

**Scenario 1****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****INCOME STATEMENT - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	38,070,736	37,765,075	39,150,503	40,597,003	41,914,129	43,277,019	44,691,815	46,155,294	47,672,385	49,258,444
User Charges & Fees	7,951,761	8,365,605	8,887,890	9,202,693	9,532,666	9,814,683	10,105,672	10,405,927	10,715,705	11,058,122
Interest & Investment Revenue	2,558,500	2,593,500	2,408,500	2,458,500	2,568,500	2,668,500	2,728,500	2,778,500	2,828,500	2,833,500
Other Revenues	2,131,639	2,185,319	2,127,920	2,067,271	2,003,192	1,945,490	1,911,965	1,875,404	1,836,581	1,752,582
Grants & Contributions provided for Operating Purposes	13,658,730	13,621,022	13,720,433	13,816,311	13,920,220	14,024,447	14,129,997	14,245,643	14,361,107	14,450,123
Grants & Contributions provided for Capital Purposes	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
<b>Other Income:</b>										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>65,551,366</b>	<b>65,710,520</b>	<b>67,475,246</b>	<b>69,321,778</b>	<b>71,118,706</b>	<b>72,910,139</b>	<b>74,747,949</b>	<b>76,640,767</b>	<b>78,594,278</b>	<b>80,532,771</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	23,142,980	23,594,525	24,444,379	25,249,748	26,144,025	27,007,646	27,997,629	28,851,978	29,728,581	30,668,271
Borrowing Costs	3,059,072	3,123,084	2,967,154	2,693,724	2,475,758	2,210,925	1,941,197	1,677,649	1,424,852	1,211,485
Materials & Contracts	19,486,069	18,645,800	18,909,113	19,240,232	19,435,554	19,855,127	20,056,192	20,478,339	20,932,929	21,327,388
Depreciation & Amortisation	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	9,102,834	9,761,680	10,286,439	10,860,445	11,062,497	11,467,279	11,922,444	12,673,959	12,966,275	13,311,503
<b>Total Expenses from Continuing Operations</b>	<b>70,466,990</b>	<b>70,801,123</b>	<b>72,283,118</b>	<b>73,720,183</b>	<b>74,793,868</b>	<b>76,217,011</b>	<b>77,593,496</b>	<b>79,357,959</b>	<b>80,728,671</b>	<b>82,194,681</b>
<b>Operating Result from Continuing Operations</b>	<b>(4,915,623)</b>	<b>(5,090,603)</b>	<b>(4,807,872)</b>	<b>(4,398,404)</b>	<b>(3,675,163)</b>	<b>(3,306,872)</b>	<b>(2,845,546)</b>	<b>(2,717,192)</b>	<b>(2,134,392)</b>	<b>(1,661,911)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(4,915,623)</b>	<b>(5,090,603)</b>	<b>(4,807,872)</b>	<b>(4,398,404)</b>	<b>(3,675,163)</b>	<b>(3,306,872)</b>	<b>(2,845,546)</b>	<b>(2,717,192)</b>	<b>(2,134,392)</b>	<b>(1,661,911)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(6,095,623)</b>	<b>(6,270,603)</b>	<b>(5,987,872)</b>	<b>(5,578,404)</b>	<b>(4,855,163)</b>	<b>(4,486,872)</b>	<b>(4,025,546)</b>	<b>(3,897,192)</b>	<b>(3,314,392)</b>	<b>(2,841,911)</b>

**Scenario 1****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****BALANCE SHEET - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	2017/18	2018/19	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	344,161	2,264,586
Investments	33,537,832	28,159,416	27,231,673	26,522,280	25,658,814	25,098,038	24,855,753	24,729,559	24,729,559	24,729,559
Receivables	6,544,168	6,595,364	6,713,811	6,812,533	6,903,447	6,996,359	7,108,578	7,224,225	7,342,838	7,438,000
Inventories	930,408	923,248	926,130	929,704	931,939	936,431	938,761	943,318	947,401	951,958
Other	851,876	846,470	869,953	896,923	908,764	933,328	952,882	987,854	1,010,110	1,032,151
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>41,864,285</b>	<b>36,524,499</b>	<b>35,741,567</b>	<b>35,161,441</b>	<b>34,402,965</b>	<b>33,964,157</b>	<b>33,855,974</b>	<b>33,884,956</b>	<b>34,374,069</b>	<b>36,416,254</b>
<b>Non-Current Assets</b>										
Investments	5,974,796	5,016,627	4,851,348	4,724,969	4,571,142	4,471,239	4,428,076	4,405,594	4,405,594	4,405,594
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	693,608,841	691,919,572	684,036,609	676,310,506	669,095,896	661,780,121	654,557,973	647,734,399	641,085,408	634,942,251
Investments Accounted for using the equity method	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Investment Property	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>707,756,638</b>	<b>705,109,199</b>	<b>697,060,957</b>	<b>689,208,475</b>	<b>681,840,038</b>	<b>674,424,361</b>	<b>667,159,049</b>	<b>660,312,993</b>	<b>653,664,003</b>	<b>647,520,846</b>
<b>TOTAL ASSETS</b>	<b>749,620,923</b>	<b>741,633,698</b>	<b>732,802,525</b>	<b>724,369,917</b>	<b>716,243,003</b>	<b>708,388,517</b>	<b>701,015,024</b>	<b>694,197,949</b>	<b>688,038,072</b>	<b>683,937,099</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	10,246,815	10,207,463	10,388,561	10,595,167	10,696,053	10,885,239	11,042,775	11,312,542	11,498,758	11,701,414
Borrowings	5,750,191	6,051,902	5,916,786	6,058,998	6,115,527	6,128,625	5,879,323	5,872,082	4,302,100	3,118,462
Provisions	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>24,197,006</b>	<b>24,459,364</b>	<b>24,505,347</b>	<b>24,854,165</b>	<b>25,011,579</b>	<b>25,213,864</b>	<b>25,122,098</b>	<b>25,384,625</b>	<b>24,000,858</b>	<b>23,019,876</b>
<b>Non-Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	47,097,622	43,938,642	39,869,359	35,486,337	30,877,172	26,127,274	21,691,092	17,328,683	14,686,965	13,228,884
Provisions	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>52,279,622</b>	<b>49,120,642</b>	<b>45,051,359</b>	<b>40,668,337</b>	<b>36,059,172</b>	<b>31,309,274</b>	<b>26,873,092</b>	<b>22,510,683</b>	<b>19,868,965</b>	<b>18,410,884</b>
<b>TOTAL LIABILITIES</b>	<b>76,476,628</b>	<b>73,580,007</b>	<b>69,556,706</b>	<b>65,522,502</b>	<b>61,070,751</b>	<b>56,523,138</b>	<b>51,995,190</b>	<b>47,895,308</b>	<b>43,869,823</b>	<b>41,430,761</b>
<b>Net Assets</b>	<b>673,144,294</b>	<b>668,053,691</b>	<b>663,245,819</b>	<b>658,847,414</b>	<b>655,172,252</b>	<b>651,865,380</b>	<b>649,019,834</b>	<b>646,302,641</b>	<b>644,168,249</b>	<b>642,506,338</b>
<b>EQUITY</b>										
Retained Earnings	409,845,294	404,754,691	399,946,819	395,548,414	391,873,252	388,566,380	385,720,834	383,003,641	380,869,249	379,207,338
Revaluation Reserves	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000
Council Equity Interest	673,144,294	668,053,691	663,245,819	658,847,414	655,172,252	651,865,380	649,019,834	646,302,641	644,168,249	642,506,338
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>673,144,294</b>	<b>668,053,691</b>	<b>663,245,819</b>	<b>658,847,414</b>	<b>655,172,252</b>	<b>651,865,380</b>	<b>649,019,834</b>	<b>646,302,641</b>	<b>644,168,249</b>	<b>642,506,338</b>

**Scenario 1****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****CASH FLOW STATEMENT - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	2017/18	2018/19	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	37,942,429	37,780,070	39,082,537	40,526,041	41,849,513	43,210,159	44,622,408	46,083,498	47,597,960	49,180,635
User Charges & Fees	7,973,579	8,360,186	8,881,051	9,198,571	9,528,345	9,810,990	10,101,862	10,401,995	10,711,649	11,053,638
Interest & Investment Revenue Received	2,520,260	2,597,969	2,388,243	2,437,350	2,549,242	2,648,573	2,707,814	2,757,102	2,806,318	2,810,310
Grants & Contributions	15,727,979	14,805,336	14,889,061	14,985,343	15,088,333	15,192,523	15,297,922	15,412,413	15,527,898	15,619,940
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,944,486	2,116,105	2,121,270	2,080,691	2,016,999	1,959,634	1,910,614	1,875,180	1,837,075	1,778,405
<b>Payments:</b>										
Employee Benefits & On-Costs	(23,142,980)	(23,594,525)	(24,444,379)	(25,249,748)	(26,144,025)	(27,007,646)	(27,997,629)	(28,851,978)	(29,728,581)	(30,668,271)
Materials & Contracts	(20,367,170)	(18,645,324)	(18,719,124)	(19,028,141)	(19,309,401)	(19,653,887)	(19,880,163)	(20,210,955)	(20,737,598)	(21,131,126)
Borrowing Costs	(3,050,556)	(3,150,688)	(3,007,772)	(2,734,694)	(2,519,741)	(2,256,687)	(1,986,463)	(1,719,864)	(1,465,541)	(1,237,007)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(9,102,834)	(9,761,680)	(10,286,439)	(10,860,445)	(11,062,497)	(11,467,279)	(11,922,444)	(12,673,959)	(12,966,275)	(13,311,503)
<b>Net Cash provided (or used in) Operating Activities</b>	10,445,192	10,507,448	10,904,449	11,354,969	11,996,767	12,436,380	12,853,921	13,073,433	13,582,905	14,095,020
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	2,481,371	6,336,586	1,093,021	835,772	1,017,293	660,679	285,448	148,676	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(19,767,432)	(14,706,765)	(8,513,071)	(8,669,931)	(9,181,424)	(9,080,260)	(9,173,886)	(9,572,459)	(9,747,044)	(10,252,877)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(16,566,060)	(7,650,179)	(6,700,050)	(7,114,159)	(7,444,130)	(7,699,581)	(8,168,438)	(8,703,784)	(9,027,044)	(9,532,877)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	6,156,642	2,892,922	1,847,503	1,675,976	1,506,361	1,378,727	1,443,141	1,509,673	1,660,382	1,660,382
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(5,275,150)	(5,750,191)	(6,051,902)	(5,916,786)	(6,058,998)	(6,115,527)	(6,128,625)	(5,879,323)	(5,872,082)	(4,302,100)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	881,492	(2,857,269)	(4,204,399)	(4,240,810)	(4,552,637)	(4,736,800)	(4,685,484)	(4,369,650)	(4,211,700)	(2,641,718)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(5,239,376)	(0)	-	-	-	-	0	(0)	344,161	1,920,425
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	5,239,376	-	(0)	(0)	(0)	(0)	(0)	0	(0)	344,161
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	(0)	(0)	(0)	(0)	0	(0)	344,161	2,264,586

**Scenario 1****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
					2017/18	2018/19				
Unrestricted Current Ratio	1.79	1.78	1.71	1.64	1.56	1.52	1.53	1.51	1.68	1.96
Debt Service Ratio	13.55%	14.39%	14.23%	13.20%	12.74%	12.11%	11.43%	10.43%	9.81%	7.23%
Rates & Annual Charges Coverage Ratio	58.08%	57.47%	58.02%	58.56%	58.94%	59.36%	59.79%	60.22%	60.66%	61.17%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.97%	5.93%	5.96%	5.96%	5.95%	5.95%	5.95%	5.95%	5.95%	5.95%

**Scenario 2 Application Includes Environmental Rate & Previously Approved 7.9% Increase****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****INCOME STATEMENT - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	2017/18	2018/19	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
Revenue:										
Rates & Annual Charges	38,143,691	39,537,482	40,976,082	42,477,350	43,850,885	45,271,879	46,746,520	46,155,294	47,672,385	49,258,444
User Charges & Fees	7,951,761	8,365,605	8,887,890	9,202,693	9,532,666	9,814,683	10,105,672	10,405,927	10,715,705	11,058,122
Interest & Investment Revenue	2,558,500	2,593,500	2,408,500	2,458,500	2,568,500	2,668,500	2,728,500	2,778,500	2,828,500	2,833,500
Other Revenues	2,131,639	2,185,319	2,127,920	2,067,271	2,003,192	1,945,490	1,911,965	1,875,404	1,836,581	1,752,582
Grants & Contributions provided for Operating Purposes	13,658,730	13,641,022	13,740,433	13,836,311	13,940,220	14,044,447	14,149,997	14,245,643	14,361,107	14,450,123
Grants & Contributions provided for Capital Purposes	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>65,624,321</b>	<b>67,502,927</b>	<b>69,320,825</b>	<b>71,222,125</b>	<b>73,075,463</b>	<b>74,924,998</b>	<b>76,822,655</b>	<b>76,640,768</b>	<b>78,594,279</b>	<b>80,532,771</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	23,142,980	23,855,452	24,715,797	25,532,054	26,437,632	27,312,981	28,315,136	28,851,980	29,728,582	30,668,273
Borrowing Costs	3,059,072	3,123,084	2,967,154	2,693,724	2,475,758	2,210,925	1,941,197	1,677,649	1,424,852	1,211,485
Materials & Contracts	19,486,069	19,464,900	19,750,654	20,104,818	20,323,804	20,767,678	20,993,699	20,478,340	20,932,930	21,327,389
Depreciation & Amortisation	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	9,102,834	9,819,456	10,344,441	10,918,684	11,122,407	11,528,917	11,985,869	12,673,959	12,966,276	13,311,503
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>70,466,990</b>	<b>71,938,927</b>	<b>73,454,080</b>	<b>74,925,313</b>	<b>76,035,635</b>	<b>77,496,535</b>	<b>78,911,936</b>	<b>79,357,961</b>	<b>80,728,673</b>	<b>82,194,684</b>
<b>Operating Result from Continuing Operations</b>	<b>(4,842,668)</b>	<b>(4,436,000)</b>	<b>(4,133,254)</b>	<b>(3,703,188)</b>	<b>(2,960,172)</b>	<b>(2,571,537)</b>	<b>(2,089,281)</b>	<b>(2,717,193)</b>	<b>(2,134,394)</b>	<b>(1,661,913)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(4,842,668)</b>	<b>(4,436,000)</b>	<b>(4,133,254)</b>	<b>(3,703,188)</b>	<b>(2,960,172)</b>	<b>(2,571,537)</b>	<b>(2,089,281)</b>	<b>(2,717,193)</b>	<b>(2,134,394)</b>	<b>(1,661,913)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(6,022,668)</b>	<b>(5,616,000)</b>	<b>(5,313,254)</b>	<b>(4,883,188)</b>	<b>(4,140,172)</b>	<b>(3,751,537)</b>	<b>(3,269,281)</b>	<b>(3,897,193)</b>	<b>(3,314,394)</b>	<b>(2,841,913)</b>

**Scenario 2 Application Includes Environmental Rate & Previously Approved 7.9% Increase****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****BALANCE SHEET - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	-	-	-	-	-	-	115,434	-	-	344,159	2,264,582
Investments	33,595,983	28,523,259	27,866,129	27,444,861	26,886,548	26,648,231	26,648,231	26,566,360	26,566,360	26,566,360	26,566,360
Receivables	6,548,814	6,710,718	6,832,550	6,934,760	7,029,267	7,125,878	7,241,908	7,224,225	7,342,838	7,342,838	7,438,000
Inventories	930,408	930,974	934,047	937,818	940,254	944,953	947,494	943,318	947,401	947,401	951,959
Other	851,876	872,599	896,757	924,421	937,017	962,356	982,707	987,854	1,010,110	1,010,110	1,032,151
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>41,927,081</b>	<b>37,037,549</b>	<b>36,529,483</b>	<b>36,241,860</b>	<b>35,793,085</b>	<b>35,681,419</b>	<b>35,935,775</b>	<b>35,721,757</b>	<b>36,210,868</b>	<b>36,210,868</b>	<b>38,253,051</b>
<b>Non-Current Assets</b>											
Investments	5,985,156	5,081,445	4,964,377	4,889,328	4,789,864	4,747,408	4,747,408	4,732,822	4,732,822	4,732,822	4,732,822
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	693,608,841	692,273,921	684,748,079	677,379,097	670,521,608	663,562,954	656,697,927	649,874,353	643,225,362	643,225,362	637,082,205
Investments Accounted for using the equity method	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Investment Property	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>707,766,997</b>	<b>705,528,367</b>	<b>697,885,456</b>	<b>690,441,425</b>	<b>683,484,472</b>	<b>676,483,362</b>	<b>669,618,335</b>	<b>662,780,175</b>	<b>656,131,184</b>	<b>656,131,184</b>	<b>649,988,027</b>
<b>TOTAL ASSETS</b>	<b>749,694,078</b>	<b>742,565,916</b>	<b>734,414,939</b>	<b>726,683,285</b>	<b>719,277,557</b>	<b>712,164,781</b>	<b>705,554,110</b>	<b>698,501,931</b>	<b>692,342,052</b>	<b>692,342,052</b>	<b>688,241,078</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	10,247,016	10,412,122	10,598,799	10,811,143	10,918,225	11,113,785	11,277,879	11,312,543	11,498,758	11,498,758	11,701,414
Borrowings	5,750,191	6,051,902	5,916,786	6,058,998	6,115,527	6,128,625	5,879,323	5,872,082	4,302,100	4,302,100	3,118,462
Provisions	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>24,197,207</b>	<b>24,664,024</b>	<b>24,715,585</b>	<b>25,070,141</b>	<b>25,233,751</b>	<b>25,442,410</b>	<b>25,357,201</b>	<b>25,384,625</b>	<b>24,000,858</b>	<b>24,000,858</b>	<b>23,019,877</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	47,097,622	43,938,642	39,869,359	35,486,337	30,877,172	26,127,274	21,691,092	17,328,683	14,686,965	14,686,965	13,228,884
Provisions	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>52,279,622</b>	<b>49,120,642</b>	<b>45,051,359</b>	<b>40,668,337</b>	<b>36,059,172</b>	<b>31,309,274</b>	<b>26,873,092</b>	<b>22,510,683</b>	<b>19,868,965</b>	<b>19,868,965</b>	<b>18,410,884</b>
<b>TOTAL LIABILITIES</b>	<b>76,476,829</b>	<b>73,784,666</b>	<b>69,766,944</b>	<b>65,738,478</b>	<b>61,292,923</b>	<b>56,751,683</b>	<b>52,230,294</b>	<b>47,895,308</b>	<b>43,869,823</b>	<b>43,869,823</b>	<b>41,430,761</b>
<b>Net Assets</b>	<b>673,217,249</b>	<b>668,781,250</b>	<b>664,647,995</b>	<b>660,944,807</b>	<b>657,984,634</b>	<b>655,413,098</b>	<b>653,323,817</b>	<b>650,606,623</b>	<b>648,472,230</b>	<b>648,472,230</b>	<b>646,810,317</b>
<b>EQUITY</b>											
Retained Earnings	409,918,249	405,482,250	401,348,995	397,645,807	394,685,634	392,114,098	390,024,817	387,307,623	385,173,230	385,173,230	383,511,317
Revaluation Reserves	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000
Council Equity Interest	673,217,249	668,781,250	664,647,995	660,944,807	657,984,634	655,413,098	653,323,817	650,606,623	648,472,230	648,472,230	646,810,317
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>673,217,249</b>	<b>668,781,250</b>	<b>664,647,995</b>	<b>660,944,807</b>	<b>657,984,634</b>	<b>655,413,098</b>	<b>653,323,817</b>	<b>650,606,623</b>	<b>648,472,230</b>	<b>648,472,230</b>	<b>646,810,317</b>

**Scenario 2 Application Includes Environmental Rate & Previously Approved 7.9% Increase**

Great Lakes Council

10 Year Financial Plan for the Years ending 30 June 2023

**CASH FLOW STATEMENT - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	38,011,805	39,469,105	40,905,508	42,403,701	43,783,503	45,202,168	46,674,177	46,184,298	47,597,960	49,180,635	
User Charges & Fees	7,973,579	8,360,186	8,881,051	9,198,571	9,528,345	9,810,990	10,101,862	10,401,995	10,711,649	11,053,638	
Interest & Investment Revenue Received	2,519,193	2,573,121	2,387,466	2,436,550	2,548,417	2,647,723	2,706,939	2,787,144	2,806,318	2,810,310	
Grants & Contributions	15,727,979	14,823,048	14,909,061	15,005,343	15,108,333	15,212,523	15,317,922	15,414,701	15,527,898	15,619,940	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	
Other	1,944,686	2,120,634	2,121,416	2,080,842	2,017,154	1,959,794	1,910,778	1,869,674	1,837,075	1,778,405	
<b>Payments:</b>											
Employee Benefits & On-Costs	(23,142,980)	(23,855,452)	(24,715,797)	(25,532,054)	(26,437,632)	(27,312,981)	(28,315,136)	(28,851,980)	(29,728,582)	(30,668,273)	
Materials & Contracts	(20,367,170)	(19,298,549)	(19,556,099)	(19,888,029)	(20,192,567)	(20,561,206)	(20,812,286)	(20,401,793)	(20,737,599)	(21,131,127)	
Borrowing Costs	(3,050,556)	(3,150,688)	(3,007,772)	(2,734,694)	(2,519,741)	(2,256,687)	(1,986,463)	(1,719,864)	(1,465,541)	(1,237,007)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	
Other	(9,102,834)	(9,819,456)	(10,344,441)	(10,918,684)	(11,122,407)	(11,528,917)	(11,985,869)	(12,673,959)	(12,966,276)	(13,311,503)	
<b>Net Cash provided (or used in) Operating Activities</b>	10,513,702	11,221,949	11,580,392	12,051,545	12,713,405	13,173,407	13,611,925	13,010,217	13,582,903	14,095,018	
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	2,412,861	5,976,434	774,199	496,317	657,777	280,773	-	96,457	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	
<b>Payments:</b>											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(19,767,432)	(15,061,114)	(8,870,192)	(9,027,052)	(9,538,545)	(9,437,381)	(9,531,007)	(9,572,459)	(9,747,044)	(10,252,877)	
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash provided (or used in) Investing Activities</b>	(16,634,570)	(8,364,680)	(7,375,993)	(7,810,735)	(8,160,768)	(8,436,608)	(8,811,007)	(8,756,002)	(9,027,044)	(9,532,877)	
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	6,156,642	2,892,922	1,847,503	1,675,976	1,506,361	1,378,727	1,443,141	1,509,673	1,660,382	1,660,382	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	
<b>Payments:</b>											
Repayment of Borrowings & Advances	(5,275,150)	(5,750,191)	(6,051,902)	(5,916,786)	(6,058,998)	(6,115,527)	(6,128,625)	(5,879,323)	(5,872,082)	(4,302,100)	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash Flow provided (used in) Financing Activities</b>	881,492	(2,857,269)	(4,204,399)	(4,240,810)	(4,552,637)	(4,736,800)	(4,685,484)	(4,369,650)	(4,211,700)	(2,641,718)	

Net Increase/(Decrease) in Cash & Cash Equivalents	(5,239,376)	(0)	-	-	(0)	-	115,434	(115,434)	344,159	1,920,423
plus: Cash, Cash Equivalents & Investments - beginning of year	5,239,376	-	(0)	(0)	(0)	(0)	(0)	115,434	(0)	344,159
Cash & Cash Equivalents - end of the year	-	(0)	(0)	(0)	(0)	(0)	115,434	(0)	344,159	2,264,582

Cash & Cash Equivalents - end of the year	-	(0)	(0)	(0)	(0)	(0)	115,434	(0)	344,159	2,264,582
Investments - end of the year	39,581,139	33,604,705	32,830,506	32,334,189	31,676,412	31,395,639	31,395,639	31,299,182	31,299,182	31,299,182
Cash, Cash Equivalents & Investments - end of the year	39,581,139	33,604,705	32,830,506	32,334,189	31,676,412	31,395,639	31,511,073	31,299,182	31,643,341	33,563,764

**Representing:**

- External Restrictions	17,620,161	8,682,861	7,050,460	6,047,166	4,898,988	4,007,222	3,094,317	2,465,926	1,817,020	1,148,804
- Internal Restrictitons	15,987,058	18,965,752	19,786,085	20,214,107	20,706,711	21,248,538	22,250,870	23,349,433	25,126,667	27,771,202
- Unrestricted	5,973,920	5,956,091	5,993,961	6,072,916	6,070,713	6,139,879	6,165,886	5,483,822	4,699,654	4,643,758
	39,581,139	33,604,705	32,830,506	32,334,189	31,676,412	31,395,639	31,511,073	31,299,182	31,643,341	33,563,764



**Scenario 2 Application Includes Environmental Rate & Previously Approved 7.9% Increase**

Great Lakes Council

10 Year Financial Plan for the Years ending 30 June 2023

**FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
					2017/18	2018/19				
Unrestricted Current Ratio	1.79	1.81	1.78	1.74	1.70	1.69	1.74	1.72	1.91	2.20
Debt Service Ratio	13.54%	13.99%	13.82%	12.83%	12.38%	11.76%	11.11%	10.43%	9.81%	7.23%
Rates & Annual Charges Coverage Ratio	58.12%	58.57%	59.11%	59.64%	60.01%	60.42%	60.85%	60.22%	60.66%	61.17%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.98%	5.96%	5.96%	5.96%	5.95%	5.95%	5.95%	5.93%	5.95%	5.95%

**Scenario 3 No Environmental Rate No 7.9% Special Variation****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****INCOME STATEMENT - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	2017/18		\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
Revenue:											
Rates & Annual Charges	36,797,749	36,528,511	37,876,843	39,285,133	40,562,902		41,885,256	43,258,299	44,678,772	46,151,568	47,692,002
User Charges & Fees	7,951,761	8,365,605	8,887,890	9,202,693	9,532,666		9,814,683	10,105,672	10,405,927	10,715,705	11,058,122
Interest & Investment Revenue	2,408,500	2,443,500	2,258,500	2,308,500	2,418,500		2,518,500	2,578,500	2,628,500	2,678,500	2,683,500
Other Revenues	2,131,639	2,185,319	2,127,920	2,067,271	2,003,192		1,945,490	1,911,965	1,875,404	1,836,581	1,752,582
Grants & Contributions provided for Operating Purposes	13,658,730	13,621,022	13,720,433	13,816,311	13,920,220		14,024,447	14,129,997	14,245,643	14,361,107	14,450,123
Grants & Contributions provided for Capital Purposes	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000		1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
Other Income:											
Net gains from the disposal of assets	-	-	-	-	-		-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-		-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>64,128,379</b>	<b>64,323,957</b>	<b>66,051,586</b>	<b>67,859,908</b>	<b>69,617,480</b>		<b>71,368,376</b>	<b>73,164,434</b>	<b>75,014,246</b>	<b>76,923,461</b>	<b>78,816,329</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	23,142,980	23,594,525	24,444,379	25,249,748	26,144,025		27,007,646	27,997,629	28,851,978	29,728,581	30,668,271
Borrowing Costs	3,059,072	3,123,084	2,967,154	2,693,724	2,475,758		2,210,925	1,941,197	1,677,649	1,424,852	1,211,485
Materials & Contracts	19,486,069	18,645,800	18,909,113	19,240,232	19,435,554		19,855,127	20,056,192	20,478,339	20,932,929	21,327,388
Depreciation & Amortisation	15,676,034	15,676,034	15,676,034	15,676,034	15,676,034		15,676,034	15,676,034	15,676,034	15,676,034	15,676,034
Impairment	-	-	-	-	-		-	-	-	-	-
Other Expenses	9,102,834	9,761,680	10,286,439	10,860,445	11,062,497		11,467,279	11,922,444	12,673,959	12,966,275	13,311,503
Interest & Investment Losses	-	-	-	-	-		-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-		-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-		-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>70,466,990</b>	<b>70,801,123</b>	<b>72,283,118</b>	<b>73,720,183</b>	<b>74,793,868</b>		<b>76,217,011</b>	<b>77,593,496</b>	<b>79,357,959</b>	<b>80,728,671</b>	<b>82,194,681</b>
<b>Operating Result from Continuing Operations</b>	<b>(6,338,610)</b>	<b>(6,477,167)</b>	<b>(6,231,533)</b>	<b>(5,860,275)</b>	<b>(5,176,389)</b>		<b>(4,848,635)</b>	<b>(4,429,062)</b>	<b>(4,343,714)</b>	<b>(3,805,209)</b>	<b>(3,378,352)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-		-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(6,338,610)</b>	<b>(6,477,167)</b>	<b>(6,231,533)</b>	<b>(5,860,275)</b>	<b>(5,176,389)</b>		<b>(4,848,635)</b>	<b>(4,429,062)</b>	<b>(4,343,714)</b>	<b>(3,805,209)</b>	<b>(3,378,352)</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(7,518,610)	(7,657,167)	(7,411,533)	(7,040,275)	(6,356,389)		(6,028,635)	(5,609,062)	(5,523,714)	(4,985,209)	(4,558,352)

**Scenario 3 No Environmental Rate No 7.9% Special Variation**

Great Lakes Council

10 Year Financial Plan for the Years ending 30 June 2023

**BALANCE SHEET - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	206,763
Investments	32,454,361	25,897,163	23,762,954	21,814,719	19,679,066	17,811,757	16,227,563	14,723,021	13,599,262	13,599,262	13,599,262
Receivables	6,463,106	6,516,621	6,632,705	6,728,995	6,817,402	6,907,733	7,017,293	7,130,201	7,245,994	7,338,250	7,338,250
Inventories	930,408	923,248	926,130	929,704	931,939	936,431	938,761	943,318	947,401	951,958	951,958
Other	851,876	846,470	869,953	896,923	908,764	933,328	952,882	987,854	1,010,110	1,032,151	1,032,151
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>40,699,751</b>	<b>34,183,503</b>	<b>32,191,742</b>	<b>30,370,342</b>	<b>28,337,172</b>	<b>26,589,249</b>	<b>25,136,499</b>	<b>23,784,395</b>	<b>22,802,767</b>	<b>23,128,385</b>	<b>23,128,385</b>
<b>Non-Current Assets</b>											
Investments	5,781,775	4,613,604	4,233,393	3,886,313	3,505,844	3,173,181	2,890,956	2,622,920	2,422,721	2,422,721	2,422,721
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	693,539,908	691,850,639	683,967,676	676,241,573	669,026,963	661,711,188	654,489,040	647,665,466	641,016,475	634,873,318	634,873,318
Investments Accounted for using the equity method	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Investment Property	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000	8,120,000
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>707,494,683</b>	<b>704,637,243</b>	<b>696,374,069</b>	<b>688,300,886</b>	<b>680,705,807</b>	<b>673,057,370</b>	<b>665,552,996</b>	<b>658,461,386</b>	<b>651,612,197</b>	<b>645,469,040</b>	<b>645,469,040</b>
<b>TOTAL ASSETS</b>	<b>748,194,434</b>	<b>738,820,746</b>	<b>728,565,811</b>	<b>718,671,228</b>	<b>709,042,979</b>	<b>699,646,619</b>	<b>690,689,495</b>	<b>682,245,780</b>	<b>674,414,964</b>	<b>668,597,425</b>	<b>668,597,425</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	10,243,314	10,204,062	10,385,057	10,591,559	10,692,336	10,881,411	11,038,832	11,308,481	11,494,575	11,697,106	11,697,106
Borrowings	5,750,191	6,051,902	5,916,786	6,058,998	6,115,527	6,128,625	5,879,323	5,872,082	4,302,100	3,118,462	3,118,462
Provisions	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	8,200,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>24,193,505</b>	<b>24,455,963</b>	<b>24,501,844</b>	<b>24,850,557</b>	<b>25,007,863</b>	<b>25,210,036</b>	<b>25,118,155</b>	<b>25,380,564</b>	<b>23,996,675</b>	<b>23,015,568</b>	<b>23,015,568</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	47,097,622	43,938,642	39,869,359	35,486,337	30,877,172	26,127,274	21,691,092	17,328,683	14,686,965	13,228,884	13,228,884
Provisions	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000	5,182,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>52,279,622</b>	<b>49,120,642</b>	<b>45,051,359</b>	<b>40,668,337</b>	<b>36,059,172</b>	<b>31,309,274</b>	<b>26,873,092</b>	<b>22,510,683</b>	<b>19,868,965</b>	<b>18,410,884</b>	<b>18,410,884</b>
<b>TOTAL LIABILITIES</b>	<b>76,473,127</b>	<b>73,576,606</b>	<b>69,553,203</b>	<b>65,518,894</b>	<b>61,067,035</b>	<b>56,519,310</b>	<b>51,991,247</b>	<b>47,891,247</b>	<b>43,865,640</b>	<b>41,426,453</b>	<b>41,426,453</b>
<b>Net Assets</b>	<b>671,721,307</b>	<b>665,244,141</b>	<b>659,012,608</b>	<b>653,152,333</b>	<b>647,975,945</b>	<b>643,127,309</b>	<b>638,698,247</b>	<b>634,354,534</b>	<b>630,549,324</b>	<b>627,170,972</b>	<b>627,170,972</b>
<b>EQUITY</b>											
Retained Earnings	408,422,307	401,945,141	395,713,608	389,853,333	384,676,945	379,828,309	375,399,247	371,055,534	367,250,324	363,871,972	363,871,972
Revaluation Reserves	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000	263,299,000
Council Equity Interest	671,721,307	665,244,141	659,012,608	653,152,333	647,975,945	643,127,309	638,698,247	634,354,534	630,549,324	627,170,972	627,170,972
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>671,721,307</b>	<b>665,244,141</b>	<b>659,012,608</b>	<b>653,152,333</b>	<b>647,975,945</b>	<b>643,127,309</b>	<b>638,698,247</b>	<b>634,354,534</b>	<b>630,549,324</b>	<b>627,170,972</b>	<b>627,170,972</b>

**Scenario 3 No Environment Rate No Special Variation**

Great Lakes Council

10 Year Financial Plan for the Years ending 30 June 2023

**CASH FLOW STATEMENT - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years		2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	36,731,892	36,541,720	37,810,697	39,216,045	40,500,218	41,820,384	43,190,940	44,609,087	46,079,316	47,616,431	
User Charges & Fees	7,973,579	8,360,186	8,881,051	9,198,571	9,528,345	9,810,990	10,101,862	10,401,995	10,711,649	11,053,638	
Interest & Investment Revenue Received	2,388,872	2,447,437	2,238,786	2,287,909	2,399,818	2,499,166	2,558,425	2,607,731	2,656,966	2,660,977	
Grants & Contributions	15,727,979	14,805,336	14,889,061	14,985,343	15,088,333	15,192,523	15,297,922	15,412,413	15,527,898	15,619,940	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	
Other	1,940,984	2,116,205	2,121,168	2,080,586	2,016,890	1,959,523	1,910,499	1,875,062	1,836,953	1,778,279	
<b>Payments:</b>											
Employee Benefits & On-Costs	(23,142,980)	(23,594,525)	(24,444,379)	(25,249,748)	(26,144,025)	(27,007,646)	(27,997,629)	(28,851,978)	(29,728,581)	(30,668,271)	
Materials & Contracts	(20,367,170)	(18,645,324)	(18,719,124)	(19,028,141)	(19,309,401)	(19,653,887)	(19,880,163)	(20,210,955)	(20,737,598)	(21,131,126)	
Borrowing Costs	(3,050,556)	(3,150,688)	(3,007,772)	(2,734,694)	(2,519,741)	(2,256,687)	(1,986,463)	(1,719,864)	(1,465,541)	(1,237,007)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	
Other	(9,102,834)	(9,761,680)	(10,286,439)	(10,860,445)	(11,062,497)	(11,467,279)	(11,922,444)	(12,673,959)	(12,966,275)	(13,311,503)	
<b>Net Cash provided (or used in) Operating Activities</b>	9,099,767	9,118,665	9,483,049	9,895,427	10,497,939	10,897,087	11,272,949	11,449,532	11,914,786	12,381,359	
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	3,757,864	7,725,369	2,514,421	2,295,314	2,516,122	2,199,972	1,866,420	1,772,577	1,323,958	-	
Sale of Infrastructure, Property, Plant & Equipment	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(19,698,499)	(14,706,765)	(8,513,071)	(8,669,931)	(9,181,424)	(9,080,260)	(9,173,886)	(9,572,459)	(9,747,044)	(10,252,877)	
<b>Net Cash provided (or used in) Investing Activities</b>	(15,220,635)	(6,261,396)	(5,278,650)	(5,654,617)	(5,945,302)	(6,160,288)	(6,587,466)	(7,079,883)	(7,703,086)	(9,532,877)	
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	6,156,642	2,892,922	1,847,503	1,675,976	1,506,361	1,378,727	1,443,141	1,509,673	1,660,382	1,660,382	
<b>Payments:</b>											
Repayment of Borrowings & Advances	(5,275,150)	(5,750,191)	(6,051,902)	(5,916,786)	(6,058,998)	(6,115,527)	(6,128,625)	(5,879,323)	(5,872,082)	(4,302,100)	
<b>Net Cash Flow provided (used in) Financing Activities</b>	881,492	(2,857,269)	(4,204,399)	(4,240,810)	(4,552,637)	(4,736,800)	(4,685,484)	(4,369,650)	(4,211,700)	(2,641,718)	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(5,239,376)	(0)	0	(0)	-	-	(0)	0	-	206,763	
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	5,239,376	-	(0)	0	(0)	(0)	(0)	(0)	(0)	(0)	
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	0	(0)	(0)	(0)	(0)	(0)	(0)	206,763	
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Cash & Cash Equivalents - end of the year	-	(0)	0	(0)	(0)	(0)	(0)	(0)	(0)	206,763	
Investments - end of the year	38,236,136	30,510,767	27,996,346	25,701,032	23,184,910	20,984,939	19,118,518	17,345,941	16,021,984	16,021,984	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>38,236,136</b>	<b>30,510,767</b>	<b>27,996,346</b>	<b>25,701,032</b>	<b>23,184,910</b>	<b>20,984,939</b>	<b>19,118,518</b>	<b>17,345,941</b>	<b>16,021,984</b>	<b>16,228,747</b>	
<hr/>											
<b>Representing:</b>											
- External Restrictions	17,620,161	8,809,678	7,304,094	6,427,617	5,406,256	4,641,307	3,855,219	3,226,828	2,577,922	1,909,706	
- Internal Restrictions	15,463,950	17,935,386	18,461,177	18,850,662	19,738,904	20,897,985	22,051,250	23,281,380	25,058,614	27,703,149	
- Unrestricted	5,152,025	3,765,703	2,231,076	422,753	(1,960,249)	(4,554,353)	(6,787,951)	(9,162,267)	(11,614,552)	(13,384,108)	
	<b>38,236,136</b>	<b>30,510,767</b>	<b>27,996,346</b>	<b>25,701,032</b>	<b>23,184,910</b>	<b>20,984,939</b>	<b>19,118,518</b>	<b>17,345,941</b>	<b>16,021,984</b>	<b>16,228,747</b>	

**Scenario 3 No Environmental Rate No 7.9% Special Variation****Great Lakes Council****10 Year Financial Plan for the Years ending 30 June 2023****FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND**

	2013/14	2014/15	2015/16	2016/17	Projected Years 2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Unrestricted Current Ratio	1.68	1.57	1.40	1.22	1.04	0.89	0.78	0.65	0.61	0.68
Debt Service Ratio	13.88%	14.72%	14.55%	13.50%	13.03%	12.39%	11.70%	10.67%	10.04%	7.39%
Rates & Annual Charges Coverage Ratio	57.38%	56.79%	57.34%	57.89%	58.27%	58.69%	59.12%	59.56%	60.00%	60.51%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.96%	5.93%	5.96%	5.96%	5.95%	5.95%	5.95%	5.95%	5.95%	5.95%

Environmental & Dredging Levy Projects: 7-year Plan

Focus Area	Community Strategic Plan Strategy	DPOP Reference	Project Name	Project Description	Schedule (starting FY)	Individual Project Report Reference	Proposed Environmental & Dredging Levy Expenditure							Link to natural resource plan
							2014	2015	2016	2017	2018	2019	2020	
Water Quality	Strategy 1.1 Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities		Wallis Lake Catchment and Estuary Management Program	Implementation of the Wallis Lake Catchment and Estuary Management Plans	Existing and continued	Wallis Lake Estuary Management Plan (pg. 11 ); Rural Land Management Program (pg. 19 )	\$40,000	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020	\$46,371	Wallis Lake Catchment Management Plan; Wallis Lake Estuary Management Plan
	Strategy 1.1 Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities		Wallis Lake Wetland Strategy	Protection and rehabilitation of priority wetlands through targetted acquisition, voluntary agreements, zoning of wetlands and on-ground rehabilitation.	Existing and continued	Wallis Lake Wetland Strategy (pg. 15 )	\$245,000	\$245,000	\$250,000	\$257,500	\$265,225	\$273,182	\$281,377	Wallis Lake Wetland Strategy
			Darawakh Creek/ Frogalla Swamp Wetland Restoration	Property acquisition and restoration and wetland recovery monitoring	Existing and continued	Darawakh Creek/ Frogalla Swamp Wetland Restoration Project (pg. 16 )	\$40,000	\$10,000	\$5,000	\$0	\$0	\$0	\$0	Darawakh Creek/ Frogalla Swamp Wetland Restoration Management Plan
			Karuah River Catchment Management Plan	Plan development	New	Karuah Catchment Management (pg. 18 ); Water Quality Improvement Plan (pg. 6 )	Staff time (refer to Program Management and Delivery section)							
			Karuah River Catchment Management Plan Implementation	Plan Implementation - activities such as erosion control, groundcover management, riparian restoration, landholder incentives, vegetation protection	New	Karuah Catchment Management (pg. 18 ); Water Quality Improvement Plan (pg. 6 )	\$0	\$0	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	
			Smiths Lake Estuary Coastal Zone Management Plan Implementation	Implementation priorities from plan to maintain and improve water quality including nutrient management, education programs, erosion control, vegetation protection/management	Existing and continued	Smiths Lake Estuary Management Plan (pg. 12 )	\$30,000	\$31,305	\$32,244	\$33,211	\$34,208	\$35,234	\$36,291	Smiths Lake Estuary Coastal Zone Management Plan
			Port Stephens/ Myall Lakes Estuary Management Plan Implementation	Implementation of priority projects including nutrient management, erosion control, riparian restoration	Existing and continued	Port Stephens Estuary Management Plan (pg. 13 )	\$0	\$30,000	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	Port Stephens/ Myall Lakes Estuary Management Plan
	Strategy 1.2 Encourage and support the community to embrace environmentally-friendly behaviours and sustainable business practices		Rural Catchment	Engagement with landholders to integrate water quality improvements with productive farming systems.	Existing and continued	Rural Land Management Program (pg. 19 )	\$25,305	\$26,064	\$26,846	\$27,651	\$28,481	\$29,335	\$35,000	Great Lakes Water Quality Improvement Plan

Environmental & Dredging Levy Projects: 7-year Plan

Focus Area	Community Strategic Plan Strategy	DPOP Reference	Project Name	Project Description	Schedule (starting FY)	Individual Project Report Reference	Proposed Environmental & Dredging Levy Expenditure							Link to natural resource plan
							2014	2015	2016	2017	2018	2019	2020	
	<b>Strategy 1.1</b> Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities		Water Quality Improvement	Priority works including sealing of creek and river crossings within the Great Lakes gravel road network	Existing and continued	Wallis Lake Catchment Management Plan (pg. 17)	\$50,000	\$50,000	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	Great Lakes Strategy for a Sustainable Future; Great Lakes Water Quality Improvement Plan
	<b>Strategy 9.2</b> Manage urban development and ensure it respects the character of the area in which it is located		Urban Water Quality Improvements	Implementation of DCP 54 (Water Sensitive Design), including training, support materials, peer review, advice and assessment of development applications and water management strategies	New	Urban Stormwater Quality Improvement (pg. 7); Development Control Plan - Water Sensitive Design (pg. 8)	\$30,000	\$30,000	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	Great Lakes Water Quality Improvement Plan
	<b>Strategy 1.1</b> Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities			Implementation of water quality improvement projects guided by the Forster/ Tuncurry Stormwater Management Plan	Existing and continued	Urban Stormwater Quality Improvement (pg. 7)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Forster/ Tuncurry Stormwater Management Plan
				Implementation of water quality improvement projects across priority sub-catchment guided by the Hawks Nest Bulahdelah Stormwater Management Plan	Existing and continued	Urban Stormwater Quality Improvement (pg. 7)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Hawks Nest, Tea Gardens and Bulahdelah Stormwater Management Plan
Program Management and delivery	<b>Strategy 1.1</b> Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities		Implementation Staff	Wages for: Manager, Ecologist, Catchment Co-ordinator and Environmental Projects Co-ordinator	Existing and continued	Various	\$440,906	\$448,956	\$462,424	\$476,297	\$490,586	\$505,304	\$520,463	
			Vehicles	Three (3) vehicles shared amongst permanent and temporary staff	Existing and continued	Various	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648	\$52,167	\$53,732	
			Operating expenses	General operating expenses including phone, printing, photocopy, training , education and audits	Existing and continued	Various	\$12,600	\$12,978	\$13,367	\$13,768	\$14,181	\$14,607	\$15,045	

Environmental & Dredging Levy Projects: 7-year Plan

Focus Area	Community Strategic Plan Strategy	DPOP Reference	Project Name	Project Description	Schedule (starting FY)	Individual Project Report Reference	Proposed Environmental & Dredging Levy Expenditure							Link to natural resource plan
							2014	2015	2016	2017	2018	2019	2020	
Maintenance of Environmental and water quality assets	Strategy 1.1 Undertake an Active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities		Maintenance of stormwater quality improvement devices and systems at Stroud, Hawks Nest, Tea Gardens, Bulahdelah, Forster/ Tuncurry and Smiths Lake	Maintain litter traps, gross pollutant traps, constructed wetlands and bioretention systems	Existing and continued	Urban Stormwater Quality Improvement (pg. 7)	\$105,000	\$108,150	\$110,000	\$113,300	\$116,699	\$120,200	\$123,806	Forster/ Tuncurry Stormwater Management Plan
Monitor and report of Waterway and environmental condition	Strategy 1.5 Monitor and report on the health, productivity and diversity of the Great Lakes environment		Waterway and Catchment Report Card	Preparation of Annual Report Cards including seagrass and water quality monitoring	Existing and continued	Waterway and Catchment Report Card and Scientific Investigations (pg. 20)	\$25,000	\$30,000	\$30,000	\$30,000	\$30,900	\$32,000	\$32,960	Great Lakes Water Quality Improvement Plan
			Science partnerships	Partnerships of targeted research to enhance knowledge to assist in and inform the management of natural assets. Existing partnership with Southern Cross University to monitor the rehabilitation of acid sulfate soil landscape at Darawank	New and continued	Darawakh Creek/ Frogalla Swamp Wetland Restoration Project (pg. 16); Waterway and Catchment Report Card and Scientific Investigations (pg. 20)	\$20,000	\$25,000	\$25,000	\$25,750	\$26,523	\$30,000	\$30,900	Darawakh Creek/ Frogalla Swamp Wetland Restoration Management Plan
	Strategy 15.1 Encourage an informed community to enable meaningful participation		State of the Environment Report	Prepare annual State of the Environment reports	Existing and continued	Various	\$23,500	\$24,205	\$24,931	\$25,679	\$26,449	\$27,243	\$28,060	State of the Environment Report
Navigation Dredging	Strategy 1.3 Manage the balance between natural siltation in our lakes and the provision of access for recreation and economic purposes		Navigation Dredging	Maintenance navigation dredging program: Corrie Channel (lower Myall River) and various sites in Wallis Lake as detailed in the Wallis Lake Estuary Management Plan	Existing and continued	Dredging Program (pg. 29)	\$275,000	\$283,250	\$291,748	\$300,500	\$309,515	\$318,800	\$328,364	Wallis Lake Estuary Management Plan; Port Stephens/ Myall Lakes Estuary Management Plan
	Strategy 1.1 Undertake		Biodiversity Conservation Framework	Develop a Biodiversity Conservation Framework for the Great Lakes	New	Biodiversity Conservation Framework (pg. 22 ); Sustainability Initiative (pg. 3 ); Vegetation Strategy (pg. 23 ); Threatened Species Management (pg. 24 )	\$10,000	\$10,000	\$20,000	\$20,600	\$21,218	\$23,000	\$23,700	Great Lakes Sustainability Strategy



Environmental & Dredging Levy Projects: 7-year Plan

Focus Area	Community Strategic Plan Strategy	DPOP Reference	Project Name	Project Description	Schedule (starting FY)	Individual Project Report Reference	Proposed Environmental & Dredging Levy Expenditure							Link to natural resource plan
							2014	2015	2016	2017	2018	2019	2020	
Biodiversity	an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities.		Tops to Lakes Corridor	Develop and Implement Tops to Lakes Initiative including strategic engagement of landholders and development of incentive program	New	Biodiversity Conservation Framework (pg. 22 ); Tops to Lakes Initiative (pg. 21 )	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	\$10,000	\$20,400	\$21,012	\$22,000	\$22,660	Tops to Lakes Initiative - Program Overview
			Hawks Nest/ Tea Gardens Endangered Koala Population Recovery Plan	Implement recovery actions identified in the Recovery Plan, including habitat protection, tree planting, roadkill mitigation and monitoring	Existing and continued	Hawks Nest/ Tea Gardens Endangered Koala Recovery (pg. 25 )	\$15,000	\$15,000	\$5,000	\$5,000	\$5,000	\$5,042	\$5,048	Hawks Nest/ Tea Gardens Endangered Koala Population Recovery Plan
			Wallamba River Restoration Program	Riverbank restoration Wallamba River - water quality and biodiversity enhancement	Existing and continued	Wallamba River Erosion Control (pg. 14 )	\$126,000	\$125,000	\$125,000	\$125,000	\$130,000	\$130,000	\$130,000	Lower Wallamba Rivercare Plan

Environmental & Dredging Levy Projects: 7-year Plan

Focus Area	Community Strategic Plan Strategy	DPOP Reference	Project Name	Project Description	Schedule (starting FY)	Individual Project Report Reference	Proposed Environmental & Dredging Levy Expenditure							Link to natural resource plan
							2014	2015	2016	2017	2018	2019	2020	
Community capacity, engagement and environmental awareness	<b>Strategy 1.2</b> Encourage and support the community to adopt environmentally friendly behaviour and sustainable business and lifestyle practices		Urban Community Engagement/ Behavioural Change for Sustainability and Water Quality	Program to reduce water quality impacts on the waterways and to encourage the adoption of sustainable practices in the urban community through delivery of education, awareness and capacity building initiatives	Existing and continued	Urban Community Engagement (pg. 9 ); Business Community Engagement (pg. 10 )	\$40,000	\$41,200	\$42,436	\$43,709	\$49,070	\$50,542	\$52,058	Great Lakes Sustainability Strategy, Great Lakes Water Quality Improvement Plan
	<b>Strategy 1.1</b> Undertake an Active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities		Bushcare and Landcare Support	Program to provide technical support to volunteers working in public reserves and private land to regenerate priority bushland.	Existing and continued	Bush Regeneration and Volunteer Support (pg. 26 )	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531	\$69,556	\$71,643	Wallis lake catchment plan, Wallis Lake Estuary Plan
	<b>Strategy 1.2</b> Encourage and support the community to adopt environmentally friendly behaviour and sustainable business and lifestyle practices		Sustainable Business Program	Engagement of business community to encourage the adoption of sustainability practices	Existing and continued	Sustainability Initiative (pg. 3 )	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0	Great Lakes Sustainability Strategy
			Marine and Estuary Education	Community education program focused on increasing knowledge of the estuaries and coast environs	New	Marine Program (pg. 27 )	\$0	\$10,000	\$5,000	\$5,000	\$0	\$0	\$0	Wallis lake catchment plan, Wallis Lake Estuary Plan
	<b>Strategy 1.1</b> Undertake an Active management program to support a healthy environment that also provides for economic, recreational and cultural		Administration of Natural Resource Management Advisory Committees	Great Lakes Catchment Group, Port Stephens Myall Lakes Estuary and Coastal Committee, Wallis and Smiths Lake Coast and Estuary Committee, Great Lakes Coastal Community Network	Existing and continued	Various	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Staff time (refer to Program Management and Delivery section)	Wallis Lake Estuary Management Plan and Port Stephens Myall Lakes Estuary Management Plan
	<b>Strategy 1.2</b> Encourage and support the community to adopt environmentally friendly behaviour and sustainable business		Schools and Community Events: Water Quality and Sustainability Program	School visits to promote awareness of water and sustainability, including catchment model demonstrations	Existing and continued	School Environmental Education Program (pg. 28 )	\$5,000	\$5,150	\$5,250	\$5,408	\$5,570	\$6,000	\$6,180	Great Lakes Sustainability Strategy, Great Lakes Water Quality Improvement Plan
Environmental Systems and Practice Improvement	<b>Strategy 14.4</b> Apply structured continuous improvement methods to achieve effectiveness and efficiencies		Sustainability Strategy Implementation	Sustainability Advisory Team operation and focus on energy and water efficiency and internal improvements	Existing and continued	Sustainability Initiative (pg. 3 )	\$10,000	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	Great Lakes Sustainability Strategy
	<b>Strategy 1.1</b> Undertake an active management Program to support a healthy environment that also provides for economic, recreational and cultural opportunities		Environmental Management System (EMS) Development and Implementation	Management of the EMS to mitigate the impacts of Council's activities including auditing	Existing and continued	Sustainability Initiative (pg. 3 ); Environmental Management Systems - Improving Council's Environmental Performance (pg. 5 )	\$20,000	\$20,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	Great Lakes Sustainability Strategy

Environmental & Dredging Levy Projects: 7-year Plan

Focus Area	Community Strategic Plan Strategy	DPOP Reference	Project Name	Project Description	Schedule (starting FY)	Individual Project Report Reference	Proposed Environmental & Dredging Levy Expenditure							Link to natural resource plan
							2014	2015	2016	2017	2018	2019	2020	
Regional and External Partnerships	Strategy 16.2 Actively contribute to regional initiatives that benefit the local area		Hunter Councils Regional Environmental Management Strategy	Contribution to regional environmental management activities through Hunter Council Environment Division including climate change risk management, vegetation mapping, biodiversity planning initiatives and natural resource policy development	Existing and continued	Regional Partnerships (pg. 4 )	\$22,500	\$23,000	\$23,439	\$24,142	\$24,866	\$25,000	\$25,000	Hunter Council Environment Division program guides and strategies
				Total Proposed Annual Expenditure			\$1,725,811	\$1,772,408	\$1,825,580	\$1,880,347	\$1,936,758	\$1,994,861	\$2,054,706	
				Environmental & Dredging Levy Income			\$1,725,811	\$1,772,408	\$1,825,580	\$1,880,347	\$1,936,758	\$1,994,861	\$2,054,706	