn NSW



# Attachment 1 Schedule of Areas



Goulburn Rail Trail, Goulburn NSW

- 0-INFRASTRUCTURE: SECTION 1(Length): 8,812 m
- 0-INFRASTRUCTURE: SECTION 2(Length): 7,538 m
- 0-INFRASTRUCTURE: SECTION 3(Length): 10,357 m





Goulburn Rail Trail, Goulburn NSW



**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL (SECTIONS 1, 2 and 3)  
 (Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
1.	SECTION 1	GOULBURN RAIL TRAIL: Goulburn to Norwood Siding	Item	1	\$9,133,251	\$9,133,251	
2.	SECTION 2	GOULBURN RAIL TRAIL: Norwood Siding to the Forest Siding	Item	1	\$4,168,975	\$4,168,975	
3.	SECTION 3	GOULBURN RAIL TRAIL: The Forest Siding to Graywood Road	Item	1	\$4,681,224	\$4,681,224	
4.		<b>TOTAL ESTIMATED PROJECT COST:</b> (GST Exclusive)				<b>\$17,983,450</b>	

**Notes:**

- 1- Our assessment is a high level estimate based on limited information and should be considered in this context.
- 2- Some reasonable professional assumptions have been made in the case of ambiguity of drawings/specifications and lack of information (Refer to "Comments").
- 3- In general, we (Quantity Surveyor) have not conducted a full independent remeasure of the works and in instances relied upon quantities/rates presented by Client as being within a reasonable tolerance for the scope required.

**Main exclusions:**

- 1- Extra work to deal with probable extraordinary underground water levels.
- 2- Ground treatment (due to probable geotechnical issues).
- 3- Dealing with/removal of probable contaminated soil/material.
- 4- Dealing with probable archaeological/historical/heritage sites.
- 5- Demolition of existing buildings, structures, road pavements, footpaths, soft scape areas, utilities, etc. including (but not limited to) saw-cutting, breaking out, removal and disposal.
- 6- Goods and services tax (GST).
- 7- Preliminaries (Preliminaries items that are not included in the estimate above).
- 8- Contractor's overheads and profit.
- 9- Client's costs.
- 10- Utilities/Services/furniture/items that have not been mentioned in our estimate.

**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: Goulburn to Norwood Siding (Based on Trail Feasibility Study) (SECTION 1)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
1.		<b>SITE ESTABLISHMENT:</b>					
	(a)	Site establishment including mobilisation	Allowance		\$15,000	\$15,000	Rate: As per Client's instructions.
	(b)	Provision for traffic control and cable locators at road crossings	Item	7	\$5,000	\$35,000	Allowance (Details are unknown).
	(c)	Vegetation clearing					
		(i) minor clearing	lin m	7,500	\$15	\$112,500	Assume 6 m path.
		(ii) moderate clearing	lin m	840	\$30	\$25,200	Ditto.
		(iii) heavy clearing	lin m				
		(iv) slashing	lin m				
	(d)	Weed spraying before and during construction	Allowance		\$5,000	\$5,000	Rate: As per Client's instructions.
	(e)	Surveying for fencing alignments	km	4	\$300	\$1,200	Assume 1.5Hr/Km.
	(f)	Remove cross fences and gates	No.	3	\$1,000	\$3,000	Allowance.
	(g)	Allowance for marking trees - cleared, pruned, untouched	Allowance		\$1,500	\$1,500	Rate: As per Client's instructions.
	(h)	Allowance for marking trail centreline prior to construction	Allowance		\$3,000	\$3,000	Rate: As per Client's instructions.
2.		<b>RAIL TRAIL WORKS:</b>					
	(a)	Supply and install 2.5m wide rail trail (on formation) including stripping of top soil, boxing out, compacting subgrade, filling with road base, levelling, trimming, shaping, compacting and sealing	lin. m.	8,340	\$150	\$1,251,000	- Assume 0.15m depth - Rate includes: 1) Stripping topsoil 2) Boxing out 3) Compact subgrade 4) Supply and execute base course(150mm) 5) Sealing(7mm low cutter seal)
	(b)	Supply and install 2.5m wide trail (off formation) including stripping of top soil, boxing out, compacting subgrade, filling with road base, levelling, trimming, shaping, and compacting (gravel surface)	lin m.				
	(c)	Allowance for extra depth in cuttings: construct trail to a depth of 300mm (rather than 150mm)	lin. m.	850	\$90	\$76,500	- Rate includes: 1) Boxing out 2) Supply and execute base course(150mm)
	(d)	Carparking (at trailheads)					
		(i) asphalt	sq m	600	\$146	\$87,600	Assume: 1) 100mm AC14 2) 7mm Low cutter seal 3)100mm DGB20 4) Minimal earthworks
		(i) gravelling	sq. m	200	\$42	\$8,400	Assume: 1)100mm DGB20 2) Minimal earthworks
		(ii) bollards	No.	36	\$1,300	\$46,800	Assume:165mm dia. Stainless steel 850 mm bollard
	(e)	Road crossings					
		(i) chicane gating system - management access gate and trail user gate	No.	4	\$2,000	\$8,000	Allowance.
		(iii) Post and rail fencing (Norwood Rd and Middle Arm Rd crossings)	lin. m.	8	\$150	\$1,200	Allowance.
	(f)	Supply and install signage					Details are unknown - Allowance as per experience of old projects.

**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: Goulburn to Norwood Siding (Based on Trail Feasibility Study) (SECTION 1)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
		(i) Trailhead sign	No.	2	\$450	\$900	Assume 450*450mm (Off-the-shelf signs).
		(ii) Trailhead map panel	No.	2	\$5,500	\$11,000	Rate: As per Client's instructions.
		(iii) Trail directional marker	No.	13	\$450	\$5,850	Assume 450*450mm (Off-the-shelf signs).
		(iv) Trail interpretive signs	No.	4	\$3,000	\$12,000	Rate: As per Client's instructions.
		(v) Other miscellaneous trail signs	No.	80	\$450	\$36,000	Assume 450*450mm (Off-the-shelf signs).
		(vii) Give way/stop signs	No.	16	\$450	\$7,200	Assume 450*450mm (Off-the-shelf signs).
		(viii) Road crossing ahead	No.	13	\$450	\$5,850	Assume 450*450mm (Off-the-shelf signs).
		(ix) Trail crossing ahead	No.	15	\$450	\$6,750	Assume 450*450mm (Off-the-shelf signs).
		(x) Allowance for braille signs – locations to be determined.	No.	10	\$2,300	\$23,000	- Estimate as per Client's instructions.
	(g)	Trailside furniture (seats)	No.	4	\$3,500	\$14,000	Assume 'Village suite' bench (Bronze).
	(h)	Repair/renovate/repaint railway paraphernalia	allowance		\$35,000	\$35,000	Rate: As per Client's instructions.
	(i)	Fencing					
		(i) Erect new stock fencing	lin. m.	6,600	\$28	\$184,800	Details are unknown - Allowance for 1.5m height galvanised Chainwire fence.
		(ii) erect security fencing for construction	lin m.	3,000	\$115	\$345,000	Allowance for a fence similar to "Picture 1" of file "Notes for spreadsheet compressed.pdf".
	(j)	Check and clean existing culvert structures (assume medium size)	unit	7	\$2,000	\$14,000	Allowance.
	(k)	Install litter bins at trailheads	No.	4	\$5,250	\$21,000	Assume 'Village suite' bin (Bronze).
	(l)	Install Picnic tables	No.	1	\$20,000	\$20,000	Allowance for picnic table + shelter(20m2).
	(m)	Install large bike parking rack	Item	1	\$5,500	\$5,500	Allowance for 10 bike parks (stainless steel).
	(n)	Fill over and install pipe at cattle stops	Item	7	\$5,000	\$35,000	Allowance.
3.		<b><u>WATERWAY CROSSINGS:</u></b>					
	(a)	Prefabricated bridges	lin m	4	\$17,500	\$70,000	- Allowance (Details are unknown - Based on estimates of other projects). - Assumed 2.5m width.
	(b)	Refurbished bridges (1 bridge)					
		(i) Wollondilly river repair, renovate, re-deck and install handrails	lin m	158	\$11,875	\$1,876,250	- Rate: Assumed to be similar to Dunbible bridge (file: "Notes for spreadsheet compressed.pdf".)



**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: Goulburn to Norwood Siding (Based on Trail Feasibility Study) (SECTION 1)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
		(ii) Wollondilly River bridge - reinstate missing bridge section	lin m	32	\$10,625	\$340,000	- Allowance (Details are unknown - Based on estimates of other projects). - Assumed 2.5m width. - This part should not be exactly like the old parts of the bridge (As per speaking to Client).
		(iii) other creeks - repair, renovate, re-deck and install handrails	lin m	35	\$14,500	\$507,500	- Rate: As per Client's instructions (page 2 of file "Notes for spreadsheet compressed.pdf").
4.		<b>STORMWATER DRAINAGE</b>					
	(a)	450mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	12	\$780	\$9,360	Rate: Details are unknown. Allowance for Trench/backfilling + Class 4 concrete pipes + 2 headwalls (including riprap for scour protection).
	(b)	600 mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	24	\$820	\$19,680	Ditto.
	(c)	900 mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	24	\$1,450	\$34,800	Ditto.
	(d)	1200mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	6	\$3,690	\$22,140	Ditto.
	(e)	Place mass concrete 150mm thick	sq. m	50	\$140	\$7,000	Allowance (Details are unknown).
	(f)	Place ballast rock	sq. m	20	\$160	\$3,200	Allowance (Assume 50cm thick).
	(g)	Restore table drains with concrete linings	lin. m				
	(h)	Clear out table drains in cuttings	lin m	200	\$50	\$10,000	Allowance (Details are unknown).
	(i)	Major scours	Allowance		\$250,000	\$250,000	Rate: As per Client's instructions.
	(j)	restoration of severely eroded gullies	sq. m				
	(k)	erosion protection	item				
	(l)	restore and install open timber culverts	No.	5	\$1,000	\$5,000	Allowance (Details are unknown).
5.		<b>OTHER ALLOWANCES</b>					
	(a)	Allowance for landowner requests					
		(i) Installation of trail crossings (grids and gates) to permit stock/machinery to cross from one side of corridor to other	No.	5	\$20,000	\$100,000	Rate: As per Client's instructions.
		(ii) Allowance for other landholder requests not related to stock movements (e.g. fencing, screen planting, watering)	Allowance		\$10,000	\$10,000	Rate: As per Client's instructions.
	(b)	Allowance for steep embankment signs and delineators	lin. m				
		<b>TOTAL CONSTRUCTION COST:</b> (GST Exclusive)				<b>\$5,728,680</b>	
	(a)	Project Management	%	5	\$5,728,680	\$286,434	Qty: As per Client's instructions.
	(b)	Design & Approvals	%	7.5	\$6,015,114	\$451,134	Reasonable allowance.

**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: Goulburn to Norwood Siding (SECTION 1)  
 (Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
	(c)	Contingency allowance	%	30	\$6,466,248	\$1,939,874	Qty: As per Client's instructions.
	(d)	Allowance for additional construction costs: more time will be spent hauling material from stockpile sites created where the railway corridor crosses a publicly accessible roads. 2.5% of construction costs to allow for this additional time (one sub-section only - Goulburn Racecourse to Norwood siding)	%	2.5	\$8,406,122	\$210,153	Ditto.
	(e)	Escalation - 1 year at 6% p.a.	%	6.0	\$8,616,275	\$516,976	Allowance.
<b>TOTAL ESTIMATED PROJECT COST:</b>						<b>\$9,133,251</b>	
(GST Exclusive)							



### PRELIMINARY PROJECT COST ESTIMATE

Project: GOULBURN RAIL TRAIL: Norwood Siding to the Forest Siding (SECTION 2)  
 (Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
1.		<b>SITE ESTABLISHMENT:</b>					
	(a)	Site establishment including mobilisation	Allowance		\$15,000	\$15,000	Rate: As per Client's instructions.
	(b)	Provision for traffic control and cable locators at road crossings	Item	2	\$5,000	\$10,000	Allowance (Details are unknown).
	(c)	Vegetation clearing					
		(i) minor clearing	lin m	6,520	\$15	\$97,800	Assume 6 m path.
		(ii) moderate clearing	lin m	600	\$30	\$18,000	Ditto.
		(iii) heavy clearing	lin m				
		(iv) slashing	lin m				
	(d)	Weed spraying before and during construction	Allowance		\$5,000	\$5,000	Rate: As per Client's instructions.
	(e)	Surveying for fencing alignments	km	7	\$300	\$2,100	Assume 1.5Hr/Km.
	(f)	Remove cross fences and gates	No.	7	\$1,000	\$7,000	Allowance.
	(g)	Allowance for marking trees - cleared, pruned, untouched	Allowance		\$1,500	\$1,500	Rate: As per Client's instructions.
	(h)	Allowance for marking trail centreline prior to construction	Allowance		\$3,000	\$3,000	Rate: As per Client's instructions.
2.		<b>RAIL TRAIL WORKS:</b>					
	(a)	Supply and Install 2.5m wide rail trail (on formation) including stripping of top soil, boxing out, compacting subgrade, filling with road base, levelling, trimming, <del>shaping, compacting and sealing</del>	lin. m.				
	(b)	Supply and install 2.5m wide trail (off formation) including stripping of top soil, boxing out, compacting subgrade, filling with road base, levelling, trimming, shaping, and compacting (gravel surface)	lin m.	7,120	\$100	\$712,000	- Assume 0.15m depth - Rate includes: 1) Stripping topsoil 2) Boxing out 3) Compact subgrade 4) Supply and execute base course(150mm)
	(c)	Allowance for extra depth in cuttings: construct trail to a depth of 300mm (rather than 150mm)	lin. m.	900	\$90	\$81,000	- Rate includes: 1) Boxing out 2) Supply and execute base course(150mm)
	(d)	Carparking (at trailheads)					
		(i) asphalt	sq m				
		(i) gravelling	sq. m	750	\$42	\$31,500	Assume: 1)100mm DGB20 2) Minimal earthworks
		(ii) bollards	No.				
	(e)	Road crossings					
		(i) chicane gating system - management access gate and trail user gate	No.	4	\$2,000	\$8,000	Allowance.
		(iii) Post and rail fencing	lin. m.				
	(f)	Supply and install signage					Details are unknown - Allowance as per experience of old projects.
		(i) Trailhead sign	No.	1	\$450	\$450	Assume 450*450mm (Off-the-shelf signs).
		(ii) Trailhead map panel	No.	1	\$5,500	\$5,500	Rate: As per Client's instructions.
		(iii) Trail directional marker	No.	8	\$450	\$3,600	Assume 450*450mm (Off-the-shelf signs).

**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: Norwood Siding to the Forest Siding (SECTION 2)  
(Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
		(iv) Trail interpretive signs	No.	4	\$3,000	\$12,000	Rate: As per Client's instructions.
		(v) Other miscellaneous trail signs	No.	70	\$450	\$31,500	Assume 450*450mm (Off-the-shelf signs).
		(vii) Give way/stop signs	No.	2	\$450	\$900	Assume 450*450mm (Off-the-shelf signs).
		(viii) Road crossing ahead	No.	3	\$450	\$1,350	Assume 450*450mm (Off-the-shelf signs).
		(ix) Trail crossing ahead	No.	4	\$450	\$1,800	Assume 450*450mm (Off-the-shelf signs).
	(g)	Trailside furniture (seats)	No.	4	\$3,500	\$14,000	Assume 'Village suite' bench (Bronze).
	(h)	Repair/renovate/repaint railway paraphernalia	allowance		\$22,000	\$22,000	Rate: As per Client's instructions.
	(i)	Fencing					
		(i) Erect new stock fencing	lin. m.	12,565	\$28	\$351,820	Details are unknown - Allowance for 1.5m height galvanised Chainwire fence.
		(ii) erect security fencing at landholder issue - colorbond or similar	lin m.	340	\$115	\$39,100	Allowance for a fence similar to "Picture 1" of file "Notes for spreadsheet compressed.pdf".
	(j)	Check and clean existing culvert structures (assume medium size)	unit	14	\$2,000	\$28,000	Allowance.
	(k)	Install litter bins at trailheads	No.	2	\$5,250	\$10,500	Assume 'Village suite' bin (Bronze).
	(l)	Install Picnic tables	No.	1	\$20,000	\$20,000	Allowance for picnic table + shelter(20m2).
	(m)	Install large bike parking rack	Item	1	\$5,500	\$5,500	Allowance for 10 bike parks (stainless steel).
	(n)	Fill over and install pipe at cattle stops	No.	8	\$5,000	\$40,000	Allowance.
	(o)	Install drain line crossover at The Forest siding between road and trailhead	Allowance		\$10,000	\$10,000	Rate: As per Client's instructions.
	(p)						
3.		<b>WATERWAY CROSSINGS:</b>					
	(a)	Prefabricated bridges (2 bridges)	lin m	5	\$17,500	\$87,500	- Allowance (Details are unknown - Based on estimates of other projects). - Assumed 2.5m width.
	(b)	Refurbished bridges over Bumana Creek - repair, renovate, re-deck and install handrails	lin m	30	\$14,500	\$435,000	- Rate: As per Client's instructions (page 2 of file "Notes for spreadsheet compressed.pdf").
4.		<b>STORMWATER DRAINAGE</b>					

**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: Norwood Siding to the Forest Siding (SECTION 2)  
(Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
	(a)	450mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	30	\$570	\$17,100	Rate: Details are unknown. Allowance for Trench/backfilling + Class 4 concrete pipes + 2 headwalls (including riprap for scour protection).
	(b)	600 mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	12	\$1,040	\$12,480	Ditto.
	(c)	900 mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	12	\$1,790	\$21,480	Ditto.
	(d)	1200mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	24	\$2,220	\$53,280	Ditto.
	(e)	Place mass concrete 150mm thick	sq. m				
	(f)	Place ballast rock	sq. m	250	\$160	\$40,000	Allowance (Assume 50cm thick).
	(g)	Restore table drains with concrete linings	lin. m				
	(h)	Clear out table drains in cuttings	lin m	400	\$50	\$20,000	Allowance (Details are unknown).
	(i)	Major/minor scours	Allowance		\$35,700	\$35,700	Rate: As per Client's instructions.
	(j)	restoration of severely eroded gullies	sq. m				
	(k)	erosion protection	Allowance		\$16,200	\$16,200	Rate: As per Client's instructions.
	(l)	restore and install open timber culverts	No.	4	\$1,000	\$4,000	Allowance (Details are unknown).
5.		<b>OTHER ALLOWANCES</b>					
	(a)	Allowance for landowner requests					
		(i) Installation of trail crossings (grids and gates) to permit stock/machinery to cross from one side of corridor to other	No.	10	\$20,000	\$200,000	Rate: As per Client's instructions.
		(ii) Allowance for other landholder requests not related to stock movements (e.g. fencing, screen planting, watering)	Allowance		\$20,000	\$20,000	Rate: As per Client's instructions.
	(b)	Allowance for steep embankment signs and delineators	lin. m				
		<b>TOTAL CONSTRUCTION COST:</b> (GST Exclusive)				<b>\$2,552,660</b>	
	(a)	Project Management	%	5	\$2,552,660	\$127,633	Qty: As per Client's instructions.
	(b)	Design & Approvals	%	7.5	\$2,680,293	\$201,022	Reasonable allowance.
	(c)	Contingency allowance	%	30	\$2,881,315	\$864,394	Qty: As per Client's instructions.
	(d)	Allowance for additional construction costs: more time will be spent hauling material from stockpile sites created where the railway corridor crosses a publicly accessible roads. 5% of construction costs to allow for this additional time	%	5	\$3,745,709	\$187,285	Ditto.
	(e)	Escalation - 1 year at 6% p.a.	%	6.0	\$3,932,995	\$235,980	Allowance.
		<b>TOTAL ESTIMATED PROJECT COST:</b> (GST Exclusive)				<b>\$4,168,975</b>	

**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: The Forest Siding to Graywood Road (SECTION 3)  
(Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
1.		<b>SITE ESTABLISHMENT:</b>					
	(a)	Site establishment including mobilisation	Allowance		\$15,000	\$15,000	Rate: As per Client's instructions.
	(b)	Provision for traffic control and cable locators at road crossings	Item	1	\$5,000	\$5,000	Allowance (Details are unknown).
	(c)	Vegetation clearing					
		(i) minor clearing	lin m	4,940	\$15	\$74,100	Assume 6 m path.
		(ii) moderate clearing	lin m	4,940	\$30	\$148,200	Ditto.
		(iii) heavy clearing	lin m				
		(iv) slashing	lin m				
	(d)	Weed spraying before and during construction	Allowance		\$6,000	\$6,000	Rate: As per Client's instructions.
	(e)	Surveying for fencing alignments	km	10	\$300	\$3,000	Assume 1.5Hr/Km.
	(f)	Remove cross fences and gates	No.	6	\$1,000	\$6,000	Allowance.
	(g)	Allowance for marking trees - cleared, pruned, untouched	Allowance		\$1,700	\$1,700	Rate: As per Client's instructions.
	(h)	Allowance for marking trail centreline prior to construction	Allowance		\$4,000	\$4,000	Rate: As per Client's instructions.
2.		<b>RAIL TRAIL WORKS:</b>					
	(a)	Supply and Install 2.5m wide rail trail (on formation) including stripping of top soil, boxing out, compacting subgrade, filling with road base, levelling, trimming, shaping, compacting and sealing	lin. m.				
	(b)	Supply and install 2.5m wide trail (off formation) including stripping of top soil, boxing out, compacting subgrade, filling with road base, levelling, trimming, shaping, and compacting (gravel surface)	lin m.	9,880	\$100	\$988,000	- Assume 0.15m depth - Rate includes: 1) Stripping topsoil 2) Boxing out 3) Compact subgrade 4) Supply and execute base course(150mm)
	(c)	Allowance for extra depth in cuttings: construct trail to a depth of 300mm (rather than 150mm)	lin. m.	200	\$90	\$18,000	- Rate includes: 1) Boxing out 2) Supply and execute base course(150mm)
	(d)	Carparking (at trailheads)					
		(i) asphalt	sq m				
		(i) gravelling	sq. m	1,250	\$42	\$52,500	Assume: 1)100mm DGB20 2) Minimal earthworks
		(ii) bollards	No.				
	(e)	Road crossings					
		(i) chicane gating system - management access gate and trail user gate	No.	1	\$2,000	\$2,000	Allowance.
		(iii) Post and rail fencing	lin. m.				
	(f)	Supply and install signage					
		(i) Trailhead sign	No.	1	\$450	\$450	Assume 450*450mm (Off-the-shelf signs).
		(ii) Trailhead map panel	No.	1	\$5,500	\$5,500	Rate: As per Client's instructions.
		(iii) Trail directional marker	No.	10	\$450	\$4,500	Assume 450*450mm (Off-the-shelf signs).

### PRELIMINARY PROJECT COST ESTIMATE

Project: GOULBURN RAIL TRAIL: The Forest Siding to Graywood Road (SECTION 3)  
(Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
		(iv) Trail interpretive signs	No.	4	\$3,000	\$12,000	Rate: As per Client's instructions.
		(v) Other miscellaneous trail signs	No.	90	\$450	\$40,500	Assume 450*450mm (Off-the-shelf signs).
		(vii) Give way/stop signs	No.	2	\$450	\$900	Assume 450*450mm (Off-the-shelf signs).
		(viii) Road crossing ahead	No.	2	\$450	\$900	Assume 450*450mm (Off-the-shelf signs).
		(ix) Trail crossing ahead	No.	2	\$450	\$900	Assume 450*450mm (Off-the-shelf signs).
	(g)	Trailside furniture (seats)	No.	4	\$3,500	\$14,000	Assume 'Village suite' bench (Bronze).
	(h)	Repair/renovate/repaint railway paraphernalia	allowance		\$15,000	\$15,000	Rate: As per Client's instructions.
	(i)	Fencing					
		(i) Erect new stock fencing	lin. m.	14,890	\$28	\$416,920	Details are unknown - Allowance for 1.5m height galvanised Chainwire fence.
		(ii) erect security fencing at landholder issue	lin m.	100	\$115	\$11,500	Allowance for a fence similar to "Picture 1" of file "Notes for spreadsheet compressed.pdf".
	(j)	Check and clean existing culvert structures (assume medium size)	unit	13	\$2,000	\$26,000	Allowance.
	(k)	Install litter bins at trailheads	No.	2	\$5,250	\$10,500	Assume 'Village suite' bin (Bronze).
	(l)	Install Picnic tables	No.	1	\$20,000	\$20,000	Allowance for picnic table + shelter(20m2).
	(m)	Install large bike parking rack	Item	2	\$5,500	\$11,000	Allowance for 10 bike parks (stainless steel).
	(n)	Install composting toilet	Item	1	\$17,000	\$17,000	- Allowance (Details are unknown - Assume Waterless Composting Toilet and 4m2 Toilet building).
	(n)	Fill over and install pipe at cattle stops	No.	15	\$5,000	\$75,000	Allowance.
3.		<b>WATERWAY CROSSINGS:</b>					
	(a)	Prefabricated bridges (1 bridge)	lin m	4	\$17,500	\$70,000	- Allowance (Details are unknown - Based on estimates of other projects). - Assumed 2.5m width.
	(b)	Refurbished bridges over unnamed creeks (3 bridges) - repair, renovate, re-deck and install handrails	lin m	24	\$14,500	\$348,000	- Rate: As per Client's instructions (page 2 of file "Notes for spreadsheet compressed.pdf").
4.		<b>STORMWATER DRAINAGE</b>					

### PRELIMINARY PROJECT COST ESTIMATE

Project: GOULBURN RAIL TRAIL: The Forest Siding to Graywood Road (SECTION 3)  
(Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
	(a)	450mm RCPC (includes headwalls, inlet and outlet, scour protection)	Lin m	12	\$780	\$9,360	Rate: Details are unknown. Allowance for Trench/backfilling + Class 4 concrete pipes + 2 headwalls (including riprap for scour protection).
	(b)	600 mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m	48	\$710	\$34,080	Ditto.
	(c)	900 mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m				Ditto.
	(d)	1200mm RCPC (includes headwalls, inlet and outlet, scour protection)	lin m				Ditto.
	(e)	Place mass concrete 150mm thick	sq. m	230	\$140	\$32,200	Allowance (Details are unknown).
	(f)	Place ballast rock	sq. m	250	\$160	\$40,000	Allowance (Assume 50cm thick).
	(g)	Restore table drains with concrete linings	lin. m	40	\$320	\$12,800	- Details are unknown: Assumed 2m <sup>2</sup> /m concrete lining (125mm 32MPa concrete reinforced with SL72 mesh) + Some minor base/earthworks.
	(h)	Clear out table drains in cuttings	lin m	1,200	\$50	\$60,000	Allowance (Details are unknown).
	(i)	Major/minor scours	Allowance				
	(j)	restoration of severely eroded gullies	sq. m	1,400	\$58	\$81,200	Allowance (Details are unknown): Assume around 0.6m <sup>3</sup> /m <sup>2</sup> excavation + 20% extra for miscellaneous extra works.
	(k)	erosion protection	Allowance				
	(l)	restore and install open timber culverts	No.	8	\$1,000	\$8,000	Allowance (Details are unknown).
5.		<b>OTHER ALLOWANCES</b>					
	(a)	Allowance for landowner requests					
		(i) Installation of trail crossings (grids and gates) to permit stock/machinery to cross from one side of corridor to other	No.	7	\$20,000	\$140,000	Rate: As per Client's instructions.
		(ii) Allowance for other landholder requests not related to stock movements (e.g. fencing, screen planting, watering)	Allowance		\$20,000	\$20,000	Rate: As per Client's instructions.
	(b)	Allowance for steep embankment signs and delineators	lin. m	200	\$23	\$4,600	Allowance (Details are unknown): Assume 450*450mm signs (Each 20 m).
		<b>TOTAL CONSTRUCTION COST:</b> (GST Exclusive)				<b>\$2,866,310</b>	
	(a)	Project Management	%	5	\$2,866,310	\$143,316	Qty: As per Client's instructions.
	(b)	Design & Approvals	%	7.5	\$3,009,626	\$225,722	Reasonable allowance.

**PRELIMINARY PROJECT COST ESTIMATE**

Project: GOULBURN RAIL TRAIL: The Forest Siding to Graywood Road **(SECTION 3)**  
 (Based on Trail Feasibility Study)

ITEM	SECTION	DESCRIPTION	UNIT	QTY	RATE	COST	COMMENTS
	(c)	Contingency allowance	%	30	\$3,235,347	\$970,604	Qty: As per Client's instructions.
	(d)	Allowance for additional construction costs: more time will be spent hauling material from stockpile sites created where the railway corridor crosses a publicly accessible roads. 5% of construction costs to allow for this additional time	%	5	\$4,205,952	\$210,298	Ditto.
	(e)	Escalation - 1 year at 6% p.a.	%	6.0	\$4,416,249	\$264,975	Allowance.
<b>TOTAL ESTIMATED PROJECT COST:</b>						<b>\$4,681,224</b>	
(GST Exclusive)							

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**Appendix 4: Current funding opportunities July 2023**



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## 1. Introduction

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Once the decision is taken to proceed, one of the first tasks will be to seek development funding. All funding sources available at that time will need to be identified and funding applications prepared as soon as possible, and dedicated resources made available. The Commonwealth and State Governments regularly review funding programs (particularly before and after elections); such decisions make the need to review this section at the time of seeking grants critical.

The discussion below focusses on the Goulburn Rail Trail. Funding sources for RiverWalk will differ slightly from those listed below (for example, the Get NSW Active Program) and are also subject to the commitments of new Commonwealth and State Governments.

*(Note: Funding programs do change; the information presented in this report is current at the time of writing).*

## 2. Commonwealth Government

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The \$841.6 million Building Better Regions Fund (BBRF) supports the Australian Government's commitment to create jobs, drive economic growth and build stronger regional communities into the future. This includes a further \$200 million for a fifth round of the program in 2020/21. **No announcements have been forthcoming for 2022/23 or 2023/24 in light of a change of government in May 2022.**

There are two streams of funding available under the program – Infrastructure Projects Stream and Community Investment Streams. The Infrastructure Projects stream is the most relevant as it supports projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas. It provides grants between \$20,000 and \$10 million. For most projects grant funding will be up to 50 per cent or up to 75 per cent of eligible project costs. Project location will determine the percentage of grant funding. Local Governments are eligible for the funds.

Outdoor recreation generally and trail projects specifically have been funded by this program in past years. It has funded a large number of walk and cycle trails, and mountain bike trails and mountain bike “destinations” across the country. Of direct relevance to this project, the program has funded a number of rail trail initiatives. These are:

- Somerset Regional Council (Queensland) received \$1.4 million to complete the Brisbane Valley Rail Trail.
- Alpine Shire Council (Vic) received \$1.3 million for the Great Valley Trail project completes the shared trail between Bright and Harrietteville. The 14 kilometre trail will link the end of the Murray to Mountains Rail Trail at Bright with Victoria's Alpine Region.
- Parklands Albury Wodonga Limited (Vic) received \$91,000 for completing the Shelley to Tallangatta Rail Trail. The project involves restoring a collapsed section of a historic trestle bridge and gravelling a section of the rail trail.

Funding grants under this program are also quite significant. Two trail projects provide good examples:

#### Goulburn Rail Trail Feasibility Study: Final Report

- East Gippsland Shire Council (Vic) received \$1.5 million for the first stage of the Omeo Mountain Bike Destination Project including funds for design and construction of mountain bike tracks.
- Yarra Ranges Shire Council (Vic) received \$3 million for the construction of 100 kilometres of mountain bike trails on the hills surrounding the town of Warburton.

Infrastructure activities are not eligible for the Community Investments Stream.

### 3. NSW Government

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There is currently no dedicated funding program for rail trails in NSW (unlike in Queensland for example where proponents had access to programs such as the Queensland Cycling Action Plan and program).

The \$24 million *Regional NSW - Business Case and Strategy Development Fund* supports local councils, joint organisations of councils, not-for-profit, industry and Aboriginal community groups with funding to develop business cases or strategies for regionally significant projects and initiatives.

The *Regional NSW - Business Case and Strategy Development Fund* aims to:

- encourage regional collaboration to identify projects and strategies with regional scale and impact;
- increase alignment of regional projects and strategies with Regional Economic Development Strategies (REDS) and other relevant regional or NSW Government plans and policies; and
- build a pipeline of investment-ready economic and priority community projects in regional NSW.

This program has recently been released and does not appear to be provided for infrastructure but rather is a source for planning and studies in advance of detailed infrastructure planning.

The *Regional NSW - Business Case and Strategy Development Fund* comes under the \$3.3 billion *Regional Growth Fund*. It's part of the NSW Government's ongoing commitment to supporting the regions in practical and effective ways and giving local organisations the resources to deliver exactly what their communities need.

The \$150 million Regional Tourism Activation Fund supports the development of high impact tourism infrastructure projects that increase visitation, expenditure and extend length of stay for visitors to regional NSW. The Fund aims to support projects that are accessible and inclusive for everyone and ensure all visitors to regional NSW have unforgettable experiences that encourage repeat visitation. Grants are available for amounts between \$500,000 to \$20,000,000. This may be a program available over the next few years as a source of construction funding.

The Stronger Country Communities Fund (also part of the Regional Growth Fund) aims to boost the wellbeing of communities in regional areas by providing new or upgraded social and sporting infrastructure, or community programs that have strong local support. Projects must be for infrastructure or community programs that boost the wellbeing of regional areas through improved amenity and positive social outcomes. Funding is available for local community and sporting infrastructure, street beautification, projects enhancing accessibility

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and inclusion for people with disability, projects improving outcomes for Aboriginal people, and community programs and local events. Grants are available for amounts from \$100,000. Again, this may be a program available over the next few years as a source of construction funding.

A rail trail provides infrastructure that can achieve the objectives of both these programs – for visitors and residents of Regional NSW.

**The NSW State election in March 2023 and the consequent change of government means that all programs are likely to be reviewed and new funding programs may be established.**

#### 4. Private Sponsorship

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Sponsorship is big business – and very competitive. Two main options exist: either negotiate with local/national corporate entities which have a geographical and social connection with the area through which a trail passes or go after the ‘big’ players for big projects. Many large companies have formalised sponsorship programs.

Elsewhere in Australia, funding for trail development has been received from a number of major (and minor local) companies.

- Alcoa has been a major contributor to Western Australia’s two premier long-distance tracks – the Bibbulmun Track (walk) and the Munda Biddi Trail (mountain bike).
- BHP Billiton provided over \$200,000 for the Coast to Crater Rail Trail in western Victoria to help construction.
- GlaskoSmithKline Australia has donated \$10,000 to the development of the Warrnambool to Port Fairy rail trail project to encourage employees to combine their physical exercise with commuting to work. GSK has stated “We are proud to contribute to the establishment of the Port Fairy rail trail through our Community Partnerships Program. We see this project as being of benefit not only to our own employees, but also to the local community as a whole.”

Significant sums can be gained if benefits can be proven. Any company with an operation within the region would appear to be a potential sponsor.

Companies are looking to be good local citizens and being associated with a positive asset such as a trail can be good for business. Companies should be approached with the message that such a project will bring a number of benefits to the region. Any approaches to corporate sponsors should focus on a main message that trails and the company products provide an alliance of healthy sustainable living and healthy sustainable products and sustainable economic opportunities (if such a link exists).

The Bendigo Bank Community Enterprise Foundation is an important part of the social and economic fabric of regional and rural communities that has increasingly been looked at for trail projects in recent years. The Foundation works closely with Community Bank and Corporate partners that choose to reinvest their profits back into their local communities via a structured charitable grant programs.

Corporate entities are looking to make community commitments in a number of ways other than direct funding. The Macquarie Bank Foundation looks to supply time and expertise as well as funding. Many other banks have both a competitive grants program and a volunteer

#### Goulburn Rail Trail Feasibility Study: Final Report

scheme that provides paid volunteer leave to every employee. Organisations such as the ANZ and National Banks also look for community development options for their staff e.g. corporate team building days are held on a trail. It is important to note that, when considering these options, there are often exclusivity provisions around such programmes.

What is important in dealing with potential corporate sponsors is to have:

- a clear trail development plan (the next stage of work should the trail proceed);
- a well-developed message;
- clear pointers as to what and where their engagement might be; and
- a clear indication of how they might benefit from their involvement.

### 5. Other Trail Funding Resources

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#### 5.1 The Heart Foundation

The Heart Foundation Local Government Awards are held each year to acknowledge projects and initiatives that local councils and organisations are delivering in their communities to promote and improve heart health. While not a significant source of funds, there is a \$5,000 prize for the overall winner and a \$2,000 prize for each State winner. The award also offers positive promotional opportunities. The award is for Local Governments rather than community-based organisations; this does provide a “hook” for councils to become involved in a trail project.

The Murray to the Mountains Rail Trail has won the Best Overall project. Lake Fred Tritton, an artificial lake in Richmond Shire (Qld) with a significant walk trail constructed around its edges, won the Best Overall project and the Recreation Infrastructure Project in 2004. The Peninsular Pathlinks Program, a program to develop 77 kilometres of new trails and walkways in the 42 communities in the Mornington Peninsula Shire (Victoria) won the Best Overall project and the Recreation Infrastructure Project in 2005. For further details, the Heart Foundation’s website is [www.heartfoundation.com.au](http://www.heartfoundation.com.au).

#### 5.2 Work for the Dole

Schemes to provide meaningful work experience and some training for long-term unemployed are provided under the Work for the dole scheme. The program generally only supplies labour – the host agency is responsible for tools, materials, technical supervision etc.

#### 5.3 Conservation Volunteers Australia

Conservation Volunteers Australia provides small crews of volunteers, with a supervisor, to undertake environmental activities. Teams of between five and eight people work for one to two weeks. An administration fee is imposed by CVA. Materials, tools and technical supervision need to be provided by the host agency. CVA has been involved in trails project elsewhere in Australia – they were heavily involved in construction of a new walking track around the base of Mt Tibrogargan in the Glasshouse Mountains in South East Queensland. This trail is of the highest quality and is a testimony to their skills as trail builders.

#### 5.4 Prison Crews

Crews of minimum-security inmates have worked extensively in trail construction in Western Australia in the last 15 years. In the Northern Territory, NSW and Queensland, prison crews have been successfully used recently on trail and park projects.

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For example, Gympie Regional Council (in Queensland) has partnered with Gympie Probation and Parole to help maintain the station yards of the Mary Valley Rattler. The hours committed and the dollar value of those hours are not insignificant. In 2013/14, community service workers attached to Gympie Probation and Parole contributed a total of 6,917 community service hours (valued at over \$150,000) to volunteer community groups, Council initiatives, church groups and sporting clubs across the Gympie region by community service workers.

The labour supplied by inmates goes directly towards each community organisations' and Councils' goals, while the inmates gain an opportunity to develop positive work habits, self-discipline and pro-social behaviours within a working environment.

#### 5.5 Volunteers

Volunteers are often the last thought-of resource but are often the most effective. Many trails are only built – and then kept alive – by volunteer input.

There is also a growing network of trail advocates whose experience is extremely worthwhile. Concerns have been expressed in a number of forums (including popular media) about getting volunteers in a time when people have very busy lifestyles. This is acknowledged; however, the Bibbulmun Track in Western Australia provides an encouraging lesson (where some 80% of the 1,000km trail is maintained by volunteers). The ongoing success of the Tumbarumba Rosewood Rail Trail can be credited directly to the Riverina Highlands Rail Trail Inc, both for driving the project to fruition and its ongoing contribution to promotion, management and maintenance of the trail.

Volunteer labour can also be used in innovative ways to benefit a number of community sectors. The Lilydale Warburton Rail Trail (Victoria) needed bridge construction and put out a public tender for the work. The tender was won by the local branch of the Country Fire Authority, which needed a new fire engine. Labour in bridge construction was “swapped” for a new fire engine.

#### 5.6 Philanthropy

There are a number of philanthropic organisations in Australia (though not in the same numbers as the USA). The brief has not permitted time to extensively research all these.

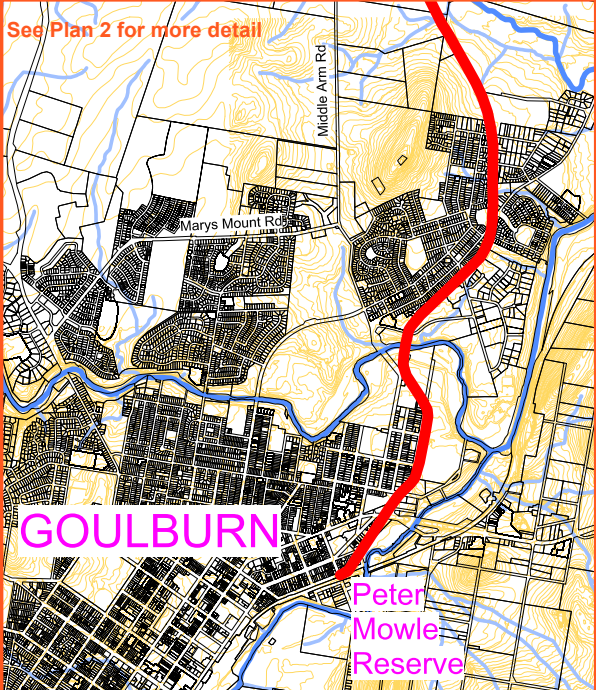
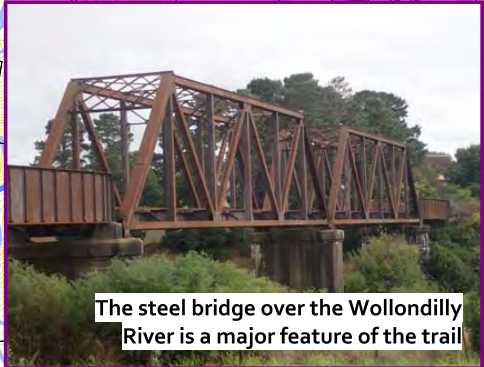
The Macquarie Bank Foundation currently contributes more than \$2.5 million a year in community grants. Its core areas include the health care and research, the environment and the arts (trails can address each of these core areas).

The Ian Potter Foundation has a number of interests, including environment and conservation (details can be found at [www.ianpotter.org.au](http://www.ianpotter.org.au)). Its' Environment and Conservation program supports small projects that combine elements of biodiversity and ecology preservation, volunteerism and community education. A trail development could fall within this mandate.

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## Appendix 5: Plans





Goulburn Rail Trail Feasibility Study  
Plan 1 - Rail Trail Route







**Goulburn Rail Trail Feasibility Study**  
 Plan 2 - Rail Trail Urban Pathway Connections





# **GOULBURN RAIL TRAIL BUSINESS CASE**

GOULBURN MULWAREE COUNCIL  
23 AUGUST 2023

## KEY PROPOSAL DETAILS

PROPOSAL INFORMATION	
Proposal name	Goulburn Rail Trail
Lead proponent (e.g. Council)	Goulburn Mulwaree Council
Lead proponent ABN	84049849319
Proposal partners	
LEAD CONTACT	
Name	Aaron Johansson
Position	CEO – Goulburn Mulwaree Council
Phone	02 4823 4444
Email	aaron.johansson@goulburn.nsw.gov.au
Fax	02 4823 4456
Address	Locked Bag 22, Goulburn NSW 2580
PROPOSAL SCOPE	
Proposal summary for publication <i>Please provide 150 words or less</i>	The Goulburn Rail Trail (GRT) will repurpose the disused rail corridor within the Goulburn Mulwaree LGA as a unique off-road cycling and walking track, creating a 25km recreation facility which will boost the visitor economy of the region. The GRT is perfectly positioned to appeal to targeted markets throughout the State, being within a 2.5-hour drive of 5.7 million people (70% of the population of NSW). The project is forecast to attract 41,500 visitors annually (plus 25,000 local users), which will have an initial effect on the regional economy of \$58 million. The Trail capitalises on the existing investment in the shared pathways network and the additional urban pathway connections will magnify the benefits of the Rail Trail. This project will also create new business opportunities, provide health benefits for users, preserve, and promote items of local heritage significance and create opportunities for environmental education.
PROPOSAL LOCATION	
Proposal address	A trail from Mulwaree Street, Goulburn to Graywood Siding
Local government area	Goulburn Mulwaree
NSW electorate	Goulburn
Federal electorate	Hume
SUPPORTING INFORMATION	
Attachments <i>Please list out all supporting information provided</i>	<i>As per requirements for each funding application</i>

## DOCUMENT INFORMATION

Document Summary Information	
Version	9
Version Release Date	23 August 2023
Document Security	Commercial in Confidence

Document History			
Version	Amendment	Amendment Date	Amended by
1	Original documentation	31/3/2023	SGS Economics & Planning
2	Revision notes provided	17/4/2023	Goulburn Mulwaree Council
3	Revised version provided	10/5/2023	SGS Economics & Planning
4	Revision notes provided	12/5/2023	Goulburn Mulwaree Council
5	Revised version provided	2/6/2023	SGS Economics & Planning
6	Revised version provided – including CBA and FA	20/7/2023	SGS Economics & Planning
7	Revisions – Section 4 Implementation Case	2/8/2023	Goulburn Mulwaree Council
8	Revised version provided	21/8/2023	SGS Economics & Planning
9	Revision notes provided	23/8/2023	Goulburn Mulwaree Council

# CONTENTS

<b>1 EXECUTIVE SUMMARY.....</b>	<b>5</b>
<b>2 CASE FOR CHANGE .....</b>	<b>8</b>
2.1 BACKGROUND.....	8
2.2 RATIONALE FOR INVESTMENT.....	10
2.3 STRATEGIC ALIGNMENT .....	15
2.4 EXPECTED OUTCOMES.....	20
2.5 STAKEHOLDER & COMMUNITY SUPPORT.....	21
<b>3 ANALYSIS OF THE PROPOSAL .....</b>	<b>24</b>
3.1 OBJECTIVES & INDICATORS.....	24
3.2 THE BASE CASE.....	24
3.3 INFORMATION ABOUT THE PROPOSAL.....	25
3.4 PROJECT COSTS .....	28
3.5 COST-BENEFIT ANALYSIS (CBA).....	29
3.6 FINANCIAL APPRAISAL.....	36
3.7 PROPOSED FUNDING ARRANGEMENTS .....	38
3.8 FINANCIAL HEALTH & SUPPORT .....	38
<b>4 IMPLEMENTATION CASE .....</b>	<b>38</b>
4.1 PROGRAM & MILESTONES.....	38
4.2 GOVERNANCE.....	40
4.3 KEY RISKS .....	41
4.4 LEGISLATIVE, REGULATORY ISSUES & APPROVALS .....	43
4.5 PROPOSED MANAGEMENT ACTIVITIES .....	45

# 1 EXECUTIVE SUMMARY

Goulburn Mulwaree Council (GMC) are proposing development of a new, accessible rail trail. The Goulburn Rail Trail (GRT) will repurpose the disused rail corridor within the Goulburn Mulwaree LGA into a unique off-road cycling and walking trail, creating a 25km recreational facility that will boost the region's visitor economy.

Although the railway line connecting Goulburn to Crookwell fell into disuse in the 1980's, it remains a key feature in Goulburn's landscape and history. The rail corridor traverses through the rolling hills of the Southern Tablelands region, crossing the Wollondilly River via a historic steel lattice bridge. The GRT proposal seeks to make use of this existing rail infrastructure to revitalise the portion of the rail corridor that sits within the Goulburn Mulwaree LGA and create a unique off-road trail that will allow users to explore the history and natural beauty of the region. The proposal includes the development of urban links with Goulburn's existing shared pathway network, which will give current active transport users the opportunity to extend their journey onto the rail trail.

The GRT capitalises on the existing investment in the shared pathways network which includes the River Walk. These additional urban pathway connections will magnify the benefits of the rail trail.

The GRT is perfectly positioned to appeal to targeted markets throughout the state, being within a 2.5-hour drive of 5.7 million people (70% of the population of NSW). Located only one hour from Canberra, a city with a high propensity for cycling, and only two hours from the Sydney CBD, Goulburn has excellent road and rail connections which will facilitate a high level of visitation.

Goulburn and the Southern Tablelands region has a long association with cycling, which ensures the GRT is well-placed to be utilised by locals and regional visitors. Goulburn has hosted several cycling races and recreational events, including the Goulburn to Liverpool Road race, the Track Power Carnival, and the Goulburn to Camden Citi Cycle event. The area is also home to the Goulburn Cycling Club, one of Australia's oldest cycling clubs and the centre of competitive and recreational cycling in the region. This long history and high propensity for cycling in the region ensures the GRT will be accessible to a pool of users who will value the addition of a new long distance, off-road cycling route.

The GRT Feasibility Study estimates that the project will attract 41,500 domestic visits annually, plus 25,000 local visits, for a total 66,500 visits per year. Table 1, below, details the expected visitation numbers by type of visitor.

Table 1: GRT annual visitation forecasts

Type of visitor	Forecast visitation (annual)
New day trippers resulting from the trail	35,000
New overnight stays	500
Day trippers converting to overnight stays	2,000
Overnight stays extended by a day	4,000
Local visits	25,000
<b>Total</b>	<b>66,500</b>

Source: Mike Halliburton and Associates

Capital costs associated with the construction of the GRT are expected to amount to \$19.3 million over four years. Annual maintenance and asset renewal costs are anticipated to total \$293,700 per year; however, these costs may be partially offset by trail user donations and input by community volunteers.

its primarily stem from:

- Users’ enjoyment of the trail and the existence value of a new, accessible recreational facility in the community;
- Increased tourist visitation and associated expenditure, which will generate economic benefits for local businesses and workers; and
- Health benefits for local residents whose use of the trail facilitates a healthier, more active lifestyle.

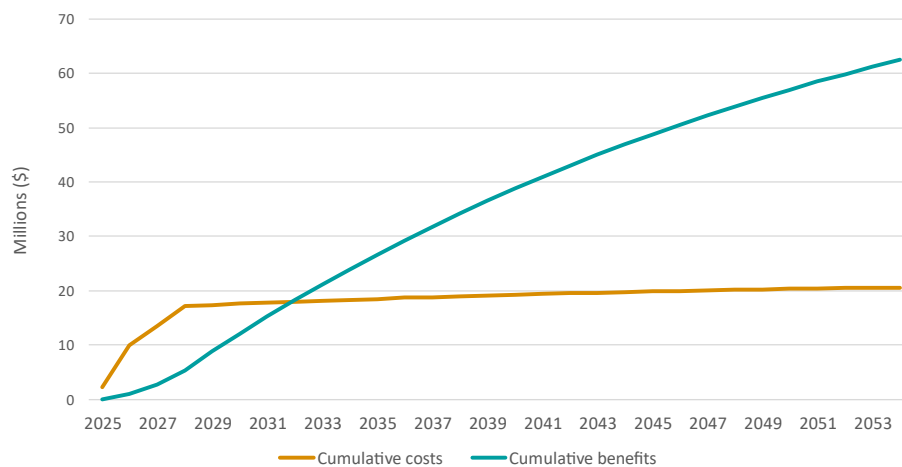
The present value of costs and benefits was modelled as part of a cost-benefit analysis, and the resulting benefit-cost ratio (BCR) and net present value (NPV) are shown in Table 2.

Table 2: Cost-benefit analysis results

CBA Elements	Values (\$M)
Present value of benefits (\$M)	\$62.49
Present value of costs (\$M)	\$20.60
Net Present Value (\$M)	\$41.89
Benefit Cost Ratio (BCR)	3.03

With an NPV of \$41.89 million and a BCR of 3.03, the GRT represents a positive investment for the state. For every dollar invested in the GRT, an estimated \$3.03 in benefits will flow to the NSW community. Figure 1 shows the cumulative present value of costs and benefits associated with the GRT. The benefits of the project outweigh the costs from 2032. Simply put, it would only take 8 years to ‘payback’ the project costs through its significant and lasting economic and social benefits.

Figure 1: Cumulative costs and benefits



The GRT project is expected to yield many additional benefits that were not quantified in this analysis. These include, but are not limited to:

- educational benefits associated with the preservation of Goulburn’s rail heritage in a way that facilitates community use and visitation;
- increased road safety resulting from the GRT providing an alternate off-road active transport route for residents and commuters;
- social and wellbeing benefits flowing from users having access to a new, accessible outdoor space where they can engage in recreational activities with friends and family; and

- infrastructure benefits resulting from increased phone coverage in the area, which will promote safety on the trail and increase access to online services.

The GMC will be the lead proponent of the project, having proven capability to plan, construct, manage and maintain infrastructure and services, and having extensive project management experience in road, cycleway and footpath construction and maintenance works with a high degree of similarity to the proposed GRT. A Trail Development Plan will be created to detail how the GMC and contractors will implement, manage and control the GRT's construction and ensure that statutory, regulatory and policy requirements are met.

A governance structure with a Project Control Group will be utilised, which will include GMC's CEO, Director of Operations and Senior Grants Officer, a representative from significant funding bodies, and a representative of a community organisation. An independent project review role will be established to represent the interests of other stakeholders throughout the project implementation process. Further details of the governance structure and other processes for management of the project will be captured in a Project Management Plan, which will be developed when project funding is secured.

The GMC conducted a risk workshop specific to this project in 2015, which has since been updated in 2023. The key risks associated with the project relate to uncertain funding, potential community opposition, and a possible scarcity of resources due to the current competitive construction market. However, robust risk management strategies have been developed to mitigate these risks. These include extensive community consultation, inclusion of land owners in design development, staged project implementation which will enable funding to be sought over several years, and use of procurement methods more likely to appeal to the construction sector.

## 2 CASE FOR CHANGE

### 2.1 BACKGROUND

#### The Region

Goulburn Mulwaree is located on the Hume Highway within the Sydney-Canberra Corridor Region in south-eastern New South Wales (NSW). The City of Canberra is 90km south-west of Goulburn via the Hume/Federal Highways (M23); Sydney CBD is located 196km (approximately 2 hours' drive) to the north-east via the Hume Highway (M31); Western Sydney (a major population area with Parramatta as its hub) is less than 2 hours' drive to the north-east; and Wollongong is 152km to the north-east.

The GRT is perfectly positioned to attract visitors from around NSW, with 5.7 million people (70% of NSW's population) within a 2.5-hour drive. Located between Canberra and Sydney, and with excellent road and rail connections, the project is forecast to attract 41,500 new tourist visits per year (plus 25,000 local visits), which will generate over \$6.8 million in direct expenditure each year. The trail will also create new business opportunities, provide health and safety benefits for users, protect, and promote projects of local heritage significance, and create opportunities for environmental education.

#### What is a rail trail?

Rail trails are multi-use paths created by converting old railroad corridors into public recreational trails. Disused rail reserves are usually flat and straight, making them accessible to people of all ages and abilities. As a result, rail trails can be used for a variety of activities such as walking, jogging, and cycling. Rail trails often provide a scenic and tranquil setting for outdoor activities and are a popular destination for tourists, with a positive impact on the local economy.

There are many rail trails in Australia, located in all states and territories. Some of the most popular rail trails include the Brisbane Valley Rail Trail in Queensland, the Murray to Mountains Rail Trail and the O'Keefe Rail Trail in Victoria, and the Barossa Rail Trail in the wine regions of South Australia<sup>1</sup>. In NSW, the Tumbarumba Rosewood and Northern Rivers rail trails have recently been completed (Northern Rivers Stage 1 only), providing much higher than anticipated figures of use and impetus for other rail trail projects.

NSW has great potential to develop rail trails because of the state's rich rail history and diverse natural environment. There are several disused rail corridors across the state that could be converted into rail trails, providing opportunities for recreational activities and tourism. One of these is the Goulburn Rail Trail, which will offer visitors the opportunity to explore the region's agricultural heritage and natural beauty, and provide significant economic, social and health benefits to NSW communities.

#### Population

As of June 2021, the Estimated Resident Population of Goulburn Mulwaree was 32,138 with an average population growth of 1.24% annually during 2016-2021 (ABS, 2023)<sup>2</sup>. The population is expected to grow by 15.13% to 38,169 by 2036 and 40,204 by 2041, according to the Department of Planning's population projections.

#### Industry

GMC's Gross Regional Product (GRP) was \$1.73 billion in 2020/21, an increase of 3.3% on the previous year. In 2020/21, GMC's largest industry sectors by value added were Construction (\$194.7 million or 14% of GRP) and Public Administration and Safety (\$183.9 million or 13.2% of GRP)<sup>3</sup>.

#### Tourism

<sup>1</sup> Rail Trails Australia, <<https://www.railtrails.org.au/trails/>>

<sup>2</sup> ABS Census 2021.

<sup>3</sup> Economy.id, Goulburn Mulwaree Council, <<https://economy.id.com.au/goulburn/output-by-industry>>



In 2020/21, tourism in the GMC area generated \$109.8 million for the local economy, with total gross value-added amounting to \$68.9 million (Goulburn Mulwaree Council, 2023)<sup>4</sup>. This was a 38.4% decrease from the previous year, primarily due to travel restrictions put in place during COVID-19 outbreaks. However, the reopening of international borders in February 2022 and the subsequent return of international visitation has seen NSW visitor numbers revert to an upward trend (Destination NSW, 2022)<sup>5</sup>.

NSW is rapidly developing its position as a nature and adventure trail destination, with several rail trails, walking routes, and mountain-bike trails in development or proposed across the state.<sup>6</sup> These include two existing rail trails – the Tumbarumba Rosewood Rail Trail and the Northern Rivers Rail Trail. Both have proven to be incredibly popular, with the Tumbarumba Rosewood Trail attracting over 53,000 visitors since it opened in April 2020 and the Northern Rivers Trail attracting over 70,000 visitors in its first four months of operation (having opened March 2023).

In addition to these two 'pilot projects', there are several further rail trail proposals currently in development throughout the state, including the Boorowa-Galong, Batlow-Tumut, New England, Gundagai, Richmond Vale, Upper Hunter, Monaro, and Molonglo Rail Trails. Other adventure and cycling trails in development across NSW include the Jindabyne MTB Adventure Park, Mogo Adventure Trails MTB Network, Narooma MTB Trails, Gravity Eden MTB Trails, Tathra MTB Trails, Mt Gladstone MTB Trails, Light to Light Walk, and Murramarang to Batemans Bay Coastal Walk. The GRT would increase NSW's network of trail offerings and further contribute towards developing the Southern Tablelands region as a premier destination for nature and adventure seekers.

### **The GRT Proposal**

The GRT project seeks to repurpose the disused rail corridor within the Goulburn Mulwaree LGA into a unique off-road cycling and walking trail, generating numerous benefits for the local community and regional economy. The GRT will extend 25km from Mulwaree St in Goulburn to a trailhead at Graywood Siding Rd. The proposal includes the development of urban links with Goulburn's existing shared pathway network, including the Wollondilly Riverwalk. The Riverwalk has proven highly popular with both locals and visitors, and the GRT represents an opportunity to capitalise on its success by providing users the opportunity to extend their journey onto the rail trail. The GRT project is expected to create new business opportunities, provide health and safety benefits for users, protect and promote local heritage, and generate opportunities for environmental education.

The railway line connecting Goulburn to Crookwell was opened in 1902 and operated for over 80 years as a freight and passenger line. The rail corridor traverses through the rolling hills of the Southern Tablelands, crossing the Wollondilly River via a historic steel lattice bridge which was a major engineering feature of the day. When rail transport dwindled in competition with road transport, the rail line became less profitable and the last train operated on the route in 1985, after which it fell into disuse. The GRT proposal seeks to revitalise the portion of the rail corridor that sits within the Goulburn Mulwaree LGA into a multi-purpose, off-road trail suitable for use by cyclists, walkers, and joggers. This project will make use of existing rail infrastructure to create a unique, accessible off-road trail for users to explore and enjoy the history and natural beauty of the region.

The Southern Tablelands is well-placed to make use of a rail trail, having a long association with cycling events, in part due to its proximity to Sydney. Goulburn has hosted a series of cycling races and recreational events, including the Goulburn to Liverpool Road race, the Track Power Carnival at Seiffert Oval, and the Goulburn to Camden Citi Cycle event. The area is also home to one of Australia's oldest cycling clubs, the Goulburn Cycling Club, which has been the centre of competitive and recreational cycling in the area since it was formally established in 1888. The Goulburn Cycling Club is involved in hosting and organising major cycling events, including the Goulburn to Sydney Cycling Classic, one of Australia's oldest

<sup>4</sup> Economy.id, Goulburn Mulwaree Council, <<https://economy.id.com.au/goulburn/tourism-visitor-summary>>

<sup>5</sup> Destination NSW. (2022). International Travel to NSW. <<https://www.destinationnsw.com.au/wp-content/uploads/2023/01/international-travel-to-NSW-key-statistics-ye-sep-2022.pdf>>

<sup>6</sup> Southern NSW Destination Management Plan 2022-2030.

and most prestigious cycling events<sup>7</sup>. The former Hume Highway, between Breadalbane and Gunning, is also a prominent location for NSW road racing cycling events.

This long history of road racing in the Southern Tablelands has given the region a well-deserved reputation as a road cycling centre. However, there is also need for extended, safe, off-road cycling options for public use – a clear gap in the current cycling market. Goulburn has a 20km shared pathways network, with an additional 4.6km of pathways approved for future construction. Shared pathways can be a good option for off-road cycling as they provide cyclists with a safe and independent space away from motor vehicles. They also provide a safe option for families, inexperienced cyclists, and people with limited mobility to engage in active transport. Urban links to the rail trail from Goulburn's existing shared path network will help make the area more attractive to cyclists, walkers, and families, and provide more opportunities for people to enjoy the shared pathways as a form of transportation and recreation.

The 2023 Rail Trail Forum held at Murwillumbah in NSW was a great success, bringing together stakeholders and decision makers from NSW, Queensland (QLD), and Victoria (VIC) to discuss the challenges and opportunities for the development of rail trails in the region. Rail Trails Australia (RTA) and the GRT project share a common goal of developing rail trails in Australia<sup>8</sup>. The GRT project is part of a broader movement to transform disused rail corridors into multi-use trails that can be used for cycling, walking and other non-motorised activities. This aligns with RTA's vision to create a network of rail trails across Australia that provide a safe and enjoyable experience for people of all ages and abilities. The GRT project also aligns with RTA's commitment to work with government agencies, local communities, and volunteers to develop sustainable, accessible, and safe rail trails. By working with these stakeholders, the RTA and the GRT Project can ensure that rail trails development benefits local and regional communities and the environment.

NSW currently has 143km (5) of rail trails open for visitors and communities, which does not match NSW's outstanding trails potential among the states (NSW has 2137km of prospective rail trails, second only to VIC's 2156km)<sup>9</sup>. Currently VIC, Western Australia (WA), and QLD have several successful rail trail projects that can provide a model for successful rail trail development. In early 2014, the Southern Tablelands Cycling Bicycle User Group undertook a feasibility study to establish a network of 20 cycle rides in the Southern Tablelands region to significantly increase tourist visitation to Upper Lachlan Shire and GMC area<sup>10</sup>. The GRT was identified as one of the candidate projects, and the primary off-road option.

Several feasibility studies by Mike Halliburton Associates and Transplan Pty Ltd have examined the development of rail trails in NSW and QLD, including the Monaro Rail Trail<sup>11</sup>, Tumbarumba-Rosewood Rail Trail, and Upper Hunter Rail Trail in NSW, Mary to Bay Rail Trail and Bundaberg-Gin Gin Rail Trail in QLD, respectively<sup>12,13</sup>. Aspects of the rail trail development process, including the physical conditions of the rail corridor, potential user needs, potential economic benefits, environmental impacts, and regulatory and governance requirements were discussed. These studies found that these rail trail projects are technically feasible and have the potential to provide significant economic and social benefits for local communities, including increased tourism, job creation and local wellness<sup>14</sup>.

## 2.2 RATIONALE FOR INVESTMENT

The GRT project will be a unique and high-impact, accessible new attraction for the Goulburn region. It will generate health, safety, and wellbeing benefits for the local community and help to drive tourism. The need and urgency for investment in the GRT project is primarily based around three challenges:

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<sup>7</sup> Goulburn Cycle Club.

<sup>8</sup> Rail Trail Forum a big success. (2023). <https://www.railtrails.org.au/news/rail-trail-forum-a-big-success/>

<sup>9</sup> Rail Trails Australia. (2023). Rail Trails—Connecting Communities.

<sup>10</sup> Goulburn-Crookwell Rail Trail challenges met with opportunities. (2022). <https://bicyclenetwork.com.au/newsroom/2022/09/20/goulburn-crookwell-rail-trail-challenges-met-with-opportunities/>

<sup>11</sup> <https://yoursaysnowymonaro.com.au/monaro-rail-trail>

<sup>12</sup> <https://www.frasercoast.qld.gov.au/downloads/file/2261/mary-to-bay-rail-trail-feasibility-study>

<sup>13</sup> <https://www.cgrc.nsw.gov.au/wp-content/uploads/2020/10/Rail-Trail-Feasibility.pdf>

<sup>14</sup> Bundaberg Regional Council. (2019). Bundaberg Gin Gin Rail Trail Feasibility Study.

- a need to drive the post-COVID recovery of the tourism market;
- a need to promote the health and safety of local residents through additional off-road walking and cycling trails; and
- the long-term costs of maintaining the old rail corridor.

The GRT will address these challenges as it will:

- provide a sustainable, long-term economic driver to the Goulburn-Mulwaree LGA and Southern Tablelands region;
- meet a clear void in the NSW tourism offering by providing extended, safe, off-road walking and cycling options for public use;
- leverage off the success of the Wollondilly Riverwalk to give residents and visitors the opportunity to extend their walk or bike ride onto the rail trail;
- create employment opportunities through increased tourism and resultant new business opportunities (including in low-carbon cycling tourism);
- promote the health and wellbeing of local residents by providing an additional outdoor space for exercise and enjoyment;
- help to increase the offerings of recreational trails available to children, the elderly, and people who require mobility assistance by providing an accessible, wide, and relatively flat trail with connections to the urban centre;
- provide opportunities for locals and visitors to explore Goulburn’s history, including its connections with Aboriginal history and its rail heritage; and
- ensure that maintenance expenditure is contributing towards a functional recreational trail which benefits the whole community, rather than simply funding maintenance of a disused rail line.

The challenges addressed by the GRT project and resulting benefits are broad, long-term, and interrelated. In this business case, they are concentrated into three challenge areas and seven benefits, as shown in Figure 2 and summarised in Figure 3

Figure 2: Challenges and benefits addressed under GRT Project

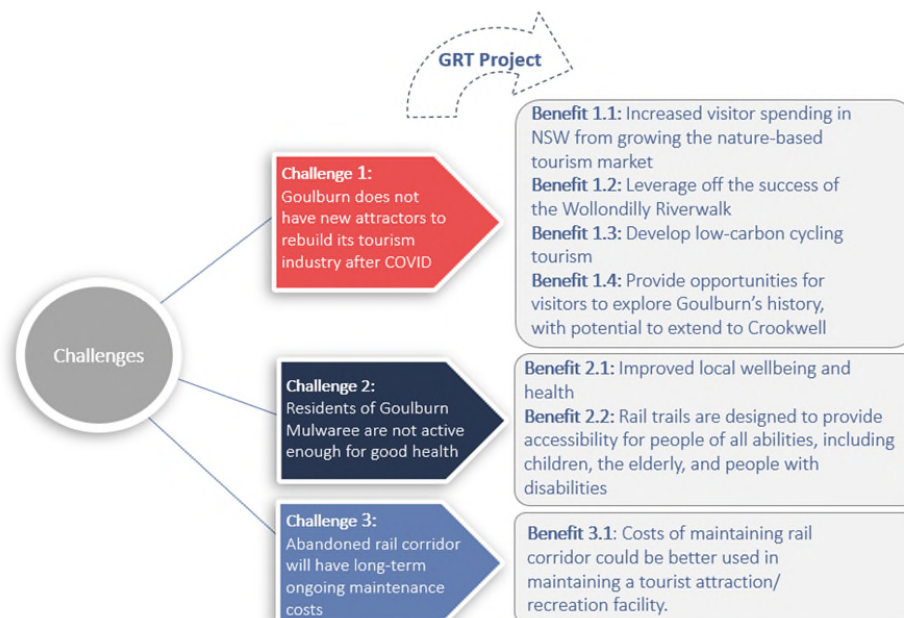


Figure 3: Summary of challenges and benefits addressed under GRT Project

<p><b>Challenge 1: Goulburn does not have new attractors to rebuild its tourism industry after COVID, especially in nature tourism</b></p> <p>Goulburn Mulwaree LGA needs to prioritise efforts to attract visitors and rebuild its tourism industry in a way that is sustainable and beneficial to the local community. In 2020/21, there was a 38.4% decrease in tourism economic output in the GMC area, largely due to the impacts of COVID. Visits to NSW national parks have generally trended upwards over the past decade, increasing by 58% in the 10 years to 2018, suggesting that there has been an increase in demand for outdoor and nature-based tourism that Goulburn can tap into. In 2018, an estimated 60.23 million people visited NSW's National Parks, while in 2020, despite the Black Summer bushfires and public health restrictions imposed to manage COVID-19, there were 50.09 million visits to National Parks (Department of Planning and Environment NSW, 2022)<sup>15</sup>. New rail trails developed in NSW have shown much stronger demand than initial projections<sup>16</sup>. Developing an offer that would attract visitors to Goulburn to spend time exercising outdoors in nature, away from towns, would allow this growing demand for nature tourism to be harnessed locally.</p>	
<p><b>Benefit 1.1: Increased visitor spending in NSW from growing the nature-based tourism market.</b></p>	<p>The COVID-19 outbreak had a significant impact on tourism through border closures and limits on social mobility, which has affected business and tourism revenues. The establishment of the GRT will help to support and rebuild Goulburn's visitor economy by acting as a new attractor to the region and inviting a share of the growing nature-based tourism market.</p> <p>In 2018, nature-based tourism accounted for 81% of all international visitors to NSW (including 89% of visitor nights and 91% of visitor expenditure).<sup>17</sup> Recreational trails provide important infrastructure which stimulates the nature-based tourism market. Rail trails in particular have proven successful in attracting visitors for nature and cycling tourism, and the establishment of the GRT will attract some of these tourists to Goulburn.</p> <p>According to the latest data released by TRA, in the year ending 2022, total nature-tourism visitors in NSW reached 13.8 million, accounting for 91% of the pre-COVID level (2019). Overnight stays reached 42.4 million and spending reached 11.3 billion, a 24.4% increase on the pre-COVID period (Tourism Research Australia, 2023)<sup>18</sup>. The GRT program will help meet the nature-based tourism demand of the 5.74 million people residing within a 2.5-hour drive of Goulburn.</p>
<p><b>Benefit 1.2: Leverage off the success of the Wollondilly Riverwalk.</b></p>	<p>The Wollondilly Riverwalk is a 20km shared pathway which follows the Wollondilly River around the Goulburn CBD and inner suburbs. It has proven extremely popular since it was established and has been regularly expanded. The GRT proposal includes urban links to the Wollondilly Riverwalk, which will generate synergies in promoting recreation and fitness among residents and visiting tourists. Cyclists and walkers keen to use the rail trail will be encouraged to do so knowing they can easily get back from the trail to their accommodation in Goulburn on foot or bike. Riverwalk users will also be tempted to extend their walks or rides on to the rail trail.</p>
<p><b>Benefit 1.3: Develop low-carbon cycling tourism</b></p>	<p>Rail trails are becoming increasingly popular tourist destinations for cyclists as they offer a unique and sustainable way to experience a region's natural beauty and cultural heritage. Many towns along rail trails have begun to embrace bicycle tourism, offering bike rental and repair services, accommodation, and local tours to meet the needs of visitors.</p> <p>Goulburn, located along the Hume Highway and close to major capital cities (Sydney and Canberra), is highly accessible for tourists. Furthermore, the historic, thriving, country town feel is an attractor for visitors, particularly adventure and nature-seeking tourists. The historic</p>

<sup>15</sup> NSW Department of Planning and Environment, Park visitor survey. (2022).

<sup>16</sup> The experience of the Rosewood to Tumbarumba rail trail also showed that actual visitation significantly outnumbered projected visitation. Visitors to Tumbarumba have exceeded 52,000 since opening and Northern Rivers reached 70,000 visitors since opening.

<sup>17</sup> Destination NSW, Nature Based Tourism to NSW, Year Ended September 2018.

<sup>18</sup> Tourism Research Australia. (2023). International Visitor Survey, December 2022.

	<p>Goulburn Cycling Club continues to be a thriving organisation that develops and promotes cycling in the local community.</p> <p>Across Australia:</p> <ul style="list-style-type: none"> <li>• on people cycled during a domestic trip in 2019, with over three-quarters (78%) doing so in a regional destination<sup>19</sup>.</li> <li>• Almost 2 million visitors went cycling on a day trip, +100% from 2012/13 to 2018/19.</li> <li>• The direct industry output of cycling as part of the Australian economy in 2020 was \$6.3 billion, including \$3.4 billion in direct value added to Australia's GDP, supporting 34,295 full time jobs.</li> <li>• 29% of Australian adults spent money on cycling in 2020<sup>20</sup>.</li> </ul>
<p><b>Benefit 1.4: GRT/GCRT history and potential to extend to Crookwell</b></p>	<p>Goulburn currently offers a variety of tourist attractions, including a large railroad heritage centre and the Big Merino Monument. Goulburn's history can be traced back to 1798 when explorer John Wilson visited the area around Goulburn and Towrang Hill, which overlooks the Goulburn Plain. Goulburn's history and the development of the rail network are an important part of the region's cultural heritage, and the GRT project will provide opportunities for locals and visitors to learn about this history through the preservation of stations and rail sites as markers or historical displays along the rail trail.</p> <p>The GRT project also has the potential to extend to Crookwell in the future. This would extend the current rail train offering and involve developing longer trails, diversifying tourist attractions and providing additional opportunities for history buffs, train enthusiasts, and other visitors to the region. By extending the GRT project to Crookwell, visitors could potentially experience a wider range of landscapes, environments, and cultural and historical landmarks. This would also connect the trail to another urban centre (Crookwell), thereby increasing the number of people who within an accessible distance to the trail and increasing the regional benefit.</p>
<p><b>Challenge 2: Residents of Goulburn Mulwaree are not active enough for good health</b></p> <p>The Goulburn Mulwaree Council (GMC) area has a higher percentage of overweight, obese and inactive people than the NSW average<sup>21</sup>. In addition, Goulburn Mulwaree's prevalence of mental health issues (including depression and anxiety), heart disease, dementia and other chronic diseases are higher than the NSW average and the overall Australian population average (ABS, 2023)<sup>22</sup>. Participation in outdoor physical recreation improves physical and mental health and assists the prevention of disease, particularly of the cardiovascular, musculoskeletal, respiratory, neurological, and endocrine systems, as well as reduces obesity, hypertension, depression and anxiety.</p>	
<p><b>Benefit 2.1: Improved local health, wellbeing and safety</b></p>	<p>The GRT will provide opportunities for physical activity, social connection, cultural and culinary experiences, and connection to nature, all of which align with wellness experiences and contribute to overall health. First, the rail trail provides an opportunity for outdoor physical activities such as cycling, walking, and running, which promotes cardiovascular fitness and improve overall physical performance. In addition, time spent in nature has been shown to have a positive impact on mental health, including reduced stress and anxiety levels, improved mood, and enhanced cognitive function. The GRT will offer a tranquil environment surrounded by breathtaking scenery, making it an ideal location for mindfulness and meditation practices. The trail provides an opportunity to connect with others, whether through group activities or simply enjoying the natural environment with friends and family. Social connection is an important aspect of wellness because it helps reduce feelings of isolation and loneliness and promotes a sense of belonging.</p> <p>The trail will also be used by residents as a safe means of connection between places. The section of the GRT adjacent to the City of Goulburn will provide an active travel connection between Bradfordville, Goulburn's northern suburbs and the Goulburn CBD. This will be a safe</p>

<sup>19</sup> Tourism Research Australia. (2020). Cycling. <<https://www.tra.gov.au/ArticleDocuments/346/Cycling.pdf.aspx>>

<sup>20</sup> We ride Australia. (2021). The Australian Cycling Economy 2021 Report.

<sup>21</sup> Goulburn Local Solutions Project Report. (2020).

<sup>22</sup> ABS Census 2021.

	<p>option for day-to-day transportation, including commute to work, which will lessen the number of accidents involving cyclists on-road by providing an alternate off-road route for travel. It will be an accessible and safe commuter corridor for businesses and an affordable, recreational resource for nature education programs for local schools.</p>
<p><b>Benefit 2.2: Rail trails are designed to provide accessibility for people of all abilities, including children, the elderly, and people with disabilities.</b></p>	<p>Rail trails are generally more level and wider than typical foot or cycle paths and flatter gradients make them more accessible, which makes them suitable for people with low levels of fitness, children, the elderly, and people who use wheelchairs, walkers, or other mobility devices. In addition, rail trails can be designed to have features such as ramps, rest areas, and accessible parking to further improve accessibility.</p> <p>As a public recreation venue suitable for all ability groups, the GRT will help reduce existing disparities in access to social and environmental supports for physical activity for different populations<sup>23</sup>. The GRT will be designed according to the design principles outlined in the NSW Cycleway Design Toolbox<sup>24</sup>, which seeks to ensure that cycling infrastructure is suitable and accessible for all ages and abilities. For both children and adults, the GRT will provide a safe and enjoyable space to walk, cycle, or scooter away from traffic. When design considerations are incorporated, the GRT can also have playgrounds, nature trails, or other amenities that are particularly appealing to children. The convenience of the rail trail will also make it an ideal recreational option for people of all ages and abilities.</p>
<p><b>Challenge 3: Abandoned rail trails will have long-term ongoing maintenance costs</b></p> <p>Abandoned track corridors require long-term maintenance costs, whether they are used or not. Given these costs will be incurred anyway, they can be partially offset by repurposing disused rail lines into trails for community benefits.</p>	
<p><b>Benefit 3.1: Costs of maintaining rail corridor could be better used in maintaining a tourist attraction/ recreation facility</b></p>	<p>The cost of long-term maintenance of the rail corridor (which in this case is primarily borne by landowners) could be alleviated by using this expenditure to instead maintain a functional recreational trail which will deliver benefits to the community.</p> <p>When a rail trail replaces an old unused rail line, part of the maintenance costs can be offset through charitable donations, sponsorship, promotions and volunteer activities. It is common for trails to have 'Friends of the Trail' organisations that seek sponsorship from businesses wanting to promote to trail users (for example, the Riesling Trail in South Australia has over 30 businesses that pay \$500 annually to have signage posted in the trail). The rail trail can also draw groups of volunteers to perform basic maintenance and rail trail promotion, which reduces the cost burden on local councils.</p> <p>In addition, a rail trail (in contrast to an unused rail corridor) could lead to more private sector or individual investment in tourism and boost the local economy. Railroad structures, such as stations, bridges, can be repurposed as tourist attractions or recreational facilities, and old locomotives and carriages can be restored as rail trail attractions. By using historic railroad equipment for tourism and recreation, both the history and infrastructure of the railroad can be preserved and the cost of maintaining the rail trail can be offset through increased revenue from tourism or contributions from volunteers and rail enthusiasts.</p>

<sup>23</sup> Hasson, R., Sallis, J. F., Coleman, N., Kaushal, N., Nocera, V. G., & Keith, N. (2022). COVID-19: Implications for physical activity, health disparities, and health equity. *American journal of lifestyle medicine*, 16(4), 420-433.

<sup>24</sup> Transport for NSW, Cycleway Design Toolbox, <<https://www.movementandplace.nsw.gov.au/design-principles/supporting-guides-and-tools/cycleway-design-toolbox-designing-cycling-and-micromobility>>

## 2.3 STRATEGIC ALIGNMENT

### A 20-year Economic Vision for Regional NSW

Principle 6 of the 20-year Economic Vision for Regional NSW seeks to investigate “opportunities for under-utilised public land and infrastructure to play a bigger role in tourism”, while “recognising each region’s strengths and underlying endowments”.<sup>25</sup> This statement aligns with the potential of disused rail corridors to be repurposed into rail trails that can provide new visitor experiences. The GRT repurposes underutilised rail infrastructure, from its inception in Mulwaree Street to Graywood Siding Road (it’s western terminus), to create new tourism and recreational opportunities, which helps to reduce waste and maximise the value of existing infrastructure<sup>26</sup>.

Principle 8 of the Economic Vision states that “sustainable economies and communities are better able to recover from shocks.” This emphasises the importance of economic resilience, sustainable tourism, and community wellbeing in local areas. Within the Vision’s timeframe, tourism and hospitality will assist to drive the regional economy of New South Wales. The Vision states that in the future, the diverse natural beauty of the NSW region will continue to attract domestic and international visitors, while opportunities for niche and personalised tourism experiences, promoted by small and medium-sized businesses, will continue to grow.

Goulburn is a historic city surrounded by natural beauty, with several attractions that make it a popular destination for visitors interested in exploring the great outdoors. These include the Wollondilly and Mulwaree River walks, the Tarlo River National Park, as well as easy access to the neighbouring Morton and Bungonia National Parks. The GRT will strengthen Goulburn’s natural environmental endowments and improve tourist and local access to them. It will improve the resilience of Goulburn’s economy by providing a major tourist attraction for the area and develop more resilient community connections by providing public open spaces for recreation and opportunities for volunteering.

### NSW Visitor Economy Strategy 2030<sup>27</sup>

NSW aims to be the premier visitor economy in the Asia Pacific region by 2030, generating \$65 billion in total visitor expenditure, of which \$25 billion will be regional expenditure. With its vast land mass and open spaces, NSW has many options for visitors who want to avoid crowds and densely populated areas. The state also offers a wealth of world-class health and wellness experiences. Heightened global attention to climate change and environmental issues will increase visitor demand for more eco-friendly, green and sustainable destinations and experiences.

Strategic Pillar 3 of the Strategy includes:

- 3.07. Provide toolkits, advice, and support to help businesses become more resilient, sustainable, to adopt environmentally friendly practices and adapt to climate change.
- 3.09. Grow the eco-wellbeing, eco-tourism and volunteer tourism sectors through industry development activities and product development support.

The GRT project will contribute to achieving the vision set out in this Strategy by creating a new destination for international and interstate tourists and supporting business growth and development in bike rentals, guided tours, local retail, and hospitality. It will attract eco-tourists and create opportunities for businesses that offer eco-friendly products and services, such as sustainable accommodation, locally sourced food, and environmentally friendly transportation. In addition, it promotes the preservation of the local environment by encouraging visitors to appreciate and respect the natural environment around them.

<sup>25</sup> NSW Government, February 2021, ‘A 20-year Economic Vision for Regional NSW’, p.47.

<sup>26</sup> Lamont, M., Scherrer, P., & Dimmock, K. (2021). Participant-governed networks as catalysts for sustainable transport and tourism infrastructure: the Northern Rivers Rail Trail, Australia. *Tourism Recreation Research*, 1-16.

<sup>27</sup> <https://www.destinationnsw.com.au/wp-content/uploads/2020/12/nsw-ves-2030.pdf>



The GRT will provide opportunities for physical activity, social connection, cultural and culinary experiences, and connection to nature, all of which align with wellness experiences and contribute to overall health.

The project will also encourage community engagement and volunteering in Goulburn. Already there is strong volunteer support for the GRT - the 'Friends of Goulburn Crookwell Rail Trail Association' is a committed community-based group which has been active in promoting the development of the rail trail. In addition, the Goulburn Rail Heritage Centre, which offers opportunities for volunteers to become involved in local rail heritage, is expected to benefit from increased interest and engagement in rail infrastructure arising from the GRT project.

#### **NSW Regional Health Strategic Plan 2022-2032<sup>28</sup>**

The NSW Regional Health Strategic Plan includes a priority to keep people healthy through prevention, part of which involves the promotion of active and healthy living. The NSW Healthy Eating and Active Living Strategy 2022-2032 includes a priority to 'plan and build communities that include more open, green space' and 'provide better links to key destinations'<sup>29</sup>. It highlights the need for more 'footpaths, cycleways and public spaces that support active transport by making it easier for people to walk or cycle'. Furthermore, the NSW Regional Health Strategic Plan includes a 10-year deliverable to 'explore opportunities to promote active lifestyles, walking and cycling by applying healthy built environment principles and place-based planning'<sup>30</sup>. As a trail specifically catering to walkers and cyclists, and which will provide a safe active transport route for residents, the GRT project aligns closely with these objectives.

#### **Adventure Cycling Strategy NSW<sup>31</sup>**

The Adventure Cycling Strategy NSW outlines the Government's priorities to support the industry in partnership with local government development, clubs, businesses and the wider community. Increased participation in adventure cycling activities over the last decade has created a significant opportunity to invest in quality experiences that stimulate local economies, bring communities together, and improve community health and wellbeing.

The Strategy sets the vision for the future of adventure cycling experiences in NSW. It highlights three objectives that support the realisation of this vision:

1. Strengthen the visitor economy at nationally and regionally significant adventure cycling destinations;
2. Increase access so local communities can enjoy quality adventure cycling experiences in green and public spaces; and
3. Streamline coordination, planning and delivery of adventure cycling experiences.

The GRT will directly address each of the above objectives by:

- Creating a high-quality adventure riding experience, thereby increasing the attractiveness of the Goulburn area as a destination for adventure riders, increasing visitor spending and creating jobs.
- Creating a safe and enjoyable riding route that requires minimal fitness, which will encourage more community members to get outdoors and move more in green and public spaces. This will in turn lead to improved health and well-being for residents and will help build a sense of community around the trail.
- Undertaking project planning with input from stakeholders from different sectors (e.g., government, community groups and businesses), to ensure open lines of communication so that new experiences on the rail trail can be delivered efficiently.

<sup>28</sup> <https://www.health.nsw.gov.au/regional/Pages/strategic-plan.aspx>

<sup>29</sup> <https://www.health.nsw.gov.au/health/Publications/nsw-healthy-eating-strategy.pdf>, p.19.

<sup>30</sup> p.44.

<sup>31</sup> <https://www.nsw.gov.au/sites/default/files/2023-01/Adventure-Cycling-Strategy.pdf>



**Goulburn Mulwaree Council's Pedestrian Access and Mobility Plan 2023**

The Pedestrian Access and Mobility Plan promotes a pedestrian and shared path network that supports future population growth and planned developments, fostering improvements in facilities and connectivity. This can include linkages with other transport modes, such as schools, medical services, retail areas, and recreation facilities, promoting accessibility for all pedestrians, including mobility-impaired and special needs pedestrians.

The GRT aligns well with several points raised in GMC's Pedestrian Access and Mobility Plan 2023 on pedestrian and shared path networks, improving sustainability and liveability, and supporting community linkages in the Goulburn Mulwaree LGA.

GRT can also help improve travel safety for pedestrians, providing a separated and safe space away from road traffic. Additionally, the inclusion of shared path planning can provide linkages between the community and CBDs in Goulburn and townships, as well as other places such as schools, medical services, retail areas, residential areas, and recreation facilities. This can promote social interaction, community engagement, and support economic growth.

**Goulburn Mulwaree Disability Inclusion Action Plan 2021-2026<sup>32</sup>**

Goulburn Mulwaree Disability Inclusion Action Plan 2021-2026 is a strategic plan that outlines actions to promote accessibility and inclusion for people with disabilities in the Goulburn Mulwaree community. The plan focuses on four key areas: community participation, access and equity, communication, and employment.

The GRT will be designed to be accessible and will provide opportunities for people with mobility and sight impairment to participate in outdoor recreational activities. The rail trail surface will be constructed to be flat and smooth, which makes it easier for people who use mobility devices, such as wheelchairs or walkers, to navigate the trail. The rail trail is also designed to have accessible parking areas, rest areas with benches and picnic tables, and toilets that are wheelchair accessible. These amenities are important for people with disabilities to be able to use the trail comfortably and safely.

In addition, the GRT will be designed wide enough to accommodate multiple users to ensure that people using mobility devices have enough space to safely navigate the trail without feeling crowded. The trail will also incorporate Braille signage to be inclusive of people who are blind or sight impaired.

**NSW Visitor Economy Industry Action Plan 2030<sup>33</sup>**

Action 3.6 from the Industry Action Plan provides for the strategic identification, development, and promotion of recreational and tourism assets. The GRT development will provide a new recreational experience for visitors to the region, which in turn will drive visitation and support the growth of the visitor economy in the area.

The GRT project aligns with the strategy of increasing the accessibility of track and trail experiences. The GRT will be a shared-use path suitable for walkers, and cyclists of all abilities, including people using wheelchairs, mobility devices and prams.

The rail trail project aligns with the strategy of ensuring track and trail experiences are sustainable and protect the natural and cultural assets of NSW. The project would involve the rehabilitation of the disused railway line, which would improve the ecological health of the area and create opportunities for environmental education and interpretation.

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<sup>32</sup> [https://www.goulburn.nsw.gov.au/files/content/public/development/plans-strategies/gmc-disability-inclusion-action-plan-2021\\_2026.pdf](https://www.goulburn.nsw.gov.au/files/content/public/development/plans-strategies/gmc-disability-inclusion-action-plan-2021_2026.pdf)

<sup>33</sup> <https://www.business.nsw.gov.au/industry-sectors/industry-opportunities/tourism/industry-action-plan>

**NSW Rail Trails Framework 2022<sup>34</sup>**

The NSW Rail Trails Framework (the Framework) will expedite the development of Rail Trails across NSW by clarifying the proposal and approval process, as well as providing guidance for general Rail Trail operation and maintenance.

The Framework aims to:

- outline clearly and transparently how the NSW Government determines whether a Rail Trail project is viable.
- support the planning and delivery of additional Rail Trails across NSW, with a focus on delivering the best outcomes for communities.
- identify best practice approaches to the development of Rail Trails, including a recommended approach to community consultation, legislative changes, construction methods and operational models.

The Framework also identifies best practice approaches to the development of Rail Trails, including community consultation, legislative changes, construction methods, and operational models. The GRT program will adopt these approaches. Already, the development of the GRT has involved extensive community consultation to ensure that the trail meets the needs of the local community and responds sensitively to landholder needs.

Goulburn Mulwaree Council has been engaged in the rail trail since 2014, when the first feasibility study was undertaken. Best practices in rail trail construction will be adopted and previous learnings from currently constructed rail trails will assist in reducing risks to the project. Furthermore, the GRT business case has been developed with the support of the NSW Government, and the project viability has been assessed based on a range of factors, including community support, economic benefits, and environmental impacts.

**Destination Southern NSW: Destination Management Plan 2022-2030<sup>35</sup>**

The Destination Southern NSW plan identifies the need to develop and promote a range of visitor experiences that showcase the unique characters of the region, including its history, culture, natural beauty, and food and wine. The plan also emphasises the importance of working collaboratively with local stakeholders to develop and deliver high-quality tourism products and experiences.

The Plan identifies the Goulburn Rail Trail as a priority for the Southern Tablelands region, and recreational cycling in general as a regional priority. Nature and adventure trails were identified as a key opportunity for Southern NSW to position its tourism offer and connect to country towns and villages.

**South East and Tablelands Regional Plan (May 2017)<sup>36</sup>**

The Regional Plan specifically identifies capitalising on trails and experiences as a way of diversifying the regional economy through a focus on six priority growth sectors including tourism. Goulburn is identified as a strategic centre within the plan and this project supports the following objectives:

- *Goal 1: A connected and prosperous economy* - tourism is identified as a priority growth sector to diversify the economy through the sustainable use of national parks, Crown Lands, agricultural lands and other assets is listed as an opportunity. This can attract people interested in nature/eco-based experiences, agri-tourism and adventure experiences (e.g. canoeing and mountain biking).
- *Goal 3: Healthy and Connected Communities* - well-designed pedestrian and cycling options can link tourism areas. Examples in the Southeast and Tablelands include use of non-operational railway lines as rail trails (including Goulburn-Crookwell, Bungendore-Captains Flat, and Monaro).

<sup>34</sup> Department of Regional NSW, NSW Rail Trails Framework, June 2022.

<sup>35</sup> <https://dsnsw.com.au/download/southern-nsw-destination-management-plan-2022-2030/>

<sup>36</sup> <https://www.planning.nsw.gov.au/plans-for-your-area/regional-plans/south-east-and-tablelands/delivering-south-east-and-tablelands>

**Goulburn Mulwaree Community Strategic Plan 2042<sup>37</sup>**

The Goulburn Mulwaree Community Strategic Plan 2042 recognises the importance of tourism to the community's economy. The plan aims to market Goulburn as a tourist destination by highlighting the region's "unique rural character, natural environment, heritage, and culture". Strategies identified to achieve this include developing new tourism products, enhancing existing attractions, and improving tourism infrastructure and services. The plan also identifies the need to strengthen partnerships with the tourism industry and promote Goulburn as a destination for niche markets, such as heritage tourism, food and wine, and nature-based tourism.

The development of the rail trail has been identified as a key opportunity for tourism and recreation in the community. The plan sets a goal to develop a network of rail trails in the region and identifies several potential trail routes for development. The plan also recognises the importance of integrating rail trails with other tourism products and experiences, such as food and wine trails and heritage tourism.

**Southern Tablelands Regional Economic Development Strategy 2023 Update<sup>38</sup>**

The Southern Tablelands Regional Economic Development Strategy – 2023 Update is a comprehensive plan that aims to promote economic growth and development in the Southern Tablelands region of New South Wales. The strategy recognises the important role that the visitor economy and rail trail program can play in promoting economic growth and development in the region. The plan outlines several key objectives, including improving public and active transport options.

In terms of the visitor economy, it recognises the potential of the region's natural beauty, cultural heritage, and unique experiences to attract tourists. It identifies several key priorities, including developing new tourism products and experiences, improving tourism infrastructure, and enhancing the region's marketing and promotion efforts. The strategy also acknowledges the importance of working collaboratively with stakeholders across the region to maximise the benefits of tourism.

The Strategy acknowledges the potential, and the need to support the development of rail trails to promote tourism and economic development in regional areas. It identifies the need to support the development of rail trails in the region and to work with stakeholders to maximise the benefits of these trails. The strategy also recognises the importance of ensuring that rail trails are sustainable and well-managed to minimise any potential negative impacts on the environment and local communities.

**Goulburn Mulwaree Council Delivery Program 2022-2026**

The GRT aligns well with the goals of Goulburn Mulwaree Council's 2022-2026 Adopted Delivery Program to promote economic development, sustainable transportation options, enhance public spaces, and improve access and inclusion for all pedestrians.

The GRT is consistent with the goal of enhancing tourism and economic development in the region (Strategic Objectives B.2, B.3, B.5, B.6). The development of the GRT will provide new opportunities for tourism, attract visitors to the region, and support local businesses and the community at large.

The GRT is aligned with Objective A.1 of improving access and inclusion. Rail trails can provide level paths and ramps designed for accessibility, facilitating access for pedestrians with mobility impairments and special needs. Additionally, GRT will also promote the physical and mental health of residents (Strategic A.3), as demonstrated in the previous section.

GRT is consistent with Strategic Objective A.5 and A.8's goals of enhancing public spaces and community facilities. Rail trail development improves the connectivity of the region's pedestrian network and provide new opportunities for social interaction and community engagement.

<sup>37</sup> <https://www.goulburn.nsw.gov.au/Council/Integrated-Planning-Reporting#section-5>

<sup>38</sup> <https://www.nsw.gov.au/sites/default/files/2023-03/Southern-Tablelands-REDS-2023-Update.pdf>

**National Obesity Strategy 2022-2032<sup>39</sup>**

Australia has one of the highest obesity rates in the world, ranking fifth among OECD countries in 2017-19, with a third (31%) of Australian adults suffering from obesity. Around 14 million Australians are obese, and one in four children are overweight. The National Obesity Strategy 2022-2032 proposes to reduce overweight and obesity rates in children and young people aged 2-17 years by at least 5% by 2030<sup>40</sup>. The Goulburn region has a higher proportion of adults and children who are overweight, obese and physically inactive than New South Wales.

Rail trails are an accessible form of exercise and recreation because they are often free, spontaneous, and readily available to all. In particular, off-road cycling opportunities appeal to families who would otherwise avoid cycling with their children on roads shared with vehicles. Participation in off-road activities improves physical and mental health and assists in the prevention of many chronic diseases, including cardiovascular disease, dementia, and type 2 diabetes.

Research by Australian Transport Assessment and Planning shows that for Australian adults aged 18 and over, the monetary value of the health benefits of walking in 2013 was \$2.77/km and the monetary value of the health benefits of cycling was \$1.40/km<sup>41</sup>. Based on the latest ABS CPI data, the health benefits of walking and cycling in 2022 are calculated to be \$3.41 and \$1.72 per km respectively.

The Narrabeen Lagoon Trail in northern Sydney, NSW, is a multi-use recreational walking and cycling loop trail. The trail has been open since February 25, 2015, and has seen a 200% to 340% increase in pedestrians and cyclists following project completion. The trail also increased children walking and cycling in the area by 7%. Of the former users, 48% reported doing more physical activity on the trails<sup>42</sup>. More than 67,000 visits are expected to be made to the GRT each year, including a percentage of children.

## 2.4 EXPECTED OUTCOMES

The GRT has been estimated to generate 41,500 tourism visits annually to the region, a combination of new day trippers, new overnight visitors and existing overnight visitors prompted by the trail to increase their length of stay.

**Economic impact**

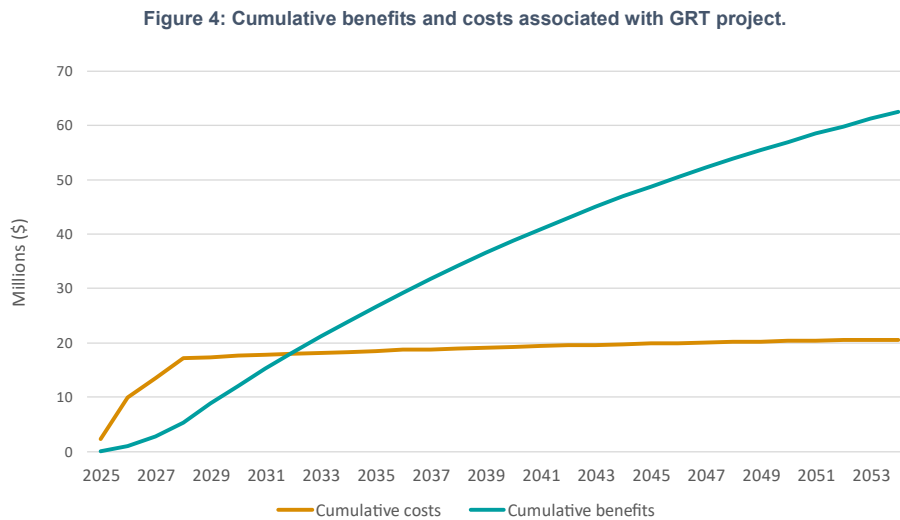
The project will generate significant economic benefits for the region and the state. Over a 30-year operating period, total undiscounted benefits are expected to amount to \$86.8 million. A net present value of \$41.9 million is expected to be achieved, with benefits exceeding costs from 2036.

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<sup>40</sup> Department of Health and Aged Care. (2022). National Obesity Strategy 2022-2032.

<sup>41</sup> Australian Transport Assessment and Planning, Active Travel Estimation of Benefits.

<sup>42</sup> Grunseit, A., Crane, M., Klarenaar, P., Noyes, J., & Merom, D. (2019). Closing the loop: short term impacts on physical activity of the completion of a loop trail in Sydney, Australia. *International Journal of Behavioral Nutrition and Physical Activity*, 16(1), 1-12.



Other benefits of the proposal include:

**Social, health and wellbeing benefits:**

- Increasing the liveability of the region, assisting to attract new and retain existing residents.
- Reducing community health costs through active community participation and time spent outdoors.
- Provision of a diversity of recreation and tourism opportunities.
- Provision of accessible and low-cost active recreation infrastructure.
- Provision of safe settings for individual or group activities.
- Developing and fostering partnerships between landowners, local government, community, and user groups.
- Linkages for people and places, connecting communities through recreation and tourism; and opportunities for social interaction.
- Expansion of mobile phone coverage in the area.
- Family friendly, safe, all abilities.

**Environmental and cultural heritage benefits:**

- Experiences that offer opportunities to understand the natural and cultural environment, including the region’s Aboriginal connections and history.
- Enhance the natural environment through appropriate trail design, landscaping and habitat protection or enhancement.
- Preservation/restoration/documentation of early rail history infrastructure
- Use of trails to assist with fighting fires in inaccessible places
- Weed control on the current rail corridor

## 2.5 STAKEHOLDER & COMMUNITY SUPPORT

Community consultation is a major component of the planning process for any rail trail project and consultation for the full Goulburn to Crookwell Rail Trail commenced in 2008 with the following activities:

- 2008 - Upper Lachlan Tourist Association contacted all landowners adjoining the rail corridor outlining the concept of the Rail Trail.

- 2008/2009 - Goulburn Mulwaree Councillors visited properties along the rail corridor to assess the adjoining owners concerns.
- 2012 - Southern Tablelands Cycling sent advisory letters to all adjoining landowners along the corridor to give information about a rail trail and to invite feedback. This was done as part of a Feasibility Study on cycle tourism that Southern Tablelands Cycling completed for the Goulburn Mulwaree Council and Upper Lachlan Council.
- 2014 – Consultation arising from preparation of the Goulburn Crookwell Rail Trail Feasibility Study
- 2018 – Town Hall meeting in Goulburn, in which written submission from local residents indicated 55% supported the rail trail and 39% objected to the closure of the rail line (more details provided below).

Goulburn Crookwell Rail Trail Inc developed from a working party of elected representatives from Goulburn Mulwaree and Upper Lachlan Shire Councils, Council staff and community representatives, with the objective of promoting the benefits of and supporting the project's establishment. Since 2014, this group has conducted further consultation activities, including:

- Preparation of a stakeholder database and inviting submissions on the project.
- Correspondence sent to all 178 adjoining landowners in the Goulburn Mulwaree and Upper Lachlan LGA's outlining the proposal.
- Reports to Councils to assist in distributing information about the Goulburn Rail Trail.
- A comprehensive program of one-on-one discussions on-site with adjoining landowners.
- 'Open house' community consultation in Goulburn & Crookwell (28 hours over four days).
- Project publicity (newsprint, radio, internet).
- Business community surveys (2) of approx. 4,500 residents of Upper Lachlan Shire Council.

In terms of the critical group of stakeholders who own property adjoining the proposed route, of the 178 people affected, 146 have been consulted directly to date. This process was temporarily halted in 2016, pending confirmation of project funding. At that time, of the 146 affected owners contacted, only 6% were opposed to the project.

In association with submission of an initial funding application for the proposal in 2015 a wide selection of organisations were contacted regarding their support for the project and these letters, emails and a petition have been included as Letters of Support 2014. As evidence of ongoing support for the project the following updated letters of support have also been supplied from key representatives and organisations (Letters of Support). Further stakeholder communication was undertaken as part of a grant applications to the State and Federal governments for funding in 2021.

Consultation undertaken for the Goulburn Crookwell Rail Trail in 2014 involved a number of public open houses and onsite visits. Most of the opposition arose from landowners whose properties adjoined or was dissected by the rail trail route. Much of this was concentrated in Upper Lachlan Shire, which as a contributing factor to this council withdrawing support for the project in 2022.

The Goulburn Rail Trail working party was formed so that the Goulburn Mulwaree Council could be proactive in promoting and pursuing the rail trail within the LGA. Furthermore, the individual consultation process will be engaged as part of the fully funded project, and all community members will be provided with the opportunity to comment on the detailed designs. Special attention and time will be spent with landowners adjacent to the rail line. A generous period of time for these activities has been allocated in the project program.

A biosecurity Risk Assessment Report specific to the Goulburn-Crookwell Rai Trail (GRCT) was prepared and adopted in August 2021. The report was based on the work done by the Murray Local Land Services Assessment of 2017, which was prepared for the successful Tumbarumba-Rosewood Rail Trail, and provides and accepted template for other Rail Trail proposals in NSW. The GCRT committee consulted widely with Local Land Services and other relevant experts in producing this site-specific report, which can be adapted and applied now to the Goulburn Rail Trail proposal.

### Opposition to the rail trail

Much of the opposition to the rail trail has come from landowners whose properties are adjacent to or dissected by the rail trail. Some of these concerns relate to:

- Rail trail users potentially trespassing on adjacent private land, with risks of vandalism, theft and fire
- Biosecurity concerns from dogs, soil from shoes and tyres spreading disease to livestock and plants
- Loss of privacy for adjoining landowners
- Interference with farming, such as spooking cows and sheep, distress from trail users seeing farming activities – disruption to established farm management practices – stock movements, access to water, spraying and cropping
- Litter and toilet waste
- Land value declines
- Risk of potential liability if trail users move onto farmland and are injured
- Fencing for the trail trial potentially splitting some paddocks into two.

Most of these concerns have arisen with previous rail trail projects, and these problems have been able to be addressed. Some of these matters can be controlled with good planning, for example the NSW Government's *Strategic Risk Assessment: Biosecurity Risks Associated with Rail Trails* considers risk treatment options such as rubbish bins, wash-down areas for wheels at the trailhead and signage about food scraps, human waste and people who have been overseas in the last seven days and concludes that these will be sufficient to reduce risks.

Some of these concerns have not been problems on established rail trails, for example properties adjacent to rail trails in the US have higher values, and crimes around rail trails in Australia have been minimal and unrelated to rail trails. Fire and weed management plans, planting dense trees and shrubs between the trail and private homes, barriers at trail heads to prevent motor vehicle access except for ambulances and provision of bins, toilets and seating can assist with some other concerns.

In addition to these concerns, some residents had hoped that the rail line could be used for historic train rides; however, work to deliver such plans has not progressed.

### NSW State Government community consultation

The NSW Department of Premier and Cabinet facilitated formal consultation on the potential closure of the disused Goulburn-Crookwell railway corridor. The consultation involved a public session held in Goulburn (19 February 2018) and an invitation for public feedback was issued seeking email or written submissions for those unable to attend in person.

The aim of the community consultation was to:

- allow the NSW Government to assess whether there is community support for the potential closure of a section of the rail line to progress the Goulburn Rail Trail (GRT) project, and the entire rail line to enable the development of other rail trail projects in this region; and
- share information and gain understanding of local perspectives, opportunities and concerns in relation to the proposed rail trail.

A total of 178 people attended the consultation session. Attendees known to own land directly adjacent to the proposed rail trail numbered 46 people (representing 26% of attendees).

Of the questions raised, a large proportion (87%) were focussed on specific aspects of the GRT project. As specifics of the proposed project (or other potential future proposed projects) were not available, in many cases definitive answers could not be provided and instead answers reflected the NSW Government's general position or approach. These questions will be addressed in detail, when the project develops into the next steps as per the NSW Framework (i.e., Stage 3, Construction Stage)

### 3 ANALYSIS OF THE PROPOSAL

#### 3.1 OBJECTIVES & INDICATORS

The below table outlines the key issues to be addressed through the proposal. A more comprehensive list of problems and benefits is included in Section 2.2.

Table 3.1: Proposal objectives

Key problem/issue	Key proposal objective	Key success indicator
Goulburn does not have new attractors to rebuild its tourism industry after COVID-19, especially in nature tourism.	Goulburn Mulwaree LGA needs to prioritise efforts to attract visitors and rebuild its tourism industry in a way that is sustainable and beneficial to the local community. As with most of Australia, Goulburn’s tourism industry was hard hit by the pandemic and annual visitor numbers are yet to return to pre-COVID levels. The GRT presents an opportunity to use existing infrastructure to tap into the growing nature-based tourism market and attract new visitors to the region.	Ongoing growth in visitors to the GMC area, in line with projections from the GRT feasibility study.
Residents of Goulburn Mulwaree (and NSW) are not active enough for good health.	The GMC area has a higher percentage of overweight, obese, and inactive people than the NSW average, as well as a greater prevalence of long-term health conditions causally linked with physical inactivity, including mental health conditions. As an outdoor recreation space which will encourage and facilitate physical exercise, the GRT will help to improve physical and mental health in the region.	Improvement in GMC (and NSW) health statistics, particularly in the proportion of people too sedentary for good health and the prevalence of health conditions causally linked with physical inactivity.

#### 3.2 THE BASE CASE

The base case scenario is one in which the NSW Government contributes no funding towards the GRT, and the project does not proceed. This option has no financial costs associated with it (maintenance of the rail corridor in its current state is undertaken by UGL which has a contract with the NSW State Government), but will however impose significant economic and social costs to the Goulburn Mulwaree community and rest of NSW as all problems stated above (also see Section 2.2) will not be addressed under the base case.



## 3.3 INFORMATION ABOUT THE PROPOSAL

### 3.3.1 SCOPE OF WORKS

#### **Location and scale**

Goulburn Mulwaree Council are proposing the transformation of the existing rail corridor within the Goulburn Mulwaree LGA into an accessible walking and cycling trail that extends just over 25km from Peter Mowle Reserve to Graywood Siding Road (refer to Plans 1 and 2).

Trailheads will be developed along the proposed route, at Peter Mowle Reserve in Goulburn and at Norwood Siding, The Forest Siding, and Graywood Siding Road (the trail's western terminus). The rail trail will link to the existing Wollondilly RiverWalk (as well as under-construction extensions of the RiverWalk) which will create synergies between the Goulburn urban centre and the rail trail, facilitating use of the trail as a means of active transport as well as recreation and exercise.

#### **Trail construction**

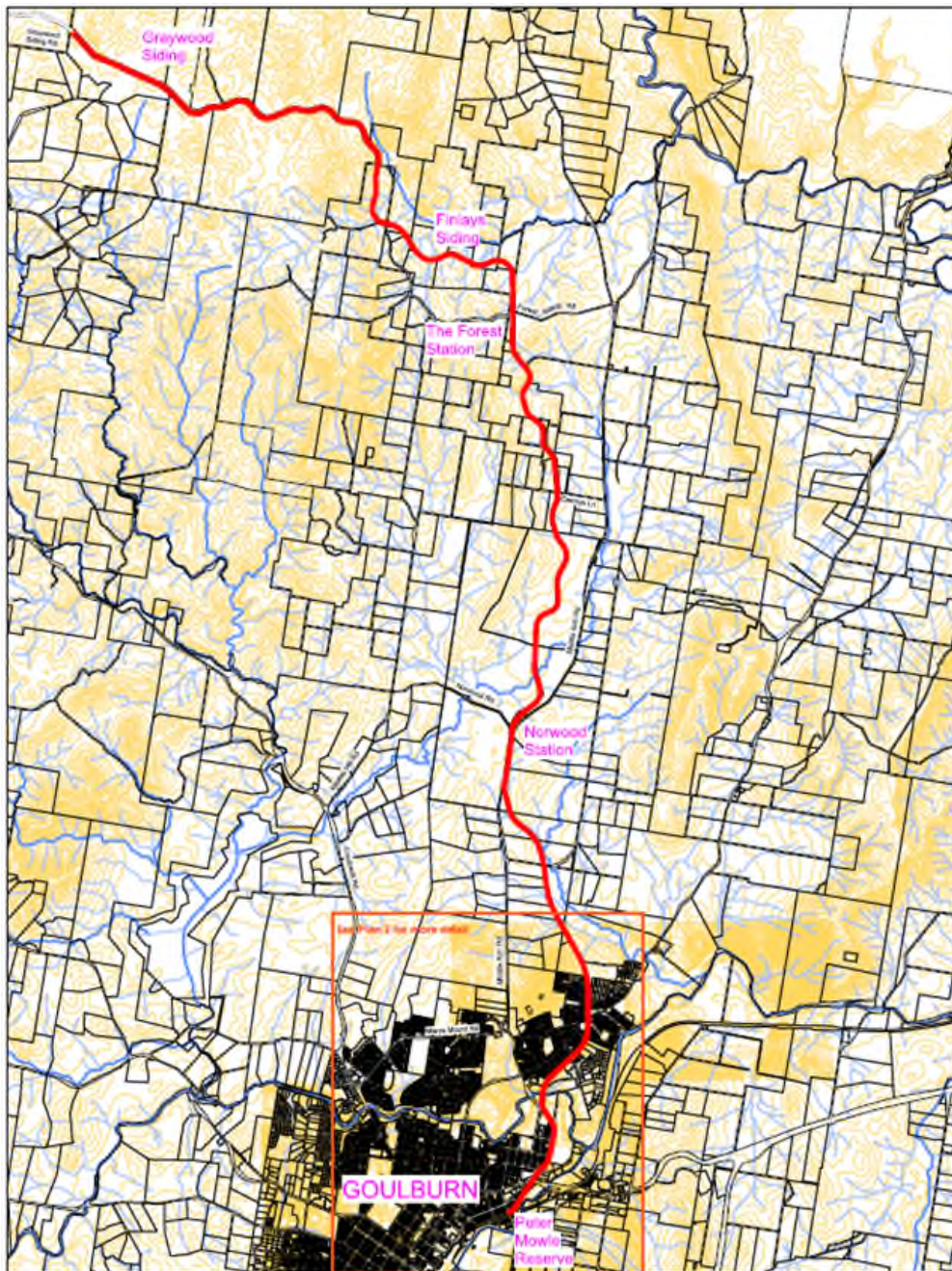
The GRT is proposed to be completed (and opened) in stages:

- Urban links: Extension of the Wollondilly RiverWalk and links with Peter Mowle Reserve and the start of the GRT (sealed track, 1.2km).
- Stage 1: Goulburn City to Norwood Siding (sealed track, 8.3 kms)
- Stage 2: Norwood Siding to The Forest Siding (unsealed track, 7.1 kms).
- Stage 3: The Forest Siding to Graywood Road siding (unsealed track, 9.8 kms)

The GRT proposal involves construction of sealed and unsealed sections of level track, which will entail stripping of top soil, boxing out, cleaning side drains, compacting subgrade, filling with road base, levelling, trimming, shaping, and compacting. Some sections of the proposed route will be made into a concrete trail to link with existing concrete walking paths.

The construction of the rail trail will also require the removal of the existing steel railway track. This may be a cost to the project but is more likely to be cost-neutral, i.e., the costs of removing the rail (by a commercial contractor) can be offset by the resale of the steel track. Therefore, the costs of track removal have not been modelled in the economic and financial analysis below.

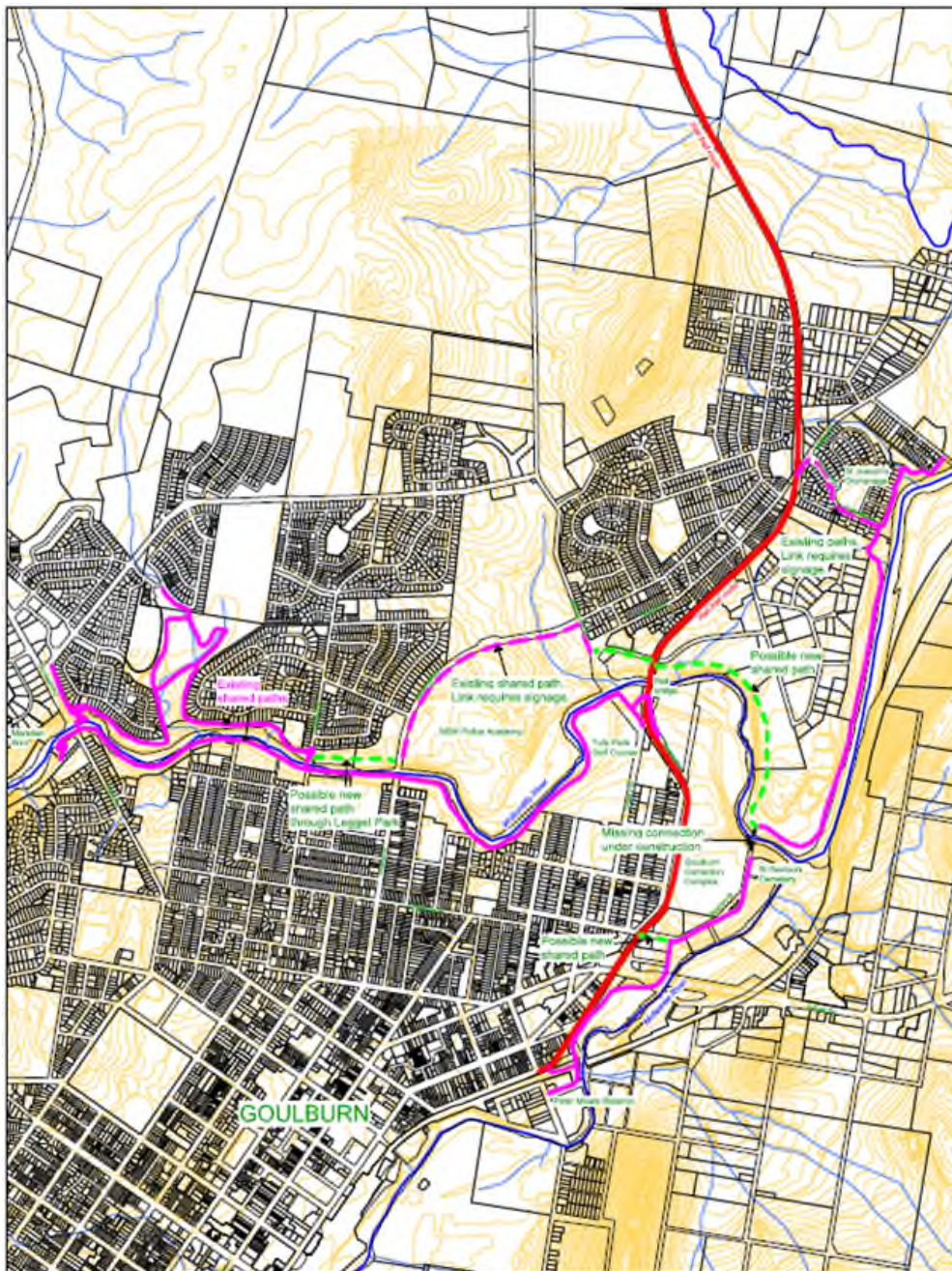
Figure 5: Proposed GRT route



Source: Mike Halliburton and Associates



Figure 6: Urban pathway connections with GRT



Source: Mike Halliburton and Associates

### 3.4 PROJECT COSTS

#### 3.4.1 CAPITAL COSTS

The base cost estimate is inclusive of direct construction costs, as well as costs associated with design, approvals, and project management. The contingency includes an allowance for additional construction costs.

Table 2: Projected capital costs inclusive of contingency (\$'000s)

Stage	2024-25	2025-26	2026-27	2027-28	Total
Base cost estimate	\$1,815.8	\$6,466.2	\$2,880.3	\$3,235.3	\$14,397.6
Contingency	\$511.5	\$2,150.0	\$1,052.7	\$1,195.2	\$4,909.4
Escalation	\$139.6	\$517.0	\$236.0	\$265.0	\$1,157.6
<b>Nominal cost</b>	<b>\$2,466.9</b>	<b>\$9,133.2</b>	<b>\$4,169.0</b>	<b>\$4,695.5</b>	<b>\$20,464.6</b>

Source: Mitchell Brandtman; Mike Halliburton and Associates.

#### 3.4.2 ONGOING COSTS

Ongoing costs include day-to-day maintenance of the trail and ongoing provisioning for asset renewal. The below table outlines these ongoing costs, excluding price escalation.

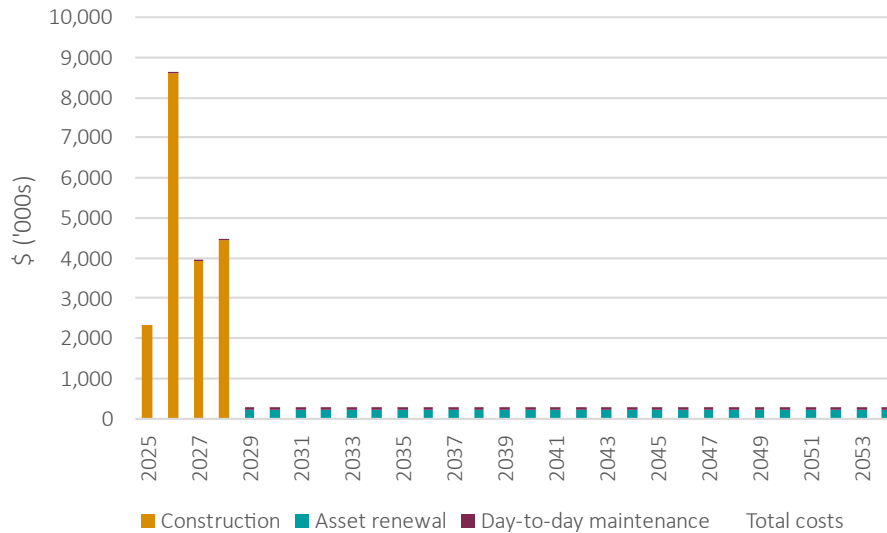
Table 3: Projected ongoing costs (\$000s)

Year	2024-25	2025-26	2026-27	2027-28	2028-29 onwards	Total (first 5 years)
Maintenance	\$0.0	\$2.9	\$23.1	\$40.2	\$61.2	\$127.4
Asset renewal	\$ -	\$ -	\$ -	\$ -	\$232.6	\$232.6
						\$360.0

Source: Mike Halliburton and Associates.

Figure 7 shows project costs over a 30-year period. Most of these costs (71.7%) will take place in the first four years during project construction. Ongoing maintenance and asset renewal costs amount to around \$293,700 per year.

Figure 7: Costs associated with the GRT (2025-2054)



### 3.5 COST-BENEFIT ANALYSIS (CBA)

The cost-benefit analysis (CBA) builds on the data gathered and assumptions made in the GRT feasibility study conducted by Mike Halliburton Associates. The following CBA Framework has been developed:

Table 4: CBA Framework

Costs/Benefit Category	Recipient	Cost/Benefit Drivers
<b>Quantitative assessment</b>		
Project costs	Government	Construction, maintenance, and renewal of the trail.
Tourism benefits	Businesses / Community	Portion of increased tourism expenditure which translates to increased wages and profit for NSW workers and businesses
Consumer surplus	Users	Value of the trail to users, i.e., enjoyment benefits.
Health benefits	Users / Government	Health benefits from increased physical activity as a result of access to the trail.
<b>Qualitative assessment</b>		
Safety benefits	Community	Qualitative – reduced road accidents through the creation of a safe off-road active transport route.
Education benefits	Community	Qualitative – creation of a space where school children (and adults) can learn about history - including First Nations history and culture - botany, and agriculture, and practice bike riding.
Heritage benefits	Community	Qualitative – increased interest and awareness in Goulburn’s rail history, linking to Goulburn Rail Heritage Centre.
Social & wellbeing benefits	Community	Qualitative – creation of an accessible gathering space where the community can connect with friends and family; increased volunteering

Costs/Benefit Category	Recipient	Cost/Benefit Drivers
		opportunities, including through community groups involved in trail maintenance and support.
Infrastructure benefits	Community	Qualitative – expansion of mobile phone coverage in the region.

The following assumptions have been applied in the CBA:

Table 5: General CBA Assumptions

Discount rate	NPV (\$millions)
Discount Rate (real)	5% <sup>43</sup>
NPV	FY2024
Operational Period	Commencing FY2025
Evaluation Period	30 years <sup>44</sup>

Source: SGS Economics and Planning, 2023

### Cost items – inputs and assumptions

The items presented below reflect the incremental costs attributable to the project.

#### Capital costs

Capital costs of \$19.3 million (excluding inflation escalation) over four years from 2024-25 have been assumed, based on estimates from the GRT feasibility study. This encompasses construction costs (materials and labour), project management fees, costs associated with design and approvals, and a contingency, allowing for a possible increase in the cost of construction materials.

#### Maintenance

GMC will need to allow for ongoing maintenance costs of \$61,150 per year once the rail trail is operational. This value assumes that all maintenance will be undertaken by council; however, the GRT may draw a group of volunteers to perform basic maintenance which will reduce the cost burden to government.

Volunteer and community groups are often involved in maintaining recreational infrastructure - this has been the case for several trails around Australia and overseas.<sup>45</sup> The Tumbarumba Men’s Shed, for example, volunteered time and resources for construction of rail trail assets such as rebuilding original station buildings and restoring/remanufacturing platform signs and loading platforms at the Tumbarumba Rosewood Rail Trail. Similarly, the Lilydale to Warburton Rail Trail has an active community group which assists with revegetation and restoration work, among other activities. In WA, over 85% of the Munda Biddi Trail and over 80% of the Bibbulman Track are maintained by volunteers.

#### Asset renewal

Asset renewal costs of \$232,500 per year have been provisioned from the time of the project’s completion in FY2026-27. This includes the replacement of major assets over time, such as the replacement of fencing, surfacing, and bridges.

<sup>43</sup> NSW Treasury, 2017, NSW Government Guide to Cost-Benefit Analysis (TPP17-03).

<sup>44</sup> Standard appraisal period for infrastructure and capital investment projects.

<sup>45</sup> GRT Feasibility Study, 2023, Mike Halliburton Associates.

**Benefit items – inputs and assumptions**

The items presented below reflect the incremental benefits attributable to the project, over and above the base case.

**Tourism benefits**

Each new visitor who comes to or extends their stay in NSW because of the GRT, will inject new spending (on food, accommodation, transport, etc.) to the NSW economy.

**Business surplus** represents the portion of additional tourism expenditure that is a direct benefit to NSW businesses. In other words, producer surplus equates to new visitor expenditure minus the costs of producing the goods and services which new visitors are consuming. **Labour surplus** represents the additional demand for labour resulting from increased tourism expenditure. Labour surplus equates to the estimated wages paid to workers with the existence of the GRT, minus what would have been earned in the absence of the project.

The GRT feasibility study reviewed tourism boosts associated with other recreational trails around Australia and New Zealand, including the Bibbulmun Track, the Tumbarumba Rosewood Rail Trail, the Northern Rivers Rail Trail, and the Great Rides of New Zealand (a network of 22 trails). Comparing these sites to the GRT and existing visitation data for the GMC region, it was estimated that up to 41,500 additional visits may be made to the region expressly for the purpose of visiting the GRT. Table 6 outlines the estimated visitation uplift associated with the GRT and estimated tourism spends (based on the latest Tourism Research Australia (TRA) data).

Table 6: Estimated additional tourism expenditure attributable to the GRT.

	Additional annual visitors resulting from the GRT	Estimated spend per visit	Additional annual tourism expenditure
New day trippers resulting from the trail	35,000	\$161.04	\$5,636,400
New overnight stays	500	\$233.33	\$116,665
Day trippers converting to overnight stays	2,000	\$72.29	\$466,660
Overnight stays extended by a day	4,000	\$233.33	\$933,320

Source: Mike Halliburton Associates,2023

This economic analysis is concerned only with those visitors who come from outside NSW, as NSW residents who visit the GRT are assumed to still spend money on goods and services within NSW, leading to no change in the State’s producer surplus (this is simply a transfer of where their spending occurs).

Therefore, it has been conservatively assumed that **20 per cent** of additional GRT visitors are interstate (or international) visitors. While this aligns with the latest TRA data, it likely underestimates the actual number of interstate visitors who will use the trail. Goulburn’s close proximity to Canberra, a city with a high propensity for cycling, means that there will likely be substantial visitation from ACT residents, for example.

Of the total additional tourism expenditure flowing from interstate visitors, only a portion will be a direct benefit to NSW producers (with the rest offset by the costs of production). Similarly, only a portion of increased labour demand will represent a direct benefit to the NSW community - some of the new labour demand will be met by transfers from within the state (i.e, workers moving from one job to another for comparable pay). Based on advice from Investment NSW, the portion of interstate visitor spend attributed to business and labour surplus was estimated to be **10.1 per cent** and **6.1 per cent**, respectively.

Table 7 outlines the annual business and labour surplus associated with the above tourism expenditure. Over the 20-year evaluation period, tourism numbers are assumed to grow in line with Goulburn Mulwaree population projections.



Table 7: Annual producer surplus resulting from GRT visitor spend.

	Business surplus (annual)	Labour surplus (annual)
New day trippers resulting from the trail	\$113,855	\$68,764
New overnight stays	\$1,627	\$1,764
Day trippers converting to overnight stays	\$6,506	\$1,423
Overnight stays extended by a day	\$13,012	\$11,387
<b>Total</b>	<b>\$135,000</b>	<b>\$83,338</b>

Source: SGS Economics and Planning

### Consumer surplus

Consumer surplus is the value that an individual attaches to use or consumption of a good or service over and above its price<sup>46</sup>. Consumer surplus captures the benefits that users will derive from the GRT and the value in having the trail available as a resource for recreation.

Consumer surplus has been estimated using the opportunity cost principle. That is, the value derived by GRT users would be at least equal or greater than the leisure time they forego. In other words, the value of leisure time has been used as a proxy for the consumer surplus that users place on the trail.

This is a conservative approach to valuing the utility associated with recreational trails. Some international studies have sought to specifically value users’ willingness-to-pay for recreational trails, and these values have generally been higher than the value of leisure time captured here. For example, Betz et al. (2014) captured consumer surplus for rail trails in the US through a contingent valuation approach, which yielded willingness-to-pay values between US\$18.46-US\$29.23 (approximately \$25-\$40 AUD)<sup>47</sup>.

Table 8 outlines the assumptions and inputs used in the valuation of consumer surplus.

Table 8: Consumer surplus valuation assumptions

Parameter	Value	Comment
<b>General</b>		
Value of leisure time (hour)	\$19.79	Australian Transport Assessment and Planning (ATAP) value travel (leisure) time at 40% of seasonally adjusted full time average weekly earnings.
<b>Local users</b>		
Local visits	25,900	Equivalent to the population within a 30-minute congestion-free travel time catchment, validated with local visitation assumptions from the GRT feasibility study.
Avg time spent on trail per visit	1 hour	Conservative estimation derived from GRT feasibility study.
<b>Intrastate users</b>		
Intrastate visits	33,200	Inclusive of day-trippers and overnight stays, derived from GRT feasibility study and Tourism Research Australia visitation data.
Avg time spent on trail per visit	2 hours	Conservative estimation by SGS.

<sup>46</sup> Abelson (2014): NSW Treasury Issues Paper.

<sup>47</sup> Betz, Bergstrom, and Bowker, 2014, A Contingent Trip Model for Estimating Rail-trail Demand, Journal of Environmental Planning and Management.



**Health benefits**

As detailed in the Case for Change chapter, the GMC area has a higher percentage of overweight, obese, and inactive people than the NSW average, as well as a higher prevalence of chronic health conditions causally linked with inactivity, including depression, anxiety, and heart disease.

Fitness infrastructure, particularly walking or cycling trails, have been shown to increase the amount of time nearby residents spend engaging in fitness activities. Physically active people tend to have lower rates of chronic health conditions associated with sedentary lifestyles and typically have reduced morbidity and mortality, and thus impose lower costs on the health system and society more broadly.

The health sector benefits of the GRT have been quantified through an assessment of the value of an hour of physical exercise. Table 9 outlines the assumptions and inputs used in this analysis.

**Table 9: Health benefit valuation assumptions**

Parameter	Value	Comment
<b>General</b>		
Benefit per hour of cycling	\$26.90	Australian Transport Assessment and Planning (ATAP) weighted per km value of cycling and indexed to current financial year value, applied to an estimated travel speed of 15km/hr.
Benefit per hours of walking	\$10.65	Australian Transport Assessment and Planning (ATAP) weighted per km value of walking and indexed to current financial year value, applied to an estimated travel speed of 3km/hr.
<b>Local users</b>		
Local visits	25,900	Equivalent to the population within a 30-minute congestion-free travel time catchment, validated with local visitation assumptions from the GRT feasibility study.
Avg time spent on trail per visit	1 hour	Conservative estimation derived from GRT feasibility study.
<b>Intrastate users</b>		
Intrastate visits	33,200	Inclusive of day-trippers and overnight stays, derived from GRT feasibility study and Tourism Research Australia visitation data.
Avg time spent on trail per visit	2 hours	Conservative estimation.

**Qualitative benefits**

There are several benefits which are likely to arise from the project which were not quantified for the purposes of this analysis. These include:

**Safety benefits**

In 2021, bicycle riders represented 23% of NSW road accident hospitalisations and 2.7% of NSW road deaths<sup>48</sup>. Across Australia, over 80% of cyclist hospitalisations and 60% of cyclist fatalities were a result of a collision between a cyclist and a light vehicle, such as a car.<sup>49</sup> As an off-road walking and cycling route, the GRT will help residents, including commuters, to traverse the region entirely separated from motor vehicles, thereby improving road safety and reducing the risk of accidents.

<sup>48</sup> Transport for NSW, Centre for Road Safety, <<https://roadsafety.transport.nsw.gov.au/staying-safe/bicycle-riders/>>

<sup>49</sup> BITRE, Australian cycling safety: casualties, crash types and participation levels.

The GRT may also encourage more people to take up cycling as it will alleviate concerns around safety, which is a major barrier preventing people from cycling more often<sup>50</sup>. This in turn has the potential to increase physical health benefits, as more people will feel comfortable to engage with the GRT as an active transport option, and generate environmental benefits through fewer cars on the road.

#### **Heritage benefits**

The development of the rail network was an important part of Goulburn's heritage. The GRT project will provide opportunities for locals and visitors to learn about the area's rail history through the preservation of stations and rail sites as markers along the rail trail. In turn, this will generate increased interest and awareness around Goulburn's rail history, potentially leading to greater visitation at the Goulburn Rail Heritage Centre and additional income towards its upkeep.

#### **Educational benefits**

The GRT will be a safe and accessible space where school students can practice bike riding, as well as learn about history, botany, native animals, and agriculture. This will support formal education by providing schools with an additional space for excursions and field trips, while also facilitating natural learning by providing opportunities for children (and adults) to explore Goulburn's history and physical environment on the trail.

The GRT will additionally facilitate and encourage education around the region's First Nations history and culture. The Goulburn area was a meeting place for many traditional Aboriginal peoples, including the Mulwaree, Tarlo, Burra Burra, Wollondilly, Wiradjuri, Gundungurra, Dharrook, Tharawal, Lachlan, Pajong, Parramarragoo, Cookmal and Gnunawal. Evidence remains of sites where stone tools were made and great corroborees were held.<sup>51</sup>

#### **Social & wellbeing benefits**

Shared use trails are popular community gathering spaces where friends and family can connect, catch up, and engage in recreational activities. Social connection and time spent in nature are both important facets of wellbeing, helping to reduce feelings of isolation, loneliness, stress, and anxiety. The GRT will be accessible to people of all ages and abilities (being flat and wide enough to support use by children and those requiring mobility assistance), which will help to increase the number of outdoor recreation offerings available to families and less-abled residents.

In addition, the GRT is likely to foster community connection through increased volunteering. The GRT already has a vocal and enthusiastic 'friends of the trail' community group, which is likely to grow in popularity as the trail is developed and completed. The Goulburn Rail Heritage Centre is also expected to grow in popularity as a result of the increased interest in rail heritage generated through the GRT project, which could in turn lead to increased volunteer engagement by local community members.

#### **Infrastructure benefits**

Construction of the GRT will require improvement in mobile coverage in the region. This will provide ongoing benefits to residents and visitors, including potentially improving access to internet services across the area and ensuring the safety of those using the trail.

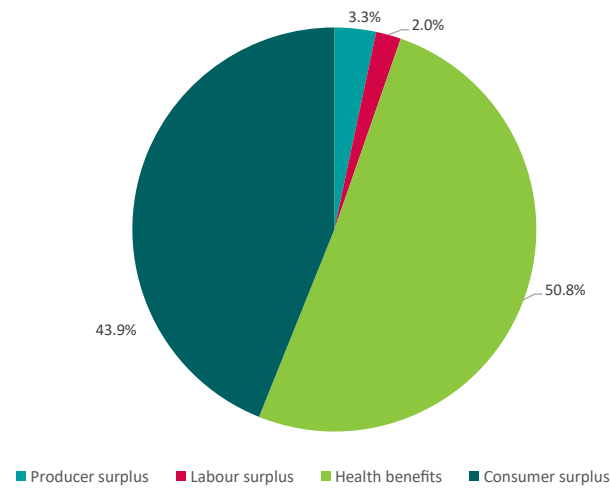
<sup>50</sup> Pearson et al., 2021, 'The potential for bike sharing across entire cities: Quantifying spatial variation in interest in bike riding', *Journal of Transport & Health*, vol. 24, March 2022.

<sup>51</sup> NSW Aboriginal Housing Office, Goulburn.

**Benefit breakdown**

Figure 1 below presents the breakdown of quantitative benefits. Most benefits come from consumer surplus and health benefits (50.8% and 43.9%, respectively), while producer surplus and labour surplus contribute minimally (3.3 and 2.0%, respectively).

Figure 8: Breakdown of quantitative benefits (% of total benefits)



**Results**

The costs and benefits have been calculated for the period of FY2024-25 to FY2053-54. The results are presented in **present value** terms, which represents the current value of all future cost and benefit streams, based on a 5 per cent per annum discount rate. This reflects the fact that benefits realised today are more valuable than otherwise equivalent benefits realised in the future.

The key performance indicators of CBA are:

- Net Present Value (NPV) - measures the difference between benefits and costs, while accounting for their varying timing. A project with an NPV greater than zero indicates the present value (PV) of benefits exceeds the PV of costs and is considered economically viable.
- Benefit-cost ratio (BCR) - measures the benefits received per dollar of project costs and is used to indicate value for money. BCR is calculated by dividing the PV of all benefits with the PV of all costs. A project with a BCR greater than one means the PV of benefits exceeds the PV of costs and is considered economically viable.

Table 10: Cost-benefit analysis results

CBA Elements	Values (\$M)
PV of Benefits (\$M)	\$62.49
PV of Costs (\$M)	\$20.60
Net Present Value (\$M)	\$41.89
Benefit Cost Ratio (BCR)	3.03

The results of the CBA indicate that investment in the GRT project will yield a positive return for NSW. For every dollar invested in the project, the NSW community will receive a benefit of \$3.03 as a result.

**Sensitivity testing**

The CBA depends on a range of assumptions, both in terms of financial parameters (such as discount rates) and cost and benefit assumptions. The below sensitivity analysis has been undertaken to test potential impacts on economic viability should certain assumptions vary:

- An alternative discount rate of three and seven per cent;
- Visitation estimates reduced by 20 per cent and increased by 20 per cent;
- Operating costs reduced by 20 per cent and increased by 20 per cent.

The sensitivity analysis indicates that the performance results are stable when underlying assumptions are changed, with the BCR ranging from 2.5 under a worst-case scenario (visitation decreased 20% and operating costs increased 20%) to 3.6 under a best-case scenario (visitation increased 20% and operating costs decreased 20%).

Table 11: Sensitivity analysis

Discount rate	NPV (\$M)	BCR
Discount rate 3%	\$60.64	3.68
Discount rate 5%	\$41.89	3.03
Discount rate 7%	\$29.19	2.54
Visitation - 20%	\$32.71	2.59
Visitation + 20%	\$51.07	3.48
OPEX - 20%	\$42.60	3.14
OPEX + 20%	\$41.18	2.93
Best case scenario (Visitation +20%, OPEX -20%)	\$51.77	3.60
Worst case scenario (Visitation -20%, OPEX +20%)	\$32.01	2.50

**3.6 FINANCIAL APPRAISAL**

A financial appraisal was prepared to assess the financial performance of the project. The financial appraisal draws from the cost estimates prepared by Mike Halliburton Associates in their options analysis and feasibility study. Different to the CBA, which includes costs in today’s values, all cash flows included in the financial appraisal are in nominal terms.

The financial appraisal has been prepared over FY2024-25 to FY2044-45 and the following assumptions have been applied:

Table 12: General FA Assumptions

Framework Elements	Values
Discount Rate <sup>(A)</sup>	6.3% <sup>52</sup>
Escalation Rate <sup>(B)</sup>	2.5%

<sup>52</sup> IPART Weighted Average Cost of Capital, Biannual Update, February 2023.

Framework Elements	Values
Evaluation & Operating Period	30 years

The financial performance of the project over the full evaluation period is shown in Table 13.

Table 13: Financial appraisal findings, 20-year period

	Value (\$M)
Revenue	N/A
Costs	53.0
Project net position	-53.0
NPV at nominal discount rate of 6.3%	-36.9
IRR %	N/A

The financial performance of the project over the first four years of funding is shown in Table 14.

Table 14: Financial appraisal findings, four-year period (\$'000)

	FY25	FY26	FY27	FY28	Total	NPV
Revenue	N/A	N/A	N/A	N/A	N/A	N/A
Capital cost	\$2,466.9	\$9,133.2	\$4,169.0	\$4,695.5	\$20,464.6	\$17,551.7
Asset renewal	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Maintenance	\$0.0	\$3.1	\$24.8	\$44.4	\$72.3	\$58.2
<b>Total costs</b>	<b>\$2,466.9</b>	<b>\$9,136.3</b>	<b>\$4,193.8</b>	<b>\$4,739.9</b>	<b>\$20,536.9</b>	<b>\$17,609.8</b>
Annual cash flow	-\$2,466.9	-\$9,136.3	-\$4,193.8	-\$4,739.9	-\$20,536.9	-\$17,609.8
Cumulative	-\$2,466.9	-\$11,603.2	-\$15,797.0	-\$20,536.9	-\$20,536.9	-\$17,609.8

The financial appraisal highlights that most of the project costs are incurred in the first four financial years, during the construction period. A further breakdown of capital and ongoing costs can be found in Section 3.4.

### 3.7 PROPOSED FUNDING ARRANGEMENTS

Table 15: Proposed capital funding contributions (\$'000s)

Stage	2024-25	2025-26	2026-27	2027-28	2029-30	Remaining Years	Total
Proposal capital costs							
<b>Funding sources</b>							
NSW Government (subject of this request)							
Council contributions							
Industry contributions							
Community contributions							
Other government contributions							
Other funding sources (please detail)							
<b>Sub-total</b>							

*Above detail to be completed based on funding available at the time of each grant application.*

### 3.8 FINANCIAL HEALTH & SUPPORT

The principal proponent of the project is Goulburn Mulwaree Council, a body politic of NSW, Australia – being constituted as a local government area by proclamation and duly empowered by the Local Government Act 1993 (LGA).

Council's audited financial statements for 2021/2022 will be supplied on request.

In 2021/2022 Council had turnover of \$118M and a net operating result of \$41M, or \$9.4M before grants and contributions provided for capital purposes.

At 30 June 2022 Council recorded an Unrestricted Current ratio of 2.69 which indicates a strong ability to meet its current obligations as they fall due. Council also manages its investments to ensure cash is available at all times when there are payments due. This will ensure that the cashflows can be closely managed between the receipt of funds under grand funding agreements for capital costs.

## 4 IMPLEMENTATION CASE

### 4.1 PROGRAM & MILESTONES

The Feasibility Study provides analysis of the activities to be undertaken to construct and manage the Goulburn Rail Trail. It confirms the scope of works and costs (as at 2023) and identifies the key principles which have guided development of the design. This covers significant structures, such as bridges; engineering considerations, such as drainage and erosion control; user consideration, such as signage and trailhead facilities; and adjoining landowner considerations, such as fencing and stock crossings.

It includes a section on Implementation: The Next Steps, which confirms a Trail Development Plan will be developed to detail how the Council and contractors will implement, manage and control the Trail's construction and ensure that statutory, regulatory and policy requirements are met. It provides an overview of the principal issues to be considered in this context, including preparation of Safe Work Method

Statements, environmental and other surveys and geotechnical and engineering report, and processes by which waste materials such as sleepers and vegetative material will be managed.

This Trail Development Plan will identify an implementation program for both construction and non-construction activities necessary to complete the project. It will set out actions to be undertaken to ensure the successful operation of the Trail throughout planning and development, establishment and operations and trail maturity phases.

The Trail Development Plan will be reviewed and updated when project funding is secured.

Table 4.1 sets out the recommended timeline for trail planning and development. A 27-month construction period is allowed and a 54 month project program is proposed to deliver the project in its entirety, including transfer of ownership and completion of lease documentation, detailed consultation and planning, and construction of all sections in a staged approach.

Table 4.1: Key events







Event	Start	Finish
<b>Preliminaries</b> Trail development plan	October 2023	March 2024
<b>Design Phase</b> Bridges audit, Geotech survey, Fisheries licence, Land use DA confirmation, Review in relation to State Environmental Planning Policy, Heritage Study, Conservation Management Plan, Biosecurity Assessment and Environment Assessment	March 2024	April 2024
<b>Legals</b>	April 2024	December 2024
<b>Tender Process</b>	December 2024	March 2025
<b>Trail Construction</b> <b>Clearing and construction of sections:</b> Section 1: Goulburn Trailhead to Norwood Siding Section 2: Norwood Siding to The Forest Siding Section 3: The Forest Siding to Graywood Siding Including urban pathway linkage, bridge upgrades, fencing, drainage, stock crossings/gates, signage, trailhead amenities, trail furniture, surfacing	March 2025 September 2026 June 2027	September 2026 June 2027 March 2028
<b>Handover and opening</b>	March 2028	April 2028

Goulburn Mulwaree Council has proven capacity to plan, construct, project manage and maintain infrastructure and services; and have extensive project management experience in road, cycleway and footpath construction and maintenance works with a high degree of similarity to the Goulburn Rail Trail.

In 2022/23 Goulburn Mulwaree Council planned and managed \$30M of road and footpath construction, repairs and maintenance.

Council has upgrade and maintenance plans for their sporting fields, recreational areas and pools. This includes Council adopted Management Plans, which detail long-term plans, governance arrangements, and usage, income and maintenance regimes.

Goulburn Mulwaree Council has successfully implemented the following major infrastructure projects:

-  \$50 million Highland Source Pipeline
-  \$30 million Goulburn Wastewater Treatment Plant
-  \$30 million Goulburn Aquatic and Leisure Centre
-  \$20 million Goulburn Performing Arts Centre
-  \$5 million Wollondilly Walking Track
-  \$3.6 million Towrang Bridge

## 4.2 GOVERNANCE

The current rail trail projects are being coordinated for the NSW State Government by The Cabinet Office. This department commenced operations on 1 July 2023 as one of complementary agencies replacing the Department of Premier and Cabinet. The two pilot projects (Tumbarumba to Rosewood and Northern Rivers) informed the Framework paper and address many planning and operational issues, including governance.

### **Planning and development**

For the Tumbarumba Rosewood Rail Trail, the State Government has vested construction and management responsibilities in one local government, Snowy Valleys Council. The Northern Rivers Rail Trail has adopted a similar model with construction and management responsibilities vested in three councils – Tweed Shire, Richmond Valley, and Lismore City. Goulburn Mulwaree Council will be the lead proponent for the Goulburn Rail Trail.

### **Project Management**

The following project management process is followed for projects managed by Goulburn Mulwaree Council:

1. Start up (investigation of an issue or opportunity)
2. Initiation (planning and investigation of a preferred option)
3. Delivery (implementation and management of the project)
4. Handover (certification and reporting)
5. Closure (assessment of delivery against objectives)

When projects are initiated, individual project teams are tailored to suit the size, complexity, duration and risk profile of the project. For the GRT, a governance structure with a Project Control Group will be used, which will include Goulburn Mulwaree Council's CEO, Director of Operations and Senior Grants Officer, a representative from significant funding bodies, and a representative of a community organisation. An independent project review role will be established to represent the interests of other stakeholders throughout the project implementation process. Further details of the governance structure and other processes for management of the project will be captured in a Project Management Plan, which will be developed when project funding is secured.

### **Procurement**

Council's tendering process is governed by the Goulburn Mulwaree Council Procurement Policy (June 2022), which in turn refers to Section 55 of the Local Government Act (1993) (outlining the requirements when tendering) and the Local Government (General) Regulation (2005), Part 7 – Tendering. The Policy sets out principles under which procurement will be conducted to ensure value for money, accountability to ratepayers and to provide guidance for Council staff.

When grant funding is secured and the project is approved to proceed, a Procurement Plan will be developed which details the key characteristics of the project and procurement and on the basis of this evidence recommends a procurement methodology. An Evaluation and Probity Plan will then be prepared to describe the process by which responses to the procurement request will be managed and evaluated.

### **Ongoing Management**

The NSW Rail Trails Framework details that Rail Trails will be operated and maintained by an 'operational entity' under a preferred governance model. There is no preference under this document for a single ideal governance model.

While there are a range of potentially suitable governance models, in NSW it is a requirement that the council leasing the land is the lead operating entity.

Some best practice rail trails are governed by one Council where the trail is located within the one local government area.



The other option is to appoint a Committee of Management. Committees of Management are a common management structure used for assets of this kind. Many (but not all) of these draw support from 'Friends of' groups. One of the main advantages of the Committee of Management structure is to facilitate community involvement in positions of influence, securing ongoing community buy-in for the project.

Committees of Management are generally incorporated. Incorporated Committees allow lawsuits, contracts, borrowings and tenancy agreements in the name of the Committee providing security and greater continuity.

### 4.3 KEY RISKS

In 2015 Goulburn Mulwaree Council (in conjunction with Upper Lachlan Shire Council, GCRT Inc. and community consultation) conducted a risk workshop specific to this project. At the workshop the following approach was adopted to develop the project Risk Register:

- ✚ Define individual risks
- ✚ Identify the consequences and likelihood associated with each risk (uncontrollable)
- ✚ Determine the uncontrolled risk rating (extreme, high, medium and low)
- ✚ Identify risk mitigation strategies or actions
- ✚ Re-evaluate the consequences and likelihood of each risk in light of risk mitigation strategies/actions
- ✚ Determine the controlled risk rating
- ✚ If risk rating has been adequately reduced, accept mitigation strategies or actions
- ✚ If risk rating has not been adequately reduced additional mitigation strategies/actions are required

The Risk Register has been periodically updated since 2015 and was updated again for 2023.

Risk mitigation strategies or actions included in the Register are to be implemented at various stages throughout the project to obtain an acceptable risk profile for the project to proceed.

At this stage of the project's development the most significant risks are considered to be:

- ✚ Project funding – reliance on competitive grant funding for 100% of capital costs
- ✚ Community opposition – potential for adjacent landowner opposition to significantly delay or prevent the project from proceeding; and
- ✚ Competitive construction market – scarcity of the required resources and services for the project impacting on the price paid for the works

These key risks are included in the table below.

A number of actions have been identified which are considered to be critical to management of risks associated with the project. These are listed below and will be actioned when project funding is secured.

- ✚ Liaise closely with government regarding the necessary pre-conditions for the project to proceed (closure of the rail line)
- ✚ Develop Review of Environmental Factors
- ✚ Conduct SEPP review
- ✚ Confirm DA not required
- ✚ Consultation with state Rail Heritage Branch
- ✚ Develop Stakeholder Register
- ✚ Develop Community Consultation and Stakeholder Management Plan
- ✚ Develop Quality Management Plan
- ✚ Consult with RMS via Council's Traffic Committees
- ✚ Develop Procurement Plan aligned with Section 55 LG Act
- ✚ Develop Construction Environmental Management Plan
- ✚ Conduct Pre-Construction Contamination Assessment

- ✚ Develop Biosecurity Plan. A biosecurity Risk Assessment Report specific to the Goulburn-Crookwell Rail Trail was prepared and adopted by that committee in August 2021. The report was based on the Strategic Risk Assessment: Biosecurity Risks Associated with Rail Trails prepared by Murray Local Land Services in 2017, which was prepared for the Tumbarumba-Rosewood Rail Trail and provides an accepted template for other rail trail proposals in NSW. The CGRT committee consulted widely with Local Lands Services and other relevant experts in producing this site specific report, which can be adapted and applied now to the Goulburn Rail Trail proposal.
- ✚ Develop Maintenance Plan
- ✚ Regular Status Reports throughout delivery
- ✚ Carry out regular WHS audits
- ✚ Incorporate HAZOP Workshop into detail design process
- ✚ Incorporate Safety In Design into detail design process

Table 16: Key proposal risks

Risk	Proposed mitigation	Risk rating after mitigation		
		Consequence	Likelihood	Rating
Project funding – 100% reliant on grants to fund capital costs	Carry out detailed investigation and design to confirm scope, prepare a cost plan on confirmed scope, commission Trail Network Options Report, consider staged project implementation	Severe	Possible	High
Competitive construction market makes it difficult to secure required resources and services, impacting price paid for works	Use alternative procurement methods more likely to appeal to construction sector, such as EOI or Design and Construct	Major	Likely	High
Community opposition – potential for adjacent land owner opposition to significantly delay or prevent project from proceeding	Extensive community consultation, development of a bio-security management plan, inclusion of land owners in design development re fencing and access, development of a Trail Management and Waste Management Plan, minor route amendments, consider stage implementation	Moderate	Unlikely	Medium
Planning - lack of awareness of environmental planning requirements resulting in additional planning tasks to be undertaken	Consult with Council's planning depts to identify EP&A Act requirements - engage consultant to carry out REF - Review infrastructure SEPP for applicability to project - review experience from other rail trail projects - stage corridor development - confirmation from Councils planning section that DA not required	Major	Unlikely	Medium
Failure to identify stakeholders requires additional planning and consultation to address specific stakeholder issues	Develop stakeholder register - Develop community stakeholder management plan - leverage Council's community consultation process - develop project specific publicity campaign	Major	Unlikely	Medium
Essential variations due to discrepancies in the documentation	Design review prior to awarding of tender, fortnightly contract meetings attended by contractor and clients representatives	Moderate	Unlikely	Medium

### 4.4 LEGISLATIVE, REGULATORY ISSUES & APPROVALS

The NSW Rail Trails Framework will expedite the development of rail trails across NSW by clarifying the proposal and approvals process, as well as providing guidance for general rail trail operation and maintenance.

Figure 9: Process for establishing a Rail Trail<sup>53</sup>



#### Leasing the land to the operational entity

Transport Asset Holding Entity of NSW (TAHE) will continue to own the land on which future Rail Trails are located. TAHE as the landowner will lease the land to the local council for construction, operation

<sup>53</sup> NSW Rail Trails Framework – Process for establishing a Rail Trail (June 2022)

ownership and maintenance of the Rail Trail asset for a nominal fee, with a lease length of up to 30 years. TAHE will retain ownership of the land for the following reasons:

- no land title change is required
- Rail Trails continue to be permissible and without development consent (pending the land zones) if undertaken by or on behalf of a council(s), while under NSW Government ownership
- it provides greater certainty for project proponents that decisions relating to the Rail Trail will be prioritised
- it ensures the land is retained for use as a continuous transport corridor if the Rail Trail needs to be decommissioned in the future
- it reduces the potential for time delays with the transfer of ownership to another NSW Government entity, such as Crown Lands
- it ensures minimal constraints on commercial opportunities and place activation along the Rail Trail. If ownership were transferred to Crown Lands, limited commercial activity would be permitted. Rail Trail operators across Australia and internationally have highlighted the importance of fundraising through commercial uses and place activation to support the ongoing operation and maintenance of Rail Trails
- lease discussions will generally be between the applicable Council(s) and Transport for NSW (on behalf of TAHE).

#### **Existing asset ownership**

Existing assets, such as buildings along the rail corridor, will either be retained by the NSW Government or transferred to the applicant. This will be determined on a project-by-project basis through the identification of an asset register and agreement on items the NSW Government needs to retain, and those assets along the rail corridor that might be utilised or disposed of. Existing assets retained by the NSW Government but needed for the operation of the Rail Trail may also be the subject of the lease agreement.

#### **New Rail Trail asset ownership**

New assets built by the operational entity (as lessee) as part of the Rail Trail project will be owned by the lessee. However, should the lease on the land not be renewed at the end of the period, the lessee would need to 'make good'. Make good provisions would not entail reinstating the rail line but may include removing anything built as part of the project or reaching agreement with the lessor to 'leave as is'.

#### **Rail Trail land use definition**

Rail Trails are not defined in the Standard Instrument (Local Environmental Plans) Order 2006 (Standard Instrument Order). However, Rail Trails are permissible under the Standard Instrument as the definition of 'road infrastructure facilities' includes 'road related areas' as defined under the Roads Transport Act 2013 (NSW) and a 'road related area' includes 'an area that is not a road and that is open to or used by the public for riding.

#### **Rail Trail land use zoning**

The land a Rail Trail is constructed on is zoned in accordance with its surrounding uses. While some zoning is a natural fit for a Rail Trail, for example RU2 – Rural Landscape, other zones such as B5 – Business Development are not.

Applicable land use zones along the Goulburn Rail Trail will be identified during the mapping and design phase within the Trail Options Plan and a report on the applicable zones will be reflected in the planning approval pathway section.

Pending the land use zone(s) of a Rail Trail, development carried out by or on behalf of a local council(s) for the purposes of the construction and use of a Rail Trail is permissible without development consent

under cl. 2.109(1) of the State Environmental Planning Policy (Transport and Infrastructure) 2021 (T&I SEPP).

It appears that the Goulburn Rail Trail will be a proposal that falls under the permitted without development consent. An EIS will need to be undertaken under Division 5.1 of Part 5 of the Environmental Planning and Assessment Act 1979 (NSW) (Planning Act). The lessor will also be a determining authority and will need to consider any EIS documents.

#### **Clearing of regrowth vegetation along the corridor, and the need for clearing permits.**

This is likely to be minimal given the nature of the corridor, but a broad Feasibility Study cannot completely rule out the need for such work. Provisions regulating the clearing of native vegetation in rural areas are now contained in a new Part 5A of the Local Land Services Act 2013 (LLS Act). Provisions dealing with the clearing of native vegetation in urban, peri-urban and environmental areas are contained in the State Environmental Planning Policy (Biodiversity and Conservation) 2021, which is administered by the Department of Planning and Environment. Part 5A of the LLS Act is generally administered by LLS. However, the Department of Planning and Environment has responsibility for native vegetation mapping and compliance under that Part of the Act.

## **4.5 PROPOSED MANAGEMENT ACTIVITIES**

### **4.5.1 RISK MANAGEMENT**

Goulburn Mulwaree Council's Work Health and Safety Policy (September 2022) commits Council to providing a safe workplace for staff, volunteers, visitors and contractors.

In terms of general Risk Management approach, Goulburn Mulwaree Council applies the principles of AS/NZS ISO 31000:2018, to identify potential risks and appropriate mitigation or management strategies to be put into place. The process applied to develop the Risk Register for this project is detailed in Section 4.3.

Risk mitigation strategies or actions included in the Risk Register are implemented at various stages throughout the project to obtain an acceptable risk profile for the project to proceed. A Risk Management Plan is developed for significant projects such as the Goulburn Rail Trail, to ensure risk is considered and managed at each stage of the project management process. Risk planning for the operational phase of the trail will be considered in further detail when project capital funding is secured.

### **4.5.2 ASSET MANAGEMENT & OPERATIONS**

#### *Council's commitment*

Budget commitments for the ongoing management and maintenance of the Goulburn Rail Trail Project will be considered in future budget deliberations by Goulburn Mulwaree Council when infrastructure funding is confirmed. Goulburn Mulwaree Council has proven capacity to plan, construct, project manage and maintain infrastructure and services including linear recreational facilities such as river foreshore trails.

#### *Ongoing management regimes*

There may be the opportunity in the trail planning and development process to form a Committee of Management to oversee development of the trail. It is proposed that the existing Friends of the Goulburn-Crookwell Rail Trail could be "rolled over" into a Committee of Management to take on a new set of responsibilities.

Committees of Management in this context would have a number of powers and duties:

*Powers*

- ✚ Managing the reserve;
- ✚ Undertaking works and improvements;
- ✚ Using workers;
- ✚ Deriving income;
- ✚ Spending, borrowing and investing;
- ✚ Controlling users;
- ✚ Entering into legal proceedings; and
- ✚ Granting tenancies (licences, leases, permits)

*Duties*

- ✚ Financial records and auditing;
- ✚ Reporting – financial, annual and performance;
- ✚ Liability insurance – duty of care;
- ✚ Duties as an employer;
- ✚ Council rates (payable by occupiers under lease, licence and tenancies – commercial and agricultural); and
- ✚ Responsibilities under Freedom of Information and Ombudsman requirements.

The fundamental responsibilities of a Committee of Management could be:

- ✚ Day to day management and ongoing development of the trail;
- ✚ Preparation and implementation of a business plan;
- ✚ Development and achievement of trail objectives;
- ✚ Developing future budgets; and
- ✚ Overseeing activities and ensuring active participation of any sub-committees.

Tasks for a Committee of Management would change over the life of the trail. There are three clear stages for trail development (noting that the trail is likely to be open in sections).

- ✚ Stage 1 – Planning and development – from the decision to proceed to the opening of Section 1 of the trail.
- ✚ Stage 2 – Establishment and operations – from the opening of Section 1 of the trail through to completion of all stages to a period of 5 years full operation.
- ✚ Stage 3 – Trail maturity – from 5 years after the opening of the complete trail.

*All of these duties are subject to the governance model restrictions as detailed in NSW Rail Trails Framework.*

Appointing the right people to the Committee of Management is important at all stages of the trail's development. Traditional models of government/community management have used the 'corporatist' model where committees are made up of representatives of particular interest groups. However, there needs to be scope for the involvement of people who are not affiliated with any organisation but have a genuine interest or skill that is relevant. It is critical to have users and 'maintainers' involved in all three stages as well as people with good practical knowledge of trail construction and maintenance particularly in the first two stages.

Goulburn Mulwaree Council will remain the ultimate decision maker as well as the operational entity for this project.