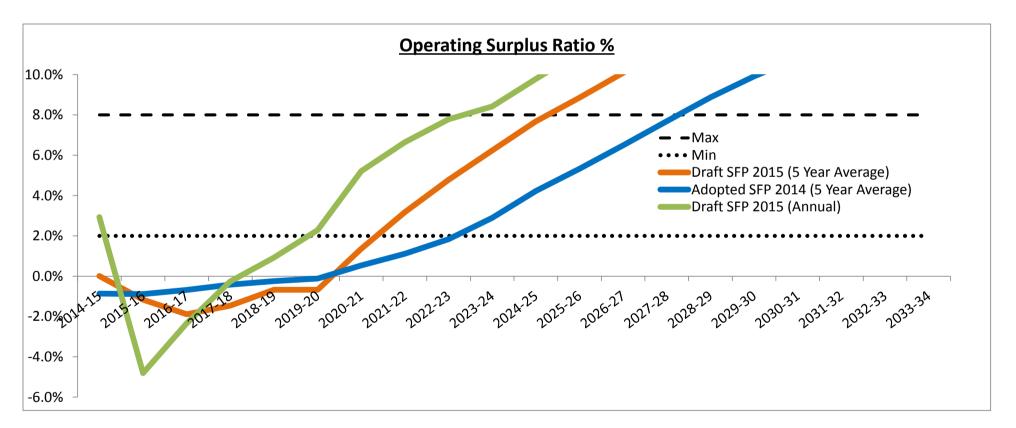
KEY RATIOS SUMMARY

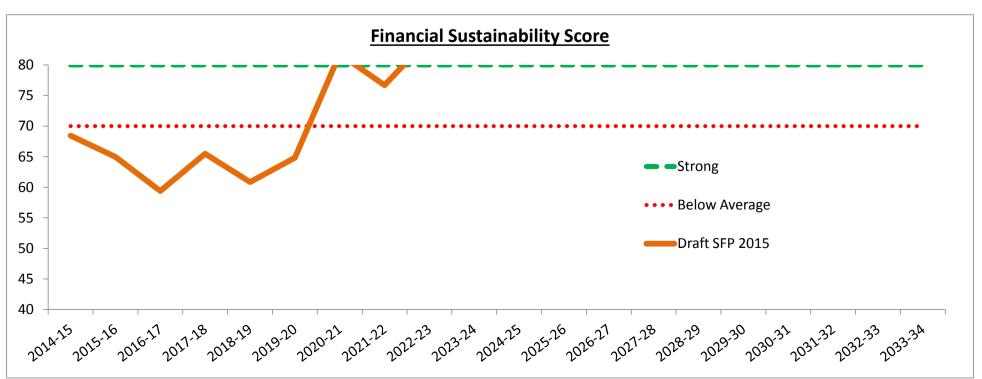
Version: 27 Oct

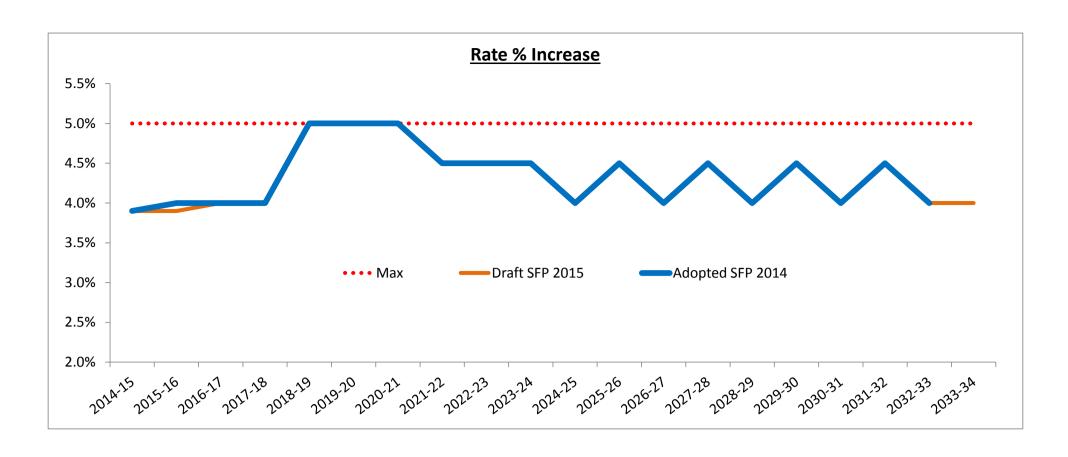
Scenario 01 - Recommended (JPACF included)

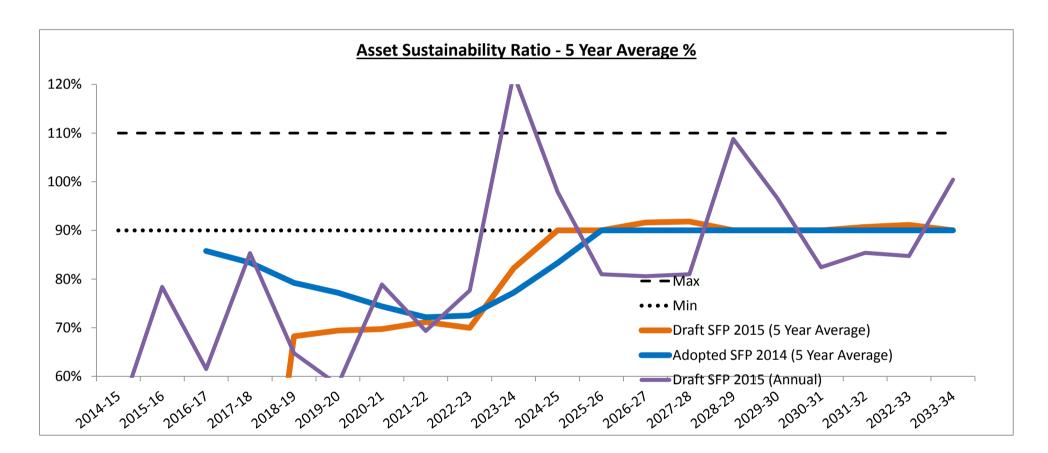
	KEY RATIO	Target Ra	<u>inge</u>	Updated 2	0 Year SFP	Previously	y Adopted	
	as per the City's Guiding Principles	Low	High	Number of Years within Tolerance	Number of Years Outside Tolerance	Number of Years Within Tolerance	vs. Current Proposal	
1	Rate % Increase	0.0%	5.0%	20	0	19	1	
2	Balanced Books	\$0	\$0	20	0	20	0	
3	Operating Surplus Ratio %	2.0%	8.0%	13	7	10	3	
4	Asset Sustainability Ratio %	90.0%	110.0%	10	10	8	2	
5	Debt Service Coverage Ratio	< 5	>5	20	0	17	3	
	Total			83	17	74	9	

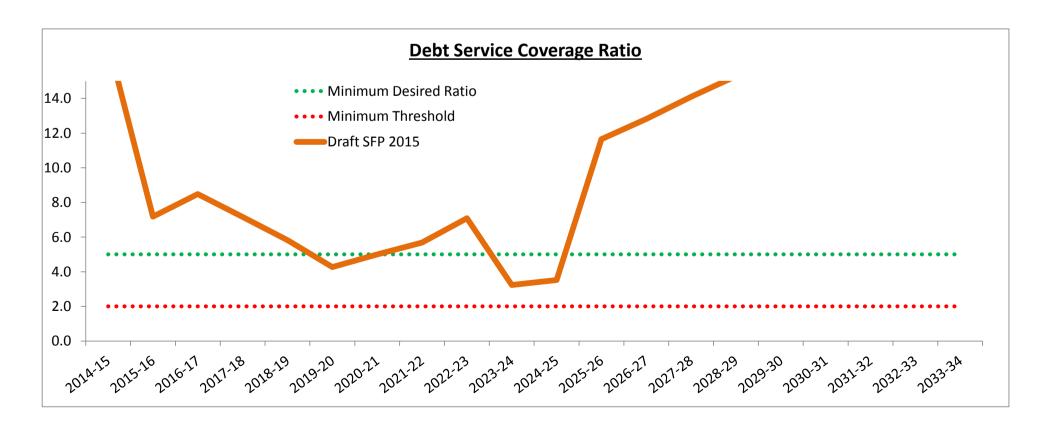
	OTHER KEY INDIC	<u>ATORS</u>	<u>Update</u>	d Plan versus A	dopted	Summary
	Indicator	Measure	Updated Plan	Adopted	Difference	Red / Amber / Green
1	Financial Sustainability: Yr 1 to 10	Score out of 100 (less than 70 is below average)	71	not available		
2	Proposed Borrowings	20 Year Total (\$m)	\$89.9	\$125.2	(\$35.3)	
3	Treasury Borrowings Criteria	No of Years where borrowings fails Test	0	5	-5	
4	Proposed Borrowings vs Treasury	Amount (\$m) borrowings excess	\$0.0	not available		
5	Cash Held less Borrowings Owing:	at end of 2033-34 \$ms	\$428.6	\$179.4	\$249.2	
6	Rates % Increase:	Average Increase Years 1 to 10	4.4%	4.5%	-0.1%	
7	Operating Surplus Ratio:	What Year does SFP first achieve target ?	2021-22	2023-24	1	
8	Operating Surplus Ratio:	Average Performance Years 1 to 10	2.7%	0.6%	2.1%	











20 YEAR PLAN - DETAILED

rsion: 27 Oct

Scenario 01 - Recommended (JPACF included)

Table 1 - Key Income & Cost Assumptions		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Table 1 - Key Income & Cost Assumptions		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	Average
1 Rate % Increase	%	3.9%	3.9%	4.0%	4.0%	5.0%	5.0%	5.0%	4.5%	4.5%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.0%	4.3%
2 Fees and Charges / Other: Base	%			4.7%	4.7%	4.7%	3.7%	3.4%	3.7%	3.6%	3.7%	3.7%	3.5%	3.5%	3.6%	3.5%	3.5%	3.6%	3.6%	3.5%	3.6%	3.8%
3 Employment Costs: Base	%			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
4 Materials and Contracts: Base	%			0.1%	0.2%	3.1%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.0%
				•									•					•			•	•

Table 2 - Ratios		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Table 2 - Rallos		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	Average
1 Operating Surplus Ratio %	For Year %	2.9%	(4.8%)	(2.3%)	(0.3%)	0.9%	2.3%	5.2%	6.6%	7.8%	8.4%	9.8%	11.1%	12.7%	14.4%	15.7%	17.0%	17.9%	18.1%	19.2%	20.1%	9.14%
	5 Year Av %	0.0%	(1.2%)	(1.9%)	(1.5%)	(0.7%)	(0.7%)	1.4%	3.2%	4.8%	6.2%	7.7%	8.9%	10.1%	11.4%	12.9%	14.3%	15.7%	16.7%	17.7%	18.5%	7.18%
2 Asset Sustainability Ratio %	For Year %	51.5%	78.4%	61.5%	85.3%	64.8%	58.3%	78.9%	69.3%	77.7%	122.1%	97.9%	81.0%	80.6%	81.0%	108.8%	96.6%	82.4%	85.4%	84.7%	100.4%	82.3%
	5 Year Av %	0.0%	0.0%	0.0%	0.0%	68.2%	69.4%	69.7%	71.2%	70.0%	82.3%	90.0%	90.0%	91.6%	91.8%	90.0%	90.0%	90.0%	90.7%	91.1%	90.0%	66.8%
3 Debt Service Coverage Ratio	Ratio for Year	17.2	7.2	8.5	7.2	5.8	4.3	5.0	5.7	7.1	3.2	3.5	11.7	12.8	14.1	15.3	16.6	17.7	18.7	20.1	39.7	12.1
	Fall below Score of 5, Five Years in a Row	No																				
4 Treasury Borrowings Criteria: Do	o the projected borrowings fail the test?																					0.0
	Shortfall in Borrowings Capacity \$000s																					0

4 Treasury Borrowings Criteria: Do the projected borrowings fail the test Shortfall in Borrowings Capacity	\$000s																					0.0
Table 3 - 20 Year Rate Setting Statement		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Table 5 25 Tour Nate Setting Statement		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	Total
OPERATING INCOME																						
1 Rates: Base	\$000s	87,213	91,773	95,621	99,446	104,418	109,639	115,121	120,301	125,715	131,372	136,627	142,775	148,486	155,168	161,375	168,637	175,382	183,274	190,605	198,230	2,741,179
2 Rates: Growth	\$000s	00.404	170	354	1,215	2,314	3,119	4,727	6,456	7,328	8,629	9,816	11,011	13,052	15,417	17,065	19,462	21,700	22,940	24,131	25,380	214,286
3 Fees and Charges / Other: Base 4 Fees and Charges / Other: Growth	\$000s \$000s	39,131	39,717	41,588 395	43,563 495	45,605 714	47,290 2,382	48,882 2,836	50,712 3,239	52,558 5,132	54,495 6,323	56,528 6,666	58,509 7,015	60,563 7,384	62,757 7,775	64,965 8,183	67,254 8,469	69,672 8,766	72,154 9,073	74,706 9,390	77,398 9,719	1,128,048 103,956
5 Operating Grants & Subsidies, Cont's & Reimb's	\$000s	7,270	5,139	5,161	5,290	5,422	5.558	5,724	5,239	6,132	6,347	6,569	6,799	7,384	7,773	7,538	7,802	8,075	8,357	8,650	8,953	135,026
6 Interest: Reserves	\$000s	0	0,100	1,840	1.402	810	1,295	2.113	2.864	2,760	3,368	3,549	4,504	6,021	7,779	9,842	11,298	11,872	12,694	15.403	18,513	117,927
7 Interest: Municipal	\$000s	4,674	3,786	1,526	1,541	1,744	1,952	2,418	2,585	2,850	2,587	2,979	3,301	3,445	3,701	3,589	4,008	4,205	4,427	4,607	4,622	64,544
8 Profit on Disposal	\$000s	4,571	1,042	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,613
A Operating Income	\$000s	142,859	141,627	146,486	152,951	161,027	171,235	181,820	192,082	202,474	213,120	222,734	233,914	245,988	259,880	272,556	286,929	299,672	312,920	327,492	342,814	4,510,579
OPERATING EXPENDITURE																						
9 Employment Costs: Base	\$000s	(56,814)	(59,888)	(61,668)	(63,501)	(65,389)	(67,332)	(69,352)	(71,452)	(73,615)	(75,844)	(78,140)	(80,875)	(83,706)	(86,635)	(89,668)	(92,806)	(96,054)	(99,416)	(102,896)	(106,497)	(1,581,550)
10 Employment Costs: Growth	\$000s			(175)	(354)	(856)	(1,387)	(1,487)	(1,884)	(2,684)	(3,436)	(3,859)	(4,325)	(4,476)	(4,633)	(4,795)	(4,963)	(5,137)	(5,317)	(5,503)	(5,695)	(60,966)
11 Materials and Contracts: Base	\$000s	(46,505)	(51,959)	(51,986)	(52,093)	(53,727)	(55,074)	(56,726)	(58,712)	(60,767)	(62,894)	(65,095)	(67,373)	(69,731)	(72, 172)	(74,698)	(77,312)	(80,018)	(82,819)	(85,718)	(88,718)	(1,314,099)
12 Materials and Contracts: Growth	\$000s	.=		(95)	(646)	(656)	(2,065)	(2,200)	(3,006)	(3,575)	(4,683)	(4,462)	(5,031)	(4,811)	(5,517)	(5,285)	(5,961)	(5,715)	(6,440)	(6,179)	(6,934)	(73,259)
13 Utilities: Base	\$000s	(5,733)	(6,076)	(6,742)	(7,007)	(7,290)	(7,655)	(8,037)	(8,439)	(8,861)	(9,304)	(9,769)	(10,258)	(10,771)	(11,309)	(11,875)	(12,468)	(13,092)	(13,746)		(15,155)	(198,022)
14 Utilities: Growth	\$000s	(455)	(007)	(501)	50	75	(58)	(124)	(108)	(91)	(82)	(66)	(49)	(51)	(54)	(56)	(59)	(62)	(65)	(68)	(72)	(926)
15 Interest on Borrowings: Existing	\$000s	(455) 0	(667)	(581)	(483)	(381) (885)	(273) (2,408)	(171)	(127) (3,129)	(101) (2,939)	(75)	(48)	(4.052)	(4.702)	(1.605)	(1.410)	(4.222)	(1.017)	(802)	(575)	(247)	(3,364) (29,100)
16 Interest on Borrowings: New 17 Insurance Expenses	\$000s \$000s	(1,613)	(1,623)	(1,647)	(164) (1,689)	(1,731)	(2,400)	(1,827)	(3,129)	(2,939)	(3,244) (2,026)	(2,617) (2,097)	(1,953) (2,170)	(1,783) (2,246)	(1,605) (2,325)	(1,419) (2,406)	(1,223) (2,491)	(1,017) (2,578)	(2,668)	(2,761)	(2,858)	(42,380)
18 Depreciation: Existing	\$000s	(29,582)	(28,524)	(28,524)	(28,524)	(28,524)	(28,524)	(28,524)	(29,522)	(30,555)	(31,625)	(32,732)	(33,877)	(35,063)	(36,290)	(37,560)	(38,875)	(40,236)	(41,644)	. , ,	(44,610)	(676,417)
19 Depreciation: New	\$000s	(20,002)	(20,024)	(518)	(1,101)	(2,446)	(3,167)	(3,428)	(3,819)	(4,503)	(5,049)	(5,315)	(5,496)	(5,746)	(5,928)	(6,119)	(6,410)	(6,613)	(7,978)	(8,295)	(8,520)	(90,450)
20 Loss on Disposal	\$000s	(240)	(1,561)	(010)	(1,101)	(2,110)	(0,101)	(0,120)	(0,010)	(1,000)	(0,010)	(0,010)	(0,100)	(0,1 10)	(0,020)	(0,110)	(0,110)	(0,010)	(1,010)	(0,200)	(0,020)	(1,800)
B Operating Expenses	\$000s	(140,943)	(150,298)	(151,923)	(155,513)	(161,809)	(169,717)	(174,967)	(182,089)	(189,649)	(198,261)	(204,201)	(211,407)	(218,385)	(226,468)	(233,881)	(242,568)	(250,522)	(260,895)	(269,530)	(279,306)	(4,072,333)
C Operating Surplus / (Deficit) A+B	\$000s	1,917	(8,672)	(5,438)	(2,563)	(782)	1,517	6,853	9,992	12,825	14,859	18,533	22,507	27,603	33,412	38,675	44,361	49,150	52,025	57,962	63,508	438,246
D Non Cash Items (Depn, Profit & Loss on Disposals)	\$000s	(24,880)	(29,168)	(29,042)	(29,625)	(30,970)	(31,691)	(31,952)	(33,341)	(35,059)	(36,674)	(38,046)	(39,373)	(40,809)	(42,218)	(43,679)	(45,285)	(46,849)	(49,622)	(51,396)	(53,130)	(762,808)
E Operating Cashflow C-D	\$000s	26,796	20,496	23,604	27,062	30,187	33,208	38,805	43,334	47,884	51,533	56,580	61,880	68,412	75,630	82,355	89,646	95,999	101,646	109,358	116,638	1,201,055
CAPITAL EXPENDITURE & LOAN PAYMENTS																						
21 Capital Expenditure: Renewal	\$000s	(15,238)	(22,359)	(17,868)	(25,278)	(20,062)	(18,462)	(25,202)	(23,117)	(27,231)	(44,772)	(37,243)	(31,881)	(32,890)	(34,188)	(47,511)	(43,758)	(38,609)	(42,378)	(43,549)	(53,358)	(644,956)
22 Capital Expenditure: New	\$000s	(20,741)	(27,021)	(30,112)	(76,530)	(40,627)	(12,947)	(20,167)	(36,985)	(29,241)	(11,552)	(9,280)	(12,306)	(8,544)	(8,843)	(13,643)	(9,472)	(79,086)	(15,127)		(10,870)	(483,595)
23 Loan Repayment Principal: Existing	\$000s	(1,399)	(2,191)	(2,271)	(2,368)	(2,471)	(2,579)	(1,262)	(884)	(910)	(936)	(963)	0	0	0	0	0	0	0	0	0	(18,233)
24 Loan Repayment Principal: New	\$000s	, ,	(, ,	O O	(852)	(1,670)	(3,142)	(3,896)	(4,062)	(3,237)	(12,695)	(13,190)	(3,526)	(3,695)	(3,874)	(4,060)	(4,256)	(4,462)	(4,677)	(4,903)	(2,699)	(78,896)
F Capital Expenditure & Loan Repayments	\$000s	(37,378)	(51,571)	(50,251)	(105,028)	(64,830)	(37,129)	(50,526)	(65,048)	(60,618)	(69,954)	(60,676)	(47,712)	(45,129)	(46,905)	(65,215)	(57,487)	(122,157)	(62,182)	(58,955)	(66,927)	(1,225,680)
G (Deficit) to be funded E+F	\$000s	(10,582)	(31,075)	(26,647)	(77,966)	(34,643)	(3,920)	(11,721)	(21,715)	(12,734)	(18,421)	(4,097)	14,168	23,284	28,725	17,140	32,159	(26,158)	39,464	50,403	49,711	(24,625)
RESERVES, PROCEEDS AND BORROWINGS																						
25 Capital Grants: Renewal	\$000s	9,239	10,840	4,323	4,904	5,072	5,199	5,355	5,542	5,736	5,937	6,145	6,360	6,583	6,813	7,051	7,298	7,554	7,818	8,092	8,375	134,236
26 Capital Grants: New	\$000s	0	2,825	4,072	13,708	2,132	3,105	1,967	3,271	950	3,504	1,018	3,754	1,090	1,128	4,162	1,209	1,251	4,614	1,340	1,387	56,488
27 Disposal Proceeds: Renewal	\$000s	(2,349)	3,525	595	1,002	831	702	851	938	898	575	754	962	957	1,241	1,144	952	965	871	1,580	1,466	18,461
28 Disposal Proceeds: New	\$000s	8,513	5,298	6,737	9,138	4,833	6,000	7,252	7,500	2,333	11,437	12,910	7,167	2,333	4,000	2,634	0	0	0	0	0	98,086
29 Reserves: Transfer From	\$000s	8,081	20,046	18,776	40,816	6,875	7,538	10,781	23,720	22,356	7,219	6,930	5,672	6,130	6,262	6,521	5,863	70,913	5,174	2,485	2,089	284,247
30 Reserves: Transfer To	\$000s	(19,329)	(12,014)	(17,483)	(7,741)	(14,936)	(22,999)	(27,246)	(23,390)	(26,646)	(10,251)	(23,661)	(38,082)	(40,376)	(48,169)	(38,651)	(47,481)	(54,525)	(57,941)		(63,028)	(657,851)
31 Borrowings H Municipal Cashflow Movements for Year G+25:30	\$000s \$000s	8,500 2,074	2,498 1,943	4,545 (5,082)	16,123 (16)	29,851 16	4,375 0	12,761	4,133	7,107 0	0 0	<u> </u>	0	<u> </u>	(0)	0	0	0	(0)	0	(0)	89,894 (1,065)
I Municipal Cash Opening Balance	\$000s	1,065	3,139	5,082	0	(16)	0	0	0	0	0	0	0	0	0	(0)	0	0	0	(0)	0	1.065
i wumuning asii Opening Balance		3,139	5,082	5,082 0	(16)	(16)	0	0	0	0	0	0	0	0	(0)	(U)	0	0	(0)	(U) O	(0)	1,005
Municipal Cash Closing Ralanco	\$000cl		J.U02	U	(10)	U	U	U	U	U	U	- 0	U	U	(0)	U	U	U	(0)	U	(0)	(0)
J Municipal Cash Closing Balance	\$000s	0,100	-,																			
TREASURY			·	E6 000	00.047	24.070	47.040	62.005	60 474	67.705	70 707	07.507	110.000	154.404	100.004	220,000	200 242	050 450	200 040	267.024	400.570	400 570
TREASURY K Reserves Closing Balance	\$000s	66,206	58,184	56,892 56,892	23,817 23,801	31,878 31 ,878	47,340 47 340	63,805 63 805	63,474 63,474	67,765 67,765	70,797 70,797	87,527 87 527	119,938 119,938	154,184 154 184	196,091 196,091	228,222 228,222		253,452 253,452	306,219 306 219		428,573 428 573	428,573 428,573
TREASURY K Reserves Closing Balance L Cash Closing Balance (Reserves & Municipal)	\$000s \$000s	66,206 69,345	58,184 63,266	56,892	23,801	31,878	47,340	63,805	63,474	67,765	70,797	87,527	119,938	154,184	196,091	228,222	269,840	253,452	306,219	367,634	428,573	428,573 428,573
TREASURY K Reserves Closing Balance	\$000s	66,206	58,184							67,765 67,765 (54,931) 12,835			119,938									

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27 Oct

Scenario 01 - Recommended (JPACF included)

ASSUMPTIONS

Costs of Borrowing

<u>Yr 2</u> <u>Yr 3</u> <u>Yr 4</u> <u>Yr 5</u> <u>Yr 6</u> <u>Yr 7</u> <u>Yr 8</u> <u>Yr 9</u> <u>Yr10</u> <u>Yr11</u> <u>Yr12</u> Yr13 <u>Yr15</u> Yr17 Yr18 <u>Yr19</u> Yr20 Yr 1 Yr14 <u>2014-15</u> <u>2015-16</u> <u>2016-17</u> <u>2017-18</u> <u>2018-19</u> <u>2019-20</u> <u>2020-21</u> <u>2021-22</u> <u>2022-23</u> <u>2023-24</u> <u>2024-25</u> <u>2025-26</u> <u>2026-27</u> <u>2027-28</u> <u>2028-29</u> <u>2029-30</u> <u>2030-31</u> 2031-32 2032-33 2033-34

5.50%

Section 1 - External Environment & Other Key Indicators

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Cash Rate WA CPI Treasury Forecast (Sep 2015), up to 2017-18 Wage Price Index Treasury Forecast (Sep 2015), up to 2017-18 Costs of Borrowing 10 Year Rate

1.75% 1.75% 2.50% 2.50% 2.00% 2.25% 2.50% 2.25% 2.75% 3.00% 3.25% 3.50% 3.00% 3.25% 3.60%

3.60% 3.60% 4.00% 4.50% 5.00% 2.50% 2.75% 3.10% 3.10% 3.10% 3.50% 4.00% 4.50% 5.00% 5.50%

b) State

Western Power Street Lighting (May 2014 State Budget)

7.50% 16.00% 2.00% 2.10%

c) WALGA

% 1.00% 2.20% 2.70% LGCI Quarterly Economic Forecast (March 2015)

Fees and Charges / Other: Base

Fees and Charges / Other: Base

Section 2 - City of Joondalup Key Assumptions

5 Year Rate

\			
/ Feca	lation	Assum	ntion
, Loca	паціон	ASSUIII	DUUII

Materials & Contracts Capital Costs

2.50% 2.50% 2.50% 3.00% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 2.50% 2.50% 2.50% 3.00% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50%

4.50%

3.50%

3.50%

5.00%

2 50% 4.00%

3.50% 3.50%

0.00%

3.50%

4.00%

3.50%

3.50%

5.00%

0.00%

4.00%

3.50%

3.50%

0.00%

3.50%

4.00%

3.50%

3.50%

5.00%

0.00%

4.00%

3.50%

3.50%

3.00%

3.50%

b) Population and Dwellings

Population as at end of FY Dwellings (rated) at beginning of FY Dwellings Increase versus Previous Year Qtv 164.611 164.942 165.307 165.789 166.309 166.839 167.467 168.064 168.724 169.477 170.285 171.109 171.959 172.846 173.744 174.670 175.617 176.595 177.616 178.671 Qty 61,650 61,650 62,000 62,300 62,714 63,164 63,614 64,064 64,514 64,883 65,233 65,583 65,933 66,283 66,633 66,833 67,033 67,233 67,433 67,433 67,633 Qty 450 450 450 450 350 350 414 350

c) Business

Business Growth m2 Increase, cumulative versus 2014-15 **Business Growth** % Increase in Business Rates versus 2014-15

74,640 | 92,280 | 102,360 | 117,480 | 127,560 | 132,600 | 155,280 | 180,480 | 205,680 | 230,880 | 252,000 | 252,000 | 252,000 | 252,000 Qty 36,000 49,000 57,000 Qtv 2% 6% 7% 12% 16% 17% 20% 21% 22% 26% 30% 34% 39% 42% 42% 42% 42%

d) Other Indicators

A) Annual Increases

Fines & Penalties

B9 Parking Fees

FTEs as at end of FY 591.4 592.5 592.5 592.5 597.5 611.5 611.5 611.5 614.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5

Section 3 - Operating Income

A1	Rates: Base	Rates: Base	%	3.90%	3.90%	4.00%	4.00%	5.00%	5.00%	5.00%	4.50%	4.50%	4.50%	4.00%	4.50%	4.00%	4.50%	4.00%	4.50%	4.00%
B1	Refuse Charges	Fees and Charges / Other: Base	%			4.16%	4.39%	4.24%	2.52%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
B2	Building Fees, excl Dev't Application Fees	Fees and Charges / Other: Base	%			2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
В3	Development Application Fees	Fees and Charges / Other: Base	%			5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
B4	Licenses & Registrations	Fees and Charges / Other: Base	%			0.00%	0.00%	0.00%	2.50%	0.00%	0.00%	0.00%	2.50%	0.00%	0.00%	0.00%	2.50%	0.00%	0.00%	0.00%
B5	Sports & Recreation Fees	Fees and Charges / Other: Base	%			4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
В6	Hire & Rentals / Leases	Fees and Charges / Other: Base	%			2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
R7	Inspection & Control Fees	Fees and Charges / Other: Base	%			2 50%	2 50%	2 50%	2 50%	3 00%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%

0.00%

16.67%

0.00%

20.00%

%

B10 Other Fees & Charges Fees and Charges / Other: Base 2.50% 2.50% 2.50% 2.50% 3.00% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% Fees and Charges / Other: Base 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% B11 Other Revenue 2.50% 2.50% 2.50% 2.50% 3.00% 3.50% 3.50% 3.50% C1 Grants & Subsidies - Operating Operating Grants & Subsidies, Cont's 3.00% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 2.50% 2.50% 2.50% 3.50% 3.50% C2 Contributions, Sponsorships & Reimbursements Operating Grants & Subsidies, Cont's 2.50% 2.50% 2.50% 2.50% 3.00% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% C3 Sale of Recyclable Materials - MRF Operating Grants & Subsidies, Cont's

3.00%

14 29%

0.00%

12.50%

0.00%

5.56%

3.00%

5.26%

0.00%

5.00%

0.00%

5.00%

3.00%

5.00%

0.00%

3.50%

0.00%

3.50%

3.00%

3.50%

0.00%

3.50%

0.00%

3.50%

3.00%

3.50%

<u>Yr20</u> 2033-34

				[Oraft 20 Ye	ear SFP (2	2014-15 to	2033-34)												Attac
ASSUMPTIONS		<u>Yr 1</u> 2014-15	<u>Yr 2</u> 5 2015-16	<u>Yr 3</u> 2016-17	<u>Yr 4</u> 2017-18	<u>Yr 5</u> 2018-19	<u>Yr 6</u> 2019-20	<u>Yr 7</u> 2020-21	<u>Yr 8</u> 2021-22	<u>Yr 9</u> 2022-23	<u>Yr10</u> 2023-24	<u>Yr11</u> 2024-25	<u>Yr12</u> 2025-26	<u>Yr13</u> 2026-27	<u>Yr14</u> 2027-28	<u>Yr15</u> 2028-29	<u>Yr16</u> 2029-30	<u>Yr17</u> 2030-31	<u>Yr18</u> 2031-32	<u>Yr19</u> 2032-33
Section 4 - Operating Costs A) Annual Increases																				
A1 Salaries & Wages	Employment Costs: Base	%		3.0%									3.5%							3.5%
A2 Other Employment Costs B1 Members Costs	Employment Costs: Base Materials and Contracts: Base	<u> </u>		2.5% 2.5%	2.5% 2.5%				3.5% 3.5%	3.5% 3.5%	3.5% 3.5%	3.5% 3.5%	3.5% 3.5%	3.5% 3.5%	_			_		3.5% 3.5%
B2 Accommodation & Prop	Materials and Contracts: Base	%		2.5%	2.5%	2.5%		3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	6 3.5%	3.5%	3.5%
B3 Administration	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	6 3.5%	3.5%	3.5%

/			
Α1	Salaries & Wages	Employment Costs: Base	%
A2	Other Employment Costs	Employment Costs: Base	%
B1	Members Costs	Materials and Contracts: Base	%
B2	Accommodation & Prop	Materials and Contracts: Base	%
B3	Administration	Materials and Contracts: Base	%
B4	Telephones and Communication	Materials and Contracts: Base	%
B5	Finance Related Cost	Materials and Contracts: Base	%
B6	Professional Fees &	Materials and Contracts: Base	%
В7	Public Relations, Ad	Materials and Contracts: Base	%
B8	Contributions & Donations paid by City	Materials and Contracts: Base	%
В9	Computing	Materials and Contracts: Base	%
B10	Furniture, Equipment	Materials and Contracts: Base	%
B11	Other Materials	Materials and Contracts: Base	%
B12	Books & Publications	Materials and Contracts: Base	%
B13	Travel, Vehicles & P	Materials and Contracts: Base	%
B14	External Services, excl Tipping Fees	Materials and Contracts: Base	%
B15	Tipping Fees	Materials and Contracts: Base	%
B16	Waste Management Services	Materials and Contracts: Base	%
	Charges & Recoveries	Materials and Contracts: Base	%
C1	Electricity - Western Power (WP) Streetlighting	Utilities: Base	%
C2	Electricity - excluding WP Streetlighting	Utilities: Base	%
C3	Gas & Water	Utilities: Base	%
D1	Insurance Expenses	Insurance Expenses	%
E1	Depreciation: Existing	Depreciation: Existing	%

	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
-	9.0%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
-1	4.9%	-38.0%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	4.2%	4.4%	4.2%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	4.2%	4.4%	4.2%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
1	6.0%	2.0%	2.1%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
	7.0%	6.0%	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
	7.0%	6.0%	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
	2.5%	2.5%	2.5%	2.5%	3.0%		3.5%	3.5%	3.5%	3.5%	3.5%	3.5%		3.5%	3.5%	3.5%	3.5%	3.5%
	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%

B) Cost Management Program								
a) Employment Costs: Base	%							
b) Materials and Contracts: Base	%	-2.00%	-1.00%					
c) Utilities: Base	%							

Section 5 -	Capital &	Depreciation

a) Capital Expenditure	
CPI	%
b) Grants & Disposal Proceeds	
Capital Grants: Renewal	%
Capital Grants: New	%
Disposal Proceeds: Renewal	%
Disposal Proceeds: New	%

2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
			•	•	•	•	•	•	•	·	•	•		•	•		
2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
2 50%	2 50%	2 50%	2 50%	3 00%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%	3 50%

Disposal Proceeds: New	i
c) Depreciation p.a Property, Plant & Equipment	Depn p.a.
Freehold Land %	2.0%
Buildings %	1.7% 60 Years
Artworks %	0.00%
Furniture & IT %	10.00%
Fleet, Plant & Equipment %	10.00%
c) Depreciation - Infrastructure	Depn p.a.
Roads %	2.0%
Footpaths %	2.5%
Reserves %	10.00%
Other infrastructure %	10.00%

27 Oct

Scenario 01 - Recommended (JPACF included)

MAJOR PROJECT ASSUMPTIONS AND CHANGES SINCE ADOPTED PLAN

	Reason for C	hange	Year c	of Compl	etion_	<u>Car</u>	oital \$m	#1	Other Comments
Major Project	Source / Details	Elected Members - When was it last reviewed and/or When is the Next Review ?	Adopted June 2014	Current Proposed	Diff (Now vs. Prev)	Adopted June 2014	Current Proposed	Diff (Now vs. Prev)	
Ocean Reef Marina Business Case & Structure Plan	Draft Budget 2015-16	Adopted SFP June 2014	2015-16	2015-16	No Change	(\$3.1)	(\$2.4)	\$0.7	
2 Multi Storey Car Park (1)	Adopted SFP based on Business Case estimate. Tenders now received and construction commenced	Tender approved in June 2014	2015-16	2015-16	No Change	(\$20.5)	(\$17.4)	\$3.1	
3 Mullaloo Surf Life Saving Club	Council resolution 21.04.15	Council April 2015		2015-16	New		(\$1.7)	(\$1.7)	
4 Cafes / Kiosks / Restaurants	4 sites proposed in total	Pinnaroo	2016-17	2016-17	No Change	(\$0.3)	(\$0.5)	(\$0.2)	
Penistone Park - Facility Redevelopment	Report to Council	Council August 2014	2015-16	2016-17	- 1 year	(\$3.8)	(\$3.8)	\$0.0	
6 Synthetic Hockey Project	Project is now being implemented and now estimated for completion 2016-17	Adopted SFP June 2014	2015-16	2016-17	- 1 year	(\$6.5)	(\$6.5)	(\$0.0)	
7 CBD Office Development	Project Costs only included at this stage	Council December 2014	2017-18	2017-18	No Change	(\$0.6)	(\$1.3)	(\$0.7)	There are likely to be other capital costs, which will be added after negotiations are completed.
8 Grove Child Care / Dorchester Hall / Warwick Hall	No Change. Structure Plan will be required, but both parties are keen to progress so project is still assumed to be completed within 5 years.		2017-18	2017-18	No Change	(\$4.3)	(\$4.3)	\$0.0	
Joondalup Administration Building - refurbishment	No change. Works will be carried out to the external façade, toilets and lifts.	Adopted SFP June 2014	2017-18	2017-18	No Change	(\$5.0)	(\$5.0)	\$0.0	
Joondalup Performing Arts & Culture Facility/Jinan Gardens	Includes \$1.7m project costs for 2015-16. Estimated construction costs of \$92.7m brought up to 2015 values, \$1.7m higher than previous \$91.0m	Steering Group March 2015	2018-19	2018-19	No Change	(\$94.2)	(\$97.6)	(\$3.4)	
Greenwood Community Centre (Calectasia hall / GSGH)	Deferred to 2037-38	Council July 2014	2019-20	2037-38	+18 Years	(\$5.0)	\$0.0	\$5.0	Active Reserve Review - Noted by Council July 2014
12 Clubroom Redevelopment - Chichester Park	Active Reserve Review	Council July 2014	2020-21	2019-20	+1 year	(\$4.0)	(\$4.0)	\$0.0	
13 Percy Doyle - Refurbishment Works	Council resolution 21.04.15	Council April 2015	2024-25	2020-21	+4 Years	(\$5.5)	(\$6.3)	(\$0.8)	
14 Edgewater Quarry	Adopted SFP June 2014	Strategy 01 April 2014 & Elected Members weekend 18.05.14	2021-22	2021-22	No Change	(\$21.7)	(\$21.7)	\$0.0	
Whitfords Library and Senior Citizens Centre	Adopted SFP June 2014	Strategic Weekend 18.05.14	2022-23	2022-23	No Change	(\$12.1)	(\$12.1)	\$0.0	
16 Multi Storey Car Park (2)	Adopted SFP June 2014	Adopted SFP June 2014	2022-23	2022-23	No Change	(\$20.5)	(\$18.5)	\$2.0	
Percy Doyle Master-Plan Phase 1 (Library & L-Centre) #1	Adopted SFP June 2014	Adopted SFP June 2014	2030-31	2030-31	No Change	(\$43.2)	(\$43.2)	\$0.0	
18 Prince Regent Park Development	Active Reserve Review	Council July 2014		2031-32	New		(\$2.1)	(\$2.1)	
19 Hawker Park Clubrooms	Recommended for removal as other nearby facilities (Penistone, Percy Doyle Reserve, Warwick Open Space) provide adequate facilities for all local clubs.	SFMC March 2015	2016-17		Remove	(\$2.7)	\$0.0	\$2.7	
TOTAL			200000000000000000000000000000000000000	300000000000	**************	(\$253.0)	(\$248.3)	\$4.7	

^{#1} Capital Costs excluding escalation.

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Draft 20 Year SFP (2014-15 to 2033-34)
Attachment 1.5

	Version:	27	Oct					Scei	nario 01	- Recon	nmende	d (JPAC	F includ	led)							
CAPEX, excluding escalation	Yr 1 2014-15	Yr 2 2015-16	Yr 3 2016-17	Yr 4 2017-18	Yr 5 2018-19	Yr 6 2019-20	Yr 7 2020-21	Yr 8 2021-22	Yr 9 2022-23	Yr10 2023-24	Yr11 2024-25	Yr12 2025-26	Yr13 2026-27	Yr14 2027-28	Yr15 2028-29	Yr16 2029-30	Yr17 2030-31	Yr18 2031-32	Yr19 2032-33	Yr20 2033-34	<u>Yr 1 to 20</u> <u>Total</u>
	2014-13	2013-10	2010-17	2017-10	2010-19	2013-20	2020-21	2021-22	2022-23	2023-24	2024-23	2023-20	2020-21	2021-20	2020-23	2029-30	2030-31	2031-32	2032-33	2033-34	<u> 10tai</u>
Section A - by Project																					
A1 Capital Works Program, excl MPP																					
1 Parks Development	(1,564)	(1,290)	(1,281)	(1,168)	(1,254)	(1,250)	(1,500)	(1,500)	(1,500)	(1,500)	(1,700)	(1,700)	(1,700)	(1,700)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(32,607)
2 Foreshore and Natural Areas	(328)	(470)	(506)	(495)	(465)	(475)	(600)	(600)	(600)	(600)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(12,139)
3 Parks Equipment	(2,289)	(1,888)	(1,862)	(1,876)	(1,725)	(1,763)	(2,000)	(2,000)	(2,000)	(2,000)	(2,250)	(2,250)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(42,783)
4 Streetscape Enhancement	(1,057)	(1,250)	(1,500)	(1,500)	(1,500)	(1,500)	(1,450)	(1,200)	(950)	(950)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(22,857)
5 Local Traffic management 6 State Blackspot	(892) (532)	(945) (1,300)	(1,020)	(940) (900)	(890) (900)	(890) (900)	(900) (900)	(900) (900)	(900) (900)	(900) (900)	(1,000)	(1,000) (900)	(1,000) (900)	(1,000) (900)	(1,000) (900)	(1,000) (900)	(1,000)	(1,000) (900)	(1,000) (900)	(1,000) (900)	(19,177) (18,032)
7 Parking Facilities	(375)	(348)	(355)	(350)	(350)	(350)	(430)	(430)	(430)	(430)	(530)	(530)	(530)	(530)	(530)	(530)	(900) (530)	(530)	(530)	(530)	(9,148)
8 Major Road Construction	(104)	(5,943)	(3,750)	(3,000)	(1,500)	(1,500)	(430)	(3,000)	(430)	(3,000)	(330)	(3,000)	(330)	(330)	(3,000)	(330)	(330)	(3,000)	(330)	(330)	(30,797)
9 New Paths	(406)	(637)	(439)	(475)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(8,757)
10 Path Replacement	(468)	(359)	(427)	(401)	(490)	(490)	(752)	(752)	(752)	(752)	(1,110)	(1,110)	(1,110)	(1,110)	(1,110)	(344)	(344)	(344)	(344)	(344)	(12,912)
11 Stormwater Drainage	(798)	(592)	(790)	(790)	(740)	(740)	(1,000)	(1,000)	(1,000)	(1,000)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(20,950)
12 Lighting	(517)	(3,035)	(3,375)	(3,000)	(1,025)	(825)	(3,000)	(3,000)	(2,500)	(2,000)	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(33,277)
13 Road Preservation and Resurfacing	(7,192)	(6,720)	(6,018)	(6,533)	(6,660)	(6,695)	(6,500)	(6,500)	(10,000)	(11,000)	(11,000)	(11,000)	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(198,818)
14 Bridges and Underpasses	(9)	(25)	(25)	(50)	(50)	(50)	(90)	(90)	(90)	(90)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,569)
15 Major Building Construction	(1,313)	(4,560)	(2,470)	(1,970)	(1,850)	(1,770)	(3,200)	(3,200)	(1,750)	(2,800)	(2,800)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(48,383)
16 CWP Renewal (not specified)										(14,503)	(5,375)	(1,563)			(7,742)	(4,709)	(736)			(5,059)	(39,686)
Total Capital Works Program, excl MPP	(17,844)	(29,361)	(24,718)	(23,447)	(19,824)	(19,623)	(22,747)	(25,497)	(23,797)	(42,851)	(32,140)	(29,828)	(26,375)	(26,375)	(37,417)	(31,617)	(27,644)	(29,909)	(27,909)	(32,967)	(551,891)
A2 Capital Projects - Annual Programs																					
21 Fleet	(1,343)	(2,066)	(2,353)	(2,775)	(3,530)	(3,085)	(2,914)	(3,367)	(2,681)	(1,712)	(2,400)	(2,625)	(3,026)	(3,254)	(3,301)	(2,606)	(2,413)	(2,516)	(3,434)	(3,034)	(54,434)
22 IT	(804)	(501)	(605)	(454)	(260)	(280)	(120)	(120)	(120)	(120)	(120)	(270)	(120)	(120)	(130)	(130)	(130)	(120)	(120)	(120)	(4,764)
23 Rangers, Parking & Community Safety	(15)	(359)						(125)	(1,625)				(125)								(2,249)
24 Artworks & Other	(574)																				(574)
26 Year 1 & 2 Various	718	(2,107)																			(1,389)
Total Capital Projects - Annual Programs	(2,018)	(5,033)	(2,958)	(3,229)	(3,790)	(3,365)	(3,034)	(3,612)	(4,426)	(1,832)	(2,520)	(2,895)	(3,271)	(3,374)	(3,431)	(2,736)	(2,543)	(2,636)	(3,554)	(3,154)	(63,410)
A3 Major Projects less than \$3m																					
31 Warwick Leisure Centre Extension	(222)	(1,609)																			(1,609)
33 Bramston Park Clubrooms	(200)	(2,731)		(0.050)																	(2,931)
34 Craigie LC - Upgrades				(2,250)	(4.000)																(2,250)
35 Heathridge Leisure Centre Refurbishment 37 Craigie LC - Geothermal Bore - additional injection bore					(1,000)						(1,000)										(1,000) (1,000)
41 Marmion Angling & Aquatic Club Parking	(200)	(2,160)									(1,000)										(2,360)
42 Joondalup Library - major refurbishment	(200)	(2,100)		(1,250)																	(1,250)
Total Major Projects less than \$3m	(400)	(6,500)		(3,500)	(1,000)						(1,000)										(12,400)
Total Major Projects less than \$5111	(400)	(0,300)		(3,300)	(1,000)						(1,000)										(12,400)
A4 Major Projects greater than \$3m																					
51 Joondalup Performing Arts & Culture Facility/Jinan Gardens	(210)	(1,737)	(11,347)	(53,601)	(30,736)																(97,631)
52 CBD Office Development	(210)	(259)	(789)	(00,001)	(00,100)																(1,258)
53 Cafes / Kiosks / Restaurants	(97)	(180)	(180)																		(457)
54 Ocean Reef Marina Business Case & Structure Plan	(1,000)	(1,423)	(122)																		(2,423)
56 Penistone Park - Facility Redevelopment		(240)	(708)	(2,858)																	(3,806)
58 Synthetic Hockey Project	(200)	(900)	(5,445)																		(6,545)
59 Greenwood Community Centre (Calectasia hall / GSGH)																					
60 Edgewater Quarry						(864)	(11,224)	(9,612)									/42.2				(21,699)
61 Percy Doyle Master-Plan Phase 1 (Library & L-Centre) #1			(500)	(4.000)	(4.000)	(222)	(0.050)										(43,200)				(43,200)
62 Percy Doyle - Refurbishment Works 64 Clubroom Redevelopment - Chichester Park			(528)	(1,268)	(1,006)	(603)	(2,850)														(6,254)
65 Grove Child Care / Dorchester Hall / Warwick Hall			(270)	(4,000)		(4,000)															(4,000) (4,270)
66 Whitfords Library and Senior Citizens Centre			(270)	(4,000)			(50)	(7,000)	(5,000)												(12,050)
67 Multi Storey Car Park (1)	(14,000)	(2,048)					(50)	(1,000)	(0,000)												(16,048)
68 Multi Storey Car Park (2)	(,000)	(=,510)						(5,355)	(13,145)												(18,500)
69 Joondalup Administration Building - refurbishment				(5,000)				,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	, , -,												(5,000)
73 Mullaloo Surf Life Saving Club		(1,700)																			(1,700)
75 Prince Regent Park Development																		(2,100)			(2,100)
Total Major Projects greater than \$3m	(15,717)	(8,486)	(19,267)	(66,726)	(31,742)	(5,467)	(14,124)	(21,967)	(18,145)								(43,200)	(2,100)			(246,941)

#1 Percy Doyle Master-Plan included above is the renewal of the Library and Leisure Centre. Phase 2 is outside the timescales of the 20 year SFP Projects that are not highlighted are fully funded by Municipal Funds. Projects highlighted in yellow are included in Attachment 1.7

Draft 20 Year SFP (2014-15 to 2033-34) Attachment 1.5

Section B - Summary																					
•																					
<u>Category</u>																					
Capital Works Program, excl MPP	(17,844)	(29,361)	(24,718)	(23,447)	(19,824)	(19,623)	(22,747)	(25,497)	(23,797)	(42,851)	(32,140)	(29,828)	(26,375)	(26,375)	(37,417)	(31,617)	(27,644)	(29,909)	(27,909)	(32,967)	(551,891
Capital Projects - Annual Programs	(2,018)	(5,033)	(2,958)	(3,229)	(3,790)	(3,365)	(3,034)	(3,612)	(4,426)	(1,832)	(2,520)	(2,895)	(3,271)	(3,374)	(3,431)	(2,736)	(2,543)	(2,636)	(3,554)	(3,154)	(63,410
Major Projects less than \$3m	(400)	(6,500)		(3,500)	(1,000)						(1,000)										(12,400
Major Projects greater than \$3m	(15,717)	(8,486)	(19,267)	(66,726)	(31,742)	(5,467)	(14,124)	(21,967)	(18,145)								(43,200)	(2,100)			(246,94
TOTAL CAPITAL EXPENDITURE	(35,979)	(49,380)	(46,943)	(96,902)	(<u>56,356</u>)	(28,455)	(39,905)	(<u>51,076</u>)	(46,368)	(44,682)	(35,660)	(32,723)	(29,647)	(29,749)	(40,848)	(34,353)	(73,387)	(34,644)	(31,462)	(36,122)	(874,64
Existing / New																					
Existing \$000s	(15,238)	(22,359)	(17,433)	(24,060)	(18,630)	(16,726)	(22,167)	(19,645)	(22,359)	(35,518)	(28,546)	(23,610)	(23,533)	(23,635)	(31,735)	(28,240)	(24,074)	(25,531)	(25,349)	(30,009)	(478,39
New \$000s	(20,741)	(27,021)	(29,511)	(72,843)	(37,726)	(11,729)	(17,738)	(31,431)	(24,009)	(9,164)	(7,113)	(9,113)	(6,113)	(6,113)	(9,113)	(6,113)	(49,313)	(9,113)	(6,113)	(6,113)	
Existing %	42.4%	45.3%	37.1%	24.8%	33.1%	58.8%	55.5%	38.5%	48.2%	79.5%	80.1%	72.2%	79.4%	79.5%	77.7%	82.2%	32.8%	73.7%	80.6%	83.1%	54.7%
•																					
New %	57.6%	54.7%	62.9%	75.2%	66.9%	41.2%	44.5%	61.5%	51.8%	20.5%	19.9%	27.8%	20.6%	20.5%	22.3%	17.8%	67.2%	26.3%	19.4%	16.9%	45.3%

Yr 2

CAPEX, excluding escalation

Draft 20 Year SFP (2014-15 to 2033-34)

Scenario 01 - Recommended (JPACF included)

Attachment 1.6

	Yr 1 2014-15	Yr 2 2015-16	Yr 3 2016-17	Yr 4 2017-18	Yr 5 2018-19	Yr 6 2019-20	Yr 7 2020-21	Yr 8 2021-22	Yr 9 2022-23	Yr10 2023-24	Yr11 2024-25	Yr12 2025-26	Yr13 2026-27	Yr14 2027-28	Yr15 2028-29	Yr16 2029-30	Yr17 2030-31	Yr18 2031-32	Yr19 2032-33	Yr20 2033-34	Yr 1 to 20 Total
\$000s	(1,564)	(1,290)	(1,313)	(1,227)	(1,350)	(1,380)	(1,705)	(1,765)	(1,827)	(1,891)	(2,218)	(2,296)	(2,376)	(2,459)	(2,994)	(3,099)	(3,207)	(3,320)	(3,436)	(3,556)	(44,273
							(682)										(1,123)				(16,451
																					(57,273 (29,412
											(1,305)	(1,350)				(1,550)					(25,429
\$000s	(532)				(969)			(1,059)			(1,174)	(1,215)			(1,347)		(1,443)		(1,546)		(23,750
\$000s	(375)	(348)	(364)	(368)	(377)	(386)	(489)	(506)	(524)	(542)	(691)	(716)	(741)	(767)	(793)	(821)	(850)	(880)	(911)	(942)	(12,390
																					(37,147
		(637)	(450)	(499)		(469)	(483)	(500)	(518)	(536)	(554)			(615)		(659)		(705)	(730)	(756)	(11,460 (16,980
																					(28,568
	\ /																				(41,294
\$000s	(7,192)	(6,720)	(6,168)	(6,863)	(7,172)	(7,390)	(7,390)	(7,649)	(12,179)	(13,866)	(14,351)	(14,853)	(16,771)	(17,358)	(17,965)	(20,144)	(20,849)	(21,578)	(24,052)	(24,893)	(275,404
\$000s	(9)	(25)	(26)	(53)	(54)	(55)	(102)	(106)	(110)	(113)	(130)	(135)	(140)	(145)	(150)	(155)	(160)	(166)	(172)	(178)	(2,183
\$000s	(1,313)	(4,560)	(2,532)	(2,070)	(1,992)	(1,954)	(3,638)	(3,766)	(2,131)			(3,106)	(3,214)	(3,327)			(3,689)	(3,818)	(3,951)		(63,340
											, , ,				` '		,			1	(56,466
\$000s	(17,844)	(29,361)	(25,336)	(24,634)	(21,348)	(21,660)	(25,862)	(30,003)	(28,983)	(54,015)	(41,931)	(40,277)	(36,861)	(38,151)	(56,018)	(48,991)	(44,335)	(49,645)	(47,946)	(58,619)	(741,821
\$000s	(1,343)	(2,066)	(2,412)	(2,916)	(3,801)	(3,405)	(3,313)	(3,962)	(3,265)	(2,157)	(3,131)	(3,545)	(4,230)	(4,706)	(4,942)	(4,038)	(3,870)	(4,176)	(5,899)	(5,395)	(72,572
\$000s	(804)	(501)	(620)	(477)	(280)	(309)	(136)	(141)	(146)	(151)	(157)	(365)	(168)	(174)	(195)	(201)	(208)	(199)	(206)	(213)	(5,652
\$000s	(15)	(359)						(147)	(1,979)				(175)								(2,675
,		(0.407)																			(574
		,									4		4								(1,389
\$000s	(2,018)	(5,033)	(3,032)	(3,393)	(4,081)	(3,714)	(3,450)	(4,250)	(5,390)	(2,309)	(3,288)	(3,909)	(4,572)	(4,880)	(5,137)	(4,239)	(4,078)	(4,375)	(6,106)	(5,609)	(82,862
\$000s		(1,609)																			(1,609
\$000s	(200)	(2,731)																			(2,931
\$000s				(2,364)																	(2,364
					(1,077)						(4.005)									\vdash	(1,077
	(200)										(1,305)										(1,305 (2,360
<i>φ</i> υυυδ		(2.160)																			
	(200)	(2,160)		(1 313)																\vdash	(1 313
\$000s				(1,313)	(1.077)						(1 305)										, ,
	(400)	(2,160) (6,500)		(1,313) (3,677)	(1,077)						(1,305)										
\$000s				· · · /	(1,077)						(1,305)										
\$000s				· · · /	(1,077)						(1,305)										
\$000s \$000s \$000s	(400)	(6,500)	(11,631)	(3,677)	(1,077)						(1,305)										(102,959
\$000s \$000s \$000s \$000s	(400) (210) (210)	(6,500) (1,737) (259)	(809)	(3,677)							(1,305)										(102,959 (102,992 (1,278
\$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97)	(6,500) (1,737) (259) (180)		(3,677)							(1,305)										(102,992 (102,78 (462
\$000s \$000s \$000s \$000s \$000s \$000s \$000s	(400) (210) (210)	(6,500) (1,737) (259) (180) (1,423)	(809)	(56,315)							(1,305)										(102,959 (102,992 (1,278 (462 (2,423
\$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97) (1,000)	(6,500) (1,737) (259) (180) (1,423) (240)	(809) (185) (726)	(3,677)							(1,305)										(12,959 (102,992 (1,278 (462 (2,423 (3,968
\$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97)	(6,500) (1,737) (259) (180) (1,423)	(809)	(56,315)							(1,305)										(12,959 (102,992 (1,278 (462 (2,423 (3,968
\$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97) (1,000)	(6,500) (1,737) (259) (180) (1,423) (240)	(809) (185) (726)	(56,315)		(954)	(12,761)	(11,310)			(1,305)										(12,959 (102,992 (1,278 (462 (2,423 (3,968 (6,545
\$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97) (1,000)	(6,500) (1,737) (259) (180) (1,423) (240)	(809) (185) (726) (5,445)	(3,677)	(33,100)	` '		(11,310)			(1,305)						(69,282)				(12,959 (102,992 (1,278 (462 (2,423 (3,968 (6,545 (25,025 (69,282
\$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97) (1,000)	(6,500) (1,737) (259) (180) (1,423) (240)	(809) (185) (726)	(56,315)		(665)	(12,761)	(11,310)			(1,305)						(69,282)				(12,959 (102,992 (1,278 (462 (2,423 (3,968 (6,545 (25,025 (69,282 (6,861
\$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97) (1,000)	(6,500) (1,737) (259) (180) (1,423) (240)	(809) (185) (726) (5,445) (541)	(3,677) (56,315) (3,002) (1,332)	(33,100)	` '		(11,310)			(1,305)						(69,282)				(12,959 (102,992 (1,278 (462 (2,423 (3,968 (6,545 (25,025 (69,282 (6,861 (4,415
\$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97) (1,000)	(6,500) (1,737) (259) (180) (1,423) (240)	(809) (185) (726) (5,445)	(56,315)	(33,100)	(665)	(3,240)		(6 000)		(1,305)						(69,282)				(12,959 (102,992 (1,278 (462 (2,423 (3,968 (6,545 (25,025 (69,282 (6,861 (4,415 (4,479
\$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s \$000s	(210) (210) (210) (97) (1,000)	(6,500) (1,737) (259) (180) (1,423) (240) (900)	(809) (185) (726) (5,445) (541)	(3,677) (56,315) (3,002) (1,332)	(33,100)	(665)			(6,090)		(1,305)						(69,282)				(12,959 (102,992 (1,278 (462 (2,423 (3,968 (6,545 (25,025 (69,282 (6,861 (4,415 (4,479 (14,383
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(1.891) (2.218) (2.296) (2.376) (2.459) (2.459) (2.994) (3.999) (3.998) (3.288) (470) (519) (520) (501) (524) (682) (706) (731) (756) (913) (945) (978) (1.013) (1.048) (1.085) (1.085) (1.005) (1.057) (1.250) (1.048) (1.048) (1.294) (1.048) (1.294) (1.048) (1.294) (1.048)	2014-15 2015-16 2016-17 2017-18 2018-19 2018-20 2020-21 2021-22 2022-23 2022-24 2024-25 2026-26 2026-27 2027-28 2028-29 2028-30 2030-31 2030	2014-15 2015-16 2016-17 2017-18 2016-19 2019-20 2020-21 2021-22 2022-23 2023-24 2024-25 2025-26 2026-27 2027-28 2028-29 2029-30 2030-31 2031-32 2031-3	2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2022-24 2022-25 2025-26 2026-27 2027-28 2028-29 2028-30 2030-31 2031-32 2032-33 2030-21 2030-2	2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2021-22 2022-22 2022-22 2022-22 2022-22 2028-2

27 Oct

CAPEX, including escalation

Draft 20 Year SFP (2014-15 to 2033-34)
Attachment 1.6

Yr14

Yr15

Yr17

Yr19

Yr20

Yr 1 to 20

Total

Yr13

Section B - Summary																					
Category																					
Capital Works Program, excl MPP	(17,844)	(29,361)	(25,336)	(24,634)	(21,348)	(21,660)	(25,862)	(30,003)	(28,983)	(54,015)	(41,931)	(40,277)	(36,861)	(38,151)	(56,018)	(48,991)	(44,335)	(49,645)	(47,946)	(58,619)	(741,821)
Capital Projects - Annual Programs	(2,018)	(5,033)	(3,032)	(3,393)	(4,081)	(3,714)	(3,450)	(4,250)	(5,390)	(2,309)	(3,288)	(3,909)	(4,572)	(4,880)	(5,137)	(4,239)	(4,078)	(4,375)	(6,106)	(5,609)	(82,862)
Major Projects less than \$3m	(400)	(6,500)		(3,677)	(1,077)						(1,305)										(12,959)
Major Projects greater than \$3m	(15,717)	(8,486)	(19,613)	(70,104)	(34,183)	(6,034)	(16,057)	(25,848)	(22,099)								(69,282)	(3,486)			(290,910)
TOTAL CAPITAL EXPENDITURE	(35,979)	(49,380)	(<u>47,981</u>)	(101,808)	(60,689)	(31,409)	(45,369)	(60,102)	(56,472)	(56,323)	(46,523)	(<u>44,187</u>)	(<u>41,433</u>)	(<u>43,031</u>)	(<u>61,155</u>)	(<u>53,231</u>)	(<u>117,695</u>)	(57,505)	(54,052)	(64,228)	(1,128,551)
Existing / New																					
Existing \$000s	(15,238)	(22,359)	(17,868)	(25,278)	(20,062)	(18,462)	(25,202)	(23,117)	(27,231)	(44,772)	(37,243)	(31,881)	(32,890)	(34,188)	(47,511)	(43,758)	(38,609)	(42,378)	(43,549)	(53,358)	(644,956)
New \$000s	(20,741)	(27,021)	(30,112)	(76,530)	(40,627)	(12,947)	(20,167)	(36,985)	(29,241)	(11,552)	(9,280)	(12,306)	(8,544)	(8,843)	(13,643)	(9,472)	(79,086)	(15,127)	(10,502)	(10,870)	(483,595)
Existing %	42.4%	45.3%	37.2%	24.8%	33.1%	58.8%	55.5%	38.5%	48.2%	79.5%	80.1%	72.2%	79.4%	79.5%	77.7%	82.2%	32.8%	73.7%	80.6%	83.1%	57.1%
New %	57.6%	54.7%	62.8%	75.2%	66.9%	41.2%	44.5%	61.5%	51.8%	20.5%	19.9%	27.8%	20.6%	20.5%	22.3%	17.8%	67.2%	26.3%	19.4%	16.9%	42.9%

Yr 8

Yr 9

Yr10

Yr11

<u>2014-15</u> <u>2015-16</u> <u>2016-17</u> <u>2017-18</u> <u>2018-19</u> <u>2019-20</u> <u>2020-21</u> <u>2021-22</u> <u>2021-22</u> <u>2022-23</u> <u>2023-24</u> <u>2024-25</u> <u>2025-26</u> <u>2026-27</u> <u>2027-28</u> <u>2028-29</u> <u>2029-30</u> <u>2030-31</u> <u>2031-32</u> <u>2031-32</u> <u>2032-33</u> <u>2033-34</u>

Yr12

Yr 1

Yr 2

Yr 3

Yr 4

Yr 5

Yr 6

Yr 7

Draft 20 Year SFP (2014-15 to 2033-34) Attachment 1.7 Scenario 01 - Recommended (JPACF included) 27 Oct Year 09 to Yr 1 to 20 Yr 1 Yr 2 Yr 3 Yr 4 Yr 5 Yr 6 Yr 7 Yr 8 **Project Funding Estimates** <u>2014-15</u> <u>2015-16</u> <u>2016-17</u> <u>2017-18</u> <u>2018-19</u> <u>2019-20</u> <u>2020-21</u> 2021-22 <u>20</u> <u>Total</u> 8 Major Road Construction \$000's 493 4,803 1,842 2,101 1,077 1,104 2,353 11,536 25,309 Grants Disposal Proceeds / Other Contribution \$000's 4,143 Reserves \$000's 2,002 1,051 538 552 Loans \$000's Municipal \$000's (390)1,140 1,177 5,768 7,695 **Capital Expenditure Total** 104 5,943 3,844 3,152 1,615 1,656 3,530 54,451 37,147 \$000's 12 Lighting Grants \$000's 402 205 245 215 147 1,214 Disposal Proceeds / Other Contribution \$000's 168 168 Reserves \$000's 50 1,450 2,563 2,171 144 2,274 2,353 4,392 15,397 \$000's Loans 467 17,784 24,516 \$000's 1,016 692 735 745 763 1,137 1,177 Municipal **Capital Expenditure Total** \$000's 517 3,035 3,459 3,152 1,104 911 3,411 3,530 63,470 41,294 15 Major Building Construction \$000's 42 42 Grants Disposal Proceeds / Other Contribution \$000's 200 200 Reserves \$000's 1,904 697 1,838 1,903 18,464 24,806 729 Loans \$000's 729 1,927 Municipal \$000's 1,272 1,835 1,870 1,992 1,954 1,800 1,863 23,051 37,563 **Capital Expenditure Total** \$000's 1,313 4,560 2,532 2,070 1,992 3,638 3,766 63,340 33 Bramston Park Clubrooms Grants \$000's 750 750 Disposal Proceeds / Other Contribution \$000's Reserves \$000's 1,769 Loans \$000's 1,769 200 Municipal \$000's 212 412 **Capital Expenditure Total** \$000's 200 2,731 2,931 2,931 35 Heathridge Leisure Centre Refurbishment \$000's Disposal Proceeds / Other Contribution \$000's Reserves \$000's Loans \$000's 1,077 1,077 \$000's Municipal 1,077 1,077 **Capital Expenditure Total** \$000's 1,077

41 Marmion Angling & Aquatic Club Parking							
Grants	\$000's						
Disposal Proceeds / Other Contribution	\$000's		235				235
Reserves	\$000's	200	1,691				1,891
Loans	\$000's						
Municipal	\$000's		235				235
Capital Expenditure Total	\$000's	200	2,160			2,360	2,360

51 Joondalup Performing Arts & Culture Facility/Jinan Gardens									
Grants	\$000's				10,000				10,000
Disposal Proceeds / Other Contribution	\$000's								
Reserves	\$000's	210	1,737	11,631	30,191	4,941			48,710
Loans	\$000's				16,123	28,158			44,281
Municipal	\$000's								
Capital Expenditure Total	\$000's	210	1,737	11,631	56,315	33,100		102,992	102,992

52 CBD Office Development								
Grants	\$000's							
Disposal Proceeds / Other Contribution	\$000's							
Reserves	\$000's	195	259	809				1,263
Loans	\$000's							
Municipal	\$000's	15						15
Capital Expenditure Total	\$000's	210	259	809			1,278	1,278

56 Penistone Park - Facility Redevelopment							
Grants	\$000's		233	595			827
Disposal Proceeds / Other Contribution	\$000's						
Reserves	<i>\$000's</i>		493				493
Loans	\$000's						
Municipal	\$000's	240		2,408			2,648
Capital Expenditure Total	\$000's	240	726	3,002		3,968	3,968

58 Synthetic Hockey Project								
Grants	\$000's		900	900				1,800
Disposal Proceeds / Other Contribution	\$000's							
Reserves	\$000's							
Loans	\$000's			4,545				4,545
Municipal	\$000's	200						200
Capital Expenditure Total	<i>\$000'</i> s	200	900	5,445			6,545	6,545

59 Greenwood Community Centre (Calectasia hall / GSGH)						
Grants	\$000's					
Disposal Proceeds / Other Contribution	\$000's					
Reserves	\$000's					
Loans	\$000's					
Municipal	\$000's					
Capital Expenditure Total	\$000's					

ewater Quarry								
nts	\$000's							
sposal Proceeds / Other Contribution	\$000's							
leserves	\$000's							
oans	\$000's			954	12,761	4,133		
<i>f</i> lunicipal	\$000's					7,177		
Capital Expenditure Total	\$000's			954	12,761	11,310	25,025	

	Draft 20 `	Year SFP (2	2014-15 to 2	033-34)						A	ttachment 1.7
Project Funding Estimates		Yr 1 2014-15	Yr 2 2015-16	Yr 3 2016-17	Yr 4 2017-18	Yr 5 2018-19	Yr 6 2019-20	Yr 7 2020-21	Yr 8 2021-22	Year 09 to 20	Yr 1 to 20 Total
Grants	\$000's	2014-13	2013-10	2010-11	2017-10	2010-13	2013-20	2020-21	ZUZ I-ZZ	20	Total
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's									69,282	69,282
Loans Municipal	\$000's \$000's										
Capital Expenditure Total	\$000's									138,564	69,282
62 Percy Doyle - Refurbishment Works											
Grants Disposal Proceeds / Other Contribution	\$000's \$000's			144				1,080			1,224
Reserves	\$000's			397	1,332	468	665	2,160			5,022
Loans Municipal	\$000's \$000's					616					616
Capital Expenditure Total	\$000's			541	1,332	1,083	665	3,240		6,861	6,861
64 Clubroom Redevelopment - Chichester Park	4000						000				1
Grants Disposal Proceeds / Other Contribution	\$000's \$000's						993				993
Reserves Loans	\$000's \$000's						3,422				3,422
Municipal	\$000's									4.445	
Capital Expenditure Total	\$000's						4,415			4,415	4,415
65 Grove Child Care / Dorchester Hall / Warwick Hall Grants	\$000's										
Disposal Proceeds / Other Contribution	\$000's			277	4,203						4,479
Reserves Loans	\$000's \$000's										
Municipal Capital Expenditure Total	\$000's \$000's			277	4,203					4,479	4,479
	\$000.8			211	4,203					4,479	4,479
66 Whitfords Library and Senior Citizens Centre Grants	\$000's										
Disposal Proceeds / Other Contribution	\$000's										
Reserves Loans	\$000's \$000's							57	8,237	6,090	14,383
Municipal Capital Expenditure Total	\$000's \$000's							57	8,237	20,473	14,383
	φοσοσ							37	0,201	20,470	14,000
67 Multi Storey Car Park (1) Grants	\$000's										
Disposal Proceeds / Other Contribution	\$000's	5 500	0.040								7.540
Reserves Loans	\$000's \$000's	5,500 8,500	2,048								7,548 8,500
Municipal Capital Expenditure Total	\$000's \$000's	14,000	2,048							16,048	16,048
	,,,,,	,,,,,	_,-,- :-							1.0,0.10	
68 Multi Storey Car Park (2) Grants	\$000's										
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's								6,301	8,902	15,203
Loans	\$000's								0,501	7,107	7,107
Municipal Capital Expenditure Total	\$000's \$000's								6,301	38,320	22,311
69 Joondalup Administration Building - refurbishment											
Grants	\$000's										
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's				5,253						5,253
Loans Municipal	\$000's \$000's				5,255						5,255
Capital Expenditure Total	\$000's				5,253					5,253	5,253
73 Mullaloo Surf Life Saving Club											
Grants	\$000's		675								675
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's		350								350
Loans Municipal	\$000's \$000's		675								675
Capital Expenditure Total	\$000's		1,700							1,700	1,700
75 Prince Regent Park Development											
Grants Disposal Proceeds / Other Contribution	\$000's \$000's										
Reserves	\$000's									3,486	3,486
Loans Municipal	\$000's \$000's										
Capital Expenditure Total	\$000's									6,971	3,486
Total Grants	\$000's	6,230	14,477	8,395	18,612	7,204	8,304	7,322	8,814	109,169	188,528
Disposal Proceeds / Other Contribution Reserves	\$000's	148	1,346	871	5,205	831	702	851	938	12,364	23,258
Loans	\$000's \$000's	8,500	12,289 2,498	18,776 4,545	39,998 16,123	6,091 29,851	1,217 4,375	6,329 12,761	18,795 4,133	110,616 7,107	220,857 89,894
Municipal Capital Expenditure Total	\$000's \$000's		18,770 49,380	15,394 47,981	21,870 101,808	16,712 60,689	16,809 31,409	18,106 45,369	27,423 60,102	456,579 695,835	606,015 1,128,551
	,		,	,	. ,	22,000	,	,	,	, , , , , , , , , , , , , , , , , , , ,	, 2,001

Draft 20 Year SFP (2014-15 to 2033-34) Attachment 1.8

Second	RESERVES (including escalation)		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr10	Yr11	Yr12	Yr13	Yr14	Yr15	Yr16	Yr17	Yr18	Yr19	Yr20	<u>Yr 1 to 20</u>
Section Process Proc	RESERVES (morading essention)		<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>				<u>2020-21</u>	2021-22									<u>2030-31</u>	<u>2031-32</u>	<u>2032-33</u>	<u>2033-34</u>	<u>Total</u>
Section Sect						V CI GIOTI.		701				oceriai io	01-10		ilucu (o	I AOI III	iciaacaj			J			
2.84 Color for Lange 1.90 1.9		#000I-	00.000	04.704	44.540	40.050	4.450	0.405	40.057	00.404	00.000	20.040	25.044	47.004	74.057	404.004	405.004	101.070	400.000	470.050	045 400	000 707	00.000
3 - John March Pricery Grant Colored Pricery							1,150	,					,						199,028	1/2,852	215,408	266,707	
Application of Control Annual Cont							108	000	1,004	4,010	7,400	0,000	7,770	7,220	7,074	0,720	0,700	4,201					
1	3			5,046	1,350	1,123	2,230	3,947	6,310	9,100	5,938	148	2,588	5,523	8,853	13,651	19,005	24,924	31,307	38,217	45,652	53,646	•
Control Cont	, ,			160																			
## Advantage 19-14					(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	
14 Valle Supposed 500			(-)	(-)	(5)	(5)	(-/	. ,	` '		` '											(- /	(-)
1 March Affeet Refusionment	1 9							,													,		2,652
March Lot Justice Helgerine 5000 200 186 1879 2008 211 2.59 2.79 2.69 2.70 2.80 2.70 2.80 2.00 3			,		,		,	,					,	,	,	,				,	,		
5 1 1 1 1 1 1 1 1 1	•			,	-	,		,	,			,	,				,				,		
2 Secure for Public Secure																							
22 Cache Interval Personage Store 1500 1200 1																							
22 Carlo Fu, Cut Place Composition (1997) (1																							
24 Final Hands			- '		,	- '							,			,	,		-		,		
25 More Secures	·		. ,	()	. ,	(-)	(-)	()	. ,	. ,	` /	· /			()	()	. ,		. ,	()	()	()	1,068
Section Proceedings Proceedings Proceedings Proceedings Procedure		\$000's	57	67	69	71	74	76	79	83	87	91	96	101	106	111	116	122	128	135	142	149	57
Second Control Members 1,000 1,5	Total Opening balance	\$000's	54,940	66,206	58,184	56,892	23,817	31,878	47,340	63,805	63,474	67,765	70,797	87,527	119,938	154,184	196,091	228,222	269,840	253,452	306,219	367,634	54,940
Second Control Members 1,000 1,5	Transfers In Total																						
3 January Performing Arms & Calculus* Second Florating Second Flo									15,139									30,573	36,559	39,216	42,320	37,155	
## Pales Septiment Septime					,		5,688	6,000	7,167	7,500	2,333	2,667	3,833	7,167	2,333	4,000	2,634						
\$ Cells (1) Seed City Paching \$ 0.000 1	. 9				,	,	1 610	2 162	2.450	2 772	2.064	2 272	2 727	2.070	4 240	4 557	1 017	5.011	5 214	5 200	5 572	6 724	
8 Commenter Memory Comments (2 Commenter Memory Comments (2 Comments Memory Comments Memory Comments (2 Comments Memory Comments Memory Comments (2 Comments Memory Comments Memory Comments Memory Comments (2 Comments Memory Comments M	9 ,		1,401	1,103	340	1,049	1,010	2,102	2,430	2,113	2,904	2,373	2,131	2,919	4,249	4,557	4,047	5,011	5,214	5,390	5,572	0,734	05,776
8 Aces Resourciation Processed College 1,000 2,000 1,0	, ,		14																				14
11 Capple Works Cong Provated 12 Wash Researce 13 Capple Works Cong Provated 14 And Current Sci Lazer Researce 14 And Current Sci Lazer Researce 14 And Current Sci Lazer Researce 15 Capple Sci Lazer Researce 16 Capple Sci Lazer Researce 16 Capple Sci Lazer Researce 16 Capple Sci Lazer Researce 17 Capple Sci Lazer Researce 18 Capple Sci Lazer Researce 19 Capple S																							
12 Verlieds A Planter Robuserers 5000 25 in 36 360 306 365 367 376 397 417 427 459 476 452 569 527 565 564 564 694 695 6	· ·		7.054			1,582																	
13 Vehreis & Fleine Replacement 5000 51 52 53 64 64 64 64 64 64 64 6	·		,	397	308	336	363	367	379	307	/117	/37	450	475	402	500	527	5/15	564	594	604	626	
A Non Current La Lever Reserve 5007 125							303	301	370	391					432	309	321				004	020	
16 Section 20A1 land	·																						
21 Cent in Line Of Perham Reserve																							5
22 Cash in Laso of Packing Reserve				1																			
23 Casin In Law of Public Open Space				34																			
24 Trust Fund Somo 18 10 28 28 28 More Relevant Somo 19,47 12,04 15,642 6,339 14,126 21,704 25,134 20,526 23,886 6,883 20,112 33,579 34,356 40,399 28,810 36,165 46,547 46,469 44,515 53,935, 20 10 10 10 10 10 10 10 10 10 10 10 10 10			72	01																			
Transfers In Total 500° 19,347 12,024 15,642 5,390 14,706 25,706		\$000's	18	10																			
Transfers Out - Projects 1 Strotopic Asset Management S0000 (59) (8,389) (8,389) (15,897) (1,150) (1,277) (6,329) (12,591) (1,373) (1,421) (1,471) (1,523) (1,576) (70,913) (5,174) (1,747) (1,898) (153,493) (1,976) (1,976) (1,976) (1,976) (1,976) (1,976) (1,977)					45.040	0.000	44.400	04 704	05.404	00.500	00.000	0.000	00.440	00.570	04.050	40.000	00.040	00.400	40.054	45.047	40.400	44.545	
1 Strategic Asset Management 5000's (8.39) (8.399) (8.399) (8.399) (1.507) (1.150) (1.217) (8.299) (1.2403) (9.155) (2.921) (2.931) (1.970) (1.427) (1.923) (1.970) (7.913) (5.174) (1.747) (1.908) (1.1503) (1.1500) (1.1501) (1.15	Total Transfers in Total	\$000 S	19,347	12,024	13,642	6,339	14,120	21,704	25,134	20,326	23,886	0,003	20,112	33,379	34,336	40,390	28,810	30,183	42,634	45,247	48,496	44,515	539,952
2 Sale of Tamala Park Lind 3 Joondaly Porforming Arts & Culture 3 Joondaly Porforming Arts & Culture 3 Joondaly Porforming Arts & Culture 5 Cash in Lew of City Parking 5 Cash in Lew of C																							
3 Jondalip Performing Afris & Culture 4 Parking Facility 5005 (2314) (4,799) (809) (809) (62) (809) (8			(58)	(8,389)	(6,336)			(1,217)	(6,329)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	
4 Parking Facility			(4.54.)	(4.600)	(44.604)																		
6 Coan Ref Marina S0005 (647)						(7,091)	(100)			(6.301)	(8 902)												
6 Coean Reef Marina 7 Currambine / Kinosa Community Cc 8 Asset Rationalisation Proceeds (Oth 1 Capital Works Going Forward 1 Service Reserve 1 Service Reser				(1,100)	(000)					(0,001)	(0,002)												(647)
8 Assel Rationalisation Proceeds (Othr 1 Capital Works Going Forward 500% 1 Vehicles & Plants Replacement 500% 1 Vehicles & Plants Replacement 5 Works Going Forward 5 W			(509)	(162)																			(671)
11 Capital Works Going Forward 12 Waste Management 15 Waste Management 16 Section 20 Waste Management 16 Waste Management 17 Waste Management 18 Waste Management 18 Waste Management 19 Waste																							
12 Wate Management S000's (283)			(2.540)	(3.063)																			(5.642)
13 Vehicles & Plants Replacement 14 Non Current IS Leave Reserve 5000's (238)			(2,049)																				(283)
15 Public Art Reserve \$000's 137 (50)	13 Vehicles & Plants Replacement	\$000's		(=30)																			
16 Section 20A Land 27 Marmion Car Park Reserve 3000's 28 Marmion Car Park Reserve 3000's 300																							
21 Marmion Car Park Reserve			(37)	(50)																			(87)
22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves 3000's (561) 25 Minor Reserves 3000's (561) 3000's (560)			(117)	(1 691)																			(1.808)
23 Cash in Lieu of Public Open Space 24 Trust Fund 5000's (561) 5000's (0) Total Transfers Out - Projects 5000's (8,081) (20,046) (18,776) (39,998) (6,091) (1,217) (6,329) (18,795) (18,057) (2,921) (2,631) (1,373) (1,421) (1,471) (1,523) (1,576) (70,913) (5,174) (1,747) (1,808) (229,948) Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 5000's (8,18) (1,217) (1,218) (1,217) (1,218) (1,21			(117)	(1,001)																			(1,000)
25 Minor Reserves																							
Transfers Out - Projects \$000's (8,081) (20,046) (18,776) (39,998) (6,091) (1,217) (6,329) (18,057) (2,921) (2,631) (1,373) (1,421) (1,471) (1,523) (1,576) (70,913) (5,174) (1,747) (1,808) (229,948) (1,878) (1,																							
Strategic Asset Management S000's			(-/	(20 046)	(18 776)	(39 998)	(6 091)	(1 217)	(6.329)	(18 795)	(18 057)	(2 921)	(2 631)	(1 373)	(1 421)	(1 471)	(1 523)	(1 576)	(70 913)	(5 174)	(1 747)	(1.808)	
1 Strategic Asset Management \$000's 2 Sale of Tamala Park Land \$000's 3 Joondalup Performing Arts & Culture \$000's 4 Parking Facility \$000's 5 Cash in Lieu of City Parking 6 Ocean Reef Marina \$000's 7 Currambline / Kinross Community Ce \$000's 8 Asset Rationalisation Proceeds (Othe \$11 Capital Works Going Forward \$000's 11 Capital Works Going Forward \$000's 12 Waste Management \$000's	Transfer out 110joute	φοσσσ	(0,001)	(20,010)	(10,110)	(00,000)	(0,001)	(1,211)	(0,020)	(10,100)	(10,001)	(2,021)	(2,001)	(1,010)	(1,121)	(1,-1,1)	(1,020)	(1,010)	(10,010)	(0,114)	(1,1-11)	(1,000)	(220,0-10)
2 Sale of Tamala Park Land \$000's (818) (5,858) (4,299																							
3 Joondalup Performing Arts & Culture						(0.40)		(= 0=0)	(4.000)	(4.000)	(4.000)	(4.000)	(4.000)	(4.000)	(4.000)	(4.000)	(4.000)	(4.00=)					(12.252)
4 Parking Facility \$000's \$00						(818)		(5,858)	(4,299)	(4,299)	(4,299)	(4,299)	(4,299)	(4,299)	(4,299)	(4,299)	(4,299)	(4,287)					(49,650)
5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management \$000's																							
6 Ocean Reef Marina \$000's \$00		\$000's																					
8 Asset Rationalisation Proceeds (Othe \$000's \$000'	6 Ocean Reef Marina	\$000's																					
11 Capital Works Going Forward \$000's																							
12 Waste Management \$000's	,																						
							(784)	(463)	(154)	(627)					(410)	(493)	(700)				(738)	(281)	(4,648)

Draft 20 Year SFP (2014-15 to 2033-34)
Attachment 1.8

RESERVES (including escalation)		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr10	Yr11	Yr12	Yr13	Yr14	Yr15	Yr16	Yr17	Yr18	Yr19	Yr20	Yr 1 to 20
,	\$000's	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	<u>2026-27</u>	2027-28	2028-29	2029-30	<u>2030-31</u>	2031-32	<u>2032-33</u>	<u>2033-34</u>	<u>Total</u>
14 Non Current LS Leave Reserve																						
15 Public Art Reserve	\$000's																					
16 Section 20A Land	\$000's																					
21 Marmion Car Park Reserve	\$000's																					
22 Cash in Lieu of Parking Reserve	\$000's																					
23 Cash in Lieu of Public Open Space	\$000's																					
24 Trust Fund	\$000's																					
25 Minor Reserves	\$000's																					
Total Transfers Out - Other	\$000's				(818)	(784)	(6,320)	(4,452)	(4,925)	(4,299)	(4,299)	(4,299)	(4,299)	(4,709)	(4,791)	(4,998)	(4,287)			(738)	(281)	(54,299)
Interest																						
1 Strategic Asset Management	\$000's			397	306		234	697	1,096	1,102	1,759	1,731	2,359	3,547	5,016	6,759	8,059	8,179	8,513	10,727	13,290	73,772
2 Sale of Tamala Park Land	\$000's			444	276		37	111	281	326	252	212	283	320	279	244						3,063
3 Joondalup Performing Arts & Culture	\$000's			367	108																	475
4 Parking Facility	\$000's			43	58	106	201	339	367	148	67	198	351	549	796	1,071	1,371	1,696	2,046	2,422	2,851	14,679
5 Cash in Lieu of City Parking	\$000's																					·
6 Ocean Reef Marina	\$000's																					
7 Currambiine / Kinross Community Ce	\$000's			(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
8 Asset Rationalisation Proceeds (Othe	\$000's			(-)	28	56	67	78	91	95	100	105	110	116	121	127	134	140	147	155	163	1,832
11 Capital Works Going Forward	\$000's			164	170	176	208	243	283	297	312	327	343	361	379	398	418	438	460	483	507	5,967
12 Waste Management	\$000's			183	200	219	274	338	411	452	496	543	594	648	705	766	831	901	974	1,053	1,136	10.726
13 Vehicles & Plants Replacement	\$000's			100	109	99	92	94	90	81	111	147	164	166	152	130	120	135	151	142	124	2,208
14 Non Current LS Leave Reserve	\$000's			69	71	74	87	102	119	125	131	137	144	152	159	167	175	184	193	203	213	2,506
15 Public Art Reserve	\$000's			3	3	3	3	4	4	5	5	5	5	6	6	6	7	7	193	8	213	2,500
16 Section 20A Land				•			2	3	3	3	3			4			5	5	5		6	66
	\$000's			2		2			9	9		4	4		4	4	-			5	10	
21 Marmion Car Park Reserve	\$000's			5	5	6	- /	8			10	10	11	11	12	13	13		15	15	16	189
22 Cash in Lieu of Parking Reserve	\$000's			43	45	47	55	64	75	79	82	87	91	95	100	105	111	116	122	128	134	1,580
23 Cash in Lieu of Public Open Space	\$000's			(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(-)	(0)	(0)	(0)	(0)
24 Trust Fund	\$000's			19	19	20	24	28	32	34	36	37	39	41	43	45	48	50	53	55	58	681
25 Minor Reserves	\$000's			2	2	3	3	4	4	4	5	5	5	5	6	6	6	6	7	7	7	87
Total Interest	\$000's			1.840							3.368	3.549	4.504									447 027
				1,040	1,402	810	1,295	2,113	2,864	2,760	3,300	0,040	7,007	6,021	7,779	9,842	11,298	11,872	12,694	15,403	18,513	117,927
Closing Balance				1,040	1,402	810	1,295	2,113	2,864	2,760	3,300	0,040	4,004	6,021	7,779	9,842	11,298	11,872	12,694	15,403	18,513	117,927
Closing Balance 1 Strategic Asset Management	\$000's	21,784	14,518	, ,	1, 402	6,465	,	28,164	, , ,	36,640	35,941	47,864	7	101,064	, ,	9,842 161,972	,	,	,	15,403 266,707	,	
1 Strategic Asset Management	· · · · ·	,	14,518 10.598	16,650	, -		18,657	28,164	26,623	36,640	35,941	47,864	71,657	101,064	135,934	161,972	,	,	,	j	,	315,344
Strategic Asset Management Sale of Tamala Park Land	\$000's	7,020	10,598	16,650 15,209	1,150	6,465	,	, - 1	, , ,	, == 1	-,	-,	7		, ,	,	,	,	,	j	,	
Strategic Asset Management Sale of Tamala Park Land Joondalup Performing Arts & Culture	\$000's \$000's	7,020 11,327	10,598 15,142	16,650 15,209 6,171	1,150	6,465 855	18,657 1,034	28,164 4,013	26,623 7,495	36,640 5,856	35,941 4,476	47,864 4,223	71,657 7,374	101,064 5,728	135,934 5,708	161,972 4,287	199,028	172,852	215,408	266,707	315,344	315,344 0
Strategic Asset Management Sale of Tamala Park Land Joondalup Performing Arts & Culture Parking Facility	\$000's \$000's \$000's	7,020	10,598	16,650 15,209	1,150	6,465	18,657	28,164	26,623	36,640	35,941	47,864	71,657	101,064	135,934	161,972	,	,	,	j	,	
Strategic Asset Management Sale of Tamala Park Land Joondalup Performing Arts & Culture Parking Facility Cash in Lieu of City Parking	\$000's \$000's \$000's \$000's	7,020 11,327 5,046	10,598 15,142 1,350	16,650 15,209 6,171	1,150	6,465 855	18,657 1,034	28,164 4,013	26,623 7,495	36,640 5,856	35,941 4,476	47,864 4,223	71,657 7,374	101,064 5,728	135,934 5,708	161,972 4,287	199,028	172,852	215,408	266,707	315,344	315,344 0
Strategic Asset Management Sale of Tamala Park Land Joondalup Performing Arts & Culture Parking Facility Cash in Lieu of City Parking Ocean Reef Marina	\$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046	10,598 15,142 1,350 (0)	16,650 15,209 6,171 1,123	1,150 108 2,230	6,465 855 3,947	18,657 1,034 6,310	28,164 4,013 9,100	26,623 7,495 5,938	36,640 5,856	35,941 4,476 2,588	47,864 4,223 5,523	71,657 7,374 8,853	101,064 5,728 13,651	135,934 5,708 19,005	161,972 4,287 24,924	199,028	172,852 38,217	215,408	266,707	315,344	315,344 0 0 63,231
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce	\$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046	10,598 15,142 1,350	16,650 15,209 6,171	1,150 108 2,230 (0)	6,465 855 3,947	18,657 1,034 6,310	28,164 4,013 9,100	26,623 7,495 5,938	36,640 5,856 148	35,941 4,476 2,588	47,864 4,223 5,523	71,657 7,374 8,853	101,064 5,728 13,651	135,934 5,708 19,005	161,972 4,287 24,924	199,028 31,307	38,217 (0)	215,408 45,652	266,707 53,646	315,344 63,231	315,344 0 0 63,231
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe	\$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0)	10,598 15,142 1,350 (0) (0)	16,650 15,209 6,171 1,123	1,150 108 2,230 (0) 1,610	6,465 855 3,947 (0) 1,666	18,657 1,034 6,310 (0) 1,733	28,164 4,013 9,100 (0) 1,811	26,623 7,495 5,938 (0) 1,901	36,640 5,856 148 (0) 1,996	35,941 4,476 2,588 (0) 2,096	47,864 4,223 5,523 (0) 2,201	71,657 7,374 8,853 (0) 2,311	101,064 5,728 13,651 (0) 2,426	135,934 5,708 19,005 (0) 2,548	161,972 4,287 24,924 (0) 2,675	199,028 31,307 (0) 2,809	38,217 (0) 2,949	215,408 45,652 (0) 3,097	266,707 53,646 (0) 3,252	315,344 63,231 (0) 3,414	315,344 0 0 63,231 (0) 3,414
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753	10,598 15,142 1,350 (0) (0) 4,691	16,650 15,209 6,171 1,123 (0) 4,855	1,150 108 2,230 (0) 1,610 5,025	6,465 855 3,947 (0) 1,666 5,200	18,657 1,034 6,310 (0) 1,733 5,408	28,164 4,013 9,100 (0) 1,811 5,652	26,623 7,495 5,938 (0) 1,901 5,934	36,640 5,856 148 (0) 1,996 6,231	35,941 4,476 2,588 (0) 2,096 6,543	47,864 4,223 5,523 (0) 2,201 6,870	71,657 7,374 8,853 (0) 2,311 7,213	101,064 5,728 13,651 (0) 2,426 7,574	135,934 5,708 19,005 (0) 2,548 7,953	161,972 4,287 24,924 (0) 2,675 8,350	199,028 31,307 (0) 2,809 8,768	172,852 38,217 (0) 2,949 9,206	215,408 45,652 (0) 3,097 9,667	266,707 53,646 (0) 3,252 10,150	315,344 63,231 (0) 3,414 10,657	315,344 0 0 63,231 (0) 3,414 10,657
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958	10,598 15,142 1,350 (0) (0) 4,691 5,062	16,650 15,209 6,171 1,123 (0) 4,855 5,553	1,150 108 2,230 (0) 1,610 5,025 6,088	6,465 855 3,947 (0) 1,666 5,200 6,671	18,657 1,034 6,310 (0) 1,733 5,408 7,312	28,164 4,013 9,100 (0) 1,811 5,652 8,027	26,623 7,495 5,938 (0) 1,901 5,934 8,835	36,640 5,856 148 (0) 1,996 6,231 9,704	35,941 4,476 2,588 (0) 2,096 6,543 10,638	47,864 4,223 5,523 (0) 2,201 6,870 11,640	71,657 7,374 8,853 (0) 2,311 7,213 12,709	101,064 5,728 13,651 (0) 2,426 7,574 13,849	135,934 5,708 19,005 (0) 2,548 7,953 15,063	161,972 4,287 24,924 (0) 2,675 8,350 16,356	199,028 31,307 (0) 2,809 8,768 17,732	38,217 (0) 2,949 9,206 19,197	215,408 45,652 (0) 3,097 9,667 20,756	266,707 53,646 (0) 3,252 10,150 22,413	315,344 63,231 (0) 3,414 10,657 24,175	315,344 0 0 63,231 (0) 3,414 10,657 24,175
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375	199,028 31,307 (0) 2,809 8,768 17,732 2,548	38,217 (0) 2,949 9,206 19,197 3,000	215,408 45,652 (0) 3,097 9,667 20,756 3,208	266,707 53,646 (0) 3,252 10,150 22,413 2,612	315,344 63,231 (0) 3,414 10,657 24,175 2,455	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683	38,217 (0) 2,949 9,206 19,197 3,000 3,867	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264	315,344 63,231 (0) 3,414 10,657 24,175 2,455 4,477	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455 4,477
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845 124	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970 74	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039 77	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111 80	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184 82	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272 86	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374 90	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493 94	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617 99	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748 104	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886 109	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030 114	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182 120	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341 126	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508 132	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683 139	38,217 (0) 2,949 9,206 19,197 3,000 3,867 146	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061 153	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264 161	315,344 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845 124 50	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970 74 52	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039 77 54	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111 80 56	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184 82 58	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272 86 60	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374 90 63	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493 94 66	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617 99	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748 104 72	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886 109 76	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030 114 80	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182 120 84	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341 126 88	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508 132 92	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683 139 97	38,217 (0) 2,949 9,206 19,197 3,000 3,867 146 102	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061 153 107	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264 161 112	315,344 63,231 (0) 3,414 10,657 24,475 2,455 4,477 169 118	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845 124 50 1,839	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970 74 52 149	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039 77 54 154	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111 80 56 159	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184 82 58 165	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272 86 60 171	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374 90 63 179	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493 94 66 188	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617 99 69 197	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748 104 72 207	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886 109 76 218	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030 114 80 229	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182 120 84 240	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341 126 88 252	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508 132 92 265	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683 139 97 278	38,217 (0) 2,949 9,206 19,197 3,000 3,867 146 102 292	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061 153 107 306	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264 161 112 322	315,344 63,231 (0) 3,414 10,657 24,475 24,475 4,477 169 118 338	315,344 0 0 63,231 (0) 3,414 10,657 24,175 4,477 169 118 338
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845 124 50 1,839 1,208	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970 74 52 149 1,242	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039 77 54 154 1,285	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111 80 56 159 1,330	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184 82 58 165 1,377	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272 86 60 171 1,432	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374 90 63 179 1,496	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493 94 66 188 1,571	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617 99 69 197 1,650	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748 104 72 207 1,732	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886 109 76 218 1,819	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030 114 80 229 1,910	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182 120 84 240 2,005	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341 126 88 252 2,106	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508 132 92 265 2,211	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683 139 97 278 2,322	38,217 (0) 2,949 9,206 19,197 3,000 3,867 146 102 292 2,438	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061 153 107 306 2,560	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264 161 112 322 2,687	315,344 63,231 (0) 3,414 10,657 24,475 2,455 4,477 169 118	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845 50 1,839 1,208 (0)	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970 74 52 149 1,242 (0)	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039 77 54 154 1,285 (0)	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111 80 56 159 1,330 (0)	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184 82 58 165 1,377 (0)	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272 86 60 171 1,432 (0)	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374 90 63 179 1,496 (0)	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493 94 66 188 1,571 (0)	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617 99 69 197 1,650 (0)	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748 104 72 207 1,732 (0)	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886 109 76 218 1,819 (0)	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030 114 80 229 1,910 (0)	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182 120 84 240 2,005 (0)	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341 126 88 252 2,106 (0)	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508 132 92 265 2,211 (0)	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683 139 97 278 2,322 (0)	38,217 (0) 2,949 9,206 19,197 3,000 3,867 102 292 2,438 (0)	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061 153 107 306 2,560 (0)	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264 161 112 322 2,687 (0)	315,344 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118 338 2,822 (0)	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118 338 2,822 (0)
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845 50 1,839 1,208 (0) 526	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970 74 52 149 1,242 (0) 535	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039 77 54 1,285 (0) 554	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111 80 56 159 1,330 (0) 574	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184 82 58 165 1,377 (0) 594	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272 86 60 171 1,432 (0) 617	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374 90 63 179 1,496 (0) 645	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493 94 66 188 1,571 (0) 677	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617 99 69 197 1,650 (0) 711	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748 104 72 207 1,732 (0) 747	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886 109 76 218 1,819 (0) 784	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030 114 80 229 1,910 (0) 823	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182 120 84 240 2,005 (0) 865	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341 126 88 252 2,106 (0) 908	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508 132 92 265 2,211 (0) 953	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683 139 97 278 2,322 (0) 1,001	38,217 (0) 2,949 9,206 19,197 3,000 3,867 146 102 292 2,438 (0) 1,051	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061 153 107 306 2,560 (0) 1,104	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264 1112 322 2,687 (0) 1,159	315,344 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118 338 2,822 (0) 1,217	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118 338 2,822 (0) 1,217
1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	7,020 11,327 5,046 162 (0) 7,753 4,958 2,496 1,845 124 50 1,839 1,208 (0) 526 67	10,598 15,142 1,350 (0) (0) 4,691 5,062 2,733 1,970 74 52 149 1,242 (0) 535 69	16,650 15,209 6,171 1,123 (0) 4,855 5,553 3,096 2,039 77 54 154 1,285 (0) 554	1,150 108 2,230 (0) 1,610 5,025 6,088 3,223 2,111 80 56 159 1,330 (0) 574 74	6,465 855 3,947 (0) 1,666 5,200 6,671 2,538 2,184 82 58 165 1,377 (0) 594 76	18,657 1,034 6,310 (0) 1,733 5,408 7,312 2,168 2,272 86 60 171 1,432 (0) 617	28,164 4,013 9,100 (0) 1,811 5,652 8,027 2,108 2,374 90 63 179 1,496 (0) 645 83	26,623 7,495 5,938 (0) 1,901 5,934 8,835 1,571 2,493 94 66 188 1,571 (0)	36,640 5,856 148 (0) 1,996 6,231 9,704 1,754 2,617 99 69 197 1,650 (0)	35,941 4,476 2,588 (0) 2,096 6,543 10,638 2,809 2,748 104 72 207 1,732 (0)	47,864 4,223 5,523 (0) 2,201 6,870 11,640 3,215 2,886 109 76 218 1,819 (0) 784	71,657 7,374 8,853 (0) 2,311 7,213 12,709 3,529 3,030 114 80 229 1,910 (0) 823 106	101,064 5,728 13,651 (0) 2,426 7,574 13,849 3,285 3,182 120 84 240 2,005 (0) 865 111	135,934 5,708 19,005 (0) 2,548 7,953 15,063 2,944 3,341 126 88 252 2,106 (0) 908 116	161,972 4,287 24,924 (0) 2,675 8,350 16,356 2,375 3,508 132 92 265 2,211 (0) 953 122	199,028 31,307 (0) 2,809 8,768 17,732 2,548 3,683 139 97 278 2,322 (0) 1,001 128	38,217 (0) 2,949 9,206 19,197 3,000 3,867 102 292 2,438 (0)	215,408 45,652 (0) 3,097 9,667 20,756 3,208 4,061 153 107 306 2,560 (0) 1,104 142	266,707 53,646 (0) 3,252 10,150 22,413 2,612 4,264 161 112 322 2,687 (0) 1,159 149	315,344 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118 338 2,822 (0) 1,217 156	315,344 0 0 63,231 (0) 3,414 10,657 24,175 2,455 4,477 169 118 338 2,822 (0)

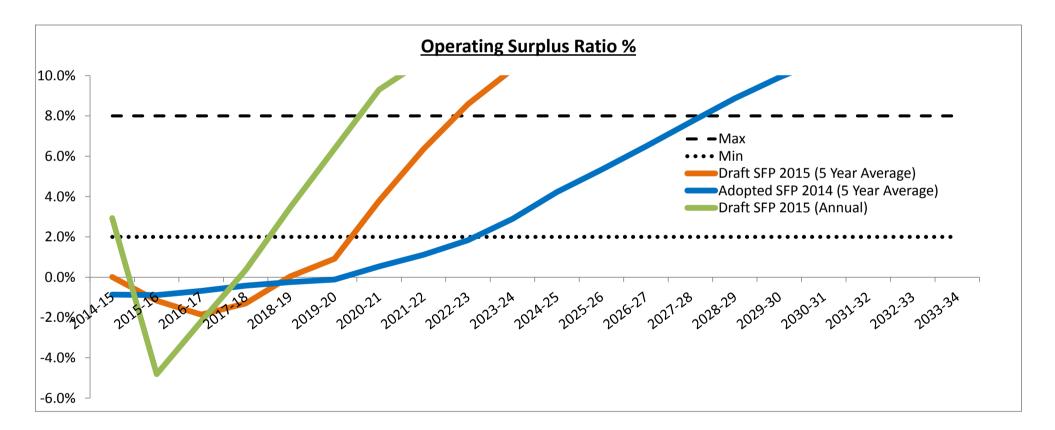
KEY RATIOS SUMMARY

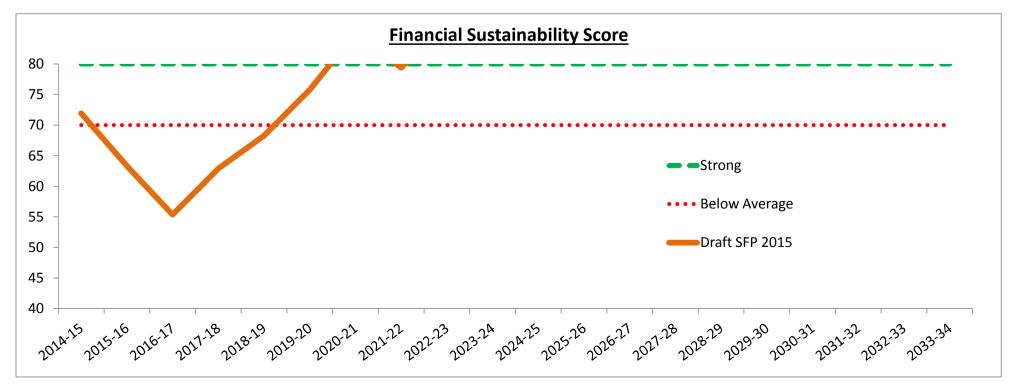
Version: 27 Oct

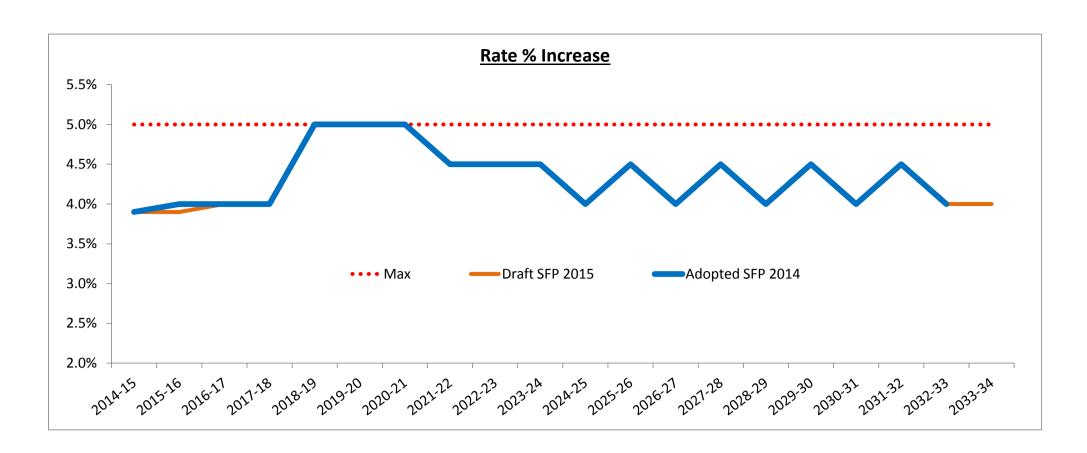
Scenario 02 - NOT Recommended (JPACF Excluded, Hawker in)

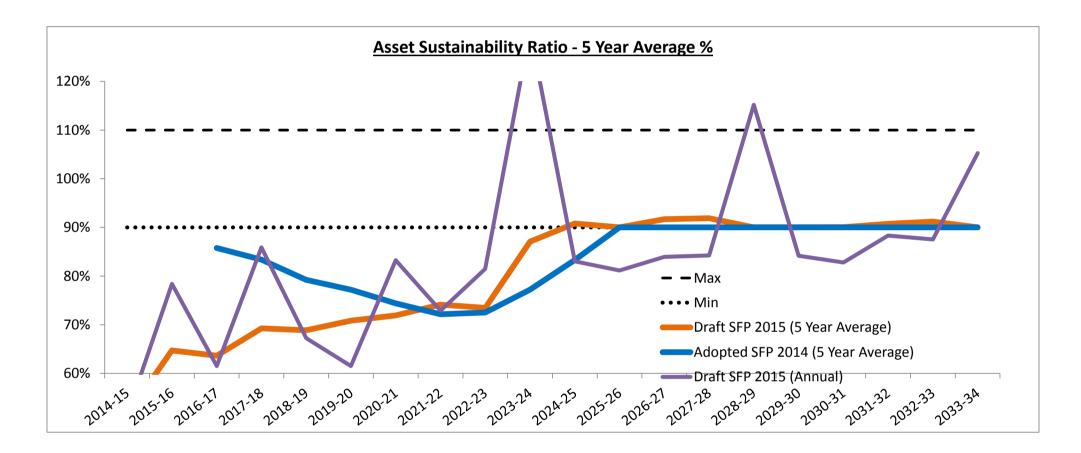
	KEY RATIO	<u>Target</u>	Range	Updated 2	0 Year SFP	Previousl	y Adopted	
	as per the City's Guiding Principles	Low	High	Number of Years within Tolerance	Number of Years Outside Tolerance	Number of Years Within Tolerance	vs. Current Proposal	
1	Rate % Increase	0.0%	5.0%	20	0	19	1	
2	Balanced Books	\$0	\$0	20	0	20	0	
3	Operating Surplus Ratio %	2.0%	8.0%	14	6	10	4	
4	Asset Sustainability Ratio %	90.0%	110.0%	10	10	8	2	
5	Debt Service Coverage Ratio	< 5	>5	20	0	17	3	
	Total			84	16	74	10	

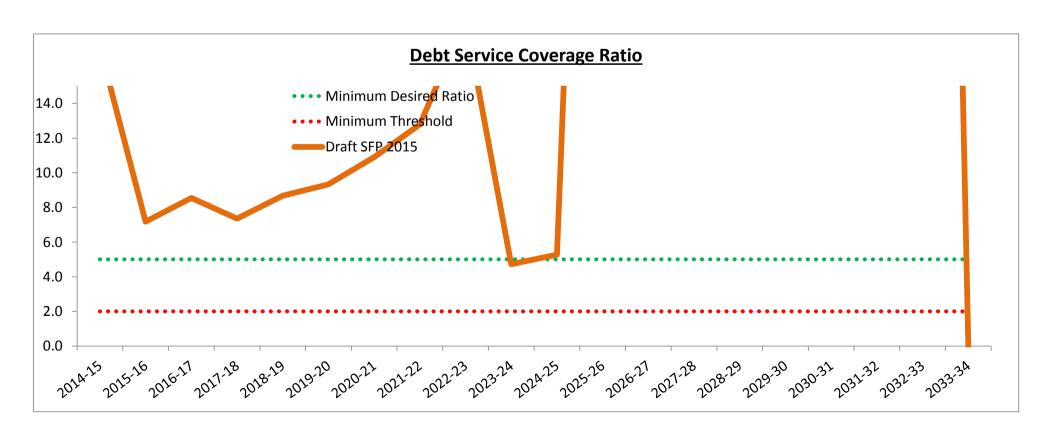
	OTHER KEY INDICA	<u>TORS</u>	<u>Update</u>	d Plan versus A	dopted	<u>Summary</u>
	Indicator	Measure	Updated Plan	Adopted	Difference	Red / Amber / Green
1	Financial Sustainability: Yr 1 to 10	Score out of 100 (less than 70 is below average)	74	not available		
2	Proposed Borrowings	20 Year Total (\$m)	\$45.0	\$125.2	(\$80.2)	
3	Treasury Borrowings Criteria	No of Years where borrowings fails Test	0	5	-5	
4	Proposed Borrowings vs Treasury	Amount (\$m) borrowings excess	\$0.0	not available		
5	Cash Held less Borrowings Owing:	at end of 2033-34 \$ms	\$667.0	\$179.4	\$487.6	
6	Rates % Increase:	Average Increase Years 1 to 10	4.4%	4.5%	-0.1%	
7	Operating Surplus Ratio:	What Year does SFP first achieve target ?	2020-21	2023-24	1	
8	Operating Surplus Ratio:	Average Performance Years 1 to 10	5.0%	0.6%	4.4%	











0 YEAR PLAN - D	DETAILED				Version:	27 (Oct		S	cenario	02 - NO	T Recor	nmende	d (JPAC	F Exclu	uded, Ha	awker in)				
Table 1 - Key Incom	ne & Cost Assumptions	1 2014-15	2 2015-16	3 2016-17	4 2017-18	5 2018-19	6 2019-20	7 2020-21	8 2021-22	9 2022-23	10 2023-24	11 2024-25	12 2025-26	13 2026-27	14 2027-28	15 2028-29	16 2029-30	17 2030-31	18 2031-32	19 2032-33	20 2033-34	Average
1 Rate % Increase	- 2	3.9%	3.9%	4.0%	4.0%	5.0%	5.0%	5.0%	4.5%	4.5%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%		4.
2 Fees and Charges / Other: Base	9/6	6		4.7%	4.7%	4.7%	3.7%	3.4%	3.7%	3.6%	3.7%	3.7%	3.5%	3.5%	3.6%	3.5%	3.5%	3.6%	3.6%	3.5%		3
3 Employment Costs: Base	9/	6		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%		3.
4 Materials and Contracts: Base	9/	6		0.1%	0.2%	3.1%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.
			_	_			_															
Table 2 - Ratios		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	A.,
Table 2 - Ratios	For Vear %	1 2014-15	2 2015-16	3 2016-17	4 2017-18	5 2018-19	6 2019-20	2020 2 .	8 2021-22	9 2022-23	10 2023-24	11 2024-25	12 2025-26	13 2026-27	14 2027-28	2028-29	16 2029-30	2030-31	18 2031-32	2032-33	2033-34	
Table 2 - Ratios 1 Operating Surplus Ratio %	For Year %	2.9%	(4.8%)	(2.2%)	0.4%	3.4%	6.4%	9.3%	10.7%	11.8%	12.5%	13.9%	15.2%	16.8%	18.4%	2028-29 19.7%	20.9%	2030-31 21.9%	22.1%	2032-33 23.2%	2033-34 23.9%	12.3
1 Operating Surplus Ratio %	5 Year Av %	2.9% 0.0%	(4.8%) (1.2%)	(2.2%) (1.9%)	0.4% (1.3%)	3.4% 0.0%	6.4% 0.9%	9.3% 3.8%	10.7% 6.4%	11.8% 8.6%	12.5% 10.3%	13.9% 11.8%	15.2% 13.0%	16.8% 14.2%	18.4% 15.5%	2028-29 19.7% 17.0%	20.9% 18.4%	2030-31 21.9% 19.7%	22.1% 20.7%	2032-33 23.2% 21.6%	2033-34 23.9% 22.5%	12.3 10.0
		2.9% 5 0.0% 5 51.5%	(4.8%)	(2.2%) (1.9%) 61.5%	0.4% (1.3%) 85.9%	3.4% 0.0% 67.2%	6.4% 0.9% 61.5%	9.3% 3.8% 83.3%	10.7%	11.8% 8.6% 81.5%	12.5%	13.9% 11.8% 83.0%	15.2% 13.0% 81.1%	16.8% 14.2% 84.0%	18.4% 15.5% 84.2%	2028-29 19.7% 17.0% 115.2%	20.9% 18.4% 84.2%	2030-31 21.9% 19.7% 82.8%	22.1% 20.7% 88.3%	2032-33 23.2% 21.6% 87.5%	2033-34 23.9% 22.5% 105.3%	Average 12.3: 10.0: 83.:
Operating Surplus Ratio % Asset Sustainability Ratio %	5 Year Av % For Year %	2.9% 0.0% 51.5% 51.5%	(4.8%) (1.2%) 78.4%	(2.2%) (1.9%)	0.4% (1.3%)	3.4% 0.0%	6.4% 0.9%	9.3% 3.8%	10.7% 6.4% 72.9%	11.8% 8.6%	12.5% 10.3% 130.4%	13.9% 11.8%	15.2% 13.0%	16.8% 14.2%	18.4% 15.5%	2028-29 19.7% 17.0%	20.9% 18.4%	2030-31 21.9% 19.7%	22.1% 20.7%	2032-33 23.2% 21.6%	2033-34 23.9% 22.5% 105.3%	12.3 10.0
1 Operating Surplus Ratio %	5 Year Av % For Year % 5 Year Av %	2.9% 0.0% 51.5% 51.5% 7 17.2	(4.8%) (1.2%) 78.4% 64.7%	(2.2%) (1.9%) 61.5% 63.6%	0.4% (1.3%) 85.9%	3.4% 0.0% 67.2% 68.8%	6.4% 0.9% 61.5% 70.8%	9.3% 3.8% 83.3% 71.9%	10.7% 6.4% 72.9% 74.1%	11.8% 8.6% 81.5% 73.5%	12.5% 10.3% 130.4%	13.9% 11.8% 83.0% 90.8%	15.2% 13.0% 81.1% 90.0%	16.8% 14.2% 84.0% 91.7%	18.4% 15.5% 84.2% 91.9%	2028-29 19.7% 17.0% 115.2% 90.0%	20.9% 18.4% 84.2% 90.0%	2030-31 21.9% 19.7% 82.8% 90.0%	22.1% 20.7% 88.3% 90.7%	2032-33 23.2% 21.6% 87.5% 91.2%	2033-34 23.9% 22.5% 105.3%	12.3 10.0 83. 80.

4 Treasury Borrowings Criteria: Do the projected borrowings fall the test? Shortfall in Borrowings Capacity	\$000s																					
									_									1	- 12			
Table 3 - 20 Year Rate Setting Statement	2	1 2014-15	2 2015-16	3 2016-17	4 2017-18	5 2018-19	6 2019-20	7 2020-21	8 2021-22	9 2022-23	10 2023-24	11 2024-25	12 2025-26	13 2026-27	14 2027-28	15 2028-29	16 2029-30	17 2030-31	18 2031-32	19 2032-33	20 2033-34	Total
OPERATING INCOME																						
1 Rates: Base	\$000s	87,213	91,773	95,621	99,446	104,418	109,639	115,121	120,301	125,715	131,372	136,627	142,775	148,486	155,168	161,375	168,637	175,382	183,274	190,605	198,230	2,741,1
2 Rates: Growth	\$000s		170	354	1,215	2,314	3,119	4,727	6,456	7,328	8,629	9,816	11,011	13,052	15,417	17,065	19,462	21,700	22,940	24,131	25,380	214,2
3 Fees and Charges / Other: Base	\$000s	39,131	39,717	41,588	43,563	45,605	47,290	48,882	50,712	52,558	54,495	56,528	58,509	60,563	62,757	64,965	67,254	69,672	72,154	74,706	77,398	1,128,0
4 Fees and Charges / Other: Growth 5 Operating Grants & Subsidies, Cont's & Reimb's	\$000s \$000s	7,270	5,139	395 5,161	495 5,290	714 5,422	850 5.558	939 5,724	960 5,925	2,431 6,132	3,143 6,347	3,376 6,569	3,609 6,799	3,859 7,037	4,126 7,283	4,407 7,538	4,561 7,802	4,721 8.075	4,886 8,357	5,057 8,650	5,234 8,953	53,7 135,0
6 Interest: Reserves	\$000s	0	0,139	2,044	2,345	2.404	3,441	4.768	6,151	6.465	7,513	8,117	9,938	12,070	14,414	17,092	19,256	20,657	22,276	25,763	29,694	214,4
7 Interest: Municipal	\$000s	4,674	3,786	1,523	1,323	1,528	1,921	2,426	2,576	2,837	2,550	3,144	3,324	3,437	3,692	3,557	4,065	4,331	4,524	4,704	4,659	64,5
8 Profit on Disposal	\$000s	4,571	1,042	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,6
A Operating Income	\$000s	142,859	141,627	146,687	153,676	162,405	171,818	182,587	193,082	203,467	214,049	224,177	235,965	248,504	262,857	275,998	291,036	304,538	318,412	333,616	349,547	4,556,9
OPERATING EXPENDITURE																						
9 Employment Costs: Base		(56,814)	(59,888)	(61,668)	(63,501)	(65,389)	(67,332)	(69,352)	(71,452)	(73,615)	(75,844)	(78,140)	(80,875)	(83,706)	(86,635)	(89,668)	(92,806)	(96,054)	(99,416)		(106,497)	(1,581,5
10 Employment Costs: Growth	\$000s			(175)	(354)	(365)	(376)	(387)	(690)	(1,332)	(1,872)	(2,248)	(2,657)	(2,750)	(2,846)	(2,946)	(3,049)	(3,156)	(3,266)	(3,381)	(3,499)	(35,3
11 Materials and Contracts: Base		(46,505)	(51,959)	(51,986)	(52,093)	(53,727)	(55,074)	(56,726)	(58,712)	(60,767)	(62,894)	(65,095)	(67,373)	(69,731)	(72,172)	(74,698)	(77,312)	(80,018)			(88,718)	(1,314,0
12 Materials and Contracts: Growth	\$000s	(F 700)	(6.076)	(95)	(646)	(417)	(847)	(703)	(1,249)	(1,558)	(2,242)	(1,937)	(2,417)	(2,105)	(2,716)	(2,387)	(2,961)	(2,610)	(3,227)	(2,853)	(3,492)	(34,4
13 Utilities: Base 14 Utilities: Growth	\$000s \$000s	(5,733)	(6,076)	(6,742) 14	(7,007) 50	(7,290) 75	(7,655) 79	(8,037)	(8,439) 68	(8,861) 107	(9,304) 141	(9,769) 167	(10,258) 197	(10,771) 206	(11,309) 217	(11,875) 227	(12,468) 239	(13,092) 251	(13,746) 263	(14,434) 277	(15,155) 290	(198,0 2,8
15 Interest on Borrowings: Existing	\$000s \$000s	(455)	(667)	(581)	(483)	(381)	(273)	(171)	(127)	(101)	(75)	(48)	197	200	0	0	239	231	203	0	290	(3,3
16 Interest on Borrowings: New	\$000s	(400)	007)	(001)	(164)	(137)	(206)	(981)	(1,119)	(1,030)	(1,443)	(924)	(388)	(351)	(313)	(272)	(229)	(183)	(134)	(82)	(0)	(7,9
17 Insurance Expenses	\$000s	(1,613)	(1,623)	(1,647)	(1,689)	(1,731)	(1,774)	(1,827)	(1,891)	(1,958)	(2,026)	(2,097)	(2,170)	(2,246)	(2,325)	(2,406)	(2,491)	(2,578)	(2,668)	(2,761)	(2,858)	(42,3
18 Depreciation: Existing		(29,582)	(28,524)	(28,524)	(28,524)	(28,524)	(28,524)	(28,524)	(29,522)	(30,555)	(31,625)	(32,732)	(33,877)	(35,063)	(36,290)	(37,560)	(38,875)	(40,236)	(41,644)	. , ,	(44,610)	(676,4
19 Depreciation: New	\$000s	0	0	(518)	(907)	(1,313)	(1,483)	(1,744)	(2,187)	(2,871)	(3,417)	(3,682)	(3,863)	(4,114)	(4,296)	(4,487)	(4,778)	(4,981)	(6,346)	(6,663)	(6,888)	(64,5
20 Loss on Disposal	\$000s	(240)	(1,561)																			(1,8
B Operating Expenses	\$000s	(140,943)	(150,298)	(151,923)	(155,320)	(159,198)	(163,464)	(168,421)	(175,321)	(182,542)	(190,601)	(196,505)	(203,682)	(210,631)	(218,687)	(226,071)	(234,731)	(242,657)	(253,003)	(261,612)	(271,426)	(3,957,0
C Operating Surplus / (Deficit) A+B	\$000s	1,917	(8,672)	(5,236)	(1,644)	3,207	8,354	14,165	17,761	20,925	23,447	27,672	32,282	37,872	44,170	49,927	56,306	61,882	65,408	72,003	78,120	599,8
D Non Cash Items (Depn, Profit & Loss on Disposals)	\$000s	(24,880)	(29,168)	(29,042)	(29,431)	(29,837)	(30,007)	(30,268)	(31,709)	(33,427)	(35,042)	(36,414)	(37,741)	(39,177)	(40,586)	(42,047)	(43,653)	(45,217)	(47,990)	(49,764)	(51,498)	(736,8
E Operating Cashflow C-D	\$000s	26,796	20,496	23,806	27,787	33,044	38,360	44,434	49,470	54,351	58,489	64,086	70,023	77,049	84,756	91,974	99,959	107,098	113,398	121,767	129,618	1,336,7
CAPITAL EXPENDITURE & LOAN PAYMENTS																						
21 Capital Expenditure: Renewal	\$000s	(15,238)	(22,359)	(17,868)	(25,278)	(20,062)	(18,462)	(25,202)	(23,117)	(27,231)	(45,698)	(30,231)	(30,622)	(32,890)	(34,188)	(48,437)	(36,746)	(37,429)	(42,378)	(43,549)	(54,206)	(631,1
22 Capital Expenditure: New	\$000s	(20,741)	(27,021)	(18,482)	(20,216)	(7,527)	(12,947)	(23,284)	(36,985)	(29,241)	(11,552)	(9,280)	(12,306)	(8,544)	(8,843)	(13,643)	(9,472)	(79,086)	(15,127)	(10,502)	(10,870)	(385,6
23 Loan Repayment Principal: Existing	\$000s	(1,399)	(2,191)	(2,271)	(2,368)	(2,471)	(2,579)	(1,262)	(884)	(910)	(936)	(963)	0	0	0	0	0	0	0	0	0	(18,2
24 Loan Repayment Principal: New	\$000s			0	(852)	(880)	(1,106)	(1,766)	(1,835)	(907)	(10,258)	(10,398)	(606)	(642)	(681)	(722)	(765)	(811)	(859)	(911)	0	(33,9
F Capital Expenditure & Loan Repayments	\$000s	(37,378)	(51,571)	(38,621)	(48,714)	(30,940)	(35,093)	(51,514)	(62,821)	(58,289)	(68,444)	(50,872)	(43,534)	(42,075)	(43,712)	(62,802)	(46,984)	(117,326)	(58,364)	(54,963)	(65,076)	(1,069,0
G (Deficit) to be funded E+F	\$000s	(10,582)	(31,075)	(14,815)	(20,927)	2,104	3,267	(7,080)	(13,351)	(3,937)	(9,955)	13,214	26,490	34,974	41,044	29,172	52,975	(10,228)	55,033	66,805	64,542	267,6
RESERVES, PROCEEDS AND BORROWINGS																						
25 Capital Grants: Renewal	\$000s	9,239	10,840	4,323	4,904	5,072	5,199	5,355	5,542	5,736	5,937	6,145	6,360	6,583	6,813	7,051	7,298	7,554	7,818	8,092	8,375	134,2
26 Capital Grants: New	\$000s	0	2,825	4,072	3,708	2,132	3,105	3,006	3,271	950	3,504	1,018	3,754	1,090	1,128	4,162	1,209		4,614	1,340	1,387	47,5
27 Disposal Proceeds: Renewal	\$000s	(2,349)	3,525	595	1,002	831	702	851	938	898	575	754	962	957	1,241	1,144	952	965	871	1,580	1,466	18,4
28 Disposal Proceeds: New 29 Reserves: Transfer From	\$000s	8,513	5,298	6,737	9,138	4,833	6,000	7,252	7,500	2,333	11,437	12,910	7,167	2,333	4,000	2,634	1 576	70.040	0 5 474	0	2.000	98,0
74 RESERVES TRANSPELETORII		8,081	20,046	7,145	10,858 (8,684)	2,550 (18,600)	1,680 (24,329)	8,561 (30,705)	19,421 (27,454)	18,057 (31,144)	2,921 (14,419)	2,631 (36,672)	1,373 (46,106)	1,831 (47,768)	1,964 (56,190)	2,222 (46,385)	1,576 (64,010)		5,174 (73,510)	2,485 (80,301)	2,089 (77,860)	191,5 (803,6)
	\$000s	(10.220)	(12 01/1)			(10,000)	(24,329)			7,107	(14,419)	(30,072)	(40, 100) O	(47,700) N	(50, 190) O	(40,363) n	(04,010)	(70,455)	(73,510)	(60,301) N	(77,860)	(803,6
30 Reserves: Transfer To	\$000s	(19,329) 8 500	(12,014)	(17,684) 4 545			4 375	12 761	∆ 1.3.3			U	U	U	(5)		U	0	U	U	U	
30 Reserves: Transfer To 31 Borrowings	\$000s \$000s	8,500	2,498	4,545	0	1,077	4,375 0	12,761 0	4,133 0		0	0	0	0	(0)	0	Λ.	0	(0)	0	(0)	, -
30 Reserves: Transfer To 31 Borrowings H Municipal Cashflow Movements for Year G+25:30	\$000s \$000s \$000s	8,500 2,074	2,498 1,943	4,545 (5,082)	0		4,375 0	12,761 0	4,133 0	0	0	0	0	0	(0)	0	0	0	(0)	0	(0)	(1,0
30 Reserves: Transfer To 31 Borrowings H Municipal Cashflow Movements for Year G+25:30 I Municipal Cash Opening Balance	\$000s \$000s	8,500 2,074 1,065	2,498	4,545	0	1,077 0	0	0	0	0		0 0 0	0				0	Ů	0	(0) 0	0	(1,0
30 Reserves: Transfer To 31 Borrowings H Municipal Cashflow Movements for Year G+25:30 I Municipal Cash Opening Balance J Municipal Cash Closing Balance	\$000s \$000s \$000s \$000s	8,500 2,074	2,498 1,943 3,139	4,545 (5,082) 5,082	0 0 0	1,077 0 0	0	0	0	0	0	0 0 0	0 0	0	0	0	0	Ů		(0)		(1,0
30 Reserves: Transfer To 31 Borrowings H Municipal Cashflow Movements for Year G+25:30 I Municipal Cash Opening Balance J Municipal Cash Closing Balance TREASURY	\$000s \$000s \$000s \$000s \$000s	8,500 2,074 1,065 3,139	2,498 1,943 3,139 5,082	4,545 (5,082) 5,082 0	0 0 0	1,077 0 0	0 0	0 0	0 0	0 0	0	0	0 0 0	0	0	0	0	0	0 (0)	(0) 0	(0)	(1,0 1,0
30 Reserves: Transfer To 31 Borrowings H Municipal Cashflow Movements for Year G+25:30 I Municipal Cash Opening Balance J Municipal Cash Closing Balance TREASURY K Reserves Closing Balance	\$000s \$000s \$000s \$000s \$000s	8,500 2,074 1,065 3,139 66,206	2,498 1,943 3,139 5,082	4,545 (5,082) 5,082 0 68,723	0 0 0 0	1,077 0 0 0 82,599	0 0 0	0 0 0	0 0 0	0 0 0	0 0 160,013	0 0 194,053	0 0 0 238,786 238,786	0 0 284,722	0 0 338,949	0 0 383,111	0 0 445,545	0 445,088	0 (0) 513,424	(0) 0 591,240	0 (0) 667,010	(1,0 1,0 667,0
30 Reserves: Transfer To 31 Borrowings H Municipal Cashflow Movements for Year G+25:30 I Municipal Cash Opening Balance J Municipal Cash Closing Balance TREASURY K Reserves Closing Balance	\$000s \$000s \$000s \$000s \$000s \$000s \$000s	8,500 2,074 1,065 3,139	2,498 1,943 3,139 5,082	4,545 (5,082) 5,082 0	0 0 0	1,077 0 0	0 0	0 0	0 0	0 0 0	0	0	0 0 0 238,786 238,786 (5,391)	0 0 284,722	0	0	0 0 445,545	0 445,088	0 (0)	(0) 0	(0)	(1,0 1,0

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27 Oct

3.10%

3.10%

3.60% 4.00% 4.50% 5.00%

3.50% 4.00% 4.50% 5.00% 5.50%

Scenario 02 - NOT Recommended (JPACF Excluded, Hawker in)

ASSUMPTIONS

Costs of Borrowing

<u>Yr 1</u> <u>Yr 3</u> <u>Yr 4</u> <u>Yr 5</u> <u>Yr 6</u> <u>Yr 7</u> <u>Yr 8</u> <u>Yr 9</u> <u>Yr10</u> <u>Yr11</u> <u>Yr12</u> <u>Yr17</u> Yr18 <u>Yr19</u> Yr20 <u>2014-15</u> <u>2015-16</u> <u>2016-17</u> <u>2017-18</u> <u>2018-19</u> <u>2019-20</u> <u>2020-21</u> <u>2021-22</u> <u>2022-23</u> <u>2023-24</u> <u>2024-25</u> <u>2025-26</u> <u>2026-27</u> <u>2027-28</u> <u>2028-29</u> <u>2029-30</u> <u>2030-31</u> 2031-32 2032-33 2033-34

5.50% 6.00%

Section 1 - External Environment & Other Key Indicators

2	Treasury
e l	i i Gabui y

Cash Rate WA CPI Treasury Forecast (Sep 2015), up to 2017-18 Wage Price Index Treasury Forecast (Sep 2015), up to 2017-18 Costs of Borrowing 10 Year Rate

1.75% 1.75% 2.50% 2.50% 2.00% 2.25% 2.50% 2.25% 2.75% 3.00% 3.50% 3.00% 3.25% 3.60% 3.60%

2.50% 2.75%

b) State

Western Power Street Lighting (May 2014 State Budget)

7.50% 16.00% 2.00% 2.10%

3.10%

c) WALGA

% 1.00% 2.20% 2.70% LGCI Quarterly Economic Forecast (March 2015)

Section 2 - City of Joondalup Key Assumptions

5 Year Rate

J)	ES	ca	lat	10	n <i>F</i>	ASS	um	ptic
			-	_	_			

Materials & Contracts Capital Costs

2.50% 2.50% 2.50% 2.50% 3.00% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50% 2.50% 3.50% 3.50% 2.50% 2.50% 3.00% 3.50% 3.50% 3.50% 3.50% 3.50% 3.50%

b) Population and Dwellings

Population as at end of FY Dwellings (rated) at beginning of FY versus Previous Year Dwellings Increase

Qty 164,611 164,942 165,307 165,789 166,309 166,309 166,839 167,467 168,064 168,724 169,477 170,285 171,109 171,959 172,846 173,744 174,670 175,617 176,595 177,616 178,671 Qty 61,650 61,650 62,000 62,300 62,714 63,164 63,614 64,064 64,514 64,883 65,233 65,583 65,933 66,283 66,633 66,833 67,033 67,233 67,233 67,433 67,633 Qty 450 450 450 450 350 414 350

c) Business

Business Growth m2 Increase, cumulative versus 2014-15 **Business Growth** % Increase in Business Rates versus 2014-15 Qty 49,000 57,000 74,640 | 92,280 | 102,360 | 117,480 | 127,560 | 132,600 | 155,280 | 180,480 | 205,680 | 230,880 | 252,000 | 252,000 | 252,000 | 252,000 | 16,000 36,000 Qty 2% 5% 6% 7% 12% 16% 17% 20% 21% 22% 26% 30% 34% 39% 42% 42% 42% 42%

d) Other Indicators

FTEs as at end of FY

591.4 592.5 592.5 592.5 597.5 611.5 611.5 611.5 614.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5 616.5

Section 3 - Operating Income

	Allitual Illuleases
Α1	Rates: Base
	D (0

A1 Rates: Base	Rates: Base	% 3.90% 3.90%	4.00%	4.00%	5.00%	5.00%	5.00%	4.50%	4.50%	4.50%	4.00%	4.50%	4.00%	4.50%	4.00%	4.50%	4.00%	4.50%	4.00%	4.00%
B1 Refuse Charges	Fees and Charges / Other: Base	%	4.16%	4.39%	4.24%	2.52%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
B2 Building Fees, excl Dev't Application Fees	Fees and Charges / Other: Base	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
B3 Development Application Fees	Fees and Charges / Other: Base	%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
B4 Licenses & Registrations	Fees and Charges / Other: Base	%	0.00%	0.00%	0.00%	2.50%	0.00%	0.00%	0.00%	2.50%	0.00%	0.00%	0.00%	2.50%	0.00%	0.00%	0.00%	2.50%	0.00%	0.00%
B5 Sports & Recreation Fees	Fees and Charges / Other: Base	%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
B6 Hire & Rentals / Leases	Fees and Charges / Other: Base	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
B7 Inspection & Control Fees	Fees and Charges / Other: Base	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
B8 Fines & Penalties	Fees and Charges / Other: Base	%	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%
B9 Parking Fees	Fees and Charges / Other: Base	%	20.00%	16.67%	14.29%	12.50%	5.56%	5.26%	5.00%	5.00%	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
B10 Other Fees & Charges	Fees and Charges / Other: Base	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
B11 Other Revenue	Fees and Charges / Other: Base	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
C1 Grants & Subsidies - Operating	Operating Grants & Subsidies, Cont's	%		2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
C2 Contributions, Sponsorships & Reimbursements	Operating Grants & Subsidies, Cont's	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
C3 Sale of Recyclable Materials - MRF	Operating Grants & Subsidies, Cont's	%																		

3.5%

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					ı	Draft 20 Yo	ear SFP (2	014-15 to	2033-34)												Attac	chment 2.3
ASSUMPTIONS		2	<u>Yr 1</u> 2014-15	<u>Yr 2</u> 2015-16	<u>Yr 3</u> 2016-17	<u>Yr 4</u> 2017-18	<u>Yr 5</u> 2018-19	<u>Yr 6</u> 2019-20	<u>Yr 7</u> 2020-21	<u>Yr 8</u> 2021-22	<u>Yr 9</u> 2022-23	<u>Yr10</u> 2023-24	<u>Yr11</u> 2024-25	<u>Yr12</u> 2025-26	<u>Yr13</u> 2026-27	<u>Yr14</u> 2027-28	<u>Yr15</u> 2028-29	<u>Yr16</u> 2029-30	<u>Yr17</u> 2030-31	<u>Yr18</u> 2031-32	<u>Yr19</u> 2032-33	<u>Yr20</u> 2033-34
Section 4 - Operating Costs A) Annual Increases																						
A1 Salaries & Wages	Employment Costs: Base	%			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	6 3.5%	3.5%	3.5%
A2 Other Employment Costs	Employment Costs: Base	%			2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
B1 Members Costs	Materials and Contracts: Base	%			2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	6 3.5%	3.5%	
B2 Accommodation & Prop	Materials and Contracts: Base	%			2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
B3 Administration	Materials and Contracts: Base	%			2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
B4 Telephones and Communication	Materials and Contracts: Base	%			2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%

A) Allitual lilici cases			_							
A1 Salaries & Wages	Employment Costs: Base	%	Γ	3.0%	3.0%	3.0%	,	3.0%	3.0% 3.0%	3.0% 3.0% 3.0%
A2 Other Employment Costs	Employment Costs: Base	%	L	2.5%	2.5%	2.5%	,	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B1 Members Costs	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	ó	2.5%	2.5% 3.0%	6 2.5% 3.0% 3.5%
B2 Accommodation & Prop	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	6	6 2.5%	6 2.5% 3.0%	6 2.5% 3.0% 3.5%
B3 Administration	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	6	6 2.5%	6 2.5% 3.0%	6 2.5% 3.0% 3.5%
B4 Telephones and Communication	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	6	6 2.5%	6 2.5% 3.0%	
B5 Finance Related Cost	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	5	2.5%	2.5% 3.0%	5 2.5% 3.0% 3.5%
B6 Professional Fees &	Materials and Contracts: Base	%		-9.0%	2.5%	2.5%	,	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B7 Public Relations, Ad	Materials and Contracts: Base	%		2.5%	2.5%	2.5%		2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B8 Contributions & Donations paid by City	Materials and Contracts: Base	%		-14.9%	-38.0%	2.5%	l	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B9 Computing	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	l	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B10 Furniture, Equipment	Materials and Contracts: Base	%		2.5%	2.5%	2.5%		2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B11 Other Materials	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	l	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B12 Books & Publications	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	,	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B13 Travel, Vehicles & P	Materials and Contracts: Base	%		2.5%	2.5%	2.5%		2.5%	2.5% 3.0%	5 2.5% 3.0% 3.5%
B14 External Services, excl Tipping Fees	Materials and Contracts: Base	%		2.5%	2.5%	2.5%	1	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B15 Tipping Fees	Materials and Contracts: Base	%		4.2%	4.4%	4.2%	١	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B16 Waste Management Services	Materials and Contracts: Base	%		4.2%	4.4%	4.2%	l	2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
B17 Charges & Recoveries	Materials and Contracts: Base	%	L	2.5%	2.5%	2.5%		2.5%	2.5% 3.0%	2.5% 3.0% 3.5%
C1 Electricity - Western Power (WP) Streetlight	ting Utilities: Base	%		16.0%	2.0%	2.1%		5.0%	5.0% 5.0%	5.0% 5.0% 5.0%
C2 Electricity - excluding WP Streetlighting	Utilities: Base	%	I	7.0%	6.0%	6.0%		5.0%	5.0% 5.0%	5.0% 5.0% 5.0%
C3 Gas & Water	Utilities: Base	%	L	7.0%	6.0%	6.0%		5.0%	5.0% 5.0%	5.0% 5.0% 5.0%
D1 Insurance Expenses	Insurance Expenses	%		2.5%	2.5%	2.5%	-			
E1 Depreciation: Existing	Depreciation: Existing	%		0.0%	0.0%	0.0%		0.0%	0.0% 0.0%	0.0% 0.0% 3.5%

B) Cost Management Program												
a) Employment Costs: Base	%											
b) Materials and Contracts: Base	%	-2.00%	-1.00%									
c) Hillities: Rase	0/_											/

Section	5 -	Capital & De	preciation

a) Capital Expenditure																			
CPI	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
b) Grants & Disposal Proceeds																			
Capital Grants: Renewal	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Capital Grants: New	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Disposal Proceeds: Renewal	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Disposal Proceeds: New	%	2.50%	2.50%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

Disposal Proceeds: Renewal Disposal Proceeds: New	% %
c) Depreciation p.a Property, Plant & Equipment Freehold Land Buildings Artworks	Depn p.a. % 2.0% % 1.7% 60 Years % 0.00%
Furniture & IT Fleet, Plant & Equipment	% 0.00% % 10.00% % 10.00%
c) Depreciation - Infrastructure Roads Footpaths Reserves Other infrastructure	Depn p.a. % 2.0% % 2.5% 10.00% 10.00%

MAJOR PROJECT ASSUMPTIONS AND CHANGES SINCE ADOPTED PLAN

27 Oct

Scenario 02 - NOT Recommended (JPACF Excluded, Hawker in)

	Pagan for C	Nango	Voor	of Comp	lotion	Co	nital ¢m	11.4	Other Comments
<u>Major Project</u>	Reason for C Source / Details	Elected Members - When was it last reviewed and/or When is the Next Review?	Adopted	Current Proposed	Diff (Now vs. Prev)	Adopted June 2014	Current Proposed	Diff (Now vs. Prev)	Other Comments
Ocean Reef Marina Business Case & Structure Plan	Draft Budget 2015-16	Adopted SFP June 2014	2015-16	2015-16	No Change	(\$3.1)	(\$2.4)	\$0.7	
2 Multi Storey Car Park (1)	Adopted SFP based on Business Case estimate. Tenders now received and construction commenced	Tender approved in June 2014	2015-16	2015-16	No Change	(\$20.5)	(\$17.4)	\$3.1	
3 Mullaloo Surf Life Saving Club	Council resolution 21.04.15	Council April 2015		2015-16	New		(\$1.7)	(\$1.7)	
4 Cafes / Kiosks / Restaurants	4 sites proposed in total	Pinnaroo	2016-17	2016-17	No Change	(\$0.3)	(\$0.5)	(\$0.2)	
Penistone Park - Facility Redevelopment	Report to Council	Council August 2015	2015-16	2016-17	- 1 year	(\$3.8)	(\$3.8)	\$0.0	
6 Synthetic Hockey Project	Project is now being implemented and now estimated for completion 2016-17	Adopted SFP June 2014	2015-16	2016-17	- 1 year	(\$6.5)	(\$6.5)	(\$0.0)	
7 CBD Office Development	Project Costs only included at this stage	Council December 2014	2017-18	2017-18	No Change	(\$0.6)	(\$1.3)		There are likely to be other capital costs, which will be added after negotiations are completed.
8 Grove Child Care / Dorchester Hall / Warwick Hall	No Change. Structure Plan will be required, but both parties are keen to progress so project is still assumed to be completed within 5 years.		2017-18	2017-18	No Change	(\$4.3)	(\$4.3)	\$0.0	
Joondalup Administration Building - refurbishment	No change. Works will be carried out to the external façade, toilets and lifts.	Adopted SFP June 2014	2017-18	2017-18	No Change	(\$5.0)	(\$5.0)	\$0.0	
Joondalup Performing Arts & Culture Facility/Jinan Gardens	Remove under this scenario		2018-19		Remove	(\$94.2)	(\$1.9)	\$92.3	
Greenwood Community Centre (Calectasia hall / GSGH)	Deferred to 2037-38	Council July 2014	2019-20	2037-38	+18 Years	(\$5.0)	\$0.0	\$5.0	Active Reserve Review - Noted by Council July 2014
12 Clubroom Redevelopment - Chichester Park	Active Reserve Review	Council July 2014	2020-21	2019-20	+1 year	(\$4.0)	(\$4.0)	\$0.0	
13 Percy Doyle - Refurbishment Works	Council resolution 21.04.15	Council April 2015	2024-25	2020-21	+4 Years	(\$5.5)	(\$6.3)	(\$0.8)	
14 Edgewater Quarry	Adopted SFP June 2014	Strategy 01 April 2014 & Elected Members weekend 18.05.14	2021-22	2021-22	No Change	(\$21.7)	(\$21.7)	\$0.0	
Whitfords Library and Senior Citizens Centre	Adopted SFP June 2014	Strategic Weekend 18.05.14	2022-23	2022-23	No Change	(\$12.1)	(\$12.1)	\$0.0	
16 Multi Storey Car Park (2)	Adopted SFP June 2014	Adopted SFP June 2014	2022-23	2022-23	No Change	(\$20.5)	(\$18.5)	\$2.0	
Percy Doyle Master-Plan Phase 1 (Library & L-Centre) #1	Adopted SFP June 2014	Adopted SFP June 2014	2030-31	2030-31	No Change	(\$43.2)	(\$43.2)	\$0.0	
18 Prince Regent Park Development	Active Reserve Review	Council July 2014		2031-32	New		(\$2.1)	(\$2.1)	
19 Hawker Park Clubrooms	 		2016-17	2020-21	4 years	(\$2.7)	\$0.0	\$2.7	
TOTAL						(\$253.0)	(\$152.6)	\$100.4	

#1 Capital Costs excluding escalation.

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Draft 20 Year SFP (2014-15 to 2033-34)
Attachment 2.5

	Version:	27 (Oct				Scen	ario 02 ·	NOT R	ecomme	ended (J	PACF E	xcluded	, Hawke	er in)						
CAPEX, excluding escalation	Yr 1 2014-15	Yr 2 2015-16	Yr 3 2016-17	Yr 4 2017-18	Yr 5 2018-19	Yr 6 2019-20	Yr 7 2020-21	Yr 8 2021-22	Yr 9 2022-23	Yr10 2023-24	Yr11 2024-25	Yr12 2025-26	Yr13 2026-27	Yr14 2027-28	Yr15 2028-29	Yr16 2029-30	Yr17 2030-31	Yr18 2031-32	Yr19 2032-33	Yr20 2033-34	Yr 1 to 20 Total
Section A - by Project																					_
A1 Capital Works Program, excl MPP																					
1 Parks Development	(1,564)	(1,290)	(1,281)	(1,168)	(1,254)	(1,250)	(1,500)	(1,500)	(1,500)	(1,500)	(1,700)	(1,700)	(1,700)	(1,700)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(32,607)
2 Foreshore and Natural Areas	(328)	(470)	(506)	(495)	(465)	(475)	(600)	(600)	(600)	(600)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(12,139)
3 Parks Equipment	(2,289)	(1,888)	(1,862)	(1,876)	(1,725)	(1,763)	(2,000)	(2,000)	(2,000)	(2,000)	(2,250)	(2,250)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(2,360)	(42,783)
4 Streetscape Enhancement	(1,057)	(1,250)	(1,500)	(1,500)	(1,500)	(1,500)	(1,450)	(1,200)	(950)	(950)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(22,857)
5 Local Traffic management 6 State Blackspot	(892) (532)	(945)	(1,020) (900)	(940) (900)	(890) (900)	(890) (900)	(900) (900)	(900) (900)	(900) (900)	(900) (900)	(1,000) (900)	(1,000) (900)	(1,000)	(1,000) (900)	(1,000) (900)	(1,000) (900)	(1,000)	(1,000) (900)	(1,000) (900)	(1,000) (900)	(19,177) (18,032)
7 Parking Facilities	(375)	(348)	(355)	(350)	(350)	(350)	(430)	(430)	(430)	(430)	(530)	(530)	(530)	(530)	(530)	(530)	(900) (530)	(530)	(530)	(530)	(9,148)
8 Major Road Construction	(104)	(5,943)	(3,750)	(3,000)	(1,500)	(1,500)	(430)	(3,000)	(430)	(3,000)	(550)	(3,000)	(550)	(330)	(3,000)	(330)	(550)	(3,000)	(330)	(000)	(30,797)
9 New Paths	(406)	(637)	(439)	(475)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(425)	(8,757)
10 Path Replacement	(468)	(359)	(427)	(401)	(490)	(490)	(752)	(752)	(752)	(752)	(1,110)	(1,110)	(1,110)	(1,110)	(1,110)	(344)	(344)	(344)	(344)	(344)	(12,912)
11 Stormwater Drainage	(798)	(592)	(790)	(790)	(740)	(740)	(1,000)	(1,000)	(1,000)	(1,000)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(20,950)
12 Lighting	(517)	(3,035)	(3,375)	(3,000)	(1,025)	(825)	(3,000)	(3,000)	(2,500)	(2,000)	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(33,277)
13 Road Preservation and Resurfacing	(7,192)	(6,720)	(6,018)	(6,533)	(6,660)	(6,695)	(6,500)	(6,500)	(10,000)	(11,000)	(11,000)	(11,000)	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(198,818)
14 Bridges and Underpasses	(9)	(25)	(25)	(50)	(50)	(50)	(90)	(90)	(90)	(90)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,569)
15 Major Building Construction	(1,313)	(4,560)	(2,470)	(1,970)	(1,850)	(1,770)	(3,200)	(3,200)	(1,750)	(2,800) (15,238)	(2,800)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300) (183)	(2,300)	(2,300)	(2,300)	(2,300)	(48,383) (29,948)
16 CWP Renewal (not specified)	(1= - 1)	(22.22.1)	(2.1.212)	(22 (42)	(12.22.0)	(12.22)	(22 - 1-)	(2- (2-)	(22 =22)		(22 =25)	(631)	(22.2=)	(22.2=)	(8,361)		(22.22)	(22.22)	(==)	(5,535)	
Total Capital Works Program, excl MPP	(17,844)	(29,361)	(24,718)	(23,447)	(19,824)	(19,623)	(22,747)	(25,497)	(23,797)	(43,585)	(26,765)	(28,896)	(26,375)	(26,375)	(38,036)	(27,092)	(26,909)	(29,909)	(27,909)	(33,444)	(542,153)
A2 Capital Projects - Annual Programs 21 Fleet	(1,343)	(2.066)	(2,353)	(2,775)	(3,530)	(3.085)	(2,914)	(3,367)	(2.681)	(1,712)	(2,400)	(2,625)	(3,026)	(3,254)	(3,301)	(2,606)	(2,413)	(2,516)	(3,434)	(3,034)	(54,434)
22 IT	(804)	(501)	(605)	(454)	(260)	(280)	(120)	(120)	(120)	(120)	(120)	(270)	(120)	(120)	(130)	(130)	(130)	(120)	(120)	(120)	(4,764)
23 Rangers, Parking & Community Safety	(15)	(359)	(000)	(101)	(200)	(200)	(120)	(125)	(1,625)	(120)	(120)	(2.0)	(125)	(120)	(100)	(100)	(100)	(120)	(120)	(120)	(2,249)
24 Artworks & Other	(574)	(222)						(- /	() /				(- /								(574)
26 Year 1 & 2 Various	718	(2,107)																			(1,389)
Total Capital Projects - Annual Programs	(2,018)	(5,033)	(2,958)	(3,229)	(3,790)	(3,365)	(3,034)	(3,612)	(4,426)	(1,832)	(2,520)	(2,895)	(3,271)	(3,374)	(3,431)	(2,736)	(2,543)	(2,636)	(3,554)	(3,154)	(63,410)
								-					·								
A3 Major Projects less than \$3m																					
31 Warwick Leisure Centre Extension		(1,609)																			(1,609)
33 Bramston Park Clubrooms	(200)	(2,731)																			(2,931)
34 Craigie LC - Upgrades				(2,250)	(1.000)																(2,250)
35 Heathridge Leisure Centre Refurbishment					(1,000)						(4.000)										(1,000)
37 Craigie LC - Geothermal Bore - additional injection bore 41 Marmion Angling & Aquatic Club Parking	(200)	(2,160)	-								(1,000)										(1,000)
42 Joondalup Library - major refurbishment	(200)	(2,100)		(1,250)																	(1,250)
Total Major Projects less than \$3m	(400)	(6,500)		(3,500)	(1,000)						(1,000)										(12,400)
Total major Frojects less than \$500	(400)	(0,300)		(3,300)	(1,000)						(1,000)										(12,400)
A4 Major Projects greater than \$3m																					
51 Joondalup Performing Arts & Culture Facility/Jinan Gardens	(210)																				(1,947)
52 CBD Office Development	(210)	(259)	(789)																		(1,258)
53 Cafes / Kiosks / Restaurants	(97)	(180)	(180)																		(457)
54 Ocean Reef Marina Business Case & Structure Plan 56 Penistone Park - Facility Redevelopment	(1,000)	(1,423) (240)	(708)	(2,858)																	(2,423)
58 Synthetic Hockey Project	(200)	(900)	(5,445)	(2,000)																	(6,545)
59 Greenwood Community Centre (Calectasia hall / GSGH)	(200)	(300)	(0,440)																		(0,040)
60 Edgewater Quarry						(864)	(11,224)	(9,612)													(21,699)
61 Percy Doyle Master-Plan Phase 1 (Library & L-Centre) #1							, , ,										(43,200)				(43,200)
62 Percy Doyle - Refurbishment Works			(528)	(1,268)	(1,006)	(603)	(2,850)														(6,254)
64 Clubroom Redevelopment - Chichester Park						(4,000)															(4,000)
65 Grove Child Care / Dorchester Hall / Warwick Hall			(270)	(4,000)			/==:	/= 0000	(= 000)												(4,270)
66 Whitfords Library and Senior Citizens Centre	(14,000)	(2.040)					(50)	(7,000)	(5,000)												(12,050)
67 Multi Storey Car Park (1) 68 Multi Storey Car Park (2)	(14,000)	(2,048)						(5,355)	(13,145)												(16,048)
69 Joondalup Administration Building - refurbishment				(5,000)				(5,355)	(13,145)												(5,000)
73 Mullaloo Surf Life Saving Club		(1,700)		(3,000)																	(1,700)
75 Prince Regent Park Development		(1,100)																(2,100)			(2,100)
Total Major Projects greater than \$3m	(15,717)	(8,486)	(7,920)	(13,125)	(1,006)	(5,467)	(16,865)	(21,967)	(18,145)								(43,200)				(153,998)
#1 Percy Doyle Master-Plan included above is the renewal of the Li						4 . ,		(= .,)	(,)								(,=00)	(=,:=)			(123,000)

#1 Percy Doyle Master-Plan included above is the renewal of the Library and Leisure Centre. Phase 2 is outside the timescales of the 20 year SFP Projects that are not highlighted are fully funded by Municipal Funds. Projects highlighted in yellow are included in Attachment 1.7

Draft 20 Year SFP (2014-15 to 2033-34) Attachment 2.5

<u>Total</u>

ction B - Summary																					
Category																					
Capital Works Program, excl MPP	(17,844)	(29,361)	(24,718)	(23,447)	(19,824)	(19,623)	(22,747)	(25,497)	(23,797)	(43,585)	(26,765)	(28,896)	(26,375)	(26,375)	(38,036)	(27,092)	(26,909)	(29,909)	(27,909)	(33,444)	(542,153
Capital Projects - Annual Programs	(2,018)	(5,033)	(2,958)	(3,229)	(3,790)	(3,365)	(3,034)	(3,612)	(4,426)	(1,832)	(2,520)	(2,895)	(3,271)	(3,374)	(3,431)	(2,736)	(2,543)	(2,636)	(3,554)	(3,154)	(63,410
Major Projects less than \$3m	(400)	(6,500)		(3,500)	(1,000)						(1,000)										(12,400
Major Projects greater than \$3m	(15,717)	(8,486)	(7,920)	(13,125)	(1,006)	(5,467)	(16,865)	(21,967)	(18,145)								(43,200)	(2,100)			(153,998
TOTAL CAPITAL EXPENDITURE	(35,979)		(35,596)		(25,620)	(<u>28,455</u>)		(<u>51,076</u>)	(46,368)	(<u>45,417</u>)	(30,285)	(31,791)	(29,647)	(29,749)	(<u>41,467</u>)	(29,828)	(72,652)	(34,644)		(36,598)	(771,961
Existing / New																					
Existing \$000s	(15,238)	(22,359)	(17,433)	(24,060)	(18,630)	(16,726)	(22,167)	(19,645)	(22,359)	(36,253)	(23,172)	(22,678)	(23,533)	(23,635)	(32,354)	(23,715)	(23,338)	(25,531)	(25,349)	(30,485)	(468,659
New \$000s	(20,741)	(27,021)	(18,164)	(19,242)	(6,990)	(11,729)	(20,479)	(31,431)	(24,009)	(9,164)	(7,113)	(9,113)	(6,113)	(6,113)	(9,113)	(6,113)	(49,313)	(9,113)	(6,113)	(6,113)	(303,301
Existing %	42.4%	45.3%	49.0%	55.6%	72.7%	58.8%	52.0%	38.5%	48.2%	79.8%	76.5%	71.3%	79.4%	79.5%	78.0%	79.5%	32.1%	73.7%	80.6%	83.3%	60.7%
New %	57.6%	54.7%	51.0%	44.4%	27.3%	41.2%	48.0%	61.5%	51.8%	20.2%	23.5%	28.7%	20.6%	20.5%	22.0%	20.5%	67.9%	26.3%	19.4%	16.7%	39.3%

<u>2015-16</u> <u>2016-17</u> <u>2017-18</u> <u>2018-19</u> <u>2019-20</u> <u>2020-21</u> <u>2021-22</u> <u>2022-23</u> <u>2023-24</u> <u>2024-25</u> <u>2025-26</u> <u>2026-27</u> <u>2027-28</u>

Yr 2

CAPEX, excluding escalation

Draft 20 Year SFP (2014-15 to 2033-34)

Scenario 02 - NOT Recommended (JPACF Excluded, Hawker in)

Attachment 2.6

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr10	Yr11	Yr12	Yr13	Yr14	Yr15	Yr16	Yr17	Yr18	Yr19	Yr20	Yr 1 to 20
		<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	<u>2030-31</u>	2031-32	2032-33	<u>2033-34</u>	<u>Total</u>
Section A - by Project																						
Section A - by Project																						
A1 Capital Works Program, excl MPP																						
1 Parks Development	\$000s	(1,564)	(1,290)	(1,313)	(1,227)	(1,350)	(1,380)	(1,705)	(1,765)	(1,827)	(1,891)	(2,218)	(2,296)	(2,376)	(2,459)	(2,994)	(3,099)	(3,207)	(3,320)	(3,436)	(3,556)	(44,273)
2 Foreshore and Natural Areas	\$000s	(328)	(470)	(519)	(520)	(501)	(524)	(682)	(706)	(731)	(756)	(913)	(945)	(978)	(1,013)	(1,048)	(1,085)	(1,123)	(1,162)	(1,203)	(1,245)	(16,451)
3 Parks Equipment	\$000s	(2,289)	(1,888)	(1,909)	(1,970)	(1,858)	(1,946)	(2,274)	(2,353)	(2,436)	(2,521)	(2,935)	(3,038)	(3,298)	(3,414)	(3,533)	(3,657)	(3,785)	(3,917)	(4,054)	(4,196)	(57,273)
4 Streetscape Enhancement 5 Local Traffic management	\$000s \$000s	(1,057) (892)	(1,250) (945)	(1,538) (1,046)	(1,576) (988)	(1,615) (958)	(1,656) (982)	(1,649) (1,023)	(1,412) (1,059)	(1,157) (1,096)	(1,198)	(1,305) (1,305)	(1,350) (1,350)	(1,398) (1,398)	(1,446) (1,446)	(1,497) (1,497)	(1,550) (1,550)	(1,604) (1,604)	(1,660) (1,660)	(1,718) (1,718)	(1,778) (1,778)	(29,412) (25,429)
6 State Blackspot	\$000s	(532)	(1,300)	(923)	(946)	(969)	(993)	(1,023)	(1,059)	(1,096)	(1,134)	(1,174)	(1,215)	(1,258)	(1,302)	(1,347)	(1,395)	(1,443)	(1,494)	(1,716)	(1,770)	(23,750)
7 Parking Facilities	\$000s	(375)	(348)	(364)	(368)	(377)	(386)	(489)	(506)	(524)	(542)	(691)	(716)	(741)	(767)	(793)	(821)	(850)	(880)	(911)		(12,390)
8 Major Road Construction	\$000s	(104)	(5,943)	(3,844)	(3,152)	(1,615)	(1,656)	(122)	(3,530)	(= (=)	(3,782)	(== 1)	(4,051)	(== 1)	(2.1.7)	(4,491)	(2.50)	(2.2.2.)	(4,980)	(====)	(===)	(37,147)
9 New Paths 10 Path Replacement	\$000s \$000s	(406) (468)	(637) (359)	(450) (438)	(499) (421)	(458) (528)	(469) (541)	(483) (855)	(500) (885)	(518) (916)	(536) (948)	(554) (1,448)	(574) (1,499)	(594) (1,551)	(615) (1,606)	(636) (1,662)	(659) (532)	(682) (551)	(705) (570)	(730) (590)	(756) (611)	(11,460) (16,980)
11 Stormwater Drainage	\$000s	(798)	(592)	(810)	(830)	(797)	(817)	(1,137)	(1,177)	(1,218)	(1,261)	(1,446)	(1,499)	(1,747)	(1,808)	(1,871)	(1,937)	(2,005)	(2,075)	(2,147)	(2,223)	(28,568)
12 Lighting	\$000s	(517)	(3,035)	(3,459)	(3,152)	(1,104)	(911)	(3,411)	(3,530)	(3,045)	(2,521)	(2,609)	(1,350)	(1,398)	(1,446)	(1,497)	(1,550)	(1,604)	(1,660)	(1,718)	(1,778)	(41,294)
13 Road Preservation and Resurfacing	\$000s	(7,192)	(6,720)	(6,168)	(6,863)	(7,172)	(7,390)	(7,390)	(7,649)	(12,179)	(13,866)	(14,351)	(14,853)	(16,771)	(17,358)	(17,965)	(20,144)	(20,849)	(21,578)	(24,052)	(24,893)	(275,404)
14 Bridges and Underpasses	\$000s	(9)	(25)	(26)	(53)	(54)	(55)	(102)	(106)	(110)	(113)	(130)	(135)	(140)	(145)	(150)	(155)	(160)	(166)	(172)	(178)	(2,183)
15 Major Building Construction 16 CWP Renewal (not specified)	\$000s \$000s	(1,313)	(4,560)	(2,532)	(2,070)	(1,992)	(1,954)	(3,638)	(3,766)	(2,131)	(3,529)	(3,653)	(3,106)	(3,214)	(3,327)	(3,443)	(3,564)	(3,689)	(3,818)	(3,951)	(4,090) (9,843)	(63,340) (42,703)
Total Capital Works Program, excl MPP	\$000s	(17,844)	(29,361)	(25,336)	(24,634)	(21,348)	(21,660)	(25,862)	(30,003)	(28,983)	(54,941)	(34,919)	(39,018)	(36,861)	(38,151)	(56,944)	` ′	(43,154)	(49,645)	(47,946)	(59,467)	(728,058)
Total Dapital Works 1 Togram, exci wir F	φυυυς	(17,044)	(20,001)	(20,000)	(24,034)	(21,040)	(21,000)	(23,002)	(30,003)	(20,303)	(37,341)	(57,513)	(55,010)	(30,001)	(30,131)	(50,544)	(+1,313)	(40,104)	(+3,043)	(17,340)	(33,401)	(120,030)
A2 Capital Projects - Annual Programs																						
21 Fleet	\$000s	(1,343)	(2,066)	(2,412)		(3,801)	(3,405)	(3,313)	(3,962)	(3,265)	(2,157)	(3,131)	(3,545)	(4,230)	(4,706)	(4,942)		(3,870)	(4,176)	(5,899)	(5,395)	(72,572)
22 IT	\$000s	(804)	(501)	(620)	(477)	(280)	(309)	(136)	(141)	(146)	(151)	(157)	(365)	(168)	(174)	(195)	(201)	(208)	(199)	(206)	(213)	(5,652)
23 Rangers, Parking & Community Safety 24 Artworks & Other	\$000s \$000s	(15) (574)	(359)						(147)	(1,979)				(175)								(2,675) (574)
26 Year 1 & 2 Various	\$000s	718	(2,107)																			(1,389)
Total Capital Projects - Annual Programs	\$000s	(2,018)	(5,033)	(3,032)	(3,393)	(4,081)	(3,714)	(3,450)	(4,250)	(5,390)	(2,309)	(3,288)	(3,909)	(4,572)	(4,880)	(5,137)	(4,239)	(4,078)	(4,375)	(6,106)	(5,609)	(82,862)
		(, ,)	(, ,	(, ,	(, ,	(, ,	(, ,	(, ,	(, ,	())	(, ,	(, ,	(, ,	(, ,	(, ,	(, ,	(, ,	(, ,	(,,,			. , ,
A3 Major Projects less than \$3m																						
31 Warwick Leisure Centre Extension 33 Bramston Park Clubrooms	\$000s	(200)	(1,609)																			(1,609)
34 Craigie LC - Upgrades	\$000s \$000s	(200)	(2,731)		(2,364)																	(2,931) (2,364)
35 Heathridge Leisure Centre Refurbishment	\$000s				(2,004)	(1,077)																(1,077)
37 Craigie LC - Geothermal Bore - additional injection bore	\$000s											(1,305)										(1,305)
41 Marmion Angling & Aquatic Club Parking	\$000s	(200)	(2,160)																			(2,360)
42 Joondalup Library - major refurbishment	\$000s	4			(1,313)							4							\longrightarrow			(1,313)
Total Major Projects less than \$3m	\$000s	(400)	(6,500)		(3,677)	(1,077)						(1,305)										(12,959)
A4 Major Projects greater than \$3m																						
51 Joondalup Performing Arts & Culture Facility/Jinan Gardens	\$000s	(210)	(1,737)																			(1,947)
52 CBD Office Development	\$000s	(210)	(259)	(809)																		(1,278)
53 Cafes / Kiosks / Restaurants	\$000s	(97)	(180)	(185)																		(462)
54 Ocean Reef Marina Business Case & Structure Plan	\$000s	(1,000)	(1,423)	(700)	(2.000)																	(2,423)
56 Penistone Park - Facility Redevelopment 58 Synthetic Hockey Project	\$000s \$000s	(200)	(240) (900)	(726) (5,445)																		(3,968) (6,545)
59 Greenwood Community Centre (Calectasia hall / GSGH)	\$000s	(200)	(000)	(0,440)																		(0,040)
60 Edgewater Quarry	\$000s						(954)	(12,761)	(11,310)													(25,025)
61 Percy Doyle Master-Plan Phase 1 (Library & L-Centre) #1	\$000s				//>	(4.555)	(2.2.2.)	(2.2.12)										(69,282)	\longrightarrow			(69,282)
62 Percy Doyle - Refurbishment Works 64 Clubroom Redevelopment - Chichester Park	\$000s			(541)	(1,332)	(1,083)	(665)	(3,240)														(6,861)
65 Grove Child Care / Dorchester Hall / Warwick Hall	\$000s \$000s			(277)	(4,203)		(4,415)															(4,415) (4,479)
66 Whitfords Library and Senior Citizens Centre	\$000s			(211)	(1,200)			(57)	(8,237)	(6,090)												(14,383)
67 Multi Storey Car Park (1)	\$000s	(14,000)	(2,048)																			(16,048)
68 Multi Storey Car Park (2)	\$000s				(5.55				(6,301)	(16,009)												(22,311)
69 Joondalup Administration Building - refurbishment 73 Mullaloo Surf Life Saving Club	\$000s \$000s		(1,700)		(5,253)																	(5,253) (1,700)
75 Prince Regent Park Development	\$000s		(1,700)																(3,486)			(3,486)
Total Major Projects greater than \$3m	\$000s	(15,717)	(8,486)	(7.982)	(13,790)	(1,083)	(6,034)	(19,174)	(25,848)	(22,099)								(69,282)				(192,982)
#1 Percy Doyle Master-Plan included above is the renewal of the	-							` ' '	(20,040)	(22,000)								(55,252)	(0,-00)			(102,302)
Projects that are not highlighted are fully funded by Municipal Fun	ds. Project	ts highlighted	d in yellow a	are included	in Attachme	ent 1.7	o your or r															
												*********									************	

27 Oct

CAPEX, including escalation

Draft 20 Year SFP (2014-15 to 2033-34)
Attachment 2.6

Yr14

Yr15

Yr17

Yr19

Yr20

Yr 1 to 20

Total

Yr13

Section B - Summary																					
Category																					
Capital Works Program, excl MPP	(17,844)	(29,361)	(25,336)	(24,634)	(21,348)	(21,660)	(25,862)	(30,003)	(28,983)	(54,941)	(34,919)	(39,018)	(36,861)	(38,151)	(56,944)	(41,979)	(43,154)	(49,645)	(47,946)	(59,467)	(728,058)
Capital Projects - Annual Programs	(2,018)	(5,033)	(3,032)	(3,393)	(4,081)	(3,714)	(3,450)	(4,250)	(5,390)	(2,309)	(3,288)	(3,909)	(4,572)	(4,880)	(5,137)	(4,239)	(4,078)	(4,375)	(6,106)	(5,609)	(82,862)
Major Projects less than \$3m	(400)	(6,500)		(3,677)	(1,077)						(1,305)										(12,959)
Major Projects greater than \$3m	(15,717)	(8,486)	(7,982)	(13,790)	(1,083)	(6,034)	(19,174)	(25,848)	(22,099)								(69,282)	(3,486)			(192,982)
TOTAL CAPITAL EXPENDITURE	(35,979)	(49,380)	(36,350)	(45,493)	(27,590)	(31,409)	(48,486)	(60,102)	(<u>56,472</u>)	(57,250)	(39,511)	(42,928)	(<u>41,433</u>)	(<u>43,031</u>)	(62,081)	(<u>46,219</u>)	(<u>116,515</u>)	(<u>57,505</u>)	(<u>54,052</u>)	(65,076)	(1,016,860)
Existing / New																					
Existing \$000s	(15,238)	(22,359)	(17,868)	(25,278)	(20,062)	(18,462)	(25,202)	(23,117)	(27,231)	(45,698)	(30,231)	(30,622)	(32,890)	(34,188)	(48,437)	(36,746)	(37,429)	(42,378)	(43,549)	(54,206)	(631,193)
New \$000s	(20,741)	(27,021)	(18,482)	(20,216)	(7,527)	(12,947)	(23,284)	(36,985)	(29,241)	(11,552)	(9,280)	(12,306)	(8,544)	(8,843)	(13,643)	(9,472)	(79,086)	(15,127)	(10,502)	(10,870)	(385,667)
Existing %	42.4%	45.3%	49.2%	55.6%	72.7%	58.8%	52.0%	38.5%	48.2%	79.8%	76.5%	71.3%	79.4%	79.5%	78.0%	79.5%	32.1%	73.7%	80.6%	83.3%	62.1%
New %	57.6%	54.7%	50.8%	44.4%	27.3%	41.2%	48.0%	61.5%	51.8%	20.2%	23.5%	28.7%	20.6%	20.5%	22.0%	20.5%	67.9%	26.3%	19.4%	16.7%	37.9%

Yr 8

Yr 9

Yr10

Yr11

<u>2014-15</u> <u>2015-16</u> <u>2016-17</u> <u>2017-18</u> <u>2018-19</u> <u>2019-20</u> <u>2020-21</u> <u>2021-22</u> <u>2021-22</u> <u>2022-23</u> <u>2023-24</u> <u>2024-25</u> <u>2025-26</u> <u>2026-27</u> <u>2027-28</u> <u>2028-29</u> <u>2029-30</u> <u>2030-31</u> <u>2031-32</u> <u>2031-32</u> <u>2032-33</u> <u>2033-34</u>

Yr12

Yr 1

Yr 2

Yr 3

Yr 4

Yr 5

Yr 6

Yr 7

27 Oct

Scenario 02 - NOT Recommended (JPACF Excluded, Hawker

2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 20 T												
S. Marion Road Construction Secret	roject Funding Estimates											Yr 1 to 20
General Depressor Protectors Coher Controllation 20005 493 4863 1.8442 2.191 1.077 1.194 2.355 11.536 1.0278 1			<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>20</u>	<u>Total</u>
Garde Decomposed Foliar Constitution Security S												
Dispose Proceeds / Other Controllarion 2000 1,400 0,00 0 0 0 1,177 5,708	•	\$000's	493	4.803	1.842	2.101	1.077	1.104		2.353	11.536	25,309
Losin South Sout	Disposal Proceeds / Other Contribution	\$000's		,,,,,,						_,,,,,	,	
Maincipal Scott			0		2,002	1,051	538	552				4,143 0
12 Lighting	Municipal	\$000's	(390)									7,695
Grants Desposal Proceeds / Office Conflictation	Capital Expenditure Total	\$000's	104	5,943	3,844	3,152	1,615	1,656		3,530	54,451	37,147
Deposal Proceeds / Other Contribution S0000 1,86	12 Lighting											
Reserves S000 Loans S000 S000 1,450 2,563 2,171 144 2,274 2,253 4,392 1,450					205	245	215	147				1,214 168
Manicipal Expenditure Total			50		2,563	2,171	144		2,274	2,353	4,392	15,397
1.5 Major Building Construction Section			467	1 016	602	725	745	762	1 127	1 177	17 794	24,516
Grants Disposal Proceeds / Other Contribution S000/5 Capital Expenditure Total S000/5 S000	•											41,294
Grants Disposal Proceeds / Other Contribution S0009 Reserves S0009												
Disposal Proceeds / Other Contribution Soors 1.504 697 200 1.838 1.503 18.494 1.800 1.848 3.23.515 1.272 1.272 1.272 1.235 1.870 1.992 1.994 1.800 1.883 32.3515 1.272 1.272 1.277 1	15 Major Building Construction											
Reserves			42			200						42
Municipal Expenditure Total Soors 1,272 1,977 1,835 1,870 1,992 1,954 1,800 1,863 23,055				1,904	697	200			1,838	1,903	18,464	200 24,806
3.3			4.070		4.005	4.070	4.000	4.054	4 000	4.000	00.054	729
33 Bramston Park Clubrooms 50005 1750 175												37,563 63,340
Capital Expenditure Total S0009 Capital Expenditure Total	·	•		·					·			·
Grants	33 Bramston Park Clubrooms											
Reserves	Grants			750								750
Loans	•											
Capital Expenditure Total S000's 200 2,731 2,931 2,931 2,931	Loans	\$000's										1,769
35	•										2 931	2,931
Carials			200	2,701							2,551	2,001
Disposal Proceeds / Other Contribution S000's S000'												
Loans												
Municipal S000's 1,077							1.077					4.077
A							1,077					1,077
Carats	Capital Expenditure Total	\$000's					1,077				1,077	1,077
Cariats	41 Marmion Angling & Aquatic Club P	arking										
Reserves	Grants	\$000's										
Loans			200									235 1,891
Source S	Loans	\$000's	200									
Stantage			200								2.360	235 2,360
Grants	Capital Inperialistic Color	,,,,,,		_,:••							_,000	_,,,,,
Grants	51 Joondalup Performing Arts & Cultu	ıre Fac										
Reserves	Grants	\$000's										
Loans Soons Municipal Soons			210	1 737								1,947
Capital Expenditure Total \$000's 210 1,737 1,947	Loans	\$000's	210	1,707								1,541
Section Sect			210	1 737							1 9/17	1,947
Grants		φυσυς	210	1,737							1,547	1,947
Disposal Proceeds / Other Contribution \$000's 195 259 809	<u>-</u>	#										
Reserves												
Municipal S000's 15	Reserves	\$000's	195	259	809							1,263
Capital Expenditure Total \$000's 210 259 809 1,278			15									15
Grants				259	809						1,278	1,278
Grants												
Disposal Proceeds / Other Contribution \$000's \$000'												
Reserves					233	595						827
Municipal Capital Expenditure Total \$000's 240 2,408 3,002 3,968 58 Synthetic Hockey Project Grants \$000's 900 900 900 Disposal Proceeds / Other Contribution Reserves \$000's \$000's 4,545 \$000's Loans Municipal \$000's 200 4,545 \$000's \$000's	•	\$000's			493							493
Source S				240		2 409						2,648
Sound Soun	•				726						3,968	3,968
Sound Soun	58 Synthatic Hackey Project											
Disposal Proceeds / Other Contribution \$000's Reserves \$000's Loans \$000's Municipal \$000's 200		\$000's		900	900							1,800
Loans \$000's 4,545 Municipal \$000's 200	Disposal Proceeds / Other Contribution	\$000's										
Municipal \$000's 200					4,545							4,545
Capital Expenditure Total \$000's 200 900 5,445 6,545	Municipal	\$000's			·							200
	Capitai Expenditure Total	\$000's	200	900	5,445						6,545	6,545
59 Greenwood Community Centre (Calectasi												
Grants \$000's Disposal Proceeds / Other Contribution \$000's												
Reserves \$000's	Reserves	\$000's										
Loans \$000's		\$000's										
Municipal \$000's Capital Expenditure Total \$000's												

Project Funding Estimates		Yr 1 <u>2014-15</u>	Yr 2 <u>2015-16</u>	Yr 3 <u>2016-17</u>	Yr 4 <u>2017-18</u>	Yr 5 <u>2018-19</u>	Yr 6 <u>2019-20</u>	Yr 7 <u>2020-21</u>	Yr 8 2021-22	Year 09 to 20	Yr 1 to 20 Total
Grants Disposal Proceeds / Other Contribution	\$000's \$000's										
Reserves	\$000's										
Loans Municipal	\$000's \$000's						954	12,761	4,133 7,177		17,847 7,177
Capital Expenditure Total	\$000's						954	12,761	11,310	25,025	25,025
61 Percy Doyle Master-Plan Phase 1 (
Grants Disposal Proceeds / Other Contribution	\$000's \$000's										
Reserves	\$000's									69,282	69,282
Loans Municipal	\$000's \$000's										
Capital Expenditure Total	\$000's									138,564	69,282
62 Percy Doyle - Refurbishment Work	(S										
Grants	\$000's			144				1,080			1,224
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's			397	1,332	1,083	665	2,160			5,637
Loans	\$000's					·		·			·
Municipal Capital Expenditure Total	\$000's \$000's			541	1,332	1,083	665	3,240		6,861	6,861
64 Clubroom Redevelopment - Chiche	ostor P										
Grants	\$000's						993				993
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's										
Loans	\$000's						3,422				3,422
Municipal Capital Expenditure Total	\$000's \$000's						4,415			4,415	4,415
							4,410			4,410	4,410
65 Grove Child Care / Dorchester Hall Grants	/ Warw \$000's										
Disposal Proceeds / Other Contribution	\$000's			277	4,203						4,479
Reserves Loans	\$000's \$000's										
Municipal	\$000's			277	4 202					4.470	4 470
Capital Expenditure Total	\$000's			277	4,203					4,479	4,479
66 Whitfords Library and Senior Citize											
Grants Disposal Proceeds / Other Contribution	\$000's \$000's										
Reserves Loans	\$000's \$000's							57	8,237	6,090	14,383
Municipal	\$000's										
Capital Expenditure Total	\$000's							57	8,237	20,473	14,383
67 Multi Storey Car Park (1)											
Grants Disposal Proceeds / Other Contribution	\$000's \$000's										
Reserves	\$000's	5,500	2,048								7,548
Loans Municipal	\$000's \$000's	8,500									8,500
Capital Expenditure Total	\$000's	14,000	2,048							16,048	16,048
68 Multi Storey Car Park (2)											
Grants Disposal Proceeds / Other Contribution	\$000's \$000's										
Reserves	\$000's								6,301	8,902	15,203
Loans Municipal	\$000's \$000's									7,107	7,107
Capital Expenditure Total	\$000's								6,301	38,320	22,311
69 Joondalup Administration Building	g - refui										
Grants	\$000's										
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's				5,253						5,253
Loans Municipal	\$000's \$000's										
Capital Expenditure Total	\$000's				5,253					5,253	5,253
73 Mullaloo Surf Life Saving Club											
Grants	\$000's		675								675
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's		350								350
Loans	\$000's										
Municipal Capital Expenditure Total	\$000's \$000's		675 1,700							1,700	675 1,700
											,
75 Prince Regent Park Development Grants	\$000's										
Disposal Proceeds / Other Contribution	\$000's									2.400	2.400
Reserves Loans	\$000's \$000's									3,486	3,486
Municipal Capital Expenditure Total	\$000's \$000's									6,971	3,486
Capital Experiulture Total	φυυυ S									0,971	3,400
Total											
Grants	\$000's	6,230	14,477	8,395	8,612	7,204	8,304	8,361	8,814	109,169	179,567
Disposal Proceeds / Other Contribution Reserves	\$000's \$000's	148 6,747	1,346 12,289	871 7,145	5,205 9,807	831 1,765	702 1,217	851 8,407	938 18,795	12,364 110,616	23,258 176,787
Loans	\$000's	8,500	2,498	4,545		1,077	4,375	12,761	4,133	7,107	44,997
Municipal Capital Expenditure Total	\$000's \$000's	14,353 35,979	18,770 49,380	15,394 36,350	21,870 45,493	16,712 27,590	16,809 31,409	18,106 48,486	27,423 60,102	442,816 682,072	592,252 1,016,860
• •											

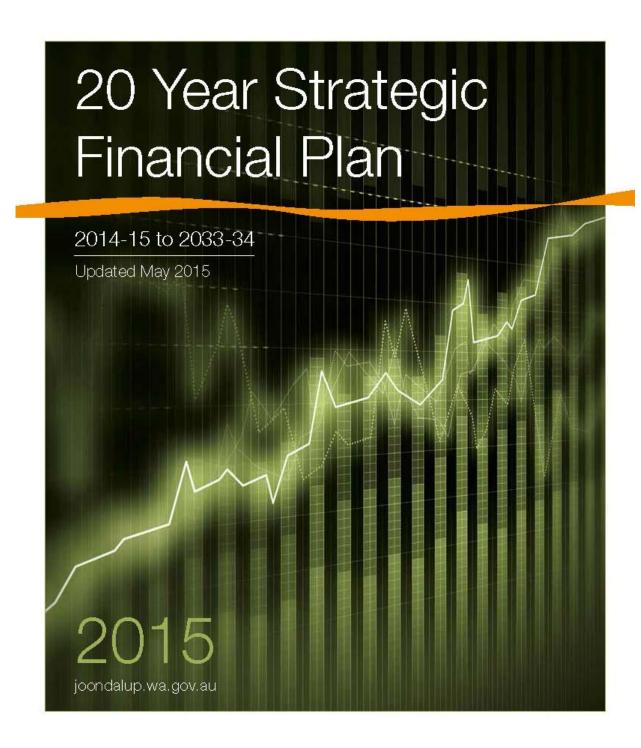
Attachment 2.8

Second Column Second Colum																							
Security	DESERVES (including assolution)	`	r 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr10	Yr11	Yr12	Yr13	Yr14	Yr15	Yr16	Yr17	Yr18	Yr19	Yr20	Yr 1 to 20
Part	RESERVES (Including escalation)	20	<u>4-15</u> <u>20</u>	<u>015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	2020-21	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>2027-28</u>	<u>2028-29</u>	<u>2029-30</u>	<u>2030-31</u>	2031-32	2032-33	<u>2033-34</u>	<u>Total</u>
Part						Version:	27 (Oct		S	cenario	02 - NO	T Reco	mmende	ed (JPA	CF Exclu	uded, Ha	wker ir	າ)				
Store Management Store Manag									l [(-				,]			
2 Parent Franch Van Land Van L	Opening balance																						
3 Accounts for Affairs A & Chairs Feely 1 Age	1 Strategic Asset Management	\$000's 2	0,006 2	21,784	14,518	16,648	7,252	14,000	25,678	34,180	33,717	44,882	44,618	65,419	92,679	124,479	161,906	189,725	236,739	219,594	270,474	330,568	20,006
Seminary of the Seminary of		\$000's	1,699	7,020	10,598	15,209	16,555		30,198	38,884	48,516	53,333	58,734	65,599	76,225	82,428	90,649	97,881	102,776		113,310	118,976	1,699
Source Contract									,				,		,	,	,	,	,	,	,		11,084
Cocon Perform Cocon Perfor	o ,			5,046	1,350	1,123	2,230	3,947	6,310	9,100	5,938	148	2,588	5,523	8,853	13,651	19,005	24,924	31,307	38,217	45,652	53,646	6,799
Comment Florence Charmoning Florence Charmoning Florence Comment Florence Charmoning Florence Comment Florence Charmoning Florence Comment Florence Charmoning	· · · · · · · · · · · · · · · · · · ·			400																			647
Annex Control Cont					(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	657
11 Capab Marcia Card France			(0)	(0)	(0)	(0)	(-)	. ,	` '	\ /		. ,			` ,							(-)	(0
2 years becomes 2000 200	,		2 652	7 753	4 691	4 855	,	,	,			,	,	-	,								2,652
10 Authors Part P	, e												-,		, -				-,				2,763
19 Act of Service							3,223	2,538			1,571	1,754	2,809	3,215	3,529		2,944		2,548		3,208	2,612	2,165
10 Section Assert 10 Section As	14 Non Current LS Leave Reserve	\$000's	2,083	1,845	1,970	2,039			2,272	2,374	2,493	2,617	2,748		3,030		3,341	3,508	3,683	3,867	4,061	4,264	2,083
21 Manusch Shah Renews 2007 1560 1500	15 Public Art Reserve	\$000's	156	124	74		80	82	86	90	94	99	104	109	114	120	126	132	139		153		156
22 Communication Changing Reviews (1987) 1. 1988 1. 19	16 Section 20A Land	\$000's	-					58	60														49
2) Come in the off Africa Speed Spee																							1,891
\$\text{Text_parts}\$ \text{Quality Desired bilance}\$ Qual					,	-	- '	-	-				-	-	,		,					•	1,166
28 Americanses	·		(-/	(-/	()	()	(/	()													. ,	(0)	(0
Part Professor									_														1,068
Page																							54 940
State April Management Story St.55 T.50 St.50 St.5	Opening Dalance	φυυυ 8 5	+,940 (00,206	JÖ, 184	00,723	00,549	62,399	105,249	127,393	133,427	148,314	100,013	194,053	238,786	204,722	აან,ყ49	303,111	440,045	445,088	313,424	591,240	54,940
State April Management Story St.55 T.50 St.50 St.5	Transfers In Total																						
2 Sets of Transe Perc Sets		\$000's	1 836	1 123	8 060		8 201	12 350	15 0/12	10.634	18 863	486	21 267	25 307	28 623	32 710	21 295	30 1/2	43 704	45 202	48 361	40 207	424,103
3 Associated Performent Ank & Culture - Section Section - Committee Section - Committ	0 0				,	1 833							,					55,143	43,704	+5,203	+0,301	40,007	66,465
4 Parking Facility Fa					,		0,002	0,000	7,107	7,000	2,000	2,001	0,000	7,107	2,000	4,000	2,004						9,632
5 Ceah Files of Clip Parking	i S				,		1.610	2.162	2,450	2.773	2.964	2.373	2.737	2,979	4.249	4.557	4.847	5.011	5.214	5,390	5,572	6.734	65,778
9 Open Perf Marrie	5 ,			,	2.0	.,5.0	.,	_, . ~_	=, .00	_,	=,50.	_,3.0	_,	=,5.0	.,2.0	.,50.	,,,,,,,	2,3	2,2.7	2,000	-,,,,,	-,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	23,
## ARRIFORMER Processor (On Company of Compa	, ,		14																				14
1 Capital Works Comp Person 5000 7,651 5 5 5 5 5 5 5 5 5	7 Currambiine / Kinross Community Ce																						
19 Visite A Parising Finance		\$000's				1,582																	1,582
13 yeolocks Pignet Redocoment \$0000	11 Capital Works Going Forward		,																				7,651
14 Non-Current Laure Reserve	•						363	367	378	397					492	509	527				604	626	10,970
16 Pablic Af Resorme	· ·		331		263	19					102	943	259	150				53	316	57			2,730
19 Section 20 AL Land				125																			125
21 Mammin Car Park Reserve																					-		5
22 Cash in Lisu of Planforg Reseave		\$000'S	2	1																			3
22 Cash in Les of Public Open Space	Transport on Control of Control	\$0000																					
24 Trast Fund \$000 18 10			66	24																			
25 Minor Reviews	22 Cash in Lieu of Parking Reserve	\$000's	66	34																			
Transfers In Total \$500 19,347 12,024 15,640 5,339 16,196 20,888 25,937 21,040 24,679 6,096 25,555 36,168 36,09 41,776 29,203 44,753 49,09 51,235 45,538 45,686 593,247 15,779 15	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space	\$000's \$000's	66 42																				76
Strategic Asset Management \$000° \$680 \$6,389 \$6,389 \$6,389 \$6,389 \$6,389 \$1,217 \$1,249 \$1,249 \$1,259 \$1,271 \$1,249 \$1,271 \$1,249 \$1,271 \$1	22 Cash in Lieu of Parking Reserve23 Cash in Lieu of Public Open Space24 Trust Fund	\$000's \$000's \$000's	66 42 18																				66 76 28 12
Strategic Asset Management \$000° \$680 \$6,389 \$6,389 \$6,389 \$6,389 \$6,389 \$1,217 \$1,249 \$1,249 \$1,259 \$1,271 \$1,249 \$1,271 \$1,249 \$1,271 \$1	22 Cash in Lieu of Parking Reserve23 Cash in Lieu of Public Open Space24 Trust Fund25 Minor Reserves	\$000's \$000's \$000's \$000's	66 42 18 11	10	15,640	6,339	16,196	20,888	25,937	21,304	24,679	6,906	28,555	36,168	35,698	41,776	29,293	44,753	49,799	51,235	54,538	48,166	76 28 12
2 Sale of Tamala Park Land 3 Soon's (151) (1,699) 3 Sonofally Performing Arts & Culture 4 Parking Facility 5 Soot's (151) (1,699) 5 Cash in Lieu of City Parking 5 Soot's (151) (1,699) 5 Cash in Lieu of City Parking 5 Soot's (151) (1,699) 5 Cash in Lieu of City Parking 5 Soot's (152) 5 Soot'	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total	\$000's \$000's \$000's \$000's	66 42 18 11	10	15,640	6,339	16,196	20,888	25,937	21,304	24,679	6,906	28,555	36,168	35,698	41,776	29,293	44,753	49,799	51,235	54,538	48,166	76 28 12
3 Jondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Leu of City Parking 5 Cover Reserve 5 Cover	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects	\$000's \$000's \$000's \$000's \$000's	18 11 3,347	10 1 12,024	, ,	,	16,196	·	25,937	21,304	24,679		28,555			41,776	29,293	,	,			,	76 28 12 589,240
4 Parking Facility	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management	\$000's \$000's \$000's \$000's \$000's \$000's	18 11 3,347	10 1 12,024	, ,	,		·		, ,						, -	-,	,	,			,	76 28 12 589,240
5 Cash in Lieu of City Parking 6 Ocean Reef Marian 7 Currambine / Kinross Community Ce 8 00005 8 Asser Rationalisation Proceeds (Oth 8 00005 8 Asser Rationalisation Proceeds (Oth 9 00005 8 Ocean Reserve 9 00005 9 00	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land	\$000's \$000's \$000's \$000's \$000's \$000's	18 11 0,347	10 1 12,024 (8,389)	, ,	,		·		, ,						, -	-,	,	,			,	28 12 589,240 (150,186
6 Ocean Reef Marina	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	18 11 9,347 (58)	10 1 12,024 (8,389) (1,609)	(6,336)	,		·		(12,493)	(9,155)					, -	-,	,	,			,	28 12 589,240 (150,186
7 Curambine / Kinross Community Ce	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	66 42 18 11 9,347 (58) (151) 3,214)	10 1 12,024 (8,389) (1,609)	(6,336)	,		·		(12,493)	(9,155)					, -	-,	,	,			,	28 12 589,240 (150,186 (1,761 (24,025
8 Asset Rationalisation Proceeds (Othe S000) 11 Capital Works Going Forward 1 S000's (2,549) (3,063)	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	18 11 3,347 (58) (151) 3,214) (647)	10 1 12,024 (8,389) (1,609) (4,799)	(6,336)	,		·		(12,493)	(9,155)					, -	-,	,	,			,	28 12 589,240 (150,186 (1,761 (24,025 (647
11 Capital Works Coling Forward \$000's \$(2.549) (3.053) \$(2.54	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	18 11 3,347 (58) (151) 3,214) (647)	10 1 12,024 (8,389) (1,609) (4,799)	(6,336)	,		·		(12,493)	(9,155)					, -	-,	,	,			,	28 12 589,240 (150,186 (1,761 (24,025 (647
12 Waste Management \$000% \$(283)	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambline / Kinross Community Ce	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	18 11 3,347 (58) (151) 3,214) (647)	10 1 12,024 (8,389) (1,609) (4,799)	(6,336)	,		·		(12,493)	(9,155)					, -	-,	,	,			,	28 12 589,240 (150,186 (1,761 (24,025 (647
13 Vehicles & Plants Replacement 5000's	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe	\$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's \$000's	66 42 18 11 3,347 (58) (151) 3,214) (647) (509)	10 1 12,024 (8,389) (1,609) (4,799) (162)	(6,336)	,		·		(12,493)	(9,155)					, -	-,	,	,			,	(150,186 (1,761 (24,025 (671
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4 Parking Facility \$000's <td>22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiline / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers Out - Other 1 Strategic Asset Management</td> <td>\$000's \$000's \$00</td> <td>(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)</td> <td>10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)</td> <td>(6,336)</td> <td>(9,807)</td> <td>(1,765)</td> <td>(1,217)</td> <td>(8,407)</td> <td>(12,493)</td> <td>(9,155)</td> <td>(2,921)</td> <td>(2,631)</td> <td>(1,373)</td> <td>(1,421)</td> <td>(1,471)</td> <td>(1,523)</td> <td>(1,576)</td> <td>(70,913)</td> <td>(5,174)</td> <td>(1,747)</td> <td>(1,808)</td> <td>(150,186 (150,186 (1,761 (24,025 (671 (5,612 (283 (1,808 (1,808</td>	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiline / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers Out - Other 1 Strategic Asset Management	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	(150,186 (150,186 (1,761 (24,025 (671 (5,612 (283 (1,808 (1,808
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7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 5000's 12 Waste Management 5000's 5000's 5000's 5000's 5000's 5000's 5000's	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiline / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers Out - Projects Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	(1,76°) (1,76°) (24,025°) (647°) (5,612°) (283°) (1,808°) (566°) (1,808°) (1,808°)
8 Asset Rationalisation Proceeds (Othe \$000's \$000's \$10 Capital Works Going Forward \$000's \$10 Capital Works Going Forward \$10 Waste Management \$000's \$10 Capital Works Going Forward \$10 Ca	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	(1,76°) (1,76°) (24,025°) (647°) (5,612°) (283°) (1,808°) (566°) (1,808°) (1,808°)
11 Capital Works Going Forward \$000's	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiline / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	(1,76°) (1,76°) (24,025°) (647°) (5,612°) (283°) (1,808°) (566°) (1,808°) (1,808°)
12 Waste Management \$000's	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers Out - Projects Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	(150,186 (150,186 (1,761 (24,025 (671 (5,612 (283 (1,808 (1,808
	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiline / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Parking Reserve 24 Trust Fund 25 Minor Reserves Total Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiline / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	(150,186 (150,186 (1,761 (24,025 (671 (5,612 (283 (1,808 (1,808
4000 s $400 s$ 400	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Parking Reserve 24 Trust Fund 25 Minor Reserves Total Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	28 12 589,240 (150,186 (1,761 (24,025 (647 (671 (5,612 (283 (238 (37 (1,808
	22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers In Total Transfers Out - Projects 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management 13 Vehicles & Plants Replacement 14 Non Current LS Leave Reserve 15 Public Art Reserve 16 Section 20A Land 21 Marmion Car Park Reserve 22 Cash in Lieu of Parking Reserve 23 Cash in Lieu of Public Open Space 24 Trust Fund 25 Minor Reserves Total Transfers Out - Other 1 Strategic Asset Management 2 Sale of Tamala Park Land 3 Joondalup Performing Arts & Culture 4 Parking Facility 5 Cash in Lieu of City Parking 6 Ocean Reef Marina 7 Currambiine / Kinross Community Ce 8 Asset Rationalisation Proceeds (Othe 11 Capital Works Going Forward 12 Waste Management	\$000's \$00	(58) (151) (3,214) (647) (509) (2,549) (238) (37) (117) (561) (0)	10 1 12,024 (8,389) (1,609) (4,799) (162) (3,063) (283) (50) (1,691)	(6,336)	(9,807)	(1,765)	(1,217)	(8,407)	(12,493)	(9,155)	(2,921)	(2,631)	(1,373)	(1,421)	(1,471)	(1,523)	(1,576)	(70,913)	(5,174)	(1,747)	(1,808)	76 28 12 589,240 (150,186 (1,761 (24,025 (647 (671 (5,612 (283 (238 (87 (1,808 (1,808 (1,808 (1,051

Draft 20 Year SFP (2014-15 to 2033-34) Attachment 2.8

RESERVES (including 6	escalation)	Yr 1 2014-15	Yr 2 2015-16	Yr 3 2016-17	Yr 4 2017-18	Yr 5 2018-19	Yr 6 2019-20	Yr 7 2020-21	Yr 8 2021-22	Yr 9 2022-23	Yr10 2023-24	Yr11 2024-25	Yr12 2025-26	Yr13 2026-27	Yr14 2027-28	Yr15 2028-29	Yr16 2029-30	Yr17 2030-31	Yr18 2031-32	Yr19 2032-33	Yr20 2033-34	Yr 1 to 20 Total
14 Non Current LS Leave Reserve	\$000's	2014-13	2013-10	2010-17	2017-10	2010-13	2013-20	2020-21	<u> 2021-22</u>	2022-23	2023-24	2024-23	2023-20	2020-21	2021-20	2020-25	2023-30	2030-31	2031-32	2032-33	2033-34	IOLAI
15 Public Art Reserve	\$000's																					
16 Section 20A Land	\$000's																					
21 Marmion Car Park Reserve	\$000's																				+	
22 Cash in Lieu of Parking Reserve	\$000's																				+	
23 Cash in Lieu of Public Open Space	\$000's																					
24 Trust Fund	\$000's \$000's																					
25 Minor Reserves	\$000's \$000's																					
	ers Out - Other \$000's				(1.051)	(784)	(463)	(154)	(627)					(410)	(493)	(700)				(738)	(281)	(5.700)
	To Ott Other				(1,001)	(104)	(400)	(104)	(021)					(410)	(430)	(100)				(100)	(201)	(0,100)
Interest																						
Strategic Asset Management	\$000's			397	411	223		966	1,397	1,457	2,171	2,165	3,237	4,598	6,187	8,057	9,447	10,064	10,850	13,480	16,483	92,127
2 Sale of Tamala Park Land	\$000's			444	564	664	1,046	1,520	2,132	2,484	2,733	3,033	3,459	3,870	4,221	4,598	4,894	5,139	5,396	5,666	5,949	57,811
3 Joondalup Performing Arts & Culture	\$000's			570	657	706	836	978	1,135	1,192	1,251	1,314	1,380	1,449	1,521	1,597	1,677	1,761	1,849	1,941	2,038	23,853
4 Parking Facility	\$000's			43	58	106	201	339	367	148	67	198	351	549	796	1,071	1,371	1,696	2,046	2,422	2,851	14,679
5 Cash in Lieu of City Parking	\$000's																					
6 Ocean Reef Marina	\$000's																					
7 Currambiine / Kinross Community Ce	\$000's			(0)				(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)		(0)	(0)	(0)	(0)
8 Asset Rationalisation Proceeds (Othe	\$000's				28	56	67	78	91	95	100	105	110	116	121	127	134	140	147	155	163	1,832
11 Capital Works Going Forward	\$000's			164	170	176	208	243	283	297	312	327	343	361	379	398	418	438	460	483	507	5,967
12 Waste Management	\$000's			183	200	219	274	338	411	452	496	543	594	648	705	766	831	901	974	1,053	1,136	10,726
13 Vehicles & Plants Replacement	\$000's			100	109	99	92	94	90	81	111	147	164	166	152	130	120	135	151	142	124	2,208
14 Non Current LS Leave Reserve	\$000's			69	71	74	87	102	119	125	131	137	144	152	159	167	175	184	193	203	213	2,506
15 Public Art Reserve	\$000's			3	3	3	3	4	4	5	5	5	5	6	6	6	7	7	7	8	8	95
16 Section 20A Land	\$000's			2	2	2	2	3	3	3	3	4	4	4	4	4	5	5	5	5	6	66
21 Marmion Car Park Reserve	\$000's			5	5	6	7	8	9	9	10	10	11	11	12	13	13	14	15	15	16	189
22 Cash in Lieu of Parking Reserve	\$000's			43	45	47	55	64	75	79	82	87	91	95	100	105	111	116	122	128	134	1,580
23 Cash in Lieu of Public Open Space	\$000's			(0)				(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)		(0)	(0)	(0)	(0)
24 Trust Fund	\$000's			19	19	20	()	28	32	34	36	37	39	41	43	45	48	()	53	55	58	681
25 Minor Reserves	\$000's			2				4	4	4	5	5	5	5	6	6	6		7	7	7	87
Total Interes	·			2,044	2,345			4,768	6,151	6,465	7,513	8,117	9,938	12,070	14,414	17,092	19,256		22,276	25,763	29,694	214,408
Closing Balance		ı																				
Strategic Asset Management	\$000's	21,784	14,518	16,648	7,252	14,000	25,678	34,180	33,717	44.882	44,618	65,419	92,679	124,479	161.906	189,725	236,739	219,594	270,474	330,568	386,050	386,050
2 Sale of Tamala Park Land	\$000's \$000's	7,020	10,598	15,209	16,555	23,151	30,198	38,884	48,516	53,333	58,734	65,599	76,225	82,428	90,649	97,881	102,776	107,914	113,310	118,976	124,924	124,924
		,		,	,	,				,		,		,	,		,		,	,		
3 Joondalup Performing Arts & Culture	\$000's \$000's	11,327	15,142	18,006	20,183	20,889	21,724	22,702	23,837	25,029	26,280	27,594	28,974	30,423	31,944	33,541	35,218	36,979	38,828	40,770	42,808	42,808
4 Parking Facility	\$000's	5,046	1,350	1,123	2,230	3,947	6,310	9,100	5,938	148	2,588	5,523	8,853	13,651	19,005	24,924	31,307	38,217	45,652	53,646	63,231	63,231
5 Cash in Lieu of City Parking		160	(0)																			
6 Ocean Reef Marina	\$000's	162	(/		(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
7 Currambiine / Kinross Community Ce	\$000's	(0)	(0)	(0)		(0)		(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)		(0)	(0)	(0)	(0)
8 Asset Rationalisation Proceeds (Othe	\$000's				1,610	1,666	1,733	1,811	1,901	1,996	2,096	2,201	2,311	2,426	2,548	2,675	2,809	2,949	3,097	3,252	3,414	3,414
11 Capital Works Going Forward	\$000's	7,753	4,691	4,855	5,025	5,200	5,408	5,652	5,934	6,231	6,543	6,870	7,213	7,574	7,953	8,350	8,768	9,206	9,667	10,150	10,657	10,657
12 Waste Management	\$000's	4,958	5,062	5,553	6,088	6,671	7,312	8,027	8,835	9,704	10,638	11,640	12,709	13,849	15,063	16,356	17,732	19,197	20,756	22,413	24,175	24,175
13 Vehicles & Plants Replacement	\$000's	2,496	2,733	3,096	3,223	2,538	2,168	2,108	1,571	1,754	2,809	3,215	3,529	3,285	2,944	2,375	2,548	3,000	3,208	2,612	2,455	2,455
14 Non Current LS Leave Reserve	\$000's	1,845	1,970	2,039	2,111	2,184	2,272	2,374	2,493	2,617	2,748	2,886	3,030	3,182	3,341	3,508	3,683	3,867	4,061	4,264	4,477	4,477
15 Public Art Reserve	\$000's	124	74	77	80	82	86	90	94	99	104	109	114	120	126	132	139	146	153	161	169	169
16 Section 20A Land	\$000's	50	52	54	56	58	60	63	66	69	72	76	80	84	88	92	97	102	107	112	118	118
21 Marmion Car Park Reserve	\$000's	1,839	149	154	159	165	171	179	188	197	207	218	229	240	252	265	278	292	306	322	338	338
22 Cash in Lieu of Parking Reserve	\$000's	1,208	1,242	1,285	1,330	1,377	1,432	1,496	1,571	1,650	1,732	1,819	1,910	2,005	2,106	2,211	2,322	2,438	2,560	2,687	2,822	2,822
23 Cash in Lieu of Public Open Space	\$000's	(0)		(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	()	(0)	(0)	(0)	(0)
24 Trust Fund	\$000's	526	535	554	574	594	617	645	677	711	747	784	823	865	908	953	1,001	1,051	1,104	1,159	1,217	1,217
25 Minor Reserves	\$000's	67	69	71	74	76	79	83	87	91	96	101	106	111	116	122	128	135	142	149	156	156
Total Closing	Balance \$000's	66,206	58,184	68,723	66,549	82,599	105,249	127,393	135,427	148,514	160,013	194,053	238,786	284,722	338,949	383,111	445,545	445,088	513,424	591,240	667,010	667,010





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1. INTRODUCTION

1.1. Purpose of the *Draft 20 Year Strategic Financial Plan*

The Draft 20 Year Strategic Financial Plan is a high-level informing strategy that outlines the City of Joondalup's approach to delivering infrastructure and services to the community in a financially sustainable and affordable manner. It also demonstrates the City's commitment to managing its operations in a way that avoids unsustainable rate increases for households.

The Draft 20 Year Strategic Financial Plan achieves this by projecting the City's financial position over a 20 year period, based on a range of conservative assumptions and estimates. This provides the City with relevant information to assess:

- Necessary funding requirements to afford capital replacement programs and new capital projects; and
- The City's capacity to maintain overall financial sustainability into the long term.

1.2. Previous Plan

The new plan included in this document covers the years 20143-154 to 20332-343 and is referred to as the Draft 20 Year Strategic Financial Plan. The Previous Plan will also be referred to throughout this document. The Previous Plan covers the years 20131-142 to 20320-331 and was adopted by Council in June 2014November 2012.

1.3. Integrated Planning and Reporting Framework

Section 5.56 of the Local Government Act 1995 provides that -

a local government is to plan for the future of the district."

In 2011, the Department of Local Government and Communities introduced its Integrated Planning and Reporting Framework to encourage a movement towards best practice strategic planning and reporting standards across the Western Australian local government industry.

A significant component of this Framework is the development of a long term financial management plan to inform the resourcing requirements and financial capacity of a local government to achieve its stated objectives and priorities.

A specific guideline and Advisory Standard supports the development of long term financial management plans, of which, the City's Draft 20 Year Strategic Financial Plan is aligned to. Further commentary with regard to the details of this guideline is outlined in section 4 of this Plan.

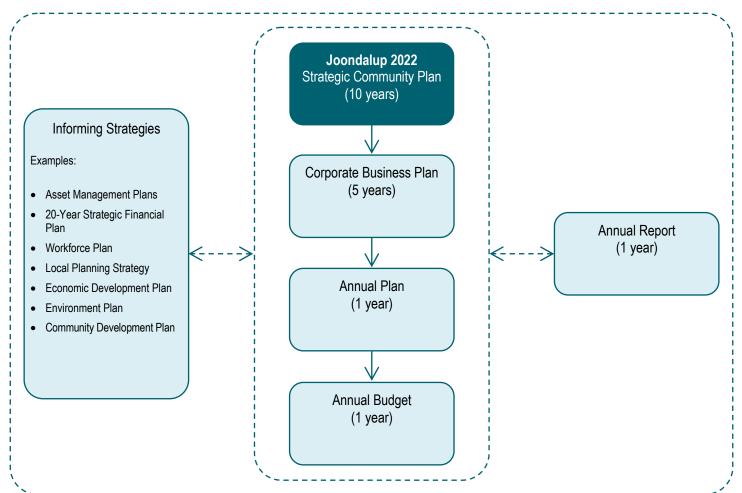
1.4. Planning Alignment

The Draft 20 Year Strategic Financial Plan is aligned to the following key planning documents:-

- Joondalup 2022 (Strategic Community Plan 2012-2022)
- Corporate Business Plan 2015-16 2 to 2019-207
- Capital Works Program 201<u>5</u>4-1<u>6</u>5 to 201<u>9</u>8-<u>20</u>19
- Budget 201<u>5</u>4-1<u>6</u>5
- Workforce Plan 2013-2017
- Local Housing Strategy

Chart 1 below shows how the 20 Year Strategic Financial Plan forms part of the Integrated Planning Framework.

Chart 1 - Integrated Planning Framework



2. **EXECUTIVE SUMMARY**

2.1. **Key Highlights**

The Draft 20 Year Strategic Financial Plan demonstrates the significant level of major projects and operations required to deliver the City's new vision of becoming:

"A global City: bold, creative and prosperous"

This vision will see economic development activities driving major new investments within the City Centre, while asset renewal and rejuvenation projects across the City will seek to enhance the overall liveability of the City for residents and visitors. The key highlights of the Draft 20 Year Strategic Financial Plan are summarised in Table 1 below:

Table 1 – Key Highlights & Assumptions

Dof	ef Issue Details #1								
Ref			_						
1	New Investment	0	Joondalup Performing Arts & Cultural Facility to be completed by 2018-19. Estimated costs of (\$97.64m). The project will be funded using reserves and, borrowings and a \$10m Federal grant (subject to successful grant application).						
		0	Multi Storey Car Park (MSCP) at Boas Avenue, which will be pivotal to the continued economic development of the City Centre. This will be completed by October-August 2015, with estimated cost of (\$1721m).						
		0	Second MSCP planned for 2022-23 <u>estimated cost of \$18m(\$25m)</u> , however there may be additional capacity from the first MSCP and additional parking from the Joondalup Performing Arts & Cultural Facility <u>and Office Development Project</u> which may impact on the timing for a second MSCP.						
		0	Library resources expanded by 2021-22 at Whitfords (\$12m).						
		0	Significant investment in sporting facilities:						
			 Redevelopment Arena Joondalup 20156-167 – contribution by City of (\$4m). 						
			 Synthetic Hockey Pitch at Warwick by 201<u>6</u>5-1<u>7</u>6 (\$6.5m). Contributions from 3rd parties of \$1.8m. 						
			 New Clubroom facilities at Bramston Park and Hawker Park. 						
			 Several clubroom refurbishments. 						
2	Rates %	0	Projected rates per year increase no more than 5%.						
	increases	0	Average rate increase over 20 years is estimated at 4.3%						
3	Fees and	0	An average increase over 20 years of 3.82% per annum.						
	Charges % increases	0	Some services such as ParkingLeisure may increase more than other charges (Property Rental).						
4	Operating Expenses	0	Total Employee costs increase by 3.32% on average per annum.a This includes increased costs due to the Superannuation Guarantee from 9.5% in 2014-15 to 12% by 2022-23.						
		0	Other operating expenses (such as materials and contracts) increase by average 3.0% p.a.						

#1 Costs exclude escalation

2.2. **Assumptions**

The Strategic Financial Plan is updated annually; this allows the City to continually refine the assumptions. The assumptions are explained in detail in Section 6, below are some of the key assumptions:

- Demographics: The population increase for the City over the next 20 years is moderate, an increase of approx 96%.
- Housing Strategy: A review of the increase in dwellings has been undertaken, with reference to the Local Housing Strategy, this has resulted in a forecast of 6,1838,000 dwellings over 20 years, an increase of approx 103%. This assumption has been used to build up a forecast for growth in rates revenue.
- A review of the increase in business has been undertaken, with reference to the Economic Development Strategy and Commercial Strategy. been used to calculate a forecast for growth in rates revenue, it is estimated that there will be a 43% increase in business rates income by 2033-34.
- Economy: Perth CPI is forecast by West Australia Treasury Corporation to grow at 2.5% per annum until 2017-18.- The City has then forecast it will remain at 2.5% until 2019-20, then increase to 3.0% in 2020-21 and then 3.5% from 2021-22 onwards.
- Whole Life Costs: For all new capital projects an estimate of ongoing operating income and operating expenses is prepared where there is data available.-

2.3. **Key Ratios**

The Draft 20 Year Strategic Financial Plan is prepared using a set of Guiding Principles (Section 4), which includes five key ratios. There is a maximum possible achievement of 100 key ratios Guiding Principles (five ratios x 20 years). Of the five key ratios identified within the Guiding Principles, 83 out of 100 are achieved, although there is only 33 out of 50 achieved in the first 10 years. Although the projected achievement of 83 ratios out of 100 is 9 higher than the Adopted Plan, it is far from ideal because the City should achieve at least 90 of the key ratios. Indeed the Operating Surplus Ratio, which is the most important ratio, is below the threshold for the first seven years and is estimated to be only comes within tolerance from 2021-22. For those ratios that are not achieved (Operating Surplus Ratio and Asset Sustainability Ratio), there is a positive trend.

The projections are that 74 Key Ratios out of 100 would be achieved; this is 1 less than 75 projected in the Previous Plan.

However the Asset Sustainability Ratio is now projected to be below the target for the first 12 years, and the Operating Surplus Ratio only achieves target from 2023-24.

The summary of the key ratios are:

- Rates increases at no more than 5%. This is achieved in 2019 of the 20 years; the only year above the target is 2013-14 where the overall increase was 5.2%.
- Net Municipal Closing Balance (ensuring that the books are balanced). This is achieved in all 20 years.
- Operating Surplus Ratio 5 year average to be between 2% and 8%. This is achieved in 130 of the 20 years. Although the earlier years (20143-154 to 20202-213) are below the target there is a positive upwards trend. The starting point of the projections of 2015-16 is negative 4.8% and it becomes difficult for the City to improve this in the next few years due to the new investment and the additional operating expenses required to operate new facilities. For example the Joondalup Performing Arts & Cultural Facility will depress the Operating Surplus Ratio by 2.8% each year due to the operating subsidy, interest expense

on borrowings and the Depreciation expense. One of the reasons why the ratio is below the target between 2018-19 and 2022-23 is due to the interest payments associated with the short-term loans used for the Joondalup Performing Arts & Cultural Facility and Edgewater Quarry. The projections from 2021-223-24 onwards are all within the target or exceed it.

- Asset Sustainability Ratio, which measures the rate at which the City spends Capital Expenditure on Replacement versus Depreciation. The target is to be between 90% and 110%. This ratio fails the target in the first 102 years which suggests that there is insufficient expenditure on replacement of existing assets and too much on new assets. The City's assets and infrastructure are relatively young and at this stage in their life cycle it may be reasonable for the Asset Sustainability Ratio to be depressed. The City will need to increase expenditure on renewals in later years as the City becomes older; this has been factored into the capital forecast. The ratio indicates a potential backlog of expenditure on capital replacement projects. This ratio will be subject to ongoing review with updates to the Asset Management plans and the ratio calculated separately for each asset class.
- Debt Service Coverage Ratio compares the amount of operating cashflowcash flow available versus loan repayments. Ideally there should be surplus from operating cashflowcash flow of five times or more of loan repayments. It is intended that the ratio does not fall below the range of 2 to 5 in some years, and the target the target is to avoid this occurring for five years in a row. This City targetration is achieved in all 20 years, however there are fourfive years where the ratio falls below the desired threshold of five, this is a short term impact caused by the borrowings of major investment including the -not achieved in all 20 years due to the large and immediate repayment of borrowings arising from the Joondalup Performing Arts & Cultural Facility and Edgewater Quarry project-and **Edgewater Quarry**.

Cashflows Cash flows 2.4.

In the early years of the plan cash reserves are depleted, reducing from \$550m at June 2014 to \$2410m by June 20182017-18. The \$24m relates mostly to tied reserves, with \$1m left in the Strategic Asset Management Reserve by 2017-18. The early years of the plan (and in particular 2017-18 and 2018-19) are projected to have a high level of new investment and consequently cause higher external borrowings than the City would normally use. Indeed, between the years 20154-165 to 2018-19 the City projects borrowings of \$5357 m. However \$41m of this relates to short term borrowings for the Joondalup Performing Arts & Cultural Facility, with future proceeds from Tamala Park land sales allowing the City to repay this quickly within 6 years. Edgewater Quarry project also assumes a similar Funding mechanism, whereby \$18m of short-term borrowings are required from 2019-20 to 2021-22, and are repaid within 3 years with proceeds from the sale of land. It is these short-term borrowings that have caused the Debt Service Coverage Ratio to fail in several years. The issue here is with the ratio itself and not due to any concerns of financial management by the City, it is a logical assumption for the City to borrow based on known future proceeds, and to repay the debt as quickly as possible.

Between the years 2015-16 to 2018-19 the City projects borrowings of \$5357m, \$4446m of this relates to the Joondalup Performing Arts & Cultural Facility. Within the Previous Plan it was assumed that the future proceeds from Tamala Park land sales would allow the City to repay this quickly within 6 years. However the proceeds from Tamala Park will now be received over a longer period of time and in total will be insufficient to cover all of the costs of borrowings. The total cost to the City, including interest, of the borrowings for the Joondalup Performing Arts Cultural Facility is \$6267m. The Tamala Park proceeds received from after the JPACF is constructed are estimated at \$4644m, there is a shortfall of \$1623m, which is assumed to be funded by general municipal funds.

From 20253-264 onwards (where there is far less new investment than in the earlier years), the cash held in reserves increases greatly. Indeed from 20202-213 onwards the City will be generating sufficient cashflowcash flow to set aside for replacement of its infrastructure, which by then will have aged more and requiring more replacement.

2.5. Cashflows Key Changes since the Previous 20 Year Strategic Financial Plan

The *Previous Plan* for the period 20131-142 to 20320-331 was adopted by Council in June 2014November 2012. The key changes in the current update are:

- Use of revised Guiding Principles adopted by Council in July 2013. Analysis of ratios is simplified.
- Rates Business Growth Volume Growth has higher projections than the previously adopted plan. A more detailed analysis has been undertaken which now projects an increase in business rates revenue of 43% by 2033-34, the Previous Plan assumed a 14% increase. e.g. estimated 8,000 additional dwellings.
- Tamala Park proceeds the Draft 20 Year Strategic Financial Plan now includes an updated forecast with the proceeds received over a longer period of time (2028-29), where the Previous Plan assumed proceeds received by 2024-25.
- Refuse Charges & Waste Management Costs now separately identified.
- Capital Renewal Expenditure the Previous Plan estimated additional expenditure from 2020-21, but did not identify specific programs. The Draft 20 Year Strategic Financial Plan has identified that additional renewal expenditure for Road Resurfacing and Paths.
- Joondalup Performing Arts & Culture Facility
 - \$10m Grant funding assumed , (subject to successful application to the National Stronger Regions Fund)
 - Annual operating subsidy increased from \$0.4m to \$0.9m following further research by the City.costs increased from (\$51m) to (\$94m), and assumed that all Funding is provided by the City
 - CBD Office Development estimated benefits of new rates revenue and rates income now included (estimated \$420k per annum)
 - Synthetic Hockey Pitch costs amended in line with Council adopted proposal.
 - Redevelopment Arena Joondalup (\$4m) contribution by the City.
 - Multi Storey Car Park (1) consistent with approved business case (December 2012).
 - Multi Storey Car Park (2) amended in line with the costs and income for first car park.
 - Other updates to projects as per council decisions eg. Bramston Park.

2.6. Risks and Opportunities

Any plan into the future includes estimates and assumptions, and therefore carries some forms of risk and opportunities. Section 10 provides further assessment of the risk and opportunities.

3. BACKGROUND

3.1. **Key Statistics**

Table 2 - City of Joondalup Key Statistics

Joondalup Headline Statistics:	
Population (ABS 2012)	164,737
Distance between Perth and the Joondalup City Centre	30 kilometres
Number of businesses (ABS 2012)	13,470
Headline Gross Regional Product (NEIR 2011)	\$ 4.5 billion
Public Open Spaces	369
Schools	59
Joondalup Headline Statistics:	
Population – 2015	<u>164,611</u>
Distance between Perth and the Joondalup City Centre	30 kilometres
Number of businesses – Business Register 2014	<u>13,061</u>
Headline Gross Regional Product (NEIR 2014)	\$ 5.88 billion
Public Open Spaces	<u>369</u>

The City of Joondalup is located 30 kilometres north of the Perth CBD, abutting the Indian Ocean in the west, City of Wanneroo in the north and east and City of Stirling in the south. After experiencing significant residential growth throughout the 1980s and 1990s, the City's population has since stabilised as development areas have become built out.

Moderate dwelling infill is anticipated over the long term, which will see some population increases across the City however; the greatest impacts are likely to be driven by significant regional population growth. This will place added pressure on the City to provide increased employment, health, entertainment and educational opportunities to support the needs of a growing region.

Current services located in the City that will be affected by this growth include Joondalup Health Campus, Edith Cowan University, Joondalup Arena and West Coast Institute. Despite the diversity of facilities already provided in the area, there is a growing demand for improved services (e.g. Performing Arts Facility), of which this Plan addresses.

3.2. Services

The City provides an extensive range of services to the community, including but not limited to:-

- Waste Management
- Building & Planning approvals
- Environmental health services
- Building, Planning and Health regulatory services
- Community development, education and youth services
- Library, festivals, concerts and other cultural events
- Leisure and recreation services and facilities

- · Rangers and community safety
- Parking facilities
- · Infrastructure including roads, footpaths and street lighting
- Parks and natural areas and management of the environment
- Economic development

The Draft 20 Year Strategic Financial Plan has been prepared on the basis of the City continuing to deliver the above mentioned services to the same level and standard.

4. FINANCIAL STRATEGY & GUIDING PRINCIPLES

4.1. Financial Strategy

The City has adopted a 20 Year Strategic Financial Plan - Guiding Principles to support the preparation of the Draft 20 Year Strategic Financial Plan (Appendix 1).

The core principles of the 20 Year Strategic Financial Plan is:



The 20 Year Strategic Financial Plan - Guiding Principles set the parameters for the update of the 20 Year Strategic Financial Plan:

- Whole of Life Costs identified for new projects (Section 6). It is vital for the City to assess all
 cash flows for a project, not just the initial costs. Often the initial cost can be much lower
 than the ongoing operating costs. Indeed where grants are available, this also carries a risk
 of losing sight of the overall costs of ownership.
- Key Ratios (Section 7).
- CashflowCash flow and funding (Section 8).
- Scenarios (Section 11).

4.2. Update of 20 Year Strategic Financial Plan – Guiding Principles

The last update of the Guiding Principles was adopted by Council in July 2013 and included a review of best industry practice. The update included the identification of primary ratios that the City should focus on and made further comment on the Integrated Planning and Reporting Framework as described below. *Draft 20 Year Strategic Financial Plan* now includes the updated Guiding Principles 2014.

4.3.4.2. Integrated Planning and Reporting Framework

The Department of Local Government has issued a series of planning guidelines for local government covering:

- Long Term Financial Planning Framework & Guidelines.
- Asset Management Framework and Guidelines.
- Workforce Planning Toolkit
- Integrated Planning and Reporting Advisory Standard.

The *Advisory Standard* has been developed to guide local governments through a process of continuous improvement in integrated planning activities. For financial management, performance against the *Advisory Standard* is measured through identified key performance indicators, which are assessed as having either:

- Not being met
- Meeting a Basic Standard
- Meeting an Intermediate Standard
- Meeting an Advanced Standard.

As an industry leader in planning and reporting activities, the City seeks to meet the Advanced Standards for financial management where it can. However, it has been identified that in some circumstances, meeting the Advanced Standards may be inconsistent with the City's aspiration of becoming a "financially diverse local government that uses innovative solutions to achieve long-term financial sustainability...". As such, the Guiding Principles highlight the circumstances where deviation away from the Advanced Standard is supported for the benefit of the community and the continued management of a financially sustainable organisation.

4.4.4.3. 20 Year Strategic Financial Plan & Annual Budget Setting Process

The update of the 20 Year Strategic Financial Plan has been synchronised with the annual the annual budget cycle. The 20 Year Strategic Financial Plan is will be used as an input to the annual budget process by:-

- Providing direction on the long term expectations of the City.
- Cost and revenue targets, as established in the 20 Year Strategic Financial Plan, to help guide the budget process.
- Major projects included in the 20 Year Strategic Financial Plan included in the budget process.

5. ASSET MANAGEMENT

5.1. <u>Asset Management Policy</u>

The City has an adopted *Asset Management Policy* and a number of supporting plans, which have been incorporated into the *Draft 20 Year Strategic Financial Plan*. The City is an asset-intensive business and the substance of the Asset Management plans is crucial to provide substance to the *Draft 20 Year Strategic Financial Plan*.

There is ongoing work by the City in accordance with the *Department of Local Government and Communities*' guidelines on Asset *Management Planning*. The reviews will result in updated asset management plans for each asset class, including 20 year forecasts. Where an updated asset management plan becomes available it will be included in the annual update of the *20 Year Strategic Financial Plan*.

5.2. 5 Year Capital Works Program

The 5 Year Capital Works Program is a rolling program of capital works that is updated on an annual basis. The proposed Program for 20154-165 to 20189-2019 has been used in the development of the *Draft 20 Year Strategic Financial Plan*.

5.3. Asset Sustainability Ratio

The Asset Sustainability Ratio is the key ratio to measure the long term sustainability of Asset Management; this will be covered in more detail in section 7. The ratio has identified the need for additional renewal expenditure in later years. a potential backlog of replacement expenditure in the first 12 years of the plan which is addressed in the later years of the plan.

ASSUMPTIONS 6.

6.1. Disclaimer

Readers of the Draft 20 Year Strategic Financial Plan should note that the document is used predominately as a planning tool. As such it is based on many assumptions and includes several projects and proposals that in some cases:

- Have been approved by Council and are in progress,
- Have been considered by Council but are yet to receive final approval,
- Have only been considered by Elected Members at a strategy level,
- Have only been considered by Officers
- Are operational in nature and based on the continued provision of services and maintenance of City assets and infrastructure in accordance with management and other plans

Any of the assumptions and any of the projects or proposals not already approved could prove to be inaccurate both as to likely requirement, timing and financial estimates or may not come to pass at all. They have, however, been included based on the best available information and knowledge to hand at this time in relation to likely requirement, timing and financial estimates. Adoption of the Draft 20 Year Strategic Financial Plan by Council does not constitute a commitment or agreement to any of the projects or proposals that have not already been approved or the financial estimates and projections.

6.2. Information Used to Build the Draft 20 Year Strategic Financial Plan

The Draft 20 Year Strategic Financial Plan uses the proposed Budget 20154-165 to reflect the current financial position (the 'baseline'). The estimates for future years use the baseline as the starting point and then project the future estimate using assumptions from a variety of sources:

- State Budget 20154 and Federal Budget 20154
- Economic Forecasts from WA Treasury Corporation and WALGA
- Asset Management Plans
- Capital Works Programs
- City Strategy and Planning documents e.g. Housing Strategy, Commercial Strategy

The assumptions are explained in detail in this section, broken down into the following five areas:

- 1. External environment.
- Operating Income and Operating Expenses.
- 3. Capital Projects and their impacts on Operating Income and Operating Expenses.
- Capital Proceeds.
- 5. Funding.

Supporting Schedule SS1 provides the details of the key assumptions for each year.

6.3. All figures include Escalation

All figures included throughout the report include estimated impacts of escalation, except where indicated otherwise. The basis of the escalation factors is explained within this section with further details in Supporting Schedule 1.

6.4. Assumptions (1) - External Environment

Table 3 below summarises the key assumptions relating to demographics and economic assumptions.

Table 3 Assumptions (1) – External Environment

Ref	Issue	Details						
1	State and Federal Budgets 201 <mark>5</mark> 4	The 2014 State Budget announced a 36.8% increase in 2015-16 for street lights. The 2015 State Budget has lowered this increase to 7.5%. However the increase for 2016-17 is now expected to be 16%, rather than 8.2%. The State budget recently announced that the costs of the street lights were not fully reflected in the tariffs charged to Local Governments, and some large increases were required to the tariff, most notably a 36.8% increase in 2015-16. The City is estimated to spend (\$3.02m) in Western Power Street Lights in 2015-16, and a 36.8% increase is an additional cost of (\$1.2m) from 2015-16.						
		Financial Assistance Grants were normally increased each year in line with CPI, but the <u>2014</u> Federal Budget has paused the indexation for three years, <u>with the indexation to recommence in 2017-18</u> . The 2015 Federal Budget did not change this. Within the <u>Previous Plan</u> the Grants income had been assumed to increase in line with CPI each year. The projections have now been amended so that indexation only applies from 2017-18.						
		 Superannuation Guarantee increase to 12% is paused with the next increment beginning in 202118-2219, and the increase to 12% by 2025-26. The 2015 Federal Budget has proposed a further delay of 1 year; this will be factored into the 20 Year Strategic Financial Plan once it is confirmed 						
2	Population & Regional Growth	 ABS data projects mModerate population growth of 9% is projected for the City, approx 6% over the term of the plan, however projected regional growth may impact on the level of infrastructure and services required within the City Centre The Draft 20 Year Strategic Financial Plan highlights the significant level of capital projects required to meet the employment and transport needs of this growing population, for example: 						
		 Multi Storey Car Parks. Joondalup Performing Arts & Culture Facility. Ocean Reef Marina Business Case & Structure Plan. Cafes / Kiosks / Restaurants. 						
3	Local Housing	 The Local Housing Strategy has established ten Housing Opportunity Areas, where higher density ('infill') is encouraged. 						

Strategy / New **Dwellings**

Combined with new housing growth, it is estimated that there could be an additional 25,000 dwellings in the City. However there are various factors that will influence the timing of the increase, and therefore there is no defined target for when the 25,000 extra dwellings may arise.

- It is considered that potentially 6,1838,000 of the 25,000 extra dwellings may arise by 2033-34 within the next 20 years. This assumption, is based on:
 - 2,7834,000 new dwellings as a result of new developments (Burns Beach, Iluka, City Centre, former school sites).
 - 3,4004,000 increase due to higher density as a result of the Housing Opportunity Areas.
- The increase in dwellings is used to forecast additional rates revenue.

4 Commercial Growth

The City has adopted is preparing an Economic Development Plan., which projects an increase of 20,000 jobs within the City by 2030-31. The data from this will be used to update the next version of the 20 Year Strategic Financial Plan Additionally reference has made to the Commercial Strategy-during 2015. These plans have been used to estimate additional rates income within the Draft 20 Year Strategic Financial Plan, as follows

- In the meantime, moderate growth assumptions have been included as follows: Specific Developments:
 - Lakeside Shopping Centre minor expansion 5,000 m2 over the next 5 years
 - Lakeside Shopping Centre North expansion 30,000 m2 major expansion but not assumed until 2026-27
 - o Whitfords Activity Centre 20,000 m2 Retail Growth (split between 2020-21 and 2021-22)
 - Whitfords Activity Centre 5,000 m2 additional by 2025-26 (gradual increase per year)
 - Warwick Shopping Centre 15,000 m2 by 2022-23
 - Quadrangle 70,000 m2 growth over 10 years (7,000 m2 per year)
 - Joondalup Gate 5,000 by 2019, 5000 by 2024, 5000 by 2030
 - Collier Pass Basketball Stadium Site No assumption yet for development
 - -CBD Office Development 12,000m2 by 2017-18Known developments e.g. Lakeside Shopping Centre extension.
- o General business growth of 0.5% for the next 5 years. Unspecified growth that relates to the expected increase in 20,000 jobs within the Economic Development Plan

5 **CPI**

- Department of Treasury WALGA have provided forecast data up to 20175-186 of 2.5%., as part of their regular updates to all WA councils. Additionally, the City has sought additional advice regarding the long-term forecast beyond 2015-16.
- From 2018-19 onwards the City has made its own assumptions:
 - 2.5% until 2019-20
 - <u>- 3.0% 2020-21</u>

3.5% from 2021-22

The increase is based on historical trends and the need to build in prudent cost projections

CPI is used as a reference point for some elements, but is not used as the escalation for all income or expenses by the City. The City evaluates each separate income stream or expense and considers the appropriate escalation factor to apply. The initial forecast provided by WALGA up to 2015-16 estimates

a 2.5% CPI increase. For the projections beyond 2015-16, WALGA also estimate a 2.5% increase.

6.5. <u>Assumptions (2) - Operating Income & Operating Expenses</u>

The forecasts for Operating Income and Expenses are separated into two parts:

- 'Base the values in 20154-165 are extrapolated using % increases or other standard changes as described in Table 4 below.
- 'Growth new income or expenses that arises as a result of capital projects. This is covered in section 6.5

Table 4 Assumptions – Operating Income & Operating Expenses

Ref	Issue		Details
1	201 <u>5</u> 4-1 <u>6</u> 5 values	0	Values for Year 2 (201 <u>5</u> 4-1 <u>6</u> 5) relate to the proposed budget for 201 <u>5</u> 4-1 <u>6</u> 5.
2	Rates Increases	0	The Adopted Guiding Principles included a targeta target to increase overall rates revenue by no more than 5%.
		0	The increases are varied in line with the targets required for Operating Surplus Ratio and Net Municipal Closing Balance.
		0	The forecast increase in dwellings and commercial growth, as explained in the previous section, is used to estimate an increase in Rates income, over and above the annual % increase.
3	Fees & Charges Base	0	There are 10eight separate charges and fees that are included in Fees and Charges. Each of the 10eight areas has been reviewed separately with a separate escalation factor prepared.
	Increase	0	For example, <u>Development Fees</u> Leisure Fees have been increased by <u>5</u> 4% in line with previous increases and benchmarks.
		0	Meanwhile <u>Licenses and Registrations are only</u> Hire & Rentals is only expected to increase by 2.54% every four years due to the uncertainty of the charges for Dog & Cat registrations, and the uncertainty of take-up by Dog & Cat owners subsidies provided to clubs; the 1% increase does not match the increase in costs.
		o <u> </u>	The projected increase in Parking Fees is higher than the increase in other fees and charges, these increases are consistent with the business case for the Multi Storey Car Park adopted by Council in 2012.
` 		0	Supporting Schedule SS1 provides more details of the increases assumed for each of the eight-areas.
4	Refuse Charges,	0	The City is currently updating the Waste Strategy, with several changes under consideration (e.g. amending the Bulk Waste

Tipping Fees and the Waste Management **Expenses**

Additionally, there will be several changes to costs at Mindarie Regional Council that will impact the City and other members of the Council such as the use of alternative locations once Tamala Park has reached capacity. The potential impact of all the changes to Waste Management have not been included in the Draft 20 Year Strategic Financial Plan, as it is too early to predict the impacts, future updates of the 20 Year Strategic Financial Plan will evaluate these impacts.

- The Draft 20 Year Strategic Financial Plan has estimated the increased costs up to 2019-20 based on known factors, such as the increase to the Landfill Levy. This has resulted in the following increases to Tipping Fees & Waste Management Fees:
 - 4.16% 2016-17
 - 4.39% 2017-18
 - 4.24% 2018-19
 - 2.52% 2019-20

From 2020-21 CPI is assumed.

The fees charged for Refuse Charges are intended to cover the expenses, the City cannot make a profit from Waste Management and therefore the same escalation factors are applied to Refuse Charges. There is a minor operating surplus of \$0.2m from Waste Management, which is transferred to the Waste Management Reserve so that the City does not have any profit within the municipal funds. The Draft 20 Year Strategic Financial Plan has now separated out Refuse Charges from Fees & Charges, and has also separated out Waste Management Expenses from Materials & Contracts. This is necessary as the income and expenses is a significant amount and should be reviewed separately.

The increases assumed for Refuse Charges have to be consistent with the expected increase in costs of Waste Management. It is expected that costs from 2017-18 will increase higher than CPI, a 4% increase has therefore been assumed for both Waste Management and Refuse Charges income from 2017-18 onwards.

Employment 5 Costs

- Superannuation Guarantee costs areis projected to increase from 9.5% (2014-15) to 12%. The increase though has recently been paused, with the next increases beginning again in 202118-2219 in 0.5% increments, so that by 202<u>5</u>2-2<u>6</u>3 the guarantee is 12%. The City currently spends (\$4.50m) in guaranteed contributions and an increase to 12% is an additional cost of \$1.2m per year
- Remaining Employment Costs are projected to increase by-3% each year from 20165-176 until 2023-24. This increase is lower than previous years but in line with the current labour market and the state cap on salary cost increases.
- It is then assumed that Employment costs will increase by 3.5% from 2024-25 till 2032-33.

Materials 6 and& **Contracts**

There are 17 separate items that are included in Materials and Contracts. Each of the 17 items has been reviewed separately with a separate escalation factor considered.

These costs are expected to increase in line with at least CPI.

		Cit	PI has been projected to increase by 2.5% by WALGA. However the try deems it more prudent to assume that Materials and Contracts will be by 3%.
7	Cost Management Materials	0	Managing costs is an intrinsic part of the way the City conducts its business and the <i>Draft 20 Year Strategic Financial Plan</i> has included a stretch target for managing cost increases.
	and& Contracts	0	A target of 12% savings in Materials and Contracts is targeted for 2015-16, and a 1% target for 2016-17. The combination of the escalation factor, and the efficiency saving still provides a net increase in the overall cost for Materials & Contracts (i.e. for 2015-16 there is a 3% CPI increase and a 2% efficiency saving, giving a 1% net increase), however the real impact (i.e. excluding inflation) is that Materials & Contracts are required to reduce.

66 Assumptions (3) Capital Projects

Table 5 below summarises the Capital Expenditure included in the *Draft 20 Year Strategic* Financial Plan, a total of (\$1,129088m). The table also summarises:

- One-off proceeds (Grants of \$1883m and Disposal proceeds associated with the capital projects of \$4038m). The one-off proceeds are \$22824m in total, which leaves a net amount of (\$900868m) to be funded by Reserves, Municipal Funds and Borrowings.
- Operating Income and Operating Expenses have been estimated for each capital project. This identifies a net costbenefit of (\$217m), when compared to existing income and expenses.
- Overall impact over the term of the plan is estimated at (\$908847m), the sum of the one-off impacts and ongoing income and expenses.

Table 5 Assumptions – Capital Projects Summary

		(A) O	ne-Off		<u>(E</u>	Total		
Project Summary \$ms	Capital	Grants	Proceed	Funded	Income	Expense	Total	(A+B)
	Oupital	Oranto	S	by City	HIOOTTIC	S	Total	(,,,,,,,
A) Capital Works Program	(742)	171	0	(570)		2	2	(568)
B) Capital Projects	(83)	1	17	(65)		(12)	(12)	(78)
C) Major Projects (\$1m to \$3m)	(13)	1		(12)	0	(1)	(1)	(13)
D) Major Projects (> \$3m)	(291)	16	22	(252)	103	(99)	3	(249)
TOTAL	(1,129)	189	40	(900)	103	(111)	(7)	(908)

Each line item above (A to D) is separately shown in Appendix 2, with a separate table showing the projects that are included.
The source of the data used for the projections comes from a variety of sources:

- Previous Plan.
- 5 Year Capital Works Program
- Asset Management plans where available
- Estimates by Program co-ordinators.
- Council decisions e.g. recent decisions regarding Bramston Park are included.
- Feasibility studies for major projects.
- Elected Member reviews.

Excess surpluses are generated from 20242-253, these have been set aside to assist with the backlog of Capital Expenditure that has been identified with the Asset Sustainability Ratio (covered in more detail in section 7), as well as ensuring there is sufficient expenditure on replacement expenditure.

Table 6 below provides additional data for Major Projects over \$3m.

Table 6 – Major Capital Projects (>\$3m) (including escalation)

Г		Major and/or	Capital Ex	penditure	Yr	Details
		Significant Projects	excl. Escal'n	incl. Escal'n	Complet e	
			\$m	\$m		
	1	Mullaloo Surf Life Saving Club	(\$2m)	(\$2m)	2015-16	Redevelopment of clubroom
	2	Multi-Storey Car Park (1) (Boas Avenue)	(\$ <u>17</u> 24m)	(\$ <u>17</u> 24m)	2015-16	Multi-storey car park to further enhance the City Centre and support the further growth of the City. Costs are based on the business case approved by Council in December 2012. The final costs are subject to detailed design.
	3	Ocean Reef Marina Business Case & Structure Plan	(\$ <mark>2</mark> 3m)	(\$ <mark>2</mark> 3m)	2015-16	Development of business case / Structure Plan for Ocean Reef Marina development.
	4	Synthetic Hockey Project	(\$7m)	(\$7m)	201 <u>6</u> 5- 1 <u>7</u> 6	New hockey facilities
	5	Cafes / Kiosks / Restaurants	(\$0. <u>5</u> 3m)	(\$0. <u>5</u> 3m)	2016-17	Project costs to support the development of two cafes, kiosks or restaurants
	6	CBD Office Development	(\$ <u>10.6</u> m)	(\$ <u>10.6</u> m)	2017-18	Project Costs required from 2013-14 to 2015-16 to work with a proponent for CBD office development. New revenue potentially generated from 2017-18.
	7	Grove Child Care / Dorchester Hall / Warwick Hall	(\$4m)	(\$4m)	2017-18	Rationalise three (3) existing buildings currently on separate blocks Project overall should be cost – neutral, therefore assumed sale proceeds of land of \$4m to support capital costs
	8	Penistone Park – Facility Redevelopment	(\$4m)	(\$4m)	2017-186	Redevelopment of park and other infrastructure.
	9	Joondalup Administration Building	(\$5m)	(\$5m)	2017-18	Major refurbishment
	10	Joondalup Performing Arts & Cultural Facility (JPACF) / Jinan Gardens	(\$ <mark>9<u>8</u>4</mark> m)	(\$ <u>103</u> 94m)	2018-19	New facility to provide for Performing Arts & Culture Cost estimates are based on feasibility study (2012). \$2m estimated cost for Jinan Gardens.

11	Clubroom redevelopment – Chichester Park	(\$4m)	(\$4m)	2020-21	Redevelopment of existing facilities
12	Edgewater Quarry	(\$2 <mark>26</mark> m)	(\$26m)	2021-22	Development of quarry Sale of land estimated to contribute
13	Whitfords Library & Senior Citizens Centre	(\$12m)	(\$1 <u>4</u> 2m)	2022-23	New library facility at Whitfords Potential for offset with shopping centre development
14	Multi-Storey Car Park (2)	(\$18m)	(\$22m)	2022-23	Location not yet identified
15	Percy Doyle Master Plan	(\$43m)	(\$69m)	2030-31	Development of sporting and leisure facilities at the Percy Doyle Reserve
16	Percy Doyle Refurbishments	(\$6m)	(\$7m)	2016-17, 2020-21, 2024-25	Refurbishment of existing facilities to keep in working order until Master Plan is completed.
17	Prince Regent Park Development	(\$2m)	(\$4m)	2031-32	Redevelopment of sporting and leisure facilities
	Total	(\$248m)	(\$291m)		

6.7. Assumptions (4) - Capital Proceeds

The Draft 20 Year Strategic Financial Plan includes an asset rationalisation component, with the City applying the principle of using the proceeds where ever possible to offset the expenditure on new capital initiatives.

The Draft 20 Year Strategic Financial Plan includes several assumptions regarding proceeds received as a result of the sale of land. These are shown in Supporting Schedule SS34. These proceeds are planned to be transferred to specific reserves, to fund specific projects and/or help to fund other Capital Expenditure on the same project.

A summary of the proceeds from land sales included in the Draft 20 Year Strategic Financial Plan are:-

- \$657m from sale of Tamala Park land. The proceeds are used to support the following projects: Joondalup Performing Arts & Culture Facility Percy Doyle Master Plan
- \$912m from sale of land no longer considered required for City purposes ('Asset Rationalisation'), which .These proceeds are allocated to the Joondalup Performing Arts & Culture Facility Reserve
- \$1.6m for Blackwattle parade has been set aside separately as the proceeds need to be used locally., and then subsequently used to help build the facility.
- \$189m from the sale of land at Edgewater Quarry, used to repay short term borrowings used to fund the capital infrastructure on that project.
- \$4m, from sale of land at Warwick (three buildings currently at Warwick will be rationalised. releasing land for sale). These funds will offset against the project costs.

6.8. Assumptions (5) - Funding Assumptions

Table 7 below summarises the key Funding assumptions:

Table 7 Assumptions – Funding Assumptions

Ref	Issue	Details
4	Each Financial Year Balances	 Projections established so that the 'Net Cash' each year (i.e. Cash excluding reserves) should be balanced
12	Interest % on Loans	WATC (West Australia Treasury Corporation) were consulted and provided forecasts up to 2024-25 up to 2018-19. For a 10 year fixed loan, the following assumptions are included in the Draft 20 Year Strategic Financial Plan:5% cost of interest is assumed for borrowings taken out from 2014-15 to 2016-17, 5.5% for borrowings taken out from 2017-18 to 2021-22 and then 6% from 2022-23 onwards o 3.25% 2016-17 o 3.60% 2017-18 to 2019-20 o 4.00% 2020-21 o 5.00% 2021-22 o 5.00% 2023-24 o 6.00% 2024-25 and thereafter
3	Term of Repayment Loans	 Where the borrowings in a year are less than \$5m, it is assumed the loan would be paid back over a 5 year period between \$5m and \$10m, a loan period of 10 years is assumed between \$10m and \$15m, a loan period of 15 years is assumed greater Greater than \$105m a loan period of 1520 years is assumed. The interest has not been varied with the terms, although in reality the term of the loan period would affect the interest %.
4	Investment Earnings	 Are assumed to be less 1% less than the cost of funding The City strives for the best available earnings % for investments. However for the purposes of being prudent the Draft 20 Year Strategic Financial Plan assumes that the earnings % of cash reserves are always less than the cost of funds i.e. the City does not plan or 'speculate' to beat the market.

7. **RATIOS & FINANCIAL ESTIMATES**

7.1. **Financial Statements**

The Draft 20 Year Strategic Financial Plan is summarised into four (4) Financial Statements (FS) these are at the back of the report.

Appendix 3 provides explanations of the four (4) Financial Statements (FS). Each FS has a table after it which explains each line.

7.2. Key Ratios - Overview Details

Five Key Ratios have been calculated and are used to summarise the Financial Statements and the overall financial projections. The need for the ratios and targets is covered in more detail within the 20 Year Strategic Financial Plan - Guiding Principles (Appendix 1).

Table 8 below provides a snapshot of the Indicators. Sub-sections 7.4.1 to 7.4.5 provide additional explanations of each of the indicators. The calculations of the Key Indicators are provided in Supporting Schedule 2. The schedule also links to the source of the calculations by providing the line reference to the Financial Statements.

There is no one indicator, or financial year, that can be used to judge the financial sustainability of the City. Spikes in indicators can occur for a number of reasons.

7.3. Key Indicators - DetailsSummary

Of the five key ratios identified within the Guiding Principles, 83 out of 100 are achieved, although there is only 33 out of 50 achieved in the first 10 years. Although the projected achievement of 83 ratios out of 100 is 9 higher than the Adopted plan, it is far from ideal because Ideally-the City should achieve at least 90 of the key ratios. Indeed the Operating Surplus Ratio, which is the most important ratio, is below the threshold for the first seven years and only comes within tolerance from 2021-22. For those ratios that are not achieved (Operating Surplus Ratio and Asset Sustainability Ratio), there is a positive trend. The projections for each of the ratios are:

- Rates increases at no more than 5%. This is achieved in all 20 years. This is achieved in 19 of the 20 years; the only year above the target is 2013-14 where the overall increase
- Net Municipal Closing Balance (ensuring that the books are balanced). This is achieved in all 20 years.
- Operating Surplus Ratio 5 year average to be between 2% and 8%. This is achieved in 130 of the 20 years. Although the earlier years (20143-154) to 20202-213 are below the target there is a positive upwards trend. The starting point of the projections of 2015-16 is negative 4.8% and it becomes difficult for the City to improve this in the next few years due to the new investment and the additional operating expenses required to operate new facilities. For example the Joondalup Performing Arts & Cultural Facility will depress the Operating Surplus Ratio by 2.8% each year due to the operating subsidy required and the Depreciation expenseOne of the reasons why the ratio is below the target between 2018-19 and 2022-23 is due to the interest payments associated with the short-term loans used for the Joondalup Performing Arts & Cultural Facility and Edgewater Quarry. The projections from 20213-224 onwards are all within the target or exceed it.
- Asset Sustainability Ratio, which measures the rate at which the City spends Capital Expenditure on Replacement versus Depreciation. The target is to be between 90% and 110%, although- the— long-term average that the City should aim for is 100%. This ratio fails the target in the first 102 years which suggests that there is insufficient expenditure on

- replacement of existing assets and too much on new assets. The City's assets and infrastructure are relatively young and it at this stage in their life cycle it may be reasonable for the Asset Sustainability Ratio to be depressed. The City will need to increase expenditure on renewals in later years as the City becomes older, this has been factored into the capital forecast. The ratio indicates a potential backlog of expenditure on capital replacement projects. This ratio will be subject to ongoing review with updates to the Asset Management plans and the ratio calculated separately for each asset class.
- Debt Service Coverage Ratio compares the amount of operating cashflow available versus loan repayments. Ideally there should be surplus from operating cashflow of five times or more of loan repayments. It is intended that the ratio does not fall below the range of 2 to 5-in some years, and the target is to avoid this occurring for five years in a row. This ratio is achieved in all 20 years, however there are four years where the ratio falls below the desired threshold of five, this is a short term impact caused by the borrowings for major investment including the not achieved in all 20 years due to the large and immediate repayment of borrowings arising from the Joondalup Performing Arts & Cultural Facility and Edgewater Quarry project. Edgewater Quarry

Table 8 – Key Ratios

Key Ratios																				
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34
1) Rates % increase	8	②	②	②	②	②	②	②	②	②	②	②	②	②	②	②	②	②	②	②
Target is 5% or less	5.2%	3.9%	4.0%	4.0%	5.0%	5.0%	5.0%	4.5%	4.5%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.0%
Net Closing Position	(X)	(X)	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø
2) \$m	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Surplus	<u>(l)</u>	(X)	(X)	(X)	(X)	(X)	(1)	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø
3) Ratio - 5 Year Average	0.0%	(1.2%)	(1.9%)	(1.5%)	(0.7%)	(0.7%)	1.4%	3.2%	4.8%	6.2%	7.7%	8.9%	10.1%	11.4%	12.9%	14.3%	15.7%	16.7%	17.7%	18.5%
Target is to achieve a po	sitive Opera	ating Surpl	us betwee	n 2% and	8%. Am	ber is sho	wn for tho	se years v	here the t	5 year ave	rage is po	sitive								
Asset Sustainability	(no da	ata availabi	le prior to	8	8	8	8	8	8	8	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø	Ø
′ - 5 Year Average		2013-14	1)	0%	68%	69%	70%	71%	70%	82%	90%	90%	92%	92%	92%	92%	92%	92%	92%	92%
Target is between 90% a	and 110%																			
5) Debt Service	②	②	②	②	②	Ø	②	Ø	Ø		Ø		②	Ø		②	Ø	Ø	Ø	\bigcirc
Coverage Ratio	17.2	7.2	8.5	7.2	5.8	4.3	5.0	5.7	7.1	3.2	3.5	11.7	12.8	14.1	15.3	16.6	17.7	18.7	20.1	39.7
Preferably more than 5.	Target fail	Is if the Cit	ty drops b	elow a rati	o of 5 for t	ive years i	n a row													

The definition of each indicator above is explained in the following respective paragraphs 7.4.1 to 7.4.5. The calculations for each indicator are provided in Supporting Schedule SS2.

7.4. Key Indicators - Explanations

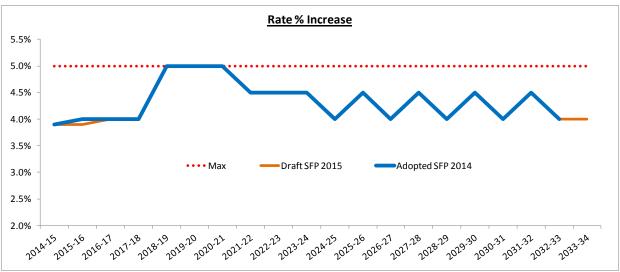
7.4.1. Rates % Increase

The rates % increase is not a *Department of Local Government and Communities* standard. This is a City of Joondalup indicator to measure performance against the goal of achieving rate increases of no more than 5%. It must be emphasised that the rates % increases are projections and are not necessarily the increases that will be applied.

The *Draft 20 Year Strategic Financial Plan* has assumed that there should not be any rates increase forecast above 5%, however the rates increase has to be sufficient to generate an adequate operating surplus, and to allow the City to afford the Capital Expenditure programs.

Chart 2 below demonstrates that the *Draft 20 Year Strategic Financial Plan* has been produced with a rates increase of no more than 5%. The average over the 20 years is 4.32%.





7.4.2. Net Municipal Closing Balance

A key objective of the Draft 20 Year Strategic Financial Plan is to "balance the books" such that the closing balance of cash held by the City (excluding reserves) should be zero, or as close to zero as possible. This objective demonstrates that the City is able to invest in new infrastructure, whilst being able to have moderate increases in rates. Statement FS3 summarises the rate setting calculations to demonstrate that funds match expense and the books are balanced.

Chart 3 below shows the projections versus the Previous Plan. The Previous Plan showed surpluses in the later years of the plan; whilst the revised plan has now assumed that the surpluses are used for expenditure on backlog Capital Expenditure. Table 9 underneath provides some commentary to this.

Chart 3 - Net Municipal Closing Balance

Table 9 – Net Municipal Closing Balance - Key Comments

	-
Projection	Comment
balanced budget. have have have per plan the expension of the point o	Id be noted that the later years (from 2022-23) igh cash surpluses due to Capital Expenditure on rojects being much lower in the last 10 years of the an the first 10 years cess surpluses generated from 2022-23 have et aside for capital Replacements, to assist with tential backlog of Capital Expenditure that has dentified by the Asset Sustainability Ratio. The ing surplus has been transferred to the Strategic Management Reserve.

7.4.3. Operating Surplus Ratio

The Operating Surplus indicator is the primary indicator in measuring long term financial sustainability. This is an indicator of the extent to which revenues raised cover operational expenditure and the extent to which surpluses are generated to fund capital projects. Chart 34 below shows the projected Operating Surplus %, compared to the Previous Plan and the A desired ratio for Operating Surplus is between 2% and 8%, as a 5 year average. Table 10 underneath provides additional commentary.

Chart 34 – Operating Surplus %

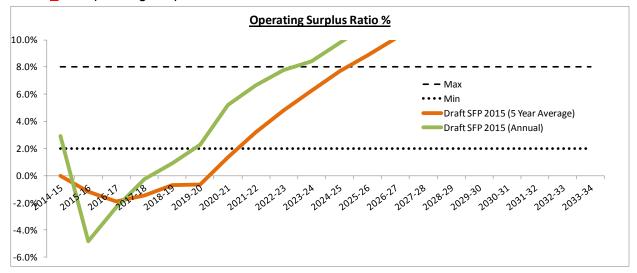


Table 10 – Operating Surplus Key Comments

Projection

The early years (up to 2019-20) have a low operating surplus ratio, and the five year average is only above the 2% minimum thresholdtarget from 20213-224.

The low achievement in the early years is due to a number of reasons:

- Baseline 201<u>5</u>4-1<u>6</u>5 has a negative operating surplus.
- High capital investment in the early years whilst striving to keeping rate increases at 5% or less.
- Operating expenses, interest payments and Depreciation with new infrastructure. For example, the Joondalup Performing Arts & Culture Facility depresses the ratio by 2.8% each year due to the operating subsidy, interest payments and additional depreciation.
- Interest payments associated with the short-term loans used for the Joondalup Performing Arts & Cultural Facility and Edgewater Quarry projects.
- Reduced investment earnings as reserves become depleted.

The projections show a positive upwards trend.

Comment

The Draft 20 Year Strategic Financial Plan is long-term, and it is therefore crucial that the upwards trend is positive. the most important consideration with the operating surplus ratio is the sustained achievement from 2020-21 onwards. The low ratio in the next few years will continue to be evaluated as part of the annual budget review and mid-year budget review, to ensure that the upwards trend will be achieved. The impacts on the Operating Surplus Ratio of new or redeveloped facilities will continue to be evaluated.

-The *Draft 20 Year Strategic Financial Plan* has also been able to keep rates increases at no more than 5% in all years of the *Draft 20 Year Strategic Financial Plan*. If rates were increased more than 5% in the early years where the Operating Surplus is low, this would give rise to even greater cash surpluses in later years.

One of the causes of the low performance between 2017-18 to 2023-24 is the cost of interest associated with the Arts Facility and Edgewater Quarry projects. However the City is repaying the loans as quickly as possible and therefore the higher costs of interests are short-term only.

7.4.4. Asset Sustainability Ratio

The Asset Sustainability ratio measures the extent to which:

- Assets managed by the City are being replaced as they reach the end of their economic life.
- Compares the amount of expenditure on Capital Replacement versus Depreciation

The target for Asset Sustainability Ratio is to have a 5 year average of between 90% and 110%. The long term average that would be expected would be 100% i.e. for each \$1 of Depreciation expense is matched by \$1 on capital replacements. Where the ratio continually falls well below the 90% minimum this indicates that more expenditure is spent on new infrastructure than renewal or that there is a potential backlog of capital replacements.

Chart 45 below shows the values that go into the calculation. Chart 56 below shows the projections compared to the *Previous Plan* and the Targets. Table 11 underneath provides some commentary.

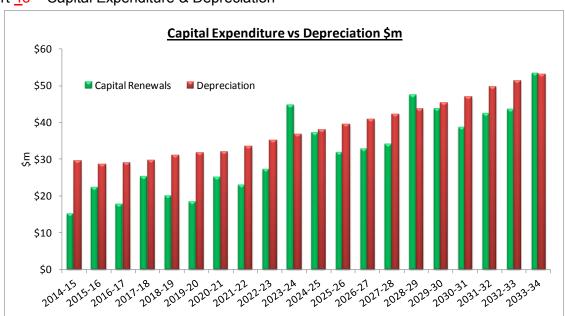


Chart 45 – Capital Expenditure & Depreciation



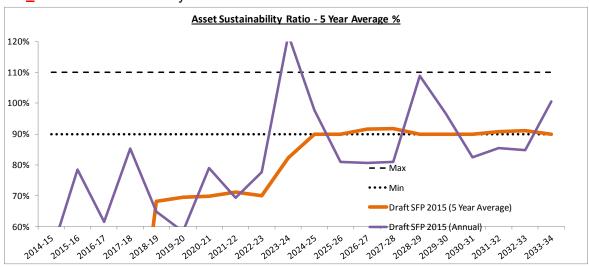


Table 11 – Asset Sustainability Comments

consistently falls well below the 90%

indicates a \$57m backlog of renewal

long life (e.g. 40 years), and would not

(\$<u>42</u>32m).

Projection

From 20143-154 to 20221-232 the ratio minimum, with an average of just 702%. This expenditure(\$48m), as the Depreciation expense is not matched by expenditure on capital replacements. However tThere is (\$1426m) of new Depreciation in those years, relating to new projects, most of which have a require any capital replacement in those

From 20245-256 the ratio achieves the minimum 90% target, due to the additional renewal expenditure that has been planned. funds that are set aside as backlog replacements.

years. Therefore the backlog may be approx

The calculation requires the identification of Capital Expenditure as either replacement or new. This identification is not straightforward. for example where there is an upgrade of an existing asset, some of the expenditure may be deemed replacement, whilst some of it should be classed as new. There have been refinements in the methods used in the calculation of the ratio, and there will continue to be further refinements in subsequent updates of the 20 Year Strategic Financial Plan.

Comment

The ratio suggests that the City is not spending enough Capital Expenditure on replacement/renewal of existing assets and possibly spending too much expenditure on new assets or infrastructure in comparison. However the City's assets and infrastructure

are relatively young and at this stage in their life cycle it is reasonable for the Asset Sustainability Ratio to be depressed. The City will need to increase expenditure on renewals in later years as the City becomes older, this has been factored into the capital forecast

There is more work to be done in this area. Whilst the minimum threshold is 90% the long-term average that the City should aim for is 100%. Each asset class is being revalued, valued; this will provide the City with detailed long term replacement estimates and the Asset Sustainability Ratio for each asset class.

A further concern with the backlog indicated in the earlier years, is the possibility that there may be higher maintenance costs required to keep assets in working order. This will also be reviewed as part of the review of each asset class and may be an issue identified in subsequent updates of the 20 Year Strategic Financial Plan.

7.4.5. Debt Service Coverage Ratio

This is the key ratio to evaluate treasury management and is used by West Australia Treasury Corporation (WATC) to help evaluate requests for loans.

The ratio compares annual operating surplus available as cash versus debt repayments and is intended to demonstrate that local governments have sufficient surpluses to cover debt repayments.

The target for Debt Service Coverage Ratio is to that the ratio does not fall less than 5 for 5 years or more.

Chart 67 below shows the values that are used in the calculation. Chart 78 shows the projected ratio versus Department of Local Government and Communities standards. Table 12 underneath provides additional commentary.

Chart 67 – Operating Surplus & Loan Repayments

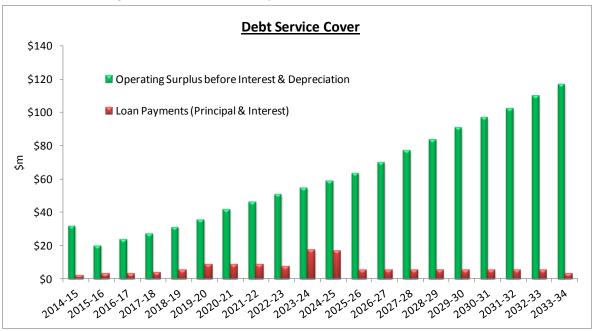


Chart 78 - Debt Service Coverage Ratio

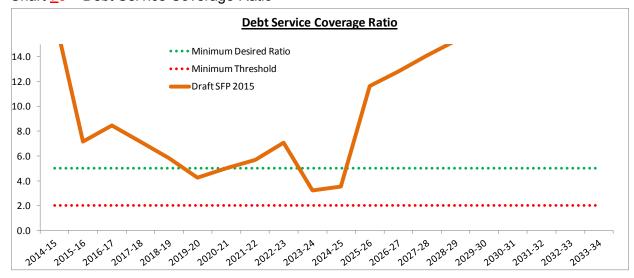


Table 12 – Debt Service Ratio Comments

Projection

For four yYears 2018-19 to 2024-25 the City has coverage of less than 5. This results in the City target of falling below the target for five years in a year from 2022-23 to 2024-25. This is e distortions are caused by the high borrowings used by the City to fund major projects, including the short-term borrowings used to finance Joondalup Performing Arts & Culture Facility which is forecast to require borrowings of \$44m (repaid over a 15 year period). and Edgewater Quarry pr When the ratio falls below the threshold of five in 2023-24 and 2024-25 this is due to the repayment of borrowings for Edgewater Quarry project. The failure of the ratio in those two years is _ The repayments for the years 2018-19 to 2024-25 are high in comparison to the operating surpluses, however this is actually well intended and the right strategy, as the borrowings are strategy.

For all other years the ratio is above 5.

as the borrowings are paid back quickly

using the sales proceeds from Tamala Park and the land at from Edgewater Quarry.

Towards the end of the life of the *Draft 20* Year Strategic Financial Plan (from 2027/28), where there is little new capital investment included, the ratio increases significantly.

Comment

The failure of the ratio is due to the calculation of the ratio itself, rather than poor financial management by the City. The ratio falls below 5 due to the large repayments of debt that the City makes, it is well-intended to do this and sound financial management, yet the ratio fails to take account of this.

When the Department of Local Government and Community review the planning framework and ratios, it will be useful for them to reconsider the use of this ratio and to use another liquidity ratio that is more widely used in other states, the Net Financial Assets Liabilities Ratio.

WATC have provided additional tools to Local Governments to evaluate potential borrowings capacity. The WATC tools indicate a threshold of three for the Debt Service Coverage Ratio, which the City achieves every year.

The City has had informal discussions with WATC regarding the estimated borrowings within the Draft 20 Year Strategic Financial Plan, so that the most appropriate assumptions are considered by the City. The 15 year repayment period for the \$44m borrowings for the Joondalup Performing Arts & Culture Facility is considered a reasonable assumption. The City should continue to discuss the 20 Year Strategic Financial Plan with WATC so that applications for borrowings which are larger than normal are not a surprise to WATC.

failure of this ratio lightly, particularly as the ratio as used by WATC to help evaluation eligibility for borrowings.

Discussions with WATC regarding potential borrowings normally only occur once Council has approved loan borrowings. However the City will undertake informal discussions with WATC to discuss the long-term plan for borrowings and ensure that the City would qualify for borrowings with the assumptions it has made.

8. **FUNDING & CASHFLOW**

8.1. Overall Cashflow

Chart 840 below summarises the overall cash flow movements (Reserves plus Municipal) and the closing balance. In the early years of the plan cash reserves are depleted, reducing from \$5<u>5</u>0m at June 2014 to \$2410m by <u>June 20182017-18</u>. The \$24m relates mostly to tied reserves, with \$1m left in the Strategic Asset Management Reserve by June 2018. The early years of the plan (and in particular 2017-18 and 2018-19) are projected to have a high level of new investment and consequently cause high external borrowings.

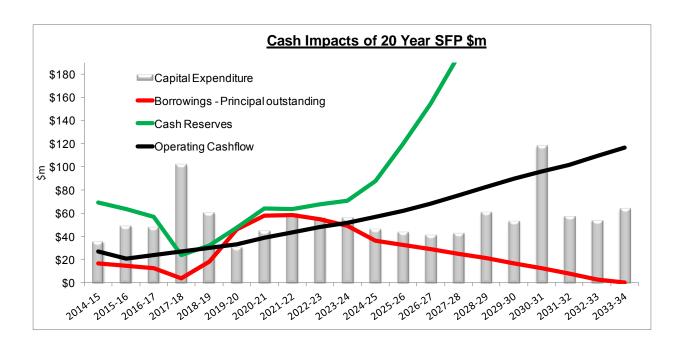
Between the years 2015-16 to 2018-19 the City projects borrowings of \$5357m, \$4446m of this relates to the Joondalup Performing Arts & Cultural Facility. Within the Previous Plan it was assumed that the future proceeds from Tamala Park land sales would allow the City to repay this quickly within 6 years. However the proceeds from Tamala Park will now be received over a longer period of time and in total will be insufficient to cover all of the costs of borrowings. The total cost to the City, including interest, of the borrowings for the Joondalup Performing Arts Cultural Facility is \$6267m. The Tamala Park proceeds received from after the JPACF is constructed are estimated at \$4644m, there is a shortfall of \$1623m, which is assumed to be funded by general municipal funds.

Edgewater Quarry project also assumes a similar Funding mechanism, whereby \$18m of shortterm borrowings are required from 2019-20 and 2021-22, and are repaid within 3 years with proceeds from the sale of land at the Quarry. It is these short-term borrowings that have caused the Debt Service Coverage Ratio to fail in several years. The issue here is with the ratio itself and not due to any concerns of financial management by the City, it is a logical assumption for the City to borrow based on known future proceeds, and to repay the debt as quickly as possible.

From 2023-24 onwards (where there is far less new investment than in the earlier years), the cash held in reserves increases greatly, with \$429374m projected by 2033-34. Indeed from 2022-23 onwards the City will be generating sufficient cashflow to set aside for replacement of its infrastructure, which by then will have aged more and requiring more replacement.

The City need not be overly concerned with the lower cash balances in the early years; it is vital that the City proceeds with the projects and investments that best meet the objectives for the City.

Chart 810 - Cash Flow



8.2. Funding for Capital Expenditure

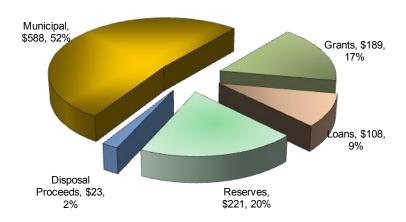
Supporting Schedules SS23 to SS56 provide details of the Capital Expenditure and Funding:

- Capital Expenditure (Supporting Schedule SS<u>2</u>3)
- Capital Proceeds (Supporting Schedule SS<u>3</u>4)
- Funding methods (Supporting Schedule SS<u>45</u> and Supporting Schedule SS<u>56</u>).

Detailed analysis has been undertaken, year by year, project by project, to evaluate the appropriate method of funding whilst striving to achieve all other goals in the *Draft 20 Year Strategic Financial Plan* (maintain rate setting surpluses at zero or as close as possible to zero and keep rates increases to a maximum of 5%). Chart <u>911</u> below summarises the Funding for the (\$1,129088m) of capital projects over the full 20 years:

Chart 911 – Funding of New Capital Expenditure

Capital Expenditure - Funding%



In assessing the funding requirements for Capital Expenditure the following parameters have been followed:

- The Capital Works Program is day to day Capital Expenditure and it is preferable for operating surpluses generated within the year to fund these. For major one-off items within the Capital Works Program the Strategic Asset Management Reserve has been used:
 - City Centre Street Lights will need to be replaced within the 20 years. This is estimated to cost (\$13m) (in today's dollars).
 - Major Road Construction. The City is relatively mature in terms of the needs of new major roads (i.e. most arterial roads are dual carriageway). The plan has assumed that only 11 of the 20 years would require major road investment, approx (\$3m) per year. per project. It is assumed that external grant funding would support approx two-thirds of the cost, with the remaining funding from municipal funds or the . The remaining (\$1m) is assumed funded by the Strategic Asset Management Reserve.
 - Building Construction Works such as refurbishments. This program is assumed to be partially funded by the Strategic Asset Management Reserve and partially by Municipal funds.
- Major projects are funded either by external grants where available, proceeds from sale of land relating to the project, municipal funds, specific reserves established for the purpose of Funding the project, the Strategic Asset Management Reserve or the use of borrowings as a last resort. Table 13 below lists the Major Projects (>\$3m) and the source of the Funding for each.

Table 13 – Major Projects – source of funding

Matter Brothers & Born Rose	Capital			Fund	ding			
Major Projects & Funding 20 Year summary, including inflation \$ms	Expend	Grants	Disposal Proceed s	Municipal	Reserves	Strategic Reserve	Loans	Total
1 Joondalup Performing Arts & Culture Facility/Jinan Gardens	(103)	10			49		44	103
2 CBD Office Development	(1)			0	1			1
3 Cafes / Kiosks / Restaurants	(0)				0	0		0
4 Ocean Reef Marina Business Case & Structure Plan	(2)	1		1	1			2
5 Penistone Park - Facility Redevelopment	(4)	1		3		0		4
6 Synthetic Hockey Project	(7)	2		0			5	7
7 Greenwood Community Centre (Calectasia hall / GSGH)								
8 Edgewater Quarry	(25)			7			18	25
9 Percy Doyle Master-Plan Phase 1 (Library & L-Centre) #1	(69)					69		69
10 Percy Doyle - Refurbishment Works	(7)	1				5	1	7
11 Clubroom Redevelopment - Chichester Park	(4)	1					3	4
12 Grove Child Care / Dorchester Hall / Warwick Hall	(4)		4					4
13 Whitfords Library and Senior Citizens Centre	(14)					14		14
14 Multi Storey Car Park (1)	(16)				8		9	16
15 Multi Storey Car Park (2)	(22)				15		7	22
16 Joondalup Administration Building - refurbishment	(5)					5		5
17 Mullaloo Surf Life Saving Club	(2)	1	0	1				2
18 Prince Regent Park Development	(3)					3		3
Total Major Projects #1 Percy Dovle Master-Plan included above is the renewal of the Library a	(291)	16	5	12	74	98	86	291

#1 Percy Doyle Master-Plan included above is the renewal of the Library and Leisure Centre. Phase 2 is outside the timescales of the 20 year SFP

8.3. Reserve Movements

Supporting Schedule SS<u>45</u> provides details of the reserve assumptions within the *Draft 20 Year Strategic Financial Plan*.

Chart 102 below summarises the overall movements in reserves, over the term of the *Draft 20 Year Strategic Financial Plan*. This shows that:

- The Reserve funds are depleted in the early years of the Draft 20 Year Strategic Financial Plan to fund new Major Projects.
- The reserve balance is as low as \$2410m by June 2018the end of 2017-18, with \$1m in the Strategic Asset Management Reserve-
- The reserve balances increase steadily from 201823-1924, due to cash surpluses.

Chart 102 – Reserve Movements

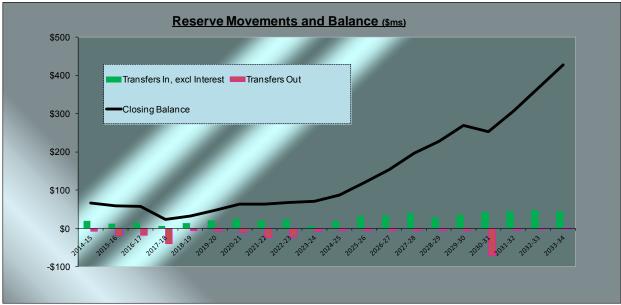


Table 14 below lists the movements on each of the reserves over a 20 year period. Supporting Schedule SS5 provides further details of each reserve, year by year,

Table 14 – Reserve Movements

	Opening	<u>Movements</u>						Closing
Reserve Movements 20 Year Summary \$ms	Balance	Transfers in	Internal Payback	Fund Major Projects	Other Trsfrs out	Interest on Reserve	Total	Balance
1 Strategic Asset Management	20	375		(153)		74	295	315
2 Sale of Tamala Park Land	2	66		(21)	(50)	3	(2)	
3 Joondalup Performing Arts & Culture Facility	11	10		(21)		0	(11)	
4 Parking Facility	7	66		(24)		15	56	63
5 Asset Rationalisation Proceeds (Other)		2				2	3	3
6 Cash in Lieu of City Parking	1			(1)			(1)	
7 Ocean Reef Marina	1	0		(1)			(1)	
8 Currambiine / Kinross Community Centre	(0)					(0)	(0)	(0)
9 Capital Works Going Forward	3	8		(6)		6	8	11
10 Waste Management	3	11		(0)		11	21	24
11 Vehicles & Plants Replacement	2	3			(5)	2	0	2
12 Non Current LS Leave Reserve	2	0		(0)		3	2	4
13 Public Art Reserve	0	0		(0)		0	0	0
14 Section 20A Land	0	0				0	0	0
15 Cash in Lieu of Parking Reserve	1	0				2	2	3
16 Cash in Lieu of Public Open Space	(0)					(0)	(0)	(0)
17 Trust Fund	1	0		(1)		1	0	1
Total Reserves	53	540		(228)	(54)	118	375	428

#1 Opening Balance relates to the Budget 2013-14

#2 Transfers into "Sale of Tamala Park" include \$67m proceeds from sale of land

Other comments to note regarding reserves within Draft 20 Year Strategic Financial Plan:

- Sale of Tamala Park proceeds have now begun to be received and a reserve was formally established by the City as part of the 2013-14 Mid Year Budget Review. The intended use of the funds within the Draft 20 Year Strategic Financial Plan is consistent with the City's Strategic Positioning Statement (as adopted by Council June 2012), which states that
 - *"Funds from Tamala Park should be used for programs aligned to the 20 Year Strategic* Financial Plan, but for the following purposes as a minimum:
 - To invest in income producing facilities
 - To build significant one-off community facilities"

The funds are used for two projects only, the Joondalup Performing Arts & Cultural Facility and Percy Doyle Reserve Master Plan.

- Strategic Asset Management Reserve. The Draft 20 Year Strategic Financial Plan has assumed that this reserve can be used flexibly. Where projects use this reserve, it is then assumed that the Municipal funds will replenish the reserve over a ten year period, but only where the Municipal funds can afford to do so.
- "Trust Fund" is not a Reserve. This cannot be used in the same way as other reserves.

8.4. Investment Earnings

As the City continues to use Reserve funds, this has the impact of reduced investment earnings. For example in 2018-19 the earnings on reserve funds is estimated to be less than <u>\$1m_The_estimated_investment_earnings_on_Reserves_for_2016-17_are_\$1.8m, based_on_an</u> Opening Cash Balance of \$47m and a closing cash balance of \$52m. However the earnings on Reserves for the following year 2017-18 reduce sharply by (\$1.0m) to \$0.8m. This reduction is caused by reserves reducing from \$52m at the beginning of the year to just \$10m at the end of 2017-18.

Other factors affect the investment earnings as well, such as the earnings rate, the timing of income received, and the timing of expenditure during the year and in reality the actual investment earnings for any particular year will be different to the projections.

8.5. Loans

There are \$9096 m borrowings projected within the 20 years of the plan, however these are spread across multiple years and begin to be repaid immediately. The maximum balance owing is estimated to be \$58m at 2021-22. The new borrowings of New Loans of \$90125m are assumed to be required within the 20 years projections. This comprises of the following:

- \$4441 m short-term borrowings for Joondalup Performing Arts & Cultural Facility. These are repaid within six years using the proceeds from Tamala Park Land Sales. During the six years though, the borrowings attract a cost of interest of \$9m.
- \$18m short-term borrowings for Edgewater Quarry, repaid within four years by proceeds from sale of land. These borrowings cost \$4m in interest payments.
- \$2866m standard repayment loans used for a variety of projects as listed in Supporting Schedule 56.
- -Loans are deemed necessary, where there are insufficient operating surpluses available to meet all capital requirements. Loans are a useful way of spreading the capital cost out over time; however this does come at a cost i.e. the interest to be paid which the City needs to understand and plan for .-

Chart 13 below illustrates the overall impacts of a \$10m loan over a 10 year period with a 5% interest charge. The key issues to note are:

- Payments of (\$1.3m) per year over 10 years, results in total payments of (\$13m), (\$3m) higher than the sum borrowed.
- (\$3m) additional cost is the cost of interest, an overall total of 30% of the original sum. borrowed

Chart 13 - Illustrative Loan Repayments

Local Government is an asset-intensive business and as such the prudent use of external borrowings is a reasonable expectation. The City should continue to consider the use of loans to pay for infrastructure particularly where the investment can provide income generating However in using Loans the City needs to understand the additional cost to opportunities. Operating Expenses with interest charges. In summary the City should continue to evaluate the use of borrowings to fund projects.

Borrowings owing versus Cash Reserves

There are seven years (2017-18 to 2023-24) where the amount of loans outstanding is higher than the cash reserves the City has. This is not an issue to be of concern. Liquidity is measured using the Debt Service Coverage Ratio, where the amount of Operating Surplus generated by the City is compared to the cost of loan repayments. Although the ratio appears low for several years, this is an abnormality caused by the ratio itself and the prudent measures by the City to repay debt quickly. Notwithstanding the short-term borrowings, the operating surpluses being generated by the City are sufficient for the borrowings used. Additionally, the City continues to operate a healthy working capital, out with the cash reserve balances The borrowings projection may appear to be a high value, but in terms of the bold projects taken on and the ring-fencing of specific land proceeds (Tamala Park and Edgewater Quarry) to help fund major projects, the use of borrowings in the Draft 20 Year Strategic Financial Plan is deemed appropriate. It is not viable to expect the City to save up enough cash before proceeding with major projects.

9. COMPARISON TO PREVIOUS PLAN

9.1. Key Changes since Previous Plan

The Previous Plan for the period 2013-14 to 2032-33 was adopted by Council in June 2014. The key changes in the current update are:

- Rates Business Growth has higher projections than the previously adopted plan. A more detailed analysis has been undertaken which now projects an increase in business rates revenue of 43% by 2033-34, the Previous Plan assumed a 14% increase.
- Tamala Park proceeds the Draft 20 Year Strategic Financial Plan now includes an updated forecast with the proceeds received over a longer period of time (2028-29), where the Previous Plan assumed proceeds received by 2024-25.
- Capital Renewal Expenditure the Previous Plan estimated additional expenditure from 2020-21, but did not identify specific programs. The Draft 20 Year Strategic Financial Plan has identified that additional renewal expenditure for Road Resurfacing and Paths.
- Joondalup Performing Arts & Culture Facility
 - \$10m Grant funding assumed, subject to successful application to the National Stronger Regions Fund)
 - Annual operating subsidy increased from \$0.4m to \$0.9m following further research by the City.

The Previous Plan for the period 2011-12 to 2030-31 was adopted by Council in November 2012. The key changes in the current update are:

- Use of revised Guiding Principles adopted by Council in July 2013. Analysis of ratios is simplified.
- Rates Volume Growth has higher projections than the previously adopted plan. A more detailed analysis has been undertaken e.g. estimated 8,000 additional dwellings.
- Refuse Charges & Waste Management Costs now separately identified.
- Major Projects updates to projects where there have been revisions available
 - Joondalup Performing Arts & Culture Facility costs increased from (\$51m) to (\$94m), and assumed that all is Funding is provided by the City.
 - CBD Office Development estimated benefits of new rates revenue and rates income now included (estimated \$420k per annum)
 - Synthetic Hockey Pitch costs amended in line with Council adopted proposal.
 - Redevelopment Arena Joondalup \$4m contribution by the City.
 - Multi Storey Car Park (1) consistent with approved business case (December 2012).
 - Multi Storey Car Park (2) amended in line with the costs and income for first car park.
 - Other updates to projects as per council decisions eg. Bramston Park.

9.2. Draft 20 Year Strategic Financial Plan versus Previous Plan

Key issues to note in comparing the Draft 20 Year Strategic Financial Plan versus Previous Plan:

- Rates: The Rates increases in the earlier years are now lower than the Previous Plan, for example
 - 3.9% increase in 2014-15 compared to 5% in the Previous Plan
 - 4.0% increase in 2016-17 compared to 5% in the previous plan

The Draft 20 Year Strategic Financial Plan now includes a more detailed projection of growth in rates income, compared to the estimates included in the previous plan.

- Employee Costs: The previous plan included higher increases in Employee Costs, with an average increase of 4.4% increase compared to 3.3% increase now included.
- New Projects: Operating Income & expenditure. There is a higher net cost for the new projects and plans compared to the Previous Plan. This is caused by the availability of more information for new facilities, for example there is financial data from the feasibility study of the Joondalup Performing Arts & Culture Facility.

Summary of Key Ratios versus Previous Plan 9.3.9.2.

Table 15 below summarises the projections within the Draft 20 Year Strategic Financial Plan versus the *Previous Plan*. There is now estimated to be 8374 Key Ratios achieved out of a possible 100, this is <u>9 more than the same as</u> the *Previous Plan*.

However the Asset Sustainability Ratio is now projected to be below the target for the first 10 years, and the Operating Surplus Ratio only achieves target from 2021-22. Whilst the projection of 83 is now higher than the Previous Plan, the City should ideally be achieving at least 90 out of 100.

- However it is worth noting the following:
- Balanced Books. The previous plan indicated that only 14 years out of 20 were balanced. This is slightly misleading when compared to the revised plan. The 6 years in the previous plan that were not balanced were at the end of the 20 years and had large surplus funds, therefore indicating a healthy financial situation. The Draft 20 Year Strategic Financial Plan also has large surpluses in the later years of the plan, but has balanced the books by moving the surpluses into the Strategic Asset Management Reserve or to expenditure for backlog replacements to improve the Asset Sustainability Ratio.
- Operating Surplus Ratio is now worse off when compared to the previous plan. This is caused by the reasons indicated earlier in section 7, where the City has established lower Rates increases and has taken on more short-term borrowings causing higher interest payments.
- Debt Service Coverage Ratio was achieved in all 20 years of the previous plan, but now there are now 3 years where the City is projected not to meet the threshold.

Table 15 – Key Ratios

	KEY RATIO	<u>Target</u>	Range	Updated 20	0 Year SFP	Previousl		
	as per the City's Guiding Principles	Low	High	Number of Years within Tolerance	Number of Years Outside Tolerance	Number of Years Within Tolerance	vs. Current Proposal	
1	Rate % Increase	0.0%	5.0%	20	0	19	1	
2	Balanced Books	\$0	\$0	20	0	20	0	
3	Operating Surplus Ratio %	2.0%	8.0%	13	7	10	3	
4	Asset Sustainability Ratio %	90.0%	110.0%	10	10	8	2	
5	Debt Service Coverage Ratio	< 5	>5	20	0	17	3	
	Total				17	74	9	

In summary, the updated plan now includes more detailed assessments for several projects, and includes more prudent assumptions for some key items. Additionally, there are greater challenges for the City with the **funding**Funding of the Joondalup Performing Arts & Cultural Facility, and the target to have Employment Costs only increase by 3% each year (excluding the impact of Superannuation Guarantee).

10. RISK ASSESSMENT

10.1. Overall Comment

The Draft 20 Year Strategic Financial Plan is a planning tool. It is based on many assumptions. It also includes projects and proposals that in some cases:

- Have been approved by Council and are in progress.
- Have been considered by Council but are yet to receive final approval,
- Have only been considered by Elected Members at a strategy level,
- Have only been considered by Officers
- Are operational in nature and based on the continued provision of services and maintenance of City assets and infrastructure in accordance with management and other plans

Any of the assumptions and any of the projects or proposals not already approved could prove to be inaccurate both as to likely requirement, timing and financial estimates or may not come to pass at all. They have, however, been included based on the best available information and knowledge to hand at this time in relation to likely requirement, timing and financial estimates. Adoption of the Draft 20 Year Strategic Financial Plan by Council does not constitute a commitment or agreement to any of the projects or proposals that have not already been approved or the financial estimates and projections.

Periodic review and update of the Draft 20 Year Strategic Financial Plan will ensure that it remains a relevant and useful document to manage the City's financial affairs into the future.

10.2. Projects Not Included in the *Draft 20 Year Strategic Financial Plan*

There are a number of projects which have been subject to some discussion, but not included in the Draft 20 Year Strategic Financial Plan as they have not yet sufficiently been clarified. This could be due to a requirement for a Council decision, the need to determine some financial basis for how it may happen, unresolved external factors such as State Government participation or some combination of these.

Projects discussed but not included are:

- 1. Digital Hub
- 2. Lotteries House extension the City is currently developing a position statement on affordable accommodation for not-for-profit organisations
- Burns Beach Master Plan
- 4. Ocean Reef Marina project costs for 2015-16 only are included. No other costs for the development of the project from 2016-17 or ongoing costs and income are included.
- Redevelopment of Sorrento Surf Life Saving Club the need to redevelop this in later years was identified in the Active Reserve Review (noted by Council in July 2014). Whilst the Club has submitted proposals to the City, no costs have yet been included in the 20 Year Strategic Financial Plan. These will be subject to further review as part of a future update to the Active Reserve Review.
- 3.6. Redevelopment of Mullaloo Surf Life Saving Club the possibility of a full redevelopment was noted within the Active Reserve Review. Whilst the City has committed to partially funding, no further funds have been included in the 20 Year Strategic Financial Plan
- 7. Office Development The project costs for Office Development and additional income from Rates Income are included, but there are no other costs or income assumed yet for the project as it is still subject to submission to State Government and negotiation.

10.3. Analysis of Risks

Some of the key risks have been analysed using the City's Risk Management Framework as summarised in Table 16 below.

Table 16 – Risks

	Risk Definition				Ris	k Man	agement	Framework #1
		Likelih	ood	Consequ	<u>ences</u>	Over	all Score	
Issue	Risk Defined	Definition	Score	Definition	Score	Score	Overall Risk	Explanation of Consequences
JPACF (Arts Facility) Operating Subsidy higher than \$0.9m	Updated SFP now assumes a (\$818k) subsidy per year by the City. It would be a good outcome for the City to achieve a subsidy of \$818k. Comparisons with several other Arts Facilities indicates subsidies of over \$1m	Possible	3	Medium	3	9	Moderate	If the subsidy worsened by another \$200k to \$400k this would equate to approx 0.2% to 0.4% of a potential Rates Increase
Tamala Park Proceeds lower than forecast	Updated SFP currently assumes circa \$65m proceeds, which are assumed to help repay borrowings for Arts Facility. Sales proceeds are subject to fluctuation based on demand and economic conditions	Possible	3	Major	4	12	Moderate	If proceeds were less than anticipated then this would reduce proceeds available for Arts Facility and causing higher borrowings. For example, a 25% reduction in the Tamala Proceeds would reduce income by approx \$17m
Ocean Reef Marina / Office Development - Unidentified Costs	Draft SFP only includes the project costs for the City, and does not include ongoing commitments, or other possible costs that City could incur e.g Improvement of City infrastructure	Likely	4	Major	4	16	High	It is currently proposed for the City to operate a Multi Storey Car Park as part of the Office Development project. Costs or negotiations are not finalised but could be a cost of \$18m
Housing Growth 4 lower than projected	SFP has assumed an increase in dwellings of just over 6,000 based on outright growth and in-fill. This growth is dependent on external factors (new developments) and take-up within Housing Opportunity Areas	Possible	3	Major	4	12	Moderate	Approx \$85m additional income is assumed within 20 years due to Housing Growth. If 25% less were achieved, there would be \$21m less income.
Business Growth 5 lower than projected	SFP has aligned with the Economic Development Strategy and assumed that the jobs within the City will increase by 20,000 (from 50,000).	Possible	3	Major	4	12	Moderate	Business Growth is expected to be increase by 42% by Year 20, with additional rates income of \$73m. If 25% less were achieved this would be a reduction of \$18m
Employee Costs higher than 3%	The SFP assumes that Employment Costs will increase by no more than 3% (excluding growth projects such as the Arts Facility) 2024-25.	Possible	3	Minor	2	6	Moderate	There can be increases in employee costs due to other factors (absence, take-up of super salary sacrifice, increments), changing service levels.

10.4. Net Assets

It is estimated that the net assets of the City would increase from \$1207m at June 20143 to \$<mark>1,944</mark>286m, an increase of 6153%. Although some of this increase is due to inflation, a large part of this is due to the increase in new infrastructure, expenditure of (\$361546m) which far outstrips the reduction in assets of just \$49m. The City should continue to evaluate the utilisation of assets and consider whether assets or infrastructure with low utilisation could be removed.

10.5. Future Improvements in the update of the Draft 20 Year Strategic Financial Plan

The Draft 20 Year Strategic Financial Plan has been developed with the best available data. During the construction of the Draft 20 Year Strategic Financial Plan, several improvements have been identified which were not able to be incorporated in this iteration of the Draft 20 Year Strategic Financial Plan, but will be improved in future iterations. In essence the Draft 20 Year Strategic Financial Plan is a continuous improvement process. Table 17 below sets out some of the key improvements identified

Table 17 – Further Improvements in the update of the Draft 20 Year Strategic Financial Plan

· abic	o i i aranor imp	novements in the update of the Draft 20 Teal Strategic Financial Flan
Ref	Issue	Details
1	Updated Asset Management Plans / Asset Sustainability Ratio	The 20 Year Strategic Financial Plan is only as good as the substance of the Asset Management Plans. The Asset Management plans for most asset classes require updating to provide the City with a clearer long-term strategy which includes the estimated replacement requirements, potential backlogs and the identification of the Asset Sustainability Ratio for each asset class. Revaluations are being prepared during 2014 and will be included in the next update of the Draft 20 Year Strategic Financial Plan in 2015.
2	Whole Life Costs	It is crucial that the future Operating Expenses and Operating Income are estimated for Capital Expenditure, as often the one-off costs are minor in comparison to the 20 year impacts. There continues to be development in this area with Appendix 2 providing details of the future estimates for capital projects. However there is further progress required, particularly with the Capital Works Program.
3	Refuse Charges <u>and</u> <u>Waste</u> <u>Management</u> <u>Expenses</u>	Income from Refuse Charges and the associated costs are now identified separately. A different escalation factor is now applied than other Materials & Contracts. A further improvement opportunity for future iterations is to have a separate long-term financial plan for Waste Management Expenses. This should take account of changes that may arise from the Waste Strategy and regional costs.detailed 20 year assessment of Refuse services.

SCENARIO MODELLING 11.

11.1. Scenario Analysis

The update of the Draft 20 Year Strategic Financial Plan has taken place over a 12 month period, commenceding in February 2015. June 2013. During this time there have been many scenarios and options considered, for example the scheduling of projects and assumptions regarding increases to costs.

A further scenario that has been calculated is the impact of having a flexible method of managing reserves and repayment of loans, in comparison to traditional methods. scenario would involve the following:

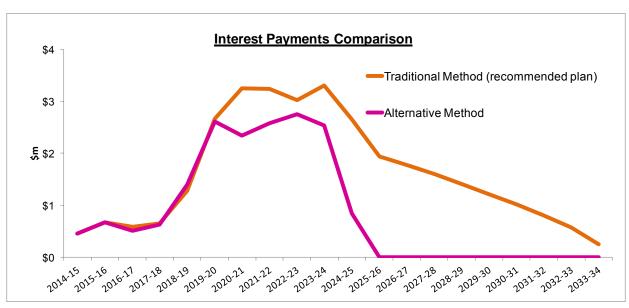
- Loans are set up on a flexible basis i.e. no fixed term and no fixed interest rate
- Loans are repaid as quickly as possible using surplus Municipal funds and the use of some of the Reserves
- Reserves it is recognised that most of the reserves (e.g. Employee leave) are legal/contractual and cannot be used for any other purpose other than their original/intended use. The majority of reserves are therefore left intact, however four of the larger reserves are used more flexibly (Strategic Asset Management Reserve, Joondalup Performing Arts & Cultural Facility, Tamala Park Land Sales Reserve, Parking Facility Reserve) to repay debt guicker.

The impacts of this scenario has been modelled, the key features are: Three scenarios are included as follows:

- Option 1. 4% Rate Increase 2015-16, 2016-17, 2018-19, then 5% Rate Increase in next 3 years Interest costs would reduce from \$32m to \$17m4, a saving of \$15m in Interest Payments. This is illustrated in Chart 11 below.
- Total Cash at the end of Year 20 would be \$8m better off. Although there would be reduced interest costs of \$15m, the overall net cash impact is \$8m because of the use of Reserves and reduced borrowings.
- Option 2. 5% rate increase in 2015-16, the remainder of the assumptions same as Option
- Option 3. 5% 2015-16, 4% 2016-17, 5% 2017-18, 4% 2018-19, 5% 2019-20, 4% 2020-21

Chart 11 – Interest Payments – Traditional Method of Repayments versus Alternative Method

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The results have been modelled and shown in Chart 14 below, using the Operating Surplus Ratio. The results of this scenario appear favourable, and would be consistent with traditional business models outside the sphere of Local Government where cash reserves are used holistically rather than tied up for specific purposes. Indeed the principles applied in this scenario are consistent with recent research and recommendations by the ACELG (Australian Centre of Excellence for Local Government).

Nevertheless the principles of this alternative scenario would be far removed from the traditional methods currently applied by the City, and would require detailed investigation. A separate report will be prepared and reviewed before the next 20 Year Strategic Financial Plan is updated.

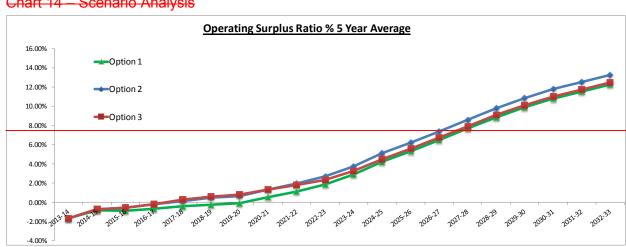


Chart 14 — Scenario Analysis

The Scenario analysis informs us that:

- Option 2 and 3 would enable the City to achieve the Operating Surplus target by 2022-23, whilst Option 1 would achieve the target a year later.
- Option 2 and 3 would not require borrowings to finance the Capital Works Program.

 Option 2 has higher revenue and therefore a higher Operating Surplus Ratio than Option 3 or Option 1.

11.2. Impact of a One-Off Rates Increase Above the standard

Taking account of some of the key developments that the City has committed to as part of the Strategic Community Plan and the population growth in the North West corridor which results in the City having to provide regional services, it could be a consideration to have a one-off rates increase above the norm. Table 18 below shows the additional revenue that would be generated from an increase above the standard. If there were a <u>8.910</u>% increase in 2015-16 (5% above <u>2015-16</u>the standard), this would result in \$4.3m additional revenue in 2015-16 and overall additional revenue of \$40.936m by 20221-232.

Table 18 – Impact of a one-off Rates Increase above 5%

RATES ONE-OFF INCREASE	Rates % Increase 2015-16	Additional Ro	Cumulative to 2022-23
2015-16 Increase	3.9%		
1% Above Adopted SFP	4.9%	\$0.8	\$8.2
2% Above Adopted SFP	5.9%	\$1.7	\$16.4
3% Above Adopted SFP	6.9%	\$2.5	\$24.5
4% Above Adopted SFP	7.9%	\$3.4	\$32.7
5% Above Adopted SFP	8.9%	\$4.3	\$40.9

Appendix 1

20 Year Strategic Financial Plan - Guiding Principles 20154

The Guiding Principles set out the foundation on which the 20 Year Strategic Financial Plan (SFP) has been developed and which will also apply to its ongoing review and use.

The Guiding Principles are founded on the City's Governance Framework.

The Framework consists of four (4) key principles required to achieve excellence in governance:

- · Culture and Vision.
- Roles and Relationships.
- Decision-making and Management.
- Accountability.

Decision-Making and Management is the key driver of the Guiding Principles.

The Guiding Principles are presented in two parts, one part represents Basic Principles that are prudently used in the development of a financial plan and the other represents Key Elements/Assumptions as considered in the development of the SFP.

Basic Principles:

Sustainability:

The SFP will be developed on a principle of financial sustainability. The SFP must provide for and ensure the protection of the City's financial capacity and viability into the future and mitigate risks to the City's and the community's assets.

Transparency:

The SFP will be transparent and include disclosure, clarity and access to information related to the plan and the underlying assumptions contained therein.

Prudence:

The City will base the SFP on the exercise of sound financial judgement based on facts as known at the time and will apply reasonable tests to the assumptions deployed in the SFP's estimations to confirm their validity. Prudence will encompass anticipating and planning for change.

Consistency:

The City will apply discipline and adhere to agreed principles in the development and use of the SFP to avoid fluctuating impacts and compromises to the validity of the projections.

Performance and Accountability:

The SFP is a key element of the City's Planning Framework and will be used as the foundation for the preparation of the Annual Budget. The City will review the SFP at least annually to assess it against the adopted budget and to review the forward projections.

Flexible Long Term Approach

Where there are years where the City is unable to achieve the overall objective of a nil closing Municipal cash balance, then revenue streams that were otherwise intended to be placed in reserve (such as Tamala Park land sales), may be used in the short-term to achieve a balanced budget. The Municipal fund will pay back to the reserve fund at the earliest opportunity to ensure that the original purpose of the proceeds and reserve funds are maintained.

Service Levels and Asset Management

Local government is asset intensive, and the SFP is therefore driven by the demands of providing and maintaining City assets and delivering appropriate levels of service to the community. Financial sustainability is equally important, and affordability of desired service levels and preferred asset management plans has to be weighed up with prudent financial management.

Key Elements/Assumptions:

Targets/Ratios

- The City reports against eight ratios, seven are Department of Local Government (DLG) ratios. Whilst recognising that all seven DLG ratios are important, the City's long term plan will focus primarily on:
 - Operating Surplus Ratio % (Operating Results).
 - Debt Service Coverage Ratio % (Treasury Management).
 - Asset Sustainability % (Asset Management).
 - Rates increase 5% or less.
- Projections will be based on the notion that each year in the SFP should as close as possible be balanced (closing Municipal cash balance). In this respect the City will generate an annual operating surplus sufficient to allow it to meet:
 - additional financial costs for new Capital Expenditure
 - projected net annual operational costs of new facilities that become operational
 - o projected annual operational costs and Capital Expenditure on existing infrastructure
- The SFP will aim to achieve an Operating Surplus Ratio between 2% and 8%, based on a 5 year average.
- Growth in operating revenue will be in excess of the growth in Operating Expenses, in so far as necessary to achieve the Operating Surplus targets.

Funding/Treasury/Reserves

- The City is an asset intensive business, and as such loan funding could be expected to be used to fund Capital Expenditure. Loans may be planned for, but only where:
 - It is in accordance with the City Borrowing Strategy.
 - o Debt Service Coverage Ratio is not to exceed five consecutive years with an annual debt service cover ratio of between two and five, with all other periods exceeding a ratio of five.
 - o Building infrastructure of a capital nature may be funded by loans but with a loan term not exceeding 50% of the life of the asset.
- Revenue from the Tamala Park land sale should be applied in accordance with the City's adopted Strategic Position Statement.
- The Strategic Asset Management Reserve is able to be applied to fund projects based on an internal payback mechanism. Municipal funds should pay back to the Strategic Asset Management Reserve principal and interest over a 10 year period. The payback mechanism should only be used where affordable for the municipal fund such that the overall objective of achieving a net nil closing balance each year is achieved.

New expenditure

- Whole of Life costs must be identified for all new expenditure.
- Approved Asset Management plans will be funded where possible, within the parameters established in the Guiding Principles.
- Priority will be given to Asset Management plans that have demonstrated that replacement expenditure is based on economic life modelling, and deferral of the replacement would reduce the operating surplus ratio.
- Asset Sustainability Ratio will aim to achieve a target of between 90% and 110% based on a five year average.
- City assets that are not required for operational or community use are to be rationalised.

Process

- Estimates are to be conservative based on best available information.
- The SFP will be prepared and reviewed during the Annual Budget Process, which will enable the SFP to be used as an enabler to the Annual Budget for the following year.
- The annual Budget process will consider the impacts on the long term plan, including the Guiding Principles and the ratio targets. Additionally, the Midyear Budget process will also consider the impacts on the SFP.
- In preparing the SFP, options and risk analysis will be prepared and presented to the Strategic Financial Management Committee for consideration and recommendation to Council.

Appendix 2

CAPITAL PROJECTS & IMPACTS ON OPERATING INCOME & EXPENSES

	20 Year	Capital Es	stimates	<u> </u>	otal Impac	<u>t</u>
A) Capital Works Program 20 Year Summary \$ms	Replace ment	New	Total	Grants	Operating Expenses	Total, incl Capital
1 Parks Development	(39)	(5)	(44)		(1)	(45)
2 Foreshore and Natural Areas	(14)	(3)	(16)			(16)
3 Parks Equipment	(47)	(11)	(57)	0	(2)	(59)
4 Streetscape Enhancement	(10)	(20)	(29)		(2)	(32)
5 Local Traffic management	(0)	(25)	(25)			(25)
6 State Blackspot		(24)	(24)	16		(8)
7 Parking Facilities		(12)	(12)	1		(12)
8 Major Road Construction		(37)	(37)	25		(12)
9 New Paths		(11)	(11)	4		(8)
10 Path Replacement	(17)	(0)	(17)			(17)
11 Stormwater Drainage	(20)	(8)	(29)			(29)
12 Streetlighting	(26)	(15)	(41)	1	3	(37)
13 Road Preservation & Resurfacing	(275)		(275)	124		(151)
14 Bridges	(2)		(2)			(2)
15 Major Building Construction	(37)	(26)	(63)	0		(63)
16 Backlog Replacement	(56)		(56)			(56)
Total A) Capital Works Program	(544)	(198)	(742)	171	(2)	(572)

B) Capital Projects		(A) O	ne-Off		<u>(B</u>) Operatin	<u>g</u>	Total
20 Year Summary \$ms	Capital	Capital Grants P		Proceed Total		Expense s	Total	(A+B)
1 Fleet	(73)		17	(55)				(55)
2 IT	(6)			(6)		(12)	(12)	(18)
3 Rangers, Parking & Community Safety	(3)			(3)				(3)
4 Artworks & Other	(2)	1		(1)				(1)
TOTAL	(83)	1	17	(65)		(12)	(12)	(78)

C) Major Projects (\$1m to \$3m)		(A) O	ne-Off		<u>(E</u>	3) Operatin	g	Total
20 Year Summary \$ms	Capital	Grants	Proceeds	Total	Income	Expenses	Total	(A+B)
1 Warwick Leisure Centre Extension	(2)			(2)				(2)
2 Bramston Park Clubrooms	(3)	1		(2)	0	(1)	(1)	(3)
3 Craigie LC - Upgrades	(2)			(2)				(2)
4 Heathridge Leisure Centre Refurbishment	(1)			(1)				(1)
5 Craigie LC - Geothermal Bore - additional injection bore	(1)			(1)				(1)
6 Marmion Angling & Aquatic Club Parking	(2)			(2)				(2)
7 Joondalup Library - major refurbishment	(1)			(1)				(1)
TOTAL	(13)	1		(12)	0	(1)	(1)	(13)

D) Major Projects (>\$3m)		(A) O	ne-Off		<u>(E</u>	3) Operatin	<u>g</u>	<u>Total</u>
20 Year Summary \$ms	Capital	Grants	Proceeds	Total	Income	Expenses	Total	(A+B)
1 Joondalup Performing Arts & Culture Facility/Jinan Gardens	(103)	10		(93)	50	(69)	(18)	(111)
2 CBD Office Development	(1)			(1)				(1)
3 Cafes / Kiosks / Restaurants	(0)			(0)	5	(1)	3	3
4 Ocean Reef Marina Business Case & Structure Plan	(2)	1		(2)				(2)
5 Penistone Park - Facility Redevelopment	(4)	1		(3)		(0)	(0)	(3)
6 Synthetic Hockey Project	(7)	2		(5)	0	(3)	(3)	(8)
7 Greenwood Community Centre (Calectasia hall / GSGH)								
8 Edgewater Quarry	(25)		18	(7)	21	(16)	5	(2)
9 Percy Doyle Master-Plan Phase 1 (Library & L-Centre) #1	(69)			(69)				(69)
10 Percy Doyle - Refurbishment Works	(7)	1		(6)		(3)	(3)	(8)
11 Clubroom Redevelopment - Chichester Park	(4)	1		(3)				(3)
12 Grove Child Care / Dorchester Hall / Warwick Hall	(4)		4					
13 Whitfords Library and Senior Citizens Centre	(14)			(14)				(14)
14 Multi Storey Car Park (1)	(16)			(16)	13	(2)	11	(5)
15 Multi Storey Car Park (2)	(22)			(22)	14	(6)	8	(14)
16 Joondalup Administration Building - refurbishment	(5)			(5)				(5)
17 Mullaloo Surf Life Saving Club	(2)	1		(1)				(1)
18 Prince Regent Park Development	(3)			(3)				(3)
TOTAL	(286)	15	22	(248)	103	(99)	3	(245)

#1 Percy Doyle Master-Plan included above is the renewal of the Library and Leisure Centre. Phase 2 is outside the timescales of the 20 year SFP
#2 Multi Storey Car Park (1) - Operating Income & Expenses. The facility becomes operational in 2015-16 and therefore income and expenses are now included in the
baseline (2015-16). The amounts shown in table above relate to the additional income & expenses not already included in the baseline

Appendix 3

Financial Statements Explanation

Ref	Statement		Details
1	Income	0	FS1 Income Estimates Statement includes all items that are deemed part of the operating (i.e. day to day) activities of the City including: • Items that are not cash-based (e.g. Depreciation). • Interest payments on loans.
		0	FS1 does not include non operating items such as:
			 Capital Expenditure and Capital Income.
			Proceeds of Loans.
			Principal repayment of loans.
		0	FS1 shows the calculation of the Operating Surplus, a key indicator to measure financial sustainability for the City.
		0	The Operating Surplus by itself is a key number as it indicates whether the City is generating adequate revenues to cover day to day expenditure.
		0	The Operating Surplus is also used to calculate the Operating Surplus Ratio, another key indicator as reviewed in section 7.
2	Cash Flow	0	FS2 Cash Flow Estimates Statement shows the overall cash position of the City.
		0	The cash flow is calculated from the Operating Surplus from FS1 from which:
			 All non cash operating items are removed.
			 All cash non operating items are added.
		0	The cash balance is then split into municipal and reserve funds.
3	Rate Setting	0	FS3 Rate Setting Estimates Statement is based on the Rate Setting Statement included in Annual Budgets to calculate the amount of rates required to be raised.
		0	FS3 includes all operating and non-operating income and expenses as well as funding and transfers from loans and reserve funds but excludes all non cash items.
		0	FS3 shows the calculation of the amount of rates required to fund the budget.
4	Statement of Financial Position	0	FS4 Statement of Financial Position Estimates Statement shows estimated net assets and equity.

(FS1) Financial Statement 1 - Operating Income & Expenses Estimates

	Line	<u>14-15</u> \$ms	15-16 \$ms	<u>16-17</u> \$ms	<u>17-18</u> \$ms	18-19 \$ms	19-20 \$ms	20-21 \$ms	21-22 \$ms	22-23 \$ms	23-24 \$ms	24-25 \$ms	25-26 \$ms	<u>26-27</u> \$ms	27-28 \$ms	28-29 \$ms	29-30 \$ms	30-31 \$ms	31-32 \$ms	32-33 \$ms	33-34 \$ms	Total \$ms
Operating Revenues	LIIIC	φιτισ	φιτισ	φιτισ	φιτισ	φιτισ	φιιιο	φιτισ	φιιιο	φιτισ	φιτισ	φιτιο	φιιιο	φιιισ	φιτισ	φιτισ	φιιιο	φιιισ	φιιισ	φιιιο	φιιισ	φιιισ
Rates: Base	1	87	92	96	99	104	110	115	120	126	131	137	143	148	155	161	169	175	183	191	198	2,741
Rates: Growth	2	0	0	0	1	2	3	5	6	7	9	10	11	13	15	17	19	22	23	24	25	214
Fees and Charges / Other: Base	3	39	40	42	44	46	47	49	51	53	54	57	59	61	63	65	67	70	72	75	77	1,128
Fees and Charges / Other: Growth	4	0	0	0	0	1	2	3	3	5	6	7	7	7	8	8	8	9	9	9	10	104
Operating Grants & Subsidies, Cont's & Reimb's	5	7	5	5	5	5	6	6	6	6	6	7	7	7	7	8	8	8	8	9	9	135
Investment Earnings	6	5	4	3	3	3	3	5	5	6	6	7	8	9	11	13	15	16	17	20	23	182
Profit on Disposal	7	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Total Operating Revenue	8	143	142	146	153	161	171	182	192	202	213	223	234	246	260	273	287	300	313	327	343	4,511
Operating Expenses																						_
Employment Costs: Base	9	(57)	(60)	(62)	(64)	(65)	(67)	(69)	(71)	(74)	(76)	(78)	(81)	(84)	(87)	(90)	(93)	(96)	(99)	(103)	(106)	(1,582)
Employment Costs: Growth	10	0	0	(0)	(0)	(1)	(1)	(1)	(2)	(3)	(3)	(4)	(4)	(4)	(5)	(5)	(5)	(5)	(5)	(6)	(6)	(61)
Materials and Contracts: Base	11	(47)	(52)	(52)	(52)	(54)	(55)	(57)	(59)	(61)	(63)	(65)	(67)	(70)	(72)	(75)	(77)	(80)	(83)	(86)	(89)	(1,314)
Materials and Contracts: Growth	12	0	0	(0)	(1)	(1)	(2)	(2)	(3)	(4)	(5)	(4)	(5)	(5)	(6)	(5)	(6)	(6)	(6)	(6)	(7)	(73
Utilities	13	(6)	(6)	(7)	(7)	(7)	(8)	(8)	(9)	(9)	(9)	(10)	(10)	(11)	(11)	(12)	(13)	(13)	(14)	(15)	(15)	(199
Interest on Borrowings: Existing	14	(0)	(1)	(1)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	0	0	0	0	0	0	0	0	0	(3)
Interest on Borrowings: New	15	0	0	0	(0)	(1)	(2)	(3)	(3)	(3)	(3)	(3)	(2)	(2)	(2)	(1)	(1)	(1)	(1)	(1)	(0)	(29
Insurance Expenses	16	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(3)	(3)	(3)	(3)	(42)
Depreciation: Existing	17	(30)	(29)	(29)	(29)	(29)	(29)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(38)	(39)	(40)	(42)	(43)		
Depreciation: New	18	0	0	(1)	(1)	(2)	(3)	(3)	(4)	(5)	(5)	(5)	(5)	(6)	(6)	(6)	(6)	(7)	(8)	(8)	(9)	(90)
Loss on Disposal	19	(0)	(2)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	o	(2)
Total Operating Expenses	20	(141)	(150)	(152)	(156)	(162)	(170)	(175)	(182)	(190)	(198)	(204)	(211)	(218)	(226)	(234)	(243)	(251)	(261)	(270)	(279)	
Net Operating Surplus (Deficit)	21	2	(9)	(5)	(3)	(1)	2	7	10	13	15	19	23	28	33	39	44	49	52	58	64	438

Financial Statement 1 – Income Estimates

	Line	Item		Details / Source of calculation	
	1	Rates Base	0	Rates income has been calculated by applying a % increase to the previous year's total Rates Income (sum of line 1 and line 2).	
	ı	Rales Base		The starting point in the projections is the 201 <u>5</u> 4-1 <u>6</u> 5 proposed budget.	
				Excludes growth as a result of volume growth.	
	2	Rates Growth	0	Increase in rates as a result of volume growth (e.g. new rateable properties).	
			0	, in the second	
	3	Grants & Subsidies (Op'l), Cont's &	0	Includes all normally expected operating grants such as grants commission.	
	J	Reimb's	0	% increase has been factored in each year. (see Supporting Schedule SS1)	
			0	Excludes capital grants.	
	4	Refuse Charges & Sale Recyclable	0	Income received for refuse collection and sale of recyclable materials.	
I	•	Materials	0	Based on the 201 <u>5</u> 4-1 <u>6</u> 5 proposed budget, with a % increase assumed each year (see Supporting Schedule SS1).	
	5	Fees & Charges / Other Base	0	Includes charges for recreation, Leisure Centre charges, planning and building fees, car parking fees, fines & penalties, property hire, inspection fees and all other income received by the City.	
		Other Bucc	0	Based on the 201 <u>5</u> 4-1 <u>6</u> 5 budget, with a % increase assumed each year (see Supporting Schedule SS1).	
			0	Exclude changes arising from new facilities.	
			0	Estimated additional income for new services or facilities.	
	6	Fees & Charges / Other: Growth	0	Includes income estimated for new clubrooms, Currambine Community Centre, Multi Storey Car Parks, Joondalup Performing Arts & Culture Facility, CBD Office Development, Cafes / Kiosks / Restaurants, Edgewater Quarry, Synthetic Hockey Pitch.	
			0	Represents the book profit on disposal of City assets.	
	7	Profit on Disposals	0	Further breakdown is included in Supporting Schedule SS4. Non cash item.	
	8	Investment Earnings	0	Interest earned on the investment of cash held by the City, including both reserve funds and municipal funds.	
	9	Total Operating	0	Sum of lines 1 to 8.	
		Revenue	0	This is the overall operational revenue earned by the City.	
	10	Employee Costs:	0	All expenditure associated with the employment of staff. Largest item is salaries and wages but also includes superannuation, recruitment costs, advertising, uniforms and training.	
			Employee Costs: Base	0	Based on the 201 <u>5</u> 4-1 <u>6</u> 5 budget, with a % increase assumed each year (see Supporting Schedule SS1). Exclude changes arising from new projects.

	11	Employee Costs: Growth	0	Estimated additional employment costs for new services or facilities.				
		5.5W	0	Includes costs for Multi Storey Car Parks, Edgewater Quarry.				
		Materials, Contracts	0	Includes expenditure for the purchase of materials, supplies, services and insurance.				
	12	and Insurance: Base	0	Based on the 201 <u>5</u> 4-1 <u>6</u> 5 budget, with a % increase assumed each year (see Supporting Schedule SS1).				
			0	Exclude changes arising from new facilities.				
			0	Estimated additional expenditure for new services or facilities.				
	13	Materials, Contracts and Insurance: Growth	0	Includes costs for new Clubrooms, Currambine Community Centre, Multi Storey Car Parks, Joondalup Performing Arts & Culture Facility, Jinan Gardens, CBD Office Development, Edgewater Quarry, Synthetic Hockey Pitch.				
		Wasta Managament	0	All expenditure to collect rubbish and expenditure associated with the sale of recyclable materials.				
	14	14 Waste Management & Tipping Fees	0	Based on the 201 <u>5</u> 4-1 <u>6</u> 5 budget, with a % increase assumed each year (see Supporting Schedule SS1).				
ı			0	Exclude changes arising from new facilities.				
		Donrociation:	0	Expense of using assets over useful life.				
	15	Depreciation: Existing	0	This item relates to the existing assets.				
		LAISTING	0	This is a non cash item.				
	16	Depreciation: New	0	New expense that arises from new capital purchases.				
ľ			0	All expenditure for the purchase of water, power and gas.				
	17	Utilities	0	Based on the 201 <u>5</u> 4-1 <u>6</u> 5 budget, with a % increase assumed each year (see Supporting Schedule SS1).				
			0	Exclude changes arising from new facilities.				
	18	Interest on	0	Interest on loan borrowings that are already set up.				
	10	Borrowings: Existing	0	Details are shown in Supporting Schedule SS6.				
	19	Interest on Borrowings: New	0	Interest on new loan borrowings that are estimated to be set up during the 20 years of the plan.				
	20	Loss on Disposal		Represents the book loss on disposal of City assets.				
			0	Non cash item.				
		Total Operating	o Sum of lines 10 to 20.					
	21	Expenses		This is the overall expenses necessary for day to day activities.				
	22	Net Operating Surplus (Deficit)	0	Total Operating Revenue (line 9) less Total Operating Expenses (line 21).				

(FS2) Financial Statement 2 - Cash Flow Estimates

	Line	<u>14-15</u> \$ms	15-16 \$ms	<u>16-17</u> \$ms	17-18 \$ms	18-19 \$ms	19-20 \$ms	20-21 \$ms	21-22 \$ms	<u>22-23</u> \$ms	23-24 \$ms	24-25 \$ms	25-26 \$ms	<u>26-27</u> \$ms	27-28 \$ms	28-29 \$ms	29-30 \$ms	30-31 \$ms	31-32 \$ms	32-33 \$ms	33-34 \$ms	Total \$ms
Operating Cashflow	LITIC	ψΠΙ	ψΠΙ	ψιτισ	ψιτισ	ψιτισ	ψΠ	ψιτισ	ψΠ	ψιτισ	ψΠΙ	ψιτισ	ψΠ	ψιτισ	ψΠ3	ψΠΙ	ψιτισ	ψιτισ	ψιτισ	ψιτισ	ψιτισ	ψΠ3
Net Operating Surplus (Deficit)	22	2	(9)	(5)	(3)	(1)	2	7	10	13	15	19	23	28	33	39	44	49	52	58	64	438
Operating Activities - not cash related																						
Profit on Disposal	23	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Depreciation	24	(30)	(29)	(29)	(30)	(31)	(32)	(32)	(33)	(35)	(37)	(38)	(39)	(41)	(42)	(44)	(45)	(47)	(50)	(51)	(53)	(767)
Loss on Disposal	25	(0)	(2)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(2)
Operating Cashflow	26	27	20	24	27	30	33	39	43	48	52	57	62	68	76	82	90	96	102	109	117	1,201
Cashflow Movements for the Year Capital Expenditure & Proceeds Capital Expenditure: Renewal Capital Expenditure: New Capital Proceeds Capital Grants	27 28 29 30	(15) (21) 6 9	(22) (27) 9 14	(18) (30) 7 8	(25) (77) 10 19	(20) (41) 6 7	(18) (13) 7 8	(25) (20) 8 7	(23) (37) 8 9	(27) (29) 3 7	(45) (12) 12 9	(37) (9) 14 7	(32) (12) 8 10	(33) (9) 3 8	(34) (9) 5 8	(48) (14) 4 11	(44) (9) 1 9	(39) (79) 1 9	(42) (15) 1 12	(44) (11) 2 9	(53) (11) 1 10	(645) (484) 117 191 0
Borrowings & Repayments																						0
Borrowings	31	9	2	5	16	30	4	13	4	7	0	0	0	0	0	0	0	0	0	0	0	90
Repayments	32	(1)	(2)	(2)	(3)	(4)	(6)	(5)	(5)	(4)	(14)	(14)	(4)	(4)	(4)	(4)	(4)	(4)	(5)	(5)	(3)	(97)
Cashflow Movements for the Year	33	14	(6)	(6)	(33)	8	15	16	(0)	4	3	17	32	34	42	32	42	(16)	53	61	61	373
Cashflow Balance - Start of year	34	56	69	63	57	24	32	47	64	63	68	71	88	120	154	196	228	270	253	306	368	
Cashflow Balance - End of year	35	70	63	57	24	32	47	64	63	68	71	88	120	154	196	228	270	253	306	368	429	

Financial Statement 2 – Cash Flow Estimates

Line	Item		Details / Source of calculation
23	Net Operating Surplus(Deficit)	0	From FS 1 (line 22).
24	Profit on Disposals	0	This is deducted from the Operating Surplus as a non cash expense (FS1 Line 7).
25	Depreciation of Non Current Assets	0	This is deducted from the Operating Surplus as a non cash expense. From FS 1 (line 15 and line 16).
26	Loss on Asset Disposal	0	This is deducted from the Operating Surplus as a non cash expense (FS1 Line 20)
27	Operating Cash Flow	0	Sum of lines 23 to 26.
28	Capital Expenditure: Existing	0	This represents total Capital Expenditure for the refurbishment and improvement of existing capital assets.
29	Capital Expenditure: New	0	This represents estimated Capital Expenditure required on new projects.
30	Capital Proceeds	0	The cash achieved from sale of assets (refer Supporting Schedule SS4).
31	Capital Grants	0	Grants to be received for specific capital projects.
32	Borrowings	0	Loans to help fund new projects. Expected borrowings by project are shown in Table 13 within section 8.2.
33	Repayments	0	The principal repayment of loans both current and projected new loans (refer Supporting Schedule SS6).
34	Cash Flow Movements for the Year	0	Sum of lines 27 to Line 33. This is the net overall cash flow for the year.
35	Cash Flow Balance – Start of Year	0	The cash position at the beginning of the year, for both Reserves and Municipal Cash.
36	Cash Flow Balance – End of Year	0	The end of year cash position taking account of the opening balance (Line 35) and the net overall cash flow for the year (Line 34).
37	Transfers from Reserves	0	Transfers to the municipal fund to fund projects.
38	Transfers to Reserves	0	Transfers of funds to reserves set aside for specific purposes.
39	Reserve Balance at end of Year	0	The closing balance at end of year of funds held in reserves. Comprises net of the opening balance less transfers out (Line 37) plus transfers in (Line 38).

(FS3) Financial Statement 3 - Rate Setting Estimates

14-15 \$ms 51 (111) (60)	15-16 \$ms 49 (120) (72)	16-17 \$ms 51 (123) (72)	17-18 \$ms 52 (126)	18-19 \$ms 54 (131)	19-20 \$ms 58 (138)	20-21 \$ms	21-22 \$ms	22-23 \$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	33-34 \$ms	Total \$ms
(111)	(120)	(123)	(126)			62	65	60	70											
(111)	(120)	(123)	(126)			62	65	60	70										1	
(60)		` '	` '	(131)	(138)			03	73	76	80	84	89	94	99	103	107	113	119	1,550
(**)	(72)	(72)	(74)		(130)	(143)	(149)	(155)	(162)	(166)	(172)	(178)	(184)	(190)	(197)	(204)	(211)	(218)	(226)	(3,304)
(36)			(· · · /	(77)	(80)	(81)	(83)	(85)	(88)	(90)	(92)	(93)	(95)	(96)	(98)	(101)	(105)	(105)	(107)	(1,754)
(30)	(49)	(48)	(102)	(61)	(31)	(45)	(60)	(56)	(56)	(47)	(44)	(41)	(43)	(61)	(53)	(118)	(58)	(54)	(64)	(1,129)
(96)	(121)	(120)	(175)	(137)	(111)	(126)	(144)	(142)	(145)	(136)	(136)	(135)	(138)	(157)	(152)	(219)	(162)	(159)	(171)	(2,883)
1	3	5	0	(0)	0	0	0	0	0	0	0	0	0	(0)	0	0	0	(0)	0	1
9	14	8	19	7	8	7	9	7	9	7	10	8	8	11	9	9	12	9	10	191
6	9	7	10	6	7	8	8	3	12	14	8	3	5	4	1	1	1	2	1	117
(1)	(2)	(2)	(3)	(4)	(6)	(5)	(5)	(4)	(14)	(14)	(4)	(4)	(4)	(4)	(4)	(4)	(5)	(5)	(3)	(97)
8	20	19	41	7	8	11	24	22	7	7	6	6	6	7	6	71	5	2	2	284
(19)	(12)	(17)	(8)	(15)	(23)	(27)	(23)	(27)	(10)	(24)	(38)	(40)	(48)	(39)	(47)	(55)	(58)	(64)	(63)	(658)
9	2	5	16	30	4	13	4	7	0	0	0	0	0	0	0	0	0	0	0	90
87	92	96	101	107	113	120	127	133	140	146	154	162	171	178	188	197	206	215	224	2,955
3.9%	3.9%	4.0%	4.0%	5.0%	5.0%	5.0%	4.5%	4.5%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.0%	
4	E	0	(0)	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
	1 1 9 6 6 7 (1) 8 8 9 (19) 9 87	(96) (121) (1 1 3 (5 9 14 (6 9 (7 (1) (2) (8 8 20 (19) (12) (9 9 2 (19) (12) (19 9 2 (19) (12) (19 9 3.9% 3.9%	(96) (121) (120) 1	(96) (121) (120) (175) (1 1 3 5 0 9 14 8 19 6 9 7 10 7 (1) (2) (2) (3) 8 20 19 41 (19) (12) (17) (8) 9 2 5 16 87 92 96 101 3.9% 3.9% 4.0% 4.0%	(96) (121) (120) (175) (137) (1	(96) (121) (120) (175) (137) (111) (1 1 3 5 0 (0) 0 (1 9 14 8 19 7 8 (6 6 9 7 10 6 7 (1) (2) (2) (3) (4) (6) (8 8 20 19 41 7 8 (19) (12) (17) (8) (15) (23) (9 9 2 5 16 30 4 (17) (18) (17) (18) (18) (18) (18) (18) (19) (19) (19) (19) (19) (19) (19) (19	(96) (121) (120) (175) (137) (111) (126) (1 1 3 5 0 (0) 0 0 (3 9 14 8 19 7 8 7 (6 6 9 7 10 6 7 8 (7 (1) (2) (2) (3) (4) (6) (5) (8 8 20 19 41 7 8 11 (19) (12) (17) (8) (15) (23) (27) (9 9 2 5 16 30 4 13 (19 92 96 101 107 113 120 (19 3.9% 3.9% 4.0% 4.0% 5.0% 5.0% 5.0%	(96) (121) (120) (175) (137) (111) (126) (144) 1	(96) (121) (120) (175) (137) (111) (126) (144) (142) 1	(96) (121) (120) (175) (137) (111) (126) (144) (142) (145) 1 1 3 5 0 (0) 0 0 0 0 0 0 0 3 9 14 8 19 7 8 7 9 7 9 4 6 9 7 10 6 7 8 8 3 12 7 (1) (2) (2) (3) (4) (6) (5) (5) (4) (14) 8 8 20 19 41 7 8 11 24 22 7 9 (19) (12) (17) (8) (15) (23) (27) (23) (27) (10) 9 2 5 16 30 4 13 4 7 0 87 92 96 101 107 113 120 127 133 140 3.9% 3.9% 4.0% 4.0% 5.0% 5.0% 5.0% 4.5% 4.5%	(96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (1 1 3 5 0 (0) 0 0 0 0 0 0 0 0 (3 9 14 8 19 7 8 7 9 7 9 7 (4 6 9 7 10 6 7 8 8 8 3 12 14 (5 (1) (2) (2) (3) (4) (6) (5) (5) (4) (14) (14) (8 8 20 19 41 7 8 11 24 22 7 7 (19) (12) (17) (8) (15) (23) (27) (23) (27) (10) (24) (9 9 2 5 16 30 4 13 4 7 0 0 (1 87 92 96 101 107 113 120 127 133 140 146 (2 3.9% 3.9% 4.0% 4.0% 5.0% 5.0% 5.0% 4.5% 4.5% 4.5% 4.0%	(96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (1	(96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (1	(96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (138) (138) (139) ((96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (138) (157) (138) (157) (138) (138) (157) (138) (138) (157) (138) (138) (157) (138) (138) (138) (138) (138) (157) (138) ((96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (138) (157) (152) (152) (153) (153) (157) (152) (153) (153) (153) (157) (152) (153) (96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (138) (157) (152) (219) 1 1 3 5 0 (0) 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 9 14 8 19 7 8 7 9 7 9 7 10 8 8 11 9 9 6 6 9 7 10 6 7 8 8 8 3 12 14 8 3 5 4 1 1 7 (1) (2) (2) (3) (4) (6) (5) (5) (4) (14) (14) (4) (4) (4) (4) (4) (4) (4) 8 8 20 19 41 7 8 11 24 22 7 7 6 6 6 6 7 6 71 9 (19) (12) (17) (8) (15) (23) (27) (23) (27) (10) (24) (38) (40) (48) (39) (47) (55) 9 2 5 16 30 4 13 4 7 0 0 0 0 0 0 0 0 0 0 87 92 96 101 107 113 120 127 133 140 146 154 162 171 178 188 197 3.9% 3.9% 4.0% 4.0% 5.0% 5.0% 5.0% 4.5% 4.5% 4.5% 4.5% 4.0% 4.5% 4.0% 4.5% 4.0% 4.5% 4.0%	96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (138) (157) (152) (219) (162) 1 1 3 5 0 (0) 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (138) (157) (152) (219) (162) (159) 1 1 3 5 0 (0) 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	(96) (121) (120) (175) (137) (111) (126) (144) (142) (145) (136) (136) (135) (138) (157) (152) (219) (162) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (152) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (159) (171) (

Financial Statement 3 – Rate Setting Estimates

Line	Item	Details / Source of calculation
40	Revenue, excluding Rates	 All non rate revenue. Cash related revenue only. Line 9, less Line 1, 2 and 7
41	Expenses (cash only)	All cash expenses.Line 21, less Line 15, 16 and 20.
42	Deficit before Capital Expenditure	o Line 40 less line 41.
43	Capital Expenditure	 As per Line 28 and 29.
44	Deficit before Rates	○ Line 42 less line 43.
45	Opening Funds	 Municipal cash balance from end of the previous year.
46	Capital Grants	o Grants provided by external bodies to support capital projects.
47	Capital Proceeds	 Proceeds received as a result of sale of assets.
48	Loans – repayment of principal	o As per line 33.
49	Borrowings	○ As per line 32.
50	Transfers from Reserves	○ As per line 37.
51	Transfer to Reserves	○ As per line 38.
52	Amount to be made up by Rates	 Amount of rates required to be raised o fund the annual budget.
53	Rates % Increase	 % increase of rates compared to the previous year.
54	Closing Funds	Sum of lines 44 to 52The end of year municipal fund rate setting surplus (deficit).

(FS4) Financial Statement 4 - Statement of Financial Position Estimates

OVERALL VALUES	Notes	<u>Jun-14</u> \$ms	<u>Jun-15</u> \$ms	<u>Jun-16</u> \$ms	<u>Jun-17</u> \$ms	<u>Jun-18</u> \$ms	<u>Jun-19</u> \$ms	<u>Jun-20</u> \$ms	<u>Jun-21</u> \$ms	<u>Jun-22</u> \$ms	<u>Jun-23</u> \$ms	<u>Jun-24</u> \$ <i>m</i> s	<u>Jun-25</u> \$ms	<u>Jun-26</u> \$ms	<u>Jun-27</u> \$ms	<u>Jun-28</u> \$ms	<u>Jun-29</u> \$ <i>m</i> s	<u>Jun-30</u> \$ <i>m</i> s	<u>Jun-31</u> \$ms	<u>Jun-32</u> \$ms	<u>Jun-33</u> \$ms	<u>Jun-34</u> \$ms
Assets		•																				
Current Assets	54	77	94	93	87	54	62	77	94	94	98	102	119	151	186	228	260	302	286	339	401	462
Non Current Assets	55	1,161	1,279	1,290	1,301	1,363	1,387	1,380	1,386	1,404	1,422	1,430	1,425	1,421	1,419	1,414	1,428	1,435	1,505	1,512	1,513	1,522
Total Assets	56	1,239	1,373	1,382	1,388	1,417	1,449	1,458	1,480	1,498	1,521	1,531	1,543	1,573	1,604	1,642	1,688	1,737	1,791	1,851	1,914	1,984
Liabilities																						
Current Liabilities	57	(24)	(27)	(24)	(24)	(25)	(25)	(26)	(27)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(37)	(38)	(39)	(40)
Non Current Liabilities	58	(8)	(14)	(15)	(17)	(30)	(56)	(54)	(62)	(61)	(64)	(50)	(36)	(33)	(29)	(25)	(21)	(17)	(12)	(8)	(39)	(0)
Total Liabilities	59	(31)	(42)	(38)	(41)	(54)	(81)	(80)	(88)	(88)	(92)	(80)	(66)	(64)	(61)	(58)	(55)	(52)	(49)	(45)	(42)	(40)
Total Elabilities		(01)	(12)	(00)	(11)	(01)	(01)	(00)	(00)	(00)	(02)	(00)	(00)	(01)	(01)	(00)	(00)	(02)	(10)	(10)	(12)	(10)
Net Assets	60	1,207	1,332	1,344	1,347	1,362	1,368	1,378	1,391	1,410	1,428	1,452	1,477	1,509	1,543	1,584	1,633	1,685	1,742	1,805	1,872	1,944
Equity																						
Retained Surplus	61	543	542	563	567	616	613	607	604	623	637	658	666	666	666	665	682	692	765	776	781	792
Reserves - Cash backed	62	52	64	56	55	21	29	45	61	61	65	68	85	118	152	194	226	267	251	304	365	426
Reserves - Asset Revaluation	63	613	725	725	725	725	725	725	725	725	725	725	725	725	725	725	725	725	725	725	725	725
Equity	64	1,207	1,332	1,344	1,347	1,362	1,368	1,378	1,391	1,410	1,428	1,452	1.477	1,509	1,543	1,584	1,633	1,685	1,742	1,805	1,872	1,944
MOVEMENTS	Line	<u>14-15</u> \$ms	<u>15-16</u> \$ms	<u>16-17</u> \$ms	<u>17-18</u> \$ms	<u>18-19</u> \$ms	<u>19-20</u> \$ms	20-21 \$ms	21-22 \$ms	22-23 \$ms	23-24 \$ms	24-25 \$ms	25-26 \$ms	<u>26-27</u> \$ms	27-28 \$ms	28-29 \$ms	29-30 \$ms	30-31 \$ms	31-32 \$ms	32-33 \$ms	33-34 \$ms	<u>0</u> \$ms
MOVEMENTS Assets	Line																					
	Line 65																					
Assets		\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms
Assets Current Assets	65	\$ms	\$ms (1)	\$ms (6)	\$ms (33)	\$ms	\$ms	\$ms	\$ms (0)	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms 42	\$ms	\$ms 42	\$ms (16)	\$ms	\$ms 62	\$ <i>ms</i>	\$ms 385
Assets Current Assets Non Current Assets	65 66	\$ms 17 118	\$ms (1) 10	\$ms (6) 12	\$ms (33) 62	\$ms 8 24	\$ms 16 (7)	\$ms 17 5	\$ms (0) 18	\$ms 4 18	\$ms 3 8	\$ms 17 (5)	\$ms 33 (3)	\$ms 34 (3)	\$ms 42 (4)	\$ms 32 14	\$ms 42 7	\$ms (16) 70	\$ms 53 7	\$ms 62 1	\$ms 61 10	\$ms 385 361
Assets Current Assets Non Current Assets Total Assets	65 66	\$ms 17 118 135	\$ms (1) 10	\$ms (6) 12 5	\$ms (33) 62 29	\$ms 8 24 32	\$ms 16 (7)	\$ms 17 5 22	\$ms (0) 18	\$ms 4 18 23	\$ms 3 8 11	\$ms 17 (5) 12	\$ms 33 (3) 29	\$ms 34 (3)	\$ms 42 (4) 38	\$ms 32 14	\$ms 42 7	\$ms (16) 70	\$ms 53 7 60	\$ms 62 1 63	\$ms 61 10 71	\$ms 385 361 746
Assets Current Assets Non Current Assets Total Assets Liabilities	65 66 67	\$ms 17 118 135 (4)	\$ms (1) 10 9	\$ms (6) 12 5 (1)	\$ms (33) 62	\$ms 8 24	\$ms 16 (7) 9	\$ms 17 5 22 (1)	\$ms (0) 18 18	\$ms 4 18 23 (1)	\$ms 3 8	\$ms 17 (5)	\$ms 33 (3)	\$ms 34 (3) 32	\$ms 42 (4)	\$ms 32 14 46	\$ms 42 7 49	\$ms (16) 70 54	\$ms 53 7 60	\$ms 62 1 63	\$ms 61 10	\$ms 385 361
Assets Current Assets Non Current Assets Total Assets Liabilities Current Liabilities	65 66 67	\$ms 17 118 135	\$ms (1) 10 9	\$ms (6) 12 5	\$ms (33) 62 29 (1)	\$ms 8 24 32 (1)	\$ms 16 (7) 9 (1)	\$ms 17 5 22	\$ms (0) 18 18 (1)	\$ms 4 18 23	\$ms 3 8 11 (1)	\$ms 17 (5) 12 (1)	\$ms 33 (3) 29 (1)	\$ms 34 (3) 32 (1)	\$ms 42 (4) 38	\$ms 32 14 46 (1)	\$ms 42 7 49 (1)	\$ms (16) 70 54 (1)	\$ms 53 7 60 (1)	\$ms 62 1 63 (1)	\$ms 61 10 71 (1)	\$ms 385 361 746 (17)
Assets Current Assets Non Current Assets Total Assets Liabilities Current Liabilities Non Current Liabilities	65 66 67 68 69 70	\$ms 17 118 135 (4) (6) (10)	\$ms (1) 10 9 4 (0)	\$ms (6) 12 5 (1) (2) (3)	\$ms (33) 62 29 (1) (13) (13)	\$ms 8 24 32 (1) (26) (26)	\$ms 16 (7) 9 (1) 1	\$ms 17 5 22 (1) (8)	\$ms (0) 18 18 (1) 1 (0)	\$ms 4 18 23 (1) (3) (4)	\$ms 3 8 11 (1) 14 13	\$ms 17 (5) 12 (1) 14 13	\$ms 33 (3) 29 (1) 4 3	\$ms 34 (3) 32 (1) 4 3	\$ms 42 (4) 38 (1) 4 3	\$ms 32 14 46 (1) 4 3	\$ms 42 7 49 (1) 4 3	\$ms (16) 70 54 (1) 4 3	\$ms 53 7 60 (1) 5 3	\$ms 62 1 63 (1) 5	\$ms 61 10 71 (1) 3 1	\$ms 385 361 746 (17) 8 (9)
Assets Current Assets Non Current Assets Total Assets Liabilities Current Liabilities Non Current Liabilities	65 66 67 68 69	\$ms 17 118 135 (4) (6)	\$ms (1) 10 9 4 (0)	\$ms (6) 12 5 (1) (2)	\$ms (33) 62 29 (1) (13)	\$ms 8 24 32 (1) (26)	\$ms 16 (7) 9 (1) 1	\$ms 17 5 22 (1) (8)	\$ms (0) 18 18 (1) 1	\$ms 4 18 23 (1) (3)	\$ms 3 8 11 (1) 14	\$ms 17 (5) 12 (1) 14	\$ms 33 (3) 29 (1) 4	\$ms 34 (3) 32 (1) 4	\$ms 42 (4) 38 (1) 4	\$ms 32 14 46 (1) 4	\$ms 42 7 49 (1) 4	\$ms (16) 70 54 (1) 4	\$ms 53 7 60 (1) 5	\$ms 62 1 63 (1) 5	\$ms 61 10 71 (1) 3	\$ms 385 361 746 (17) 8
Assets Current Assets Non Current Assets Total Assets Liabilities Current Liabilities Non Current Liabilities Total Liabilities Net Assets	65 66 67 68 69 70	\$ms 17 118 135 (4) (6) (10)	\$ms (1) 10 9 4 (0)	\$ms (6) 12 5 (1) (2) (3)	\$ms (33) 62 29 (1) (13) (13)	\$ms 8 24 32 (1) (26) (26)	\$ms 16 (7) 9 (1) 1	\$ms 17 5 22 (1) (8)	\$ms (0) 18 18 (1) 1 (0)	\$ms 4 18 23 (1) (3) (4)	\$ms 3 8 11 (1) 14 13	\$ms 17 (5) 12 (1) 14 13	\$ms 33 (3) 29 (1) 4 3	\$ms 34 (3) 32 (1) 4 3	\$ms 42 (4) 38 (1) 4 3	\$ms 32 14 46 (1) 4 3	\$ms 42 7 49 (1) 4 3	\$ms (16) 70 54 (1) 4 3	\$ms 53 7 60 (1) 5 3	\$ms 62 1 63 (1) 5 4	\$ms 61 10 71 (1) 3 1	\$ms 385 361 746 (17) 8 (9)
Assets Current Assets Non Current Assets Total Assets Liabilities Current Liabilities Non Current Liabilities Total Liabilities	65 66 67 68 69 70	\$ms 17 118 135 (4) (6) (10)	\$ms (1) 10 9 4 (0)	\$ms (6) 12 5 (1) (2) (3)	\$ms (33) 62 29 (1) (13) (13)	\$ms 8 24 32 (1) (26) (26)	\$ms 16 (7) 9 (1) 1 1	\$ms 17 5 22 (1) (8) (8)	\$ms (0) 18 18 (1) 1 (0)	\$ms 4 18 23 (1) (3) (4)	\$ms 3 8 11 (1) 14 13	\$ms 17 (5) 12 (1) 14 13	\$ms 33 (3) 29 (1) 4 3 32	\$ms 34 (3) 32 (1) 4 3	\$ms 42 (4) 38 (1) 4 3 41	\$ms 32 14 46 (1) 4 3	\$ms 42 7 49 (1) 4 3	\$ms (16) 70 54 (1) 4 3	\$ms 53 7 60 (1) 5 3	\$ms 62 1 63 (1) 5 4	\$ms 61 10 71 (1) 3 1	\$ms 385 361 746 (17) 8 (9)
Assets Current Assets Non Current Assets Total Assets Liabilities Current Liabilities Non Current Liabilities Total Liabilities Net Assets Equity	65 66 67 68 69 70	\$ms 17 118 135 (4) (6) (10)	\$ms (1) 10 9 4 (0) 3 12 21	\$ms (6) 12 5 (1) (2) (3)	\$ms (33) 62 29 (1) (13) (13) 16	\$ms 8 24 32 (1) (26) (26)	\$ms 16 (7) 9 (1) 1	\$ms 17 5 22 (1) (8)	\$ms (0) 18 18 (1) 1 (0) 18	\$ms 4 18 23 (1) (3) (4)	\$ms 3 8 11 (1) 14 13	\$ms 17 (5) 12 (1) 14 13	\$ms 33 (3) 29 (1) 4 3	\$ms 34 (3) 32 (1) 4 3 34	\$ms 42 (4) 38 (1) 4 3	\$ms 32 14 46 (1) 4 3	\$ms 42 7 49 (1) 4 3	\$ms (16) 70 54 (1) 4 3	\$ms 53 7 60 (1) 5 3 64	\$ms 62 1 63 (1) 5 4	\$ms 61 10 71 (1) 3 1	\$ms 385 361 746 (17) 8 (9)
Assets Current Assets Non Current Assets Total Assets Liabilities Current Liabilities Non Current Liabilities Total Liabilities Net Assets Equity Retained Surplus	65 66 67 68 69 70 71	\$ms 17 118 135 (4) (6) (10) 125	\$ms (1) 10 9 4 (0) 3	\$ms (6) 12 5 (1) (2) (3)	\$ms (33) 62 29 (1) (13) (13)	\$ms 8 24 32 (1) (26) (26)	\$ms 16 (7) 9 (1) 1 1 9 (6)	\$ms 17 5 22 (1) (8) (8) 14 (3)	\$ms (0) 18 18 (1) 1 (0) 18	\$ms 4 18 23 (1) (3) (4) 19	\$ms 3 8 11 (1) 14 13 24	\$ms 17 (5) 12 (1) 14 13 25	\$ms 33 (3) 29 (1) 4 3 32 (1)	\$ms 34 (3) 32 (1) 4 3 34 0	\$ms 42 (4) 38 (1) 4 3 41 (1)	\$ms 32 14 46 (1) 4 3 49	\$ms 42 7 49 (1) 4 3 52	\$ms (16) 70 54 (1) 4 3 57 73	\$ms 53 7 60 (1) 5 3 64 11	\$ms 62 1 63 (1) 5 4	\$ms 61 10 71 (1) 3 1 72	\$ms 385 361 746 (17) 8 (9) 737

Financial Statement 4 – Statement of Financial Position

Line	Item		Details / Source of calculation
55	Current Assets	0	Short term assets such as cash and debtor receivables.
56	Non Current Assets	0	Fixed assets at net book value (ie. less accumulated Depreciation).
57	Total Assets	0	Sum of lines 55 and 56.
58	Current Liabilities	0	Short term liabilities such as creditors.
59	Non Current Liabilities	0	Long term liabilities such as outstanding loan principal.
60	Total Liabilities	0	Sum of lines 58 and 59.
61	Net Assets	0	Line 58 less line 60.
62	Retained Surplus	0	Cumulative retained surpluses generated since the inception of the City.
63	Reserves – Cash backed	0	Cash held in reserves established for specific purposes.
64	Reserves – Asset Revaluation	0	Increased book value (ie not cash) of assets resulting from revaluations.
65	Equity	0	Sum of lines 51 to 53.
Lines	66 to 76	0	Summarise the movements in assets, liabilities and equity (lines 55 to 65) between successive years.

(SS1) Supporting Schedule 1 - Assumptions

(ooi) oapporting oone	Jaar	•	, 100	, a i i i	puo															
	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>21-22</u>	<u>22-23</u>	<u>23-24</u>	<u>24-25</u>	<u>25-26</u>	<u>26-27</u>	<u>27-28</u>	<u>28-29</u>	<u>29-30</u>	<u>30-31</u>	<u>31-32</u>	<u>32-33</u>	33-34	<u>Average</u>
	<u>15-16</u> \$ms	16-17 \$ms	<u>17-18</u> \$ms	18-19 \$ms	19-20 \$ms	20-21 \$ms	21-22 \$ms	22-23 \$ms	23-24 \$ms	24-25 \$ms	25-26 \$ms	<u>26-27</u> \$ms	27-28 \$ms	28-29 \$ms	29-30 \$ms	30-31 \$ms	31-32 \$ms	32-33 \$ms	33-34 \$ms	\$ms
EXTERNAL ENVIRONMENT																				
Population	164,942	165,307	165,789	166,309	166,839	167,467	168,064	168,724	169,477	170,285	171,109	171,959	172,846	173,744	174,670	175,617	176,595	177,616	178,671	
Dwellings	61,650	62,000	62,300	62,714	63,164	63,614	64,064	64,514	64,883	65,233	65,583	65,933	66,283	66,633	66,833	67,033	67,233	67,433	67,633	64,986
Perth CPI	2.3%	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.2%
Wages CPI	2.8%	3.0%	3.3%	3.5%																0.7%
RATES REVENUE																				
Rates % Increase on Base Revenue	3.9%	4.0%	4.0%	5.0%	5.0%	5.0%	4.5%	4.5%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.5%	4.0%	4.0%	4.3%
FEES & CHARGES - BY SERVICE																				
Building Fees, excl Dev't Application Fees		2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Development Application Fees		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Licenses & Registrations					2.5%				2.5%				2.5%				2.5%			0.6%
Sports & Recreation Fees		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Hire & Rentals / Leases		2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Inspection & Control Fees		2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Fines & Penalties				3.0%			3.0%			3.0%			3.0%			3.0%			3.0%	1.0%
Parking Fees		20.0%	16.7%	14.3%	12.5%	5.6%	5.3%	5.0%	5.0%	5.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	6.7%
Other Fees & Charges		2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Other Revenue		2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%

	<u>5-16</u> <u>16-17</u>	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	20-21	21-22	22-23	23-24	<u>24-25</u>	<u>25-26</u>	26-27	<u>27-28</u>	28-29	<u>29-30</u>	30-31	<u>31-32</u>	32-33	33-34	
OPERATING EXPENSES	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms
Salaries & Wages	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Other Employment Costs	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Members Costs	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Accommodation & Prop	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Administration	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Telephones and Communication	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Finance Related Cost	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Professional Fees &	-9.0%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	2.6%
Public Relations, Ad	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Contributions & Donations paid by City	-14.9%	-38.0%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	0.0%
Computing	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Furniture, Equipment	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Other Materials	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Books & Publications	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Travel, Vehicles & P	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
External Services, excl Tipping Fees	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Tipping Fees	4.2%	4.4%	4.2%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Waste Management Services	4.2%	4.4%	4.2%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Charges & Recoveries	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Electricity - Western Power (WP) Streetlighting	16.0%	2.0%	2.1%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.3%
Electricity - excluding WP Streetlighting	7.0%	6.0%	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.2%
Gas & Water	7.0%	6.0%	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.2%
Insurance Expenses	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Depreciation: Existing						3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	2.5%
CAPITAL & GRANTS																			
Capital Expenditure	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
Grants	2.5%	2.5%	2.5%	2.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.3%
FINANCING		_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	
Cash Reserves earnings	3.5%	3.5%	3.5%	4.0%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	4.7%
Borrowings: Fixed Term - 5 Years	3.25%	3.75%	4.25%	4.75%	5.25%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.75%	5.33%
Borrowings: Fixed Term - 10 Years	3.50%	4.00%	4.50%	5.00%	5.50%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	5.58%
Borrowings: Fixed Term - 15 Years	3.75%	4.25%	4.75%	5.25%	5.75%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	5.83%
Borrowings: Fixed Term - 20 Years	4.00%	4.50%	5.00%	5.50%	6.00%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.08%

(SS2) Supporting Schedule 2 - Capital Expenditure

	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	20-21	<u>21-22</u>	22-23	23-24	24-25	<u>25-26</u>	<u>26-27</u>	<u>27-28</u>	28-29	29-30	<u>30-31</u>	31-32	32-33	33-34	Total
	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms
xisting assets & infrastructure																					
Freehold Land	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(39)
Buildings	(0)	(8)	(5)	(11)	(4)	(2)	(8)	(5)	(3)	(4)	(4)	(2)	(2)	(3)	(3)	(3)	(3)	(6)	(3)	(3)	(83)
Furniture & IT	(1)	(1)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(5)
Fleet, Plant & Equipment	(3)	(4)	(4)	(4)	(5)	(5)	(5)	(6)	(7)	(4)	(6)	(6)	(7)	(8)	(8)	(7)	(7)	(7)	(9)	(9)	(122)
Roads	(7)	(7)	(6)	(7)	(7)	(7)	(8)	(8)	(12)	(32)	(22)	(17)	(17)	(18)	(30)	(28)	(22)	(22)	(24)	(34)	(334)
Footpaths	(1)	(1)	(1)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(3)	(3)	(3)	(3)	(2)	(2)	(2)	(2)	(2)	(40)
Drainage	(1)	(0)	(0)	(0)	0	0	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(2)	(2)	(2)	(2)	(2)	(20)
Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Existing Assets & Infrastructure	(15)	(22)	(18)	(25)	(20)	(18)	(25)	(23)	(27)	(45)	(37)	(32)	(33)	(34)	(48)	(44)	(39)	(42)	(44)	(53)	(645)
lew Assets & Infrastructure																					
Freehold Land	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(5)
Buildings	(17)	(16)	(21)	(68)	(34)	(6)	(15)	(28)	(24)	(2)	(3)	(2)	(2)	(2)	(2)	(2)	(72)	(3)	(3)	(3)	(327)
Furniture & IT	0	0	(0)	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0)
Fleet, Plant & Equipment	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(11)
Roads	(2)	(9)	(6)	(5)	(4)	(4)	(3)	(6)	(3)	(7)	(3)	(7)	(3)	(4)	(8)	(4)	(4)	(9)	(4)	(4)	(99)
Footpaths	(1)	(2)	(2)	(1)	(1)	(1)	(1)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(34)
Drainage	(0)	(0)	(1)	(1)	(1)	(1)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(8)
Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Assets & Infrastructure	(21)	(27)	(30)	(77)	(41)	(13)	(20)	(37)	(29)	(12)	(9)	(12)	(9)	(9)	(14)	(9)	(79)	(15)	(11)	(11)	(484)
Total Capital Expenditure	(36)	(49)	(48)	(102)	(61)	(31)	(45)	(60)	(56)	(56)	(47)	(44)	(41)	(43)	(61)	(53)	(118)	(58)	(54)	(64)	(1,129)

(SS3) Supporting Schedule 3 - Capital Proceeds

	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u> 18-19</u>	<u> 19-20</u>	<u>20-21</u>	<u>21-22</u>	<u>22-23</u>	<u>23-24</u>	<u>24-25</u>	<u>25-26</u>	<u>26-27</u>	<u>27-28</u>	<u>28-29</u>	<u>29-30</u>	<u>30-31</u>	<u>31-32</u>	<u>32-33</u>	<u>33-34</u>	<u>Total</u>
	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms
Proceeds																					
Fleet	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	1	17
Tamala Park	5	3	4	2	5	6	7	8	2	3	4	7	2	4	3	0	0	0	0	0	65
Asset Rationalisation Proceeds (JPACF)	3	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9
Edgewater Quarry	0	0	0	0	0	0	0	0	0	9	9	0	0	0	0	0	0	0	0	0	18
Grove Child Care / Dorchester Hall / Warwick Hall	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
CBD Office Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Major Building Construction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Rationalisation Proceeds (Other)	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Total Proceeds	9	5	7	10	6	7	8	8	3	12	14	8	3	5	4	1	1	1	2	1	115

(SS4) Supporting Schedule 4 - Reserves

	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>21-22</u>	<u>22-23</u>	<u>23-24</u>	<u>24-25</u>	<u>25-26</u>	<u>26-27</u>	<u>27-28</u>	<u>28-29</u>	<u>29-30</u>	<u>30-31</u>	<u>31-32</u>	<u>32-33</u>	33-34	<u>Total</u>
	\$ms	\$ms	\$ms																		
Strategic Asset Managemen	t																				
Opening Balance	20	22	15	17	1	6	19	28	27	37	36	48	72	101	136	162	199	173	215	267	20
Transfer to Reserve	2	1	8	0	6	13	16	11	19	2	15	25	31	36	28	39	45	48	53	50	449
Transfer from Reserve	(0)	(8)	(6)	(16)	(1)	(1)	(6)	(12)	(9)	(3)	(3)	(1)	(1)	(1)	(2)	(2)	(71)	(5)	(2)	(2)	(153)
Closing Balance	22	15	17	1	6	19	28	27	37	36	48	72	101	136	162	199	173	215	267	315	315
Sale of Tamala Park Land																					
Opening Balance	2	7	11	15	0	1	1	4	7	6	4	4	7	6	6	4	0	0	0	0	2
Transfer to Reserve	5	4	5	2	6	6	7	8	3	3	4	7	3	4	3	0	0	0	0	0	69
Transfer from Reserve	0	0	0	(17)	(5)	(6)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	0	0	0	0	(71)
Closing Balance	7	11	15	0	1	1	4	7	6	4	4	7	6	6	4	0	0	0	0	0	0
Joondalup Performing Arts 8	& Cultu	re Faci	ility																		
Opening Balance	11	11	15	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11
Transfer to Reserve	0	5	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
Transfer from Reserve	(0)	(2)	(12)	(8)	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(21)
Closing Balance	11	15	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Parking Facility																					
Opening Balance	7	5	1	1	2	4	6	9	6	0	3	6	9	14	19	25	31	38	46	54	7
Transfer to Reserve	1	1	1	1	2	2	3	3	3	2	3	3	5	5	6	6	7	7	8	10	80
Transfer from Reserve	(3)	(5)	(1)	0	0	0	0	(6)	(9)	0	0	0	0	0	0	0	0	0	0	0	(24)
Closing Balance	5	1	1	2	4	6	9	6	0	3	6	9	14	19	25	31	38	46	54	63	63
Cash in Lieu of City Parking																					
Opening Balance	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	(1)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1)
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	20-21	21-22	22-23	23-24	24-25	25-26	<u> 26-27</u>	27-28	28-29	29-30	30-31	31-32	32-33	33-34	<u>Total</u>
	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms
Ocean Reef Marina																					
Opening Balance	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	(1)	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1)
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Currambiine / Kinross Com	munity (Centre																			
Opening Balance	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Transfer to Reserve	0	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Asset Rationalisation Proce	eds (Ot	her)																			
Opening Balance	0	0	0	0	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	0
Transfer to Reserve	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3
Capital Works Going Forwa	rd																				
Opening Balance	3	8	5	5	5	5	5	6	6	6	7	7	7	8	8	8	9	9	10	10	3
Transfer to Reserve	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	14
Transfer from Reserve	(3)	(3)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(6)
Closing Balance	8	5	5	5	5	5	6	6	6	7	7	7	8	8	8	9	9	10	10	11	11
Waste Management																					
Opening Balance	3	5	5	6	6	7	7	8	9	10	11	12	13	14	15	16	18	19	21	22	3
Transfer to Reserve	2	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	22
Transfer from Reserve	0	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0)
Closing Balance	5	5	6	6	7	7	8	9	10	11	12	13	14	15	16	18	19	21	22	24	24

	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	Total
	\$ms																				
Vehicles & Plants Replacement																					
Opening Balance	2	2	3	3	3	3	2	2	2	2	3	3	4	3	3	2	3	3	3	3	2
Transfer to Reserve	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	5
Transfer from Reserve	0	0	0	0	(1)	(0)		(1)	0	0	0	0	(0)	(0)		0	0	0	(1)		(5)
Closing Balance	2	3	3	3	3	2	2	2	2	3	3	4	3	3	2	3	3	3	3	2	2
Non Current LS Leave Reserve																					
Opening Balance	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	4	4	4	4	4	2
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Transfer from Reserve	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0)
Closing Balance	2	2	2	2	2	2	2	2	3	3	3	3	3	3	4	4	4	4	4	4	4
Public Art Reserve																					
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	(0)	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0)
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Section 20A Land																					
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marmion Car Park Reserve																					
Opening Balance	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	(0)	(2)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(2)
Closing Balance	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>21-22</u>	<u>22-23</u>	<u>23-24</u>	<u>24-25</u>	<u>25-26</u>	<u>26-27</u>	<u>27-28</u>	<u>28-29</u>	<u>29-30</u>	<u>30-31</u>	<u>31-32</u>	<u>32-33</u>	<u>33-34</u>	<u>Total</u>
	\$ms																				
Cash in Lieu of Parking Reserve																					
Opening Balance	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	3	3	1
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	3	3	3	3
Cash in Lieu of Public Open	Space																				
Opening Balance	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Transfer to Reserve	0	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Trust Fund																					
Opening Balance	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Transfer from Reserve	(1)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1)
Closing Balance	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Minor Reserves																					
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0)
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total																					
Opening Balance	55	66	58	57	24	32	47	64	63	68	71	88	120	154	196	228	270	253	306	368	55
Transfer to Reserve	19	12	17	8	15	23	27	23	27	10	24	38	40	48	39	47	55	58	64	63	658
Transfer from Reserve	(8)	(20)	(19)	(41)	(7)	(8)	(11)	(24)	(22)	(7)	(7)	(6)	(6)	(6)	(7)	(6)	(71)	(5)	(2)	(2)	(284)
Closing Balance	66	58	57	24	32	47	64	63	68	71	88	120	154	196	228	270	253	306	368	429	429

(SS5) Supporting Schedule 5 - Borrowings

	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u> 18-19</u>	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	<u>Total</u>
	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms	\$ms
Bramston Park Clubrooms		2																			2
Heathridge Leisure Centre Refurbishment					1																1
Joondalup Performing Arts & Culture Facility/Jinan Garden				16	28																44
Synthetic Hockey Project			5																		5
Greenwood Community Centre (Calectasia hall / GSGH)																					
Edgewater Quarry						1	13	4													18
Percy Doyle - Refurbishment Works					1																1
Clubroom Redevelopment - Chichester Park						3															3
Multi Storey Car Park (1)	9																				9
Multi Storey Car Park (2)									7												7
Total New Borrowings	9	2	5	16	30	4	13	4	7											0	90