



Long Term Financial Plan 2026 - 2035

Table of Contents

Introduction	4
Overview	4
1. Strategic Context	5
1.1 Integrated Planning	5
1.2 Financial Position and Performance Policy	5
2. Our Community	6
3. Long Term Financial Planning Process	6
3.1 Operating Baseline and Business Units	7
3.2 New Operating and New Employees	7
3.3 Capital	7
3.4 Asset Management Plans	8
3.5 Funding and Assessment of Ratios and Targets.....	8
3.6 Service Levels	8
3.7 Plan Exclusions	8
4. Influencing Factors and Assumptions.....	9
4.1 Assumptions.....	9
4.2 Revenue Escalation.....	10
4.3 Expenditure Escalation	10
5. Financial Position and Performance	11
5.1 Borrowing Principle.....	11
5.2 Asset Renewal Principle	13
5.2.1 Treatment of Surpluses	14
5.3 Rating Principle	14
5.3.1 Rating Strategy	14
5.3.2 Rating Strategy Model Formula.....	15
5.3.3 Rates	15
5.3.4 Differential Rates.....	16
5.3.5 Specified Area Rates	17
5.3.6 Other Charges	19
5.3.7 Charitable Exemptions	19
5.3.8 Rates Modelling	20
5.3.9 External Cost Escalation Rates	21
5.3.10 Community Capacity to Pay	22
5.3.11 Strategy for affordable rate setting	22
5.3.12 Reserves.....	24



5.4 Revenue Principle	27
5.5 Efficiency Principle	28
5.5.1 Efficiency Program	28
6. Key Ratios	29
6.1 Current Ratio	29
6.2 Asset Consumption Ratio	30
6.3 Asset Renewal Funding Ratio.....	31
6.4 Asset Sustainability Ratio	32
6.5 Debt Service Ratio.....	33
6.6 Operating Surplus Ratio	34
6.7 Own Source Revenue Ratio	34
7. Summary	35
8. Attachments	35



Introduction

The *Local Government Act 1995* requires local governments in Western Australia to ensure good governance by addressing several key needs:

- Promote Sustainability: Economic, social, and environmental sustainability within the district.
- Climate Change: Plan for and mitigate risks associated with climate change.
- Long-Term Impact: Consider the long-term consequences and impacts of decisions on future generations.
- Aboriginal Interests: Recognise and involve Aboriginal people in decision-making processes.
- Collaboration: Collaborate with other local governments as needed.

To support these needs, the City of Mandurah (the City) has developed a ten-year Long Term Financial Plan (LTFP or Plan). This Plan ensures that the City's priorities and services are affordable and align with community needs and aspirations both now and in the future.

The 2025/2026 Annual Budget represents year 1 of this Plan.

Overview

This Plan is critical to Council's financial planning process. It underpins the long term financial sustainability and demonstrates the level of investment Council can commit to when delivering the City of Mandurah Strategic Community Plan. A key objective of the LTFP is to ensure adequate funding is available to provide efficient services to the community.

The 10-year rolling plan has been prepared on the basis of a number of objectives and assumptions that are outlined in this document. Strategies, priorities, opportunities and emerging issues are all dynamic influences of this Plan. To ensure that the Plan is responsive to the needs of the community, it is reviewed and adjusted annually, alongside the Corporate Business Plan and Annual Budget.

The financial projections contained within this Plan provide an indication of the Council's direction and financial capacity and assist the Council in making informed and evidence-based decisions. The LTFP should be viewed as a guide to future actions or opportunities which encourages the Council to consider the future impact of decisions on the Council's long term financial sustainability. Central to the development of this Plan are the financial principles which guide this Plan and decision making by the City.

This Plan is based on and achieves, the following outcomes:

- \$435.4 million in capital expenses across the Plan;
- \$1.55 billion in operating expenditure over the Plan (excluding depreciation);
- A rating strategy based on weighted average formulated by determining the percentage of budget for each operational expenditure type and the actual or projected cost for each type. An additional 0.68% is included in the final model to enable the City to achieve the Asset Renewal Principle;
- An average of 0.69% growth in rates per year resulting in an additional \$44.7 million in revenue over the Plan;
- Loan borrowings of \$66.4 million over the Plan resulting in a total liability of \$32.44 million (increase of \$3.3 million) in year 10;



- Includes an efficiency target of \$250k in year, representing \$2.5 million in permanent savings over the life of the plan; and
- Achieves ongoing improvement with the Department of Local Government, Sport and Cultural Industries (DLGSC) financial ratio benchmarks.

The LTFP Summary is available in [Attachment One](#).

1. Strategic Context

1.1 Integrated Planning

The *Local Government Act 1995* requires a local government to plan for the future of the district, which takes the form of the City of Mandurah Strategic Community Plan.

The actions to deliver the Strategic Community Plan must be costed and allocated to a particular year of delivery. Achieving the vision of the Strategic Community Plan relies on a range of stakeholders delivering projects, with the City partnering, advocating or delivering its own projects. For City projects, it is important that all informing strategies are costed with prioritised actions.

The LTFP is interrelated to all Council plans and strategies. It is important that the actions resulting from any strategies or plans include an assessment of resource implications and the cost of delivery, for Council to make an informed decision on whether the value for money of delivering an action is supported.

The LTFP incorporates the following:

- Strategic Community Plan
- Corporate Business Plan
- Asset Management Strategy
- Workforce Plan
- Informing Strategies
- Council policies

1.2 Financial Position and Performance Policy

The Financial Position and Performance Council Policy (Policy) demonstrates the City's commitment to financial stewardship by exercising responsible oversight and management to meet the current and future needs of the community. The Policy provides strategic direction as part of the development of the LTFP and the Annual Budget process.

The Policy is founded on the following guiding principles:

Accountability Principle	Financial decision making must be accountable, transparent, equitable and benefit the community, both now and in the future.
Borrowing Principle	Loans for the acquisition or construction of capital projects are to be considered where the criteria is met.
Asset Renewal Principle	Asset renewals must have a higher priority than the creation of new assets.



Rating Principle	Community's capacity to pay must be considered, balanced with ensuring the full cost of infrastructure and service delivery are equitably met by all generations of ratepayers.
Revenue Principle	Revenue opportunities will be identified and pursued.
Efficiency Principle	Resources must be efficient, prioritised and optimised for service delivery to the community.

2. Our Community

The City of Mandurah is a regional local government situated on Bindjareb Country. Woven by waterways, Mandurah offers a coastal lifestyle connected to its environment and history.

A snapshot of the City of Mandurah is below:

- Total Area - 174 km²
- Coastline Length – 52 km
- 18 Suburbs
- 2025 Population forecast – 102,373
- Dominant Age Demographic – 65 to 69 years
- 936 Index of Relative Socio-economic Advantage and Disadvantage 2021
- 42,764 residential dwellings
- 4,979 Local Businesses
- 44,770 Employed Residents
- 26 Bridges (including footbridges)
- 396 Parks and Open Spaces
- 22 Sport Reserves
- 144 Playgrounds
- 780km total length of Roads
- 627km total length of Footpaths
- 81 Jetties and Wharfs
- 160 Natural Bushland Areas

3. Long Term Financial Planning Process

The Long-Term Financial Plan (LTFP) is based on a detailed financial model, which incorporates asset management strategies and future capital programs. This model is updated annually after the City's Annual Budget is adopted. The first year of the LTFP informs the following year's Annual Budget, ensuring it accommodates any changes that occur from assumptions and forecasts within the Plan.

It's important to note that forecasts contained within the LTFP, are based on assumptions that may change. Despite this, the LTFP remains a valuable tool for identifying long-term sustainability issues. The key assumptions used in the financial model on which this Plan is based are detailed under the Assumptions section refer to 4.1.

An overview of the process utilised to develop and inform the Plan is outlined below:



3.1 Operating Baseline and Business Units

For the development of this Plan, the City constructed a baseline for each business unit by using the 2024/2025 budget and excluding expenditure which is one-off or temporary in nature including:

- Temporary contract positions
- Consultants
- Programs/projects with an end life and the decision to continue is required by Council
- One-off costs

Any continuation of these exclusions requires Council to approve these as new proposals. If approved, the new operating initiatives as well as the additional employees required to deliver the service are included. This process ensures that the City obtains a minimum level of revenue and expenditure required to operate at the current service levels. It also ensures that the ongoing costs of the business unit are accurately reflected for the purpose of developing the LTFP.

The City's capital budget for renewals was based on the asset condition data. Once the baseline was included in the Plan, the surplus for each year was determined, and these funds were available to distribute to renewal capital projects, new capital projects, new operating or increases to existing services, repayment of loan debt or transfers to reserves.

3.2 New Operating and New Employees

The City identified new operating initiatives and increases to existing services due to subdivision and population growth. The new operating expenditure also includes any additional operating costs associated with new capital projects and any new FTE's required.

Unless otherwise approved by Council, new FTE are not approved unless directly funded through an increase in revenue. These positions are to be appointed on a temporary basis, for a period not exceeding 24 months. Following this period, the City is required to review whether the revenue was realised to determine whether the position can continue.

The New Operating Program is available in [Attachment Two](#).

3.3 Capital

The City's 10-year Capital Program details the capital asset programs that have an allocated a program budget. For example, Fencing Renewal Program or Playground Renewal Program.

Following Council's approval of the Annual Budget, the City will allocate each program's funding amount to the projects that need to be completed, using condition data and usage as two factors when considering which projects are to be carried out. Assigning funds to a program rather than specifically stating projects in the Plan provides the flexibility to determine the priorities of work each financial year.

A project that is specifically identified in the Plan is in addition to an asset program. These projects have sufficient information to determine that they are required to be carried out.

Capital expenditure has been categorised as either renewal, upgrade or new, and these are defined as:



- Renewal – An asset that is expected to increase the remaining useful life of the original asset. This can be a like for like replacement of an asset.
- Upgrade – An asset that is expected to increase the economic benefit or service potential of the asset.
- New – An asset that has not been previously recognised. This will also have future operational costs that will need to be included in the LTFP.

The City has used asset condition data for the baseline of capital renewals. The City's current asset management plans are subject to continuous review to ensure the level of detail required to inform the Plan is accurate. The City's asset management plans inform the Council of the required level of expenditure that should be spent on renewals to ensure the current service level is maintained.

The Capital Program is available in [Attachment Three](#).

3.4 Asset Management Plans

The City's Asset Management Framework consists of an Infrastructure Asset Management Policy, Asset Management Strategy and Infrastructure Asset Management Plans. These documents drive and align to the community vision and initiatives contained within the City of Mandurah Strategic Community Plan. They also assist in identifying major projects and actions to be incorporated into the City's Corporate Business Plan and Long Term Financial Plan.

The ultimate aim of core asset management is to prevent assets deteriorating to a point where they are a danger or are no longer able to provide the minimum required level of service.

3.5 Funding and Assessment of Ratios and Targets

The City has considered the DLGSC ratios when measuring performance. The DLGSC outlines advance standards for the ratios. In the achievement of the DLGSC ratios the City has recommended that Council endorse this Plan which supports improvement to the performance of these ratios over the life of the plan.

3.6 Service Levels

The Plan has been prepared on the basis that the City will continue to deliver the services at the same level currently provided to the community. The City will review these services and programs from time to time through the City of Mandurah Service Review Framework.

3.7 Plan Exclusions

The Plan does not include projects that are considered potential opportunities or still undergoing feasibility and due diligence. The areas of the business that are likely to be reviewed and included in the next Plan include:

- Incorporating the business cases approved by Council and the whole of life costs. Note: It is recommended that the financial implications to the Plan relating to any changes will occur at the time that Council endorses the business case; and
- Internal reviews that include overhead allocations, reserve allocations and the ongoing service, program and project reviews that occur throughout the City on an annual basis.



4. Influencing Factors and Assumptions

The City set out a list of assumptions in the Plan that details how the indexation applies to certain types of income and expenditure over the 10 years of the Plan. The assumptions use factors such as Perth Consumer Price Index (CPI), Local Government Cost Index (LGCI), rate increases, utility increases, growth rates and interest rates.

Extensive research was conducted to find the best possible source for these assumptions.

In addition, as part of the Plan's development, the City also considered the current economic climate and cost of living pressures faced by the community.

The Assumptions are available in [Attachment Four](#).

The Plan has considered our community, factors and assumptions outlined below:

4.1 Assumptions

The key assumptions included in the Plan are listed in the table below:

Factor	Details
Superannuation Guarantee	12% of salaries each year for the life of the Plan.
Population and growth	Estimated population as of June 2025 is 102,373 and is expected to increase to 116,567 by 2036. This is a 13.86% increase over the Plan.
Property growth	Dwellings in June 2025 totaled 49,179 and are expected to increase to 54,388 by 2036. This is an increase of 10.59% over the Plan.
Consumer Price Index (CPI)	Western Australian Treasury has forecast Perth CPI to be 2.75% for the year ended June 2025. It is projected to stay at 2.75% in 2026, 2.50% in 2027 and 2.5% for the remaining years. For the rest of the Plan the City has estimated that the rate will remain the same.
Utility Costs	Western Australia Local Government Association (WALGA) Economic Briefing in March reports there has been an increase for utilities of 3%. The City recently received tenders for its contestable sites resulting in an additional 6.1% increase in year 1 of the plan.
Waste Management Expenses	Waste expenses are fully recouped by the service fee charged to users.
Workers Compensation	Based on the Local Government Insurance Services deposit rate of 2.5% of wages.
Interest expenses	Calculated using the City's current borrowings interest rates of 6.0%.
Interest Income	Interest rates for interest income are set at 5.0% based on current term deposit rates.



4.2 Revenue Escalation

All figures have been escalated using assumptions based on the nature and type of revenue and expenditure.

Revenue Escalation	Details
Rates	<ul style="list-style-type: none"> Rates revenue will increase by \$44.68 million over the life of the plan. Changes in valuations have not been included in the rate revenue. It is expected that this will be minimal due to adjusting the previous year's rate in the dollar to reflect the average movement percentage of the proposed valuation.
Operating Grants, Subsidies and Contributions	<ul style="list-style-type: none"> Increase by Perth CPI. If a project does not receive funding/contribution, the project either does not commence or there will be a decrease in expenditure so that the net City contribution is the amount that is stated in the Plan.
Fees and Charges	Increase by Perth CPI.
Interest Earnings	Reflects current interest rates received for term deposits.
Other Revenue	Increase by Perth CPI.

4.3 Expenditure Escalation

The expenditure escalations included in this Plan are listed in the table below:

Expenditure Escalation	Details
Employee Costs	<ul style="list-style-type: none"> Salaries – The City's current Industrial Agreement (IA) has expired, and the City is under negotiations. The City's salary increase from March 2025 was 3.5%. In place of any formal IA agreement the City has assumed increases based on CPI. Vacancy Rate – The City estimates a vacancy rate of 8% in year 1, 6% in year 2 and 5% thereafter. The vacancy rate for the 2024/25 Financial Year has fluctuated between a range of 9% to 12%. Superannuation Guarantee – Increased by the amount required to be paid by the employer to the employee from the Australian Taxation Office. Additional Superannuation – The additional employer contribution stated in the EA is capped to reflect a total employer contribution up to a maximum of 14.5% (including the superannuation guarantee). The average take-up by the employees equates to an additional employer contribution of 1.6%. Workers Compensation - Based on the LGIS deposit rate of 2.5% of wages. Remaining Employee Costs are projected to increase by CPI.



	<ul style="list-style-type: none"> • Work Force Planning is undertaken to forecast future labour needs as well as the skills required to meet those needs. The expenditure in this category also incorporates the cost of workers compensation insurance, training, allowances and superannuation. • Any new employee requests require an analysis of the business unit justifying the additional resource and endorsement of Council at budget adoption or via Council resolution.
Materials and Contracts	Increase by Perth CPI.
Refuse Charges, Tipping Fees and Waste Management Expenses	The City has moved its waste disposal to waste to energy from December 2024. The new State Government Waste Strategy has not been released, and it is unknown whether there will be any mandatory requirements imposed on local governments as well as any additional charges to the City. Therefore, it is uncertain of the cost implications and as a result the Plan reflects current budget amounts increasing by CPI annually.
Utility Charges	<p>This represents an overall increase of 9.1%.</p> <p>Utility costs increase through a combination of:</p> <ul style="list-style-type: none"> • Projected to increase by 3% based on WALGA Local Government Cost Index estimates. • An additional 6.1% is included as the City's contestable sites electricity costs have increased by more than WALGA's estimates.
Insurance	<ul style="list-style-type: none"> • Excludes workers compensation (included in Employee Costs) • The cost for insurance has been projected to increase by 8.6% in year 1, 6% in year 2, 4% in year 3 and then 2.9% for the life of the plan based on WALGA estimates.
Other Expenditure	Increase by CPI

5. Financial Position and Performance

An overview of the key Financial Principles which support the City and Council achieve financial sustainability are set out below:

5.1 Borrowing Principle

The City recognises that it may be necessary to borrow funds for the acquisition or construction of assets. In these cases, the following criteria for loan borrowings apply:

- Loans are to fund capital expenditure only;
- Annual debt service expense to be affordable in the context of the Annual Budget process and the City's long term financial capacity;
- Total loan borrowings should not exceed 50% of the current rating revenue;

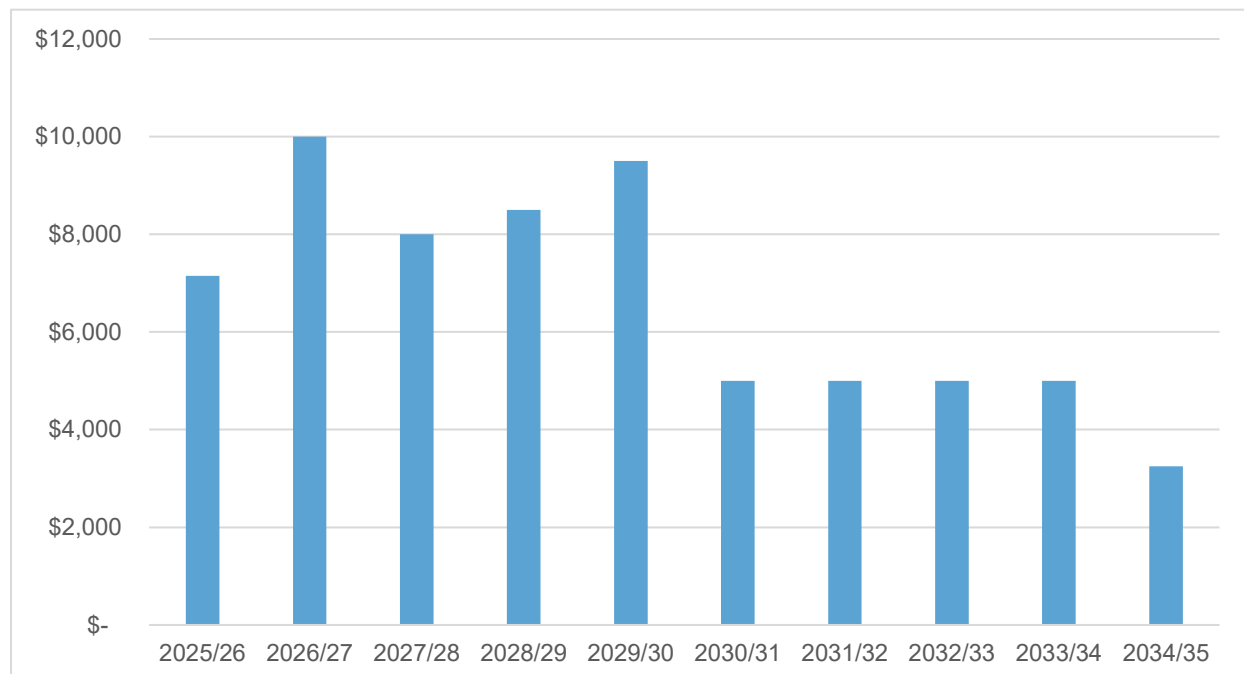


- Loans will be for the length of time before major intervention works are required, but no more than ten years, except for certain projects that are outlined through the Annual Budget and approved by Council;
- Debt Service Coverage Ratio in any one year must be maintained in accordance with the DLGSC standard (refer Section 6.5 of this Plan); and
- New loan borrowings will only be considered where a proposal has been presented to Council as part of the current Council approved LTFP.

Full detail of the City's borrowings is available in [Attachment Five](#).

The City has a loan offset facility which can be used to place surplus funds during the year to reduce the total loan borrowings, resulting in a decrease in total interest costs and these funds being redirected to the principal repayments. Loan costs are modelled in the Plan. Loan borrowings for Waste or Specified Area Rate (SAR) capital projects are repaid by revenue from waste charges or SAR charges, whichever are applicable.

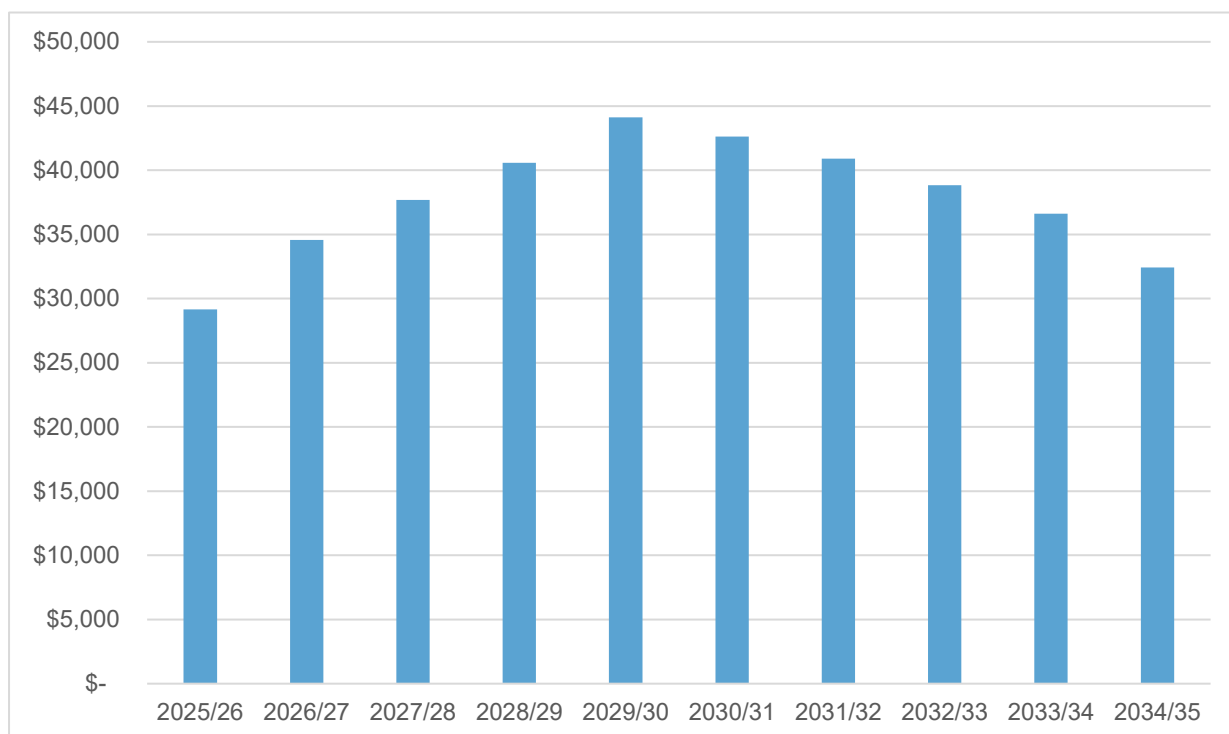
The Plan includes the following proposed new loan borrowings per year:



The recommended new loan borrowings per year are around \$5 million. The new borrowings are offset by the City's average annual repayment amount of \$5 million. Due to the renewal infrastructure requirements due to the City's aging infrastructure and staging of rate increases over a 10 year period, the City expects to supplement rates income with higher levels of borrowing and use of Reserves to fund the current service levels.

The implementation of the rates revenue and borrowing strategy will result in the following total outstanding debt/principal levels over the course of the Plan:





5.2 Asset Renewal Principle

The City recognises that maintaining assets for current and future generations is crucial. Adequate investment in the City's assets protects future generations from bearing the lack of previous ratepayers' obligations for contributing to future infrastructure needs. Every year, ratepayers should contribute the amount of asset benefit they use. This will enable the City to address any immediate need for strategic responses to major issues.

The City has \$1.55 billion of assets that it is required to maintain. The asset portfolio consists of:

- Buildings \$177.84 million
- Land \$93.52 million
- Furniture and Equipment \$3.28 million
- Plant and Equipment \$18.43 million
- Road Infrastructure \$618.99 million
- Drainage \$224.87 million
- Parks \$211.82 million
- Coastal and Estuary \$104.91 million
- Bridges \$88.33 million
- Other \$5.36 million

To ensure the City meets the current and future needs of the community, the following criteria apply:

- Investment in asset renewals must be prioritised over the creation of new assets;
- Investment in asset renewals is required to ensure service levels are met for current and future generations without a decline in quality or efficiency;



- Demonstrate continuous improvement in the achievement of the DLGSC Asset Sustainability Ratio standard (refer Section 6.4 of this Plan);
- Seek to maximise contribution to asset renewals from external grants and subsidies where possible;
- Subject to Council approval, any actual surplus at the end of the financial year, is transferred to the Asset Management Reserve to fund asset renewals, reducing the City's reliance on borrowings in the long term;
- Supports a position in the long term that through investing in additional renewal through the Rating Principle, the City will be able to fund capital programs reducing reliance on the Asset Management Reserve; and
- Shared use of community assets to be maximised in accordance with Council Community and Recreations Facility Council Policy.

5.2.1 Treatment of Surpluses

Each year, it is proposed that there will be a deficit of approximately \$500,000, that is if all activities and transactions eventuate the City will experience a shortfall of funds of \$500,000. However, experience has demonstrated that the City endeavors to find savings to ensure that by the end of the financial year, the City will not be in a deficit position, instead either balanced or in surplus.

If there is an actual surplus once the Annual Financial Statements have been approved by Council, then the Council will consider allocating the surplus to the Asset Management Reserve to reduce the difference between the amount paid by ratepayers and the amount required to be paid by ratepayers to cover the full year enjoyment of the City of Mandurah assets. The surplus can be used to fund renewal expenditure in the future or Council has the discretion to allocate the surplus to another purpose.

Subject to Council's approval, City officers will recommend that any surplus should be transferred to either asset renewal projects or the Asset Management Reserve. The City has had a significant adverse trend audit matter raised in the 2019/20 and 2020/21 financial years relating to its asset sustainability ratio being below the DLGSC standard. It shows that the City is not investing in renewal expenditure at the same rate that the assets are deteriorating and if this is not addressed the condition of the City's assets will decline, impacting on the services that the City delivers. While the ratios are no longer required to be reported in the City's financial statements, they are still relevant in the City's Long Term Financial Plan. Refer to section 6 of this Plan for further information on the City's performance against the DLGSC Ratios.

In the case of a deficit, this should be carried forward to the next year and funded. Deficits should not be supported as this would place further pressure on the future financial sustainability of the City.

5.3 Rating Principle

5.3.1 Rating Strategy

The following criteria applies to the overall rating principle:

- Council approves the rating strategy each year as part of the LTFP and Annual Budget process;
- In establishing the rating strategy, Council will consider the communities capacity to pay including:
 - Community service levels and expectations;



- Current economic climate and conditions including consideration of cost-of-living pressures for the community; and
 - External cost escalation rates which impact on the City and community.
- The increase to general rates is formulated through a weighted average model which takes into consideration the cost escalations that the City is expected to experience for each expenditure type in the following financial year.
- The rating strategy applies the known escalation increases or where this is not available, the City applies the most reliable and timely cost escalation data to the related operational expenditure type.
- These assumptions will be applied to the related operational expenditure type for example:
 - Material and contracts increased by Perth CPI forecast where it is reliable and timely, otherwise RBA CPI will be applied
 - Labour costs increased in accordance with the City's Industrial Agreement
 - Utilities and Insurance increased in accordance with the known escalation increases provided by the relevant supplier, and if there has been no confirmation of the increases, then the Local Government Cost index forecast will be applied.
- The weighted average model is formulated by determining the percentage of budget for each operational expenditure type and the forecasted cost escalation for each type. An additional 0.68% is included in the final model to enable the City to achieve the Asset Renewal Principle;
- Differential Rates apply ensuring that every landowner makes a reasonable contribution to rates;
- Specified Area Rates apply on certain locations in Mandurah where there is a waterway which enhances and requires an increased maintenance of the area by way of increased service levels for the benefit of the owners/residents who live in the area;
- Revenue raised through Specified Area Rates be used solely for the purpose which the rate was imposed, with any residual amount remaining being placed in a reserve for that same purpose; and
- Where applicable, Differential Rates and Specified Area Rates will be exercised by Council to meet specific community needs and to ensure fairness, consistency, transparency, efficiency and equity for the community in accordance with the Act.

5.3.2 Rating Strategy Model Formula

Weighted Average = (Direct Employee Costs × Rate as per Industrial Agreement) +
 (Materials and Contracts × Perth CPI forecast*) +
 (Utilities × LGCI and Supply Contract) +
 (Insurance LGCI)

* where the forecast is reliable and timely

5.3.3 Rates

In accordance with the Act, local governments impose rates on land within their district to raise revenue to fund the services, programs and facilities provided to the community. The amount of local government rates payable is calculated using the following formula:

- Valuation of land (GRV)* x Council's set rate in the dollar



* Land is valued by the Valuer General (State Government) using either the Unimproved Value (UV) method or the Gross Rental Value (GRV) method. The method applicable for the City has been designated Gross Rental Value. As the valuation is conducted by the Valuer General, the City has no control over this part of the formula. The City's next revaluation year for GRV is 2026/2027.

5.3.4 Differential Rates

The City may impose a single general rate which applies to all the properties in the gross rental value category or alternatively, the City can distinguish between land based on its zoning, use or whether it is vacant land (or other characteristics set out in regulations), or a combination of these factors, and apply a differential general rate to each. The purpose of a differential rate is to ensure that every landowner makes a reasonable contribution to rates.

Council resolves the rate in the dollar for each differential rating category when approving the annual budget. The rate in the dollar is usually different for each rate category. Council also imposes a minimum rate for each rate category. The rates raised by the City are not intended to cover any waste expenses as this is covered by the Rubbish Service levy. The differential rating categories are set out below:

Rate Category	Object	Reason
Residential Improved	This rate is regarded as the base rate as it represents the greatest number of properties in the City.	This rate aims to ensure that all ratepayers contribute towards local government services and programs.
Residential Vacant	This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.	This rate in the dollar will act to deter land holdings and acts to stimulate residential development.
Business Improved	This rate is to recognise that certain expenditures in the budget are specifically directed towards the economic development of the City and the additional costs associated with the service provision related to business activities.	This rate will ensure that the City meets the level of service costs associated with business properties and the area within which they are situated, including: (a) provision and maintenance of road infrastructure and streetscapes including road renewals and upgrades, car parking, footpaths, and traffic issues; and (b) activation, facilitation, and amenity improvements to promote the economic and social attractiveness to businesses areas.
Business Vacant	This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.	This rate in the dollar will act to encourage commercial development and stimulate economic growth.
Urban Development	This rate relates to land held for future development.	As with other vacant land rates, this rate is set at a higher level to deter the



	holding of land and acts to stimulate residential development.
--	--

5.3.5 Specified Area Rates

In accordance with the Act, the City raises Specified Area Rates on properties to provide for future maintenance and asset replacement costs of these areas. The following Specified Area Rates applied are:

Area	Purpose
Waterside Canal	<p>For owners to make a reasonable contribution toward maintaining and managing the canals in accordance with the Artificial Waterways Policy – Canals and Core Management Group. The defined area has been identified within the Government Gazette published 23 June 1995 as Schedule B in the City of Mandurah (Specified Area) Order No.1.</p> <p>The City contributes to the SAR proportionally according to the length of walling abutting public open space and bridge crossings. The City makes a 45% contribution to maintenance costs as some areas in the waterways are under the City's direct control and are public areas or attributes to public use of the waterway. There is 14.99% of the area of the Waterside canals that are under the City's direct control and the total percentage of costs attributable to public use (boat ramp) at Leslie Street equates to 30% (the reason there is a 30% contribution by the City is because of the location of the boat ramp which is located within the subdivision).</p> <p>Note: That the City funds 100% of the maintenance of the emergency access ways.</p>
Port Mandurah Canals	<p>For owners to make a reasonable contribution toward maintaining and managing the canals in accordance with the Artificial Waterways Policy – Canals and Core Management Group. Landowners are responsible for the canal wall replacement on their land. The annual SAR expenditure are the activities outlined in the Deed of Agreement and include litter control, hydrographic survey, water quality monitoring, canal management fees and funds transferred to the dredging reserve for Port Mandurah.</p> <p>The City contributes to the SAR proportionally according to the length of walling abutting public open space and bridge crossings. The City makes a 41% contribution to maintenance costs as some areas in the waterways are under the City's direct control and are public areas or attributes to public use of the waterway. There is 10.94% of the area of the Port Mandurah canals that are under the City's direct control and the total percentage of costs attributable to public use equates to 30% (which was derived from continuing use of the waterway by the ferry companies and in support of the tourism benefit).</p>
Mandurah Quay Canals	<p>On 12 September 1991, the WAPC approved the subdivision of land known then as 'The Sticks Tourist Development Area' subject to conditions, including a condition requiring the subdivider Forx Pty Ltd (Developer) to liaise with the City of Mandurah and Department of Marine and Harbours in regard to</p>



	<p>funding and management of the foreshore and Boat Haven after the initial 5 years following construction.</p> <p>The Mandurah Quay area was approved based on the understanding that the general community would not be encumbered with the ongoing expense of the development of the Boat Haven infrastructure and all lots within the subdivision will contribute to the Mandurah Quay Home Owners Association Incorporated (MQHOA) who would be responsible for all the Boat Haven assets. Caveats were required to be placed on the titles.</p> <p>A request by the MQHOA was made to the City to take responsibility of the Boat Haven assets and both parties agreed on the basis that the SAR would be based on whole of life costs. The SAR was introduced following formal resolution by Council in July 2001 (confirmed in the City's letter dated 9 August 2001). The intent was to transfer responsibility for the marina from MQHOA to the City as requested by the MQHOA given the impacts of land dealings associated with the caveats on properties. This information is documented in both the Special Council Meeting minutes of 31 July 2001 and the Ordinary Council Minutes of 20 March 2001 reports and minutes.</p> <p>The financial structure of the SAR was based on a "whole of life" cost model, inclusive of reserves for infrastructure upkeep such as seawalls and dredging. The reserve has been accruing accordingly. Operating costs include the maintenance of the marina such as water quality testing, hydro surveys, litter control and minor maintenance of the walls. The reserve is used for any major maintenance and replacement of marina walls.</p> <p>The SAR does not fund the maintenance expenses for the pavement, garden beds and lighting along the public access way.</p>
Port Bouvard – Northport Canals	<p>To recoup the costs of litter removal from the canal waterbody together with the costs of water quality testing, management, surveying, and minor maintenance. The purpose is in the Deed of Agreement and is the same for every canal group except Port Mandurah and Mandurah Quays Canals.</p> <p>The City contributes to the SAR proportionally according to the length of walling abutting public open space. The City makes a 10% contribution to maintenance costs as some areas in the waterways are under the City's direct control and are public areas or attributes to public use of the waterway. In relation to the beach cleaning, the City will pay a 50% contribution which is based on the community beach that all residents can access.</p>
Mariners Cove Canals	<p>For owners to make a reasonable contribution toward maintaining and managing the canals in accordance with the Artificial Waterways Policy – Canals and Core Management Group Deed of Agreement sets the purpose.</p> <p>The City contributes to the SAR proportionally according to the length of walling abutting public open space and public boat ramp. The City makes a 6% contribution to maintenance costs as some areas in the waterways are under the City's direct control and are public areas or attributes to public use of the waterway.</p>
Port Bouvard – Eastport Canals	<p>To recoup the costs of litter removal from the canal waterbody together with the costs of water quality testing, management, surveying, and minor maintenance.</p> <p>The City contributes to the SAR proportionally according to the length of walling abutting public open space and bridge crossings. The City makes a</p>



	2.5% contribution to maintenance costs as some areas in the waterways are under the City's direct control and are public areas or attributes to public use of the waterway.
Mandurah Ocean Marina	To provide for an enhanced maintenance standard and asset replacement costs. The SAR covers the ratepayers' contributions towards maintenance and improvements to the revetment wall, cleaning and lighting boardwalk, security, environment monitoring and Marina management.

5.3.6 Other Charges

Other charges that can be included on a rate notice but are not limited to:

- Emergency Services Levy (ESL)*
- Swimming Pool Levies
- Rubbish Service charges

*ESL is a State Government fee that the City collects and forwards all funds received to the State Government. The City is acting as an agent for this revenue collection.

All other charges included in the rates notice are not rates however are included in the total amount payable.

5.3.7 Charitable Exemptions

Under section 6.26 (2) (g) of the Act, the City must provide an exemption to land that is used exclusively for charitable purposes to be eligible for this exemption, the entity must show that the land is being used for:

- relief of poverty.
- the advancement of education.
- the advancement of religion.
- purposes beneficial to the community not falling under any of the previous three headings.

The entity must also pass the "public benefit" test. This test states that a charitable purpose benefits an appreciably important class of the community and that a charitable purpose exists for the public benefit and not for the benefit of individuals. The test requires firstly, that there is some 'benefit', in the sense that the use of the land must involve or result in something which is good for the public. Secondly, the benefit in question must be "public", in the sense of a benefit to either the general community or a sufficient section of the community to amount to the public.

The current amount of charitable rate exemptions that it costs the City in lost revenue is over \$2.2 million.

Non-government and government schools, Mandurah Community Health and Peel Health Campus are also exempt, however these exemptions are under a different subclause of section 6.26 of the Act. The City has not estimated the amount of uncollectable revenue for these uses as they were never rated prior to receiving an exemption.



5.3.8 Rates Modelling

The City's rating strategy takes into consideration the key values contained within Rating Policy Differential Rates (s.6.33) March 2016 released by the then Department of Local Government and Communities being:

- Objectivity;
- Fairness and Equity;
- Consistency; and
- Transparency and Administrative Efficiency.

As part of the LTFP process, the City is required to undertake rates modelling to demonstrate the scenarios and impacts. The rates increase for each year of the Plan including the revenue amount raised are detailed below:

Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$ 102,985,169.00	\$ 107,618,208.49	\$ 112,053,690.16	\$ 116,585,108.65	\$ 121,290,821.28	\$ 126,177,312.27	\$ 131,251,301.42	\$ 136,519,752.50	\$ 141,989,881.93	\$ 147,669,167.84
4.08%	3.99%	3.22%	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%

The development of the Plan involves modelling many scenarios and options that involve the timing of projects and rates increases. Variations to the timing of projects and assumptions requires the Plan to be reviewed.

The table below provides a sensitivity analysis of lower rate increases than currently predicted for the years 2026 to 2029. The table summarises the rate increases that are currently in the Plan as well as the impact of an increase or decrease of 1% over the life of the Plan.

The alternative scenarios, shown in the table below, outline the cash impacts after one and four years and the full impact on the 10 years of the Plan, are:

- Rates increases of 1% more than the current assumption
- Rates increases being 1% less than the current assumption
- Rates increases being 0% for all years



Scenario	Rates Increase %				Impact on Cash \$'000		
	2025/26	2026/27	2027/28	2028/29	1 Year Impact	5 Year Impact	10 Year Impact
Proposed plan	4.08	3.59	3.22	3.15	Nil Impact	Nil Impact	Nil Impact
1% more than proposed	5.08	4.59	4.22	4.15	\$972k	\$5.88M	\$14.70M
1% less than proposed	3.08	2.59	2.22	2.15	(\$972k)	(\$5.70M)	(\$13.57M)
0% rate increase	0%	0%	0%	0%	(\$3.98M)	(\$56.39M)	(\$212.98M)

Impacts to funding the provision of services, programs and infrastructure projects and maintenance, will also have other consequences in relation to the following:

- Higher borrowings may be required
- Reserves may need to be utilised
- Projects may need to be delayed or removed
- Operating surpluses may be insufficient to cover servicing asset management costs
- Service levels and the condition of assets

There are many indicators that influence Council's rate strategy. The two major influences are discussed in detail below:

5.3.9 External Cost Escalation Rates

Pressure is put on City expenditure because of external cost escalation rates. While the Consumer Price Index (CPI) can be a measure for the City when estimating the increase in expenditure, the index does include items that do not apply to local governments including Alcohol and Tobacco, Housing and Health.

Whilst most multi-term contracts of provision of service, program or infrastructure refer to Perth CPI as the escalation rate for the annual contract price, there are other escalation factors that are not fixed in a contract and that are higher than CPI. For example, the cost of utilities factors heavily on the City's expenditure. The City cannot therefore only use CPI as an indicator of cost escalations. The City is required to consider the City's industrial agreement with staff, the rising superannuation rate, road and building construction escalation rates and interest rates when determining the total expenditure for each year.

Another indicator used in this Plan is WALGA's Local Government Cost index (LGCI). This index looks at cost increases for Local Governments in WA across a range of components to give a forecast. Current estimates put the LGCI at 3.6% for the 30 June 2025 year. This LTFP has also used certain components such as Utilities (estimated at 3% increase for 2025/2026) and Insurance (estimated at 8.1% for 2025/2026). While components such as Utilities and Insurance will be similar across all local governments in WA, components such as employee



costs and materials and contracts are specific to each local government. A more detailed view of the assumptions and escalations used in the Plan can be seen in the Assumptions section of this report. As part of the annual review of the Plan, external cost escalation rates are reviewed.

5.3.10 Community Capacity to Pay

In comparison to more recent financial years, the economic conditions are more positive predominantly due to the easing inflation and a stable labour market. These trends suggest that many local households are experiencing a gradual improvement in their cost-of-living pressures. Inflation in Perth and across Australia has continued to ease. According to the Australian Bureau of Statistics, the CPI rose by 2.4% over the year to March 2025, down from higher inflation rates experienced in prior years.

This moderation in price increase indicates that the cost of everyday goods and services is increasing at a more manageable pace for most households. At the same time, wages in Western Australia have continued to rise. The Wage Price Index (WPI) for the state increased by 3.7% in the 12 months to March 2025 compared to 2.8% for the Perth CPI in the same period. With wage growth outpacing inflation, real incomes have improved, giving residents greater purchasing power and easing financial pressures.

Over the last 12 months, Mandurah's unemployment rate has marginally changed from 4.7% to 4.8%. Employment in the Mandurah Statistical Area Level 4 (SA4) has reached record highs, with over 50,000 residents currently in work. Participation in the labour force has also remained relatively stable at 53%.

While specific wage or inflation data is not produced for Mandurah alone, these regional employment trends, when combined with broader state indicators, suggest that Mandurah households are sharing in the benefits of slowing inflation.

This data indicates that the outlook for cost-of-living pressures is more favourable than in recent years. Households in Mandurah are benefiting from low unemployment, rising wages, and stable prices. Local government rates remain an affordable component of the average household budget, especially when considered alongside broader economic gains. However, the City must continue to manage its own exposure to rising costs due to inflation-linked contractual obligations, even as residents experience improved financial wellbeing.

5.3.11 Strategy for affordable rate setting

Since the adoption of the 2021/2030 LTFP in 2021, Council has endorsed a rating strategy applying the CPI plus an additional 0.68% which represents a staged approach to reach the required level of investment into asset renewal within 10 years.

This rating strategy was developed following a review of historical data relating to the actual renewal asset investment by the City compared to the amount required to be invested to ensure there is no loss in condition of the asset to maintain the current level of service to the community. The review found that there was around a \$6 million shortfall per year if no action was taken. In addition to further substantiating the position that action was required to invest in renewal projects, an audit finding indicated that the City was not investing enough in its renewal of infrastructure assets.

This rating strategy of an additional 0.68% per annum required rates to be raised to continue existing service levels, will reach the required renewal investment within 10 years. The investment in asset renewals will maintain service levels for current and future generations



without a decline in quality or efficiency of the assets. There may be years where the renewal expenditure for the financial year is less than what is allocated in the LTFP. In these years, the balance of funds will be transferred to the Asset Management Reserve to be used in the required year that renewal work is undertaken. This ensures that the current ratepayers of that year, are still paying for their enjoyment of the use of the City assets, and the allocation is spread between the renewal projects and the Asset Management Reserve. If there is no action taken, the long term impact is a decline in the condition of the City's assets and service level.

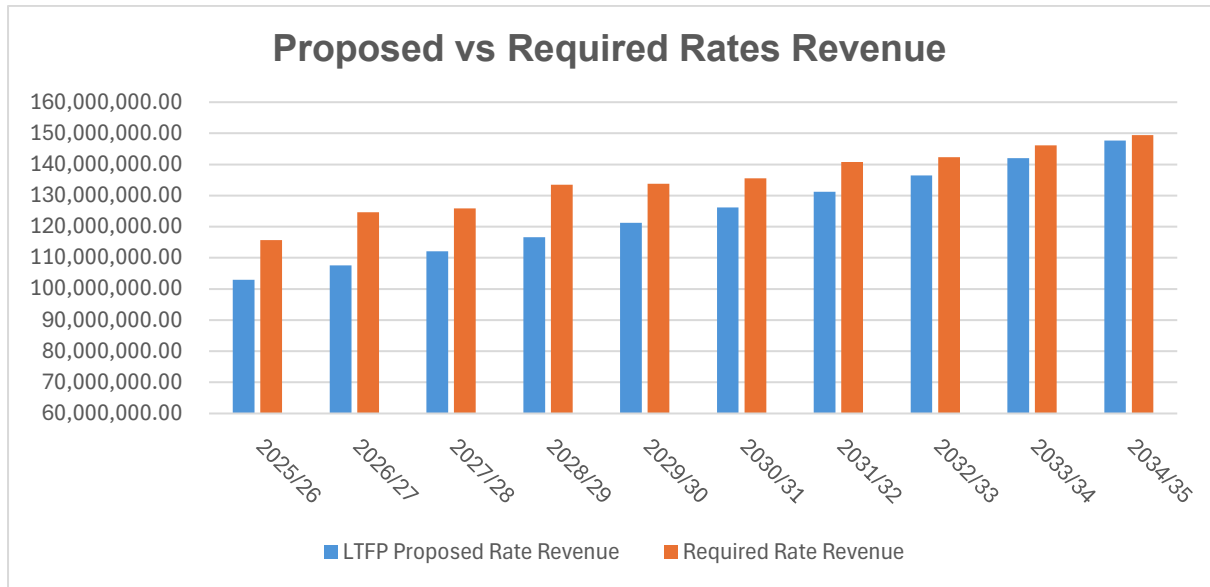
Until such time as there is no shortfall between the actual rates raised and the required rates to be raised, the City has to utilise the Asset Management Reserve and borrowings to fund the renewal projects. The City officers recommend that the treatment of surplus from the previous year is transferred to the Asset Management Reserve due to the current ratepayers not paying the actual amount required to cover the use of enjoyment of the City assets in that year. To ensure the decline in assets in the current year are paid for by the ratepayers who have benefited from them, the rating strategy of an additional 0.68% has been recommended. To fund the renewal projects in the past, the City has utilised strategies such as:

- allocating the end of year surplus to the Asset Management Reserves as a result of the current ratepayers shortfall between the rates being paid and the required amount to be paid in that year;
- funding renewal projects through the Asset Management Reserve;
- increasing borrowings as any renewal is likely to have an intergenerational benefit.

The City has undertaken modelling to determine what rates revenue would be required if the rating strategy was not staged and the Council applied the shortfall immediately, compared to the staged approach adopted by Council where an additional 0.68% per year applies as well as the utilisation of Asset Management Reserve to fund renewals until such time as it is depleted.

The graph below shows the required rates revenue compared with the LTFP rates revenue, demonstrating that the current ratepayers are paying less than what is required to cover the use and enjoyment of the City's total assets in one year. The required rate revenue considers all operational costs included in the LTFP, the decline in value of assets in that year based on the total assets (and allocated to either capital or transfer to Asset Management Reserve), and not utilising borrowings for the renewal part of the project. The LTFP rate revenue includes all operational costs included in the LTFP, the amount allocated to capital and utilises borrowings for the renewal part of the project due to insufficient funds in the Asset Management Reserve.



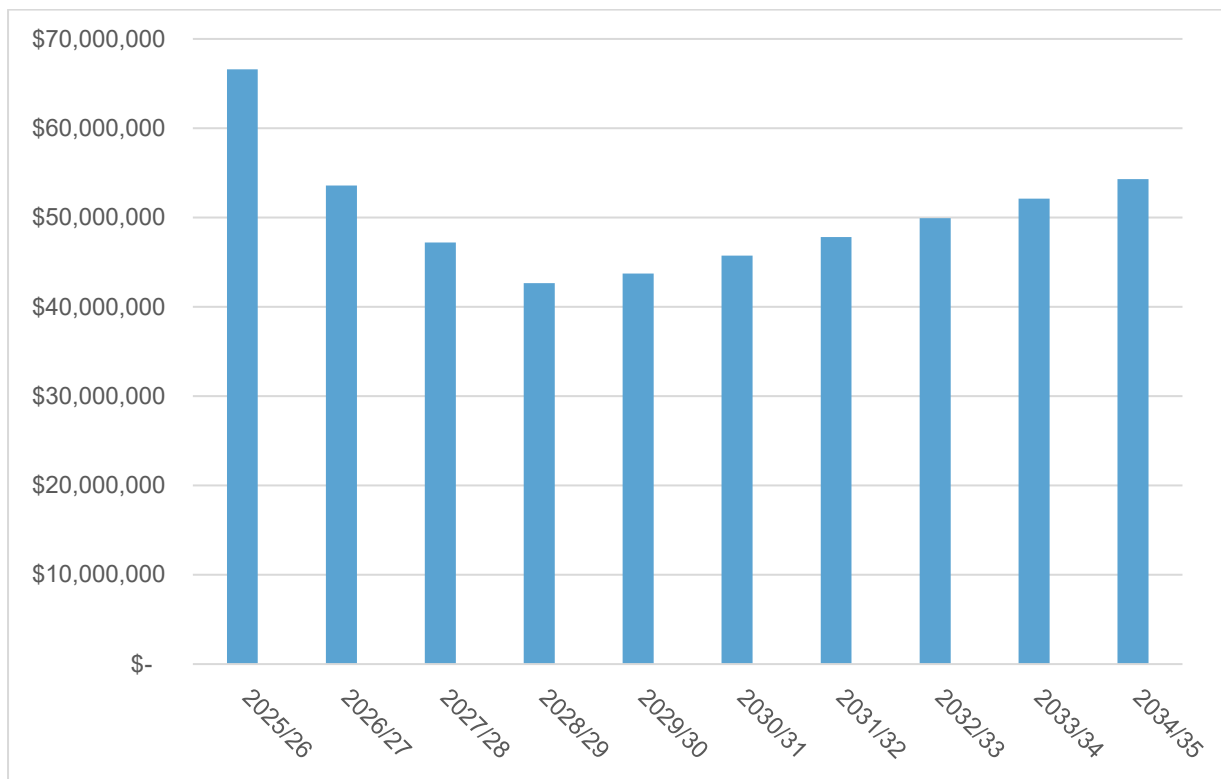


5.3.12 Reserves

The City's reserve balances as at 30 June 2025 are estimated to total \$62.3 million. The City's current reserves will be systematically reviewed including the purpose of the reserve, amount including a cap if any, the need of the reserve and what the reserve will be spent on.

Information on the City's Reserves is available in [Attachment Six](#).

The below chart summarises the total value held in reserves over the 10 years:



The City has the following reserves (excluding SAR Reserves):



Reserve & Purpose	Improvements & Funds Required
Building - Future new building capital requirements	There are a small number of new buildings in the Plan. It is recommended that no additional funds are transferred to the reserve.
Asset Management - Renewal and upgrade of current infrastructure	Any surplus funds from year end to be transferred to this reserve. Currently there is insufficient funds to maintain reasonable level of standards across the entire asset portfolio. It is recommended that the Council invest more into renewal expenditure over the life of the Plan.
Cultural Centre - Equipment/plant replacement for Mandurah Performing Arts Centre and the provision of standby financing	Reserve almost depleted, no further funding identified currently
Sustainability - Development of Mandurah as a sustainable city	For the use of sustainable development in the City
Waste Facilities Reserve Fund - Future waste treatment initiatives	These funds are for capital projects that address waste treatment initiatives.
Interest Free Loans - Interest-free loans to sporting & community groups for minor capital projects	Interest-free loans approved by council are taken from this reserve and any repayments though-out the year are put back in
CLAG - Contiguous Local Authority Group for control of mosquitoes	This is the City's amount held in reserve when the City's contribution exceeds the actual expenditure incurred. The City is required to maintain a reserve for any under spends and where additional funds are required in a year, the City is to use the balance of the reserve to fund in the first instance.
Mandurah Ocean Marina - Future maintenance/asset replacement at Mandurah Ocean Marina	Under agreement when the lots were developed. Reserve for any future maintenance/Asset replacement
Waterways - Future maintenance/asset replacement of specific waterways infrastructure	Under agreement when the lots were developed. Reserve for any future maintenance/Asset replacement
Port Mandurah Canals Stage 2 Maintenance - Stage 2 Future maintenance of canals	Under agreement when the lots were developed. Reserve for any future maintenance/Asset replacement



Mariners Cove Canals - Future maintenance of canals	Under agreement when the lots were developed. Reserve for any future maintenance/Asset replacement
Port Bouvard Canal Maintenance Contributions - Contribution Future maintenance of canals	Under agreement when the lots were developed. Reserve for any future maintenance/Asset replacement
Cash in Lieu POS Contributions - Contributions received in accordance with Planning & Development Act	Contributions received in accordance with Planning & Development Act are placed in this reserve for future use
Unspent Grants & Contributions - Operating and non-operating grants and contributions tied to future expenditure.	Used to carry forward unspent grants and contributions from the previous year. The amount reflects the actual amount required to be in reserve.
Leave Reserve - To fund the long service and sick leave liability of City's staff.	The reserve balance is in line with the City's current long service leave liability.
Bushland and Environmental Protection - For the purchase & protection of bushland and environmentally sensitive sites within the City	Reserve capped at \$1.5 million – contribution to reserve (if not at the cap) is \$200,000 per year.
Coastal Storm Contingency - Provide for coastal emergency works due to storm damage	The amount may not cover all expenditure required for emergency works, however will fund a portion of the clean-up costs in a coastal storm event.
Digital Futures - Fund development, investigation or commissioning of digital technology initiatives.	Reserve to be reviewed and future funding requirements presented in future reviews of the Plan
Decked Carparking - Amount received from Landcorp in June 2006, set aside for Decked Carparking	This is a cash in lieu amount and has been created for a set purpose. No further contributions are recommended.
Sport Clubs Maintenance Levy - To maintain various city buildings leased to clubs	The amount aligns to the lease agreements and reduces the City's contribution to repairing or replacing items in these buildings.
City Centre Land Acquisition Reserve - For future property purchases within the City Centre area	A review of properties to be funded from this reserve is currently being undertaken.



Lakelands Community Infrastructure Reserve - Contribute to the construction of the community infrastructure on Lot 2300 Seppings Parade Lakelands	This is a cash in lieu amount and has been created for a set purpose. No further contributions are recommended.
Plant reserve - Replacement of heavy plant and equipment	Capital expenditure on plant and equipment is approximately \$2.6 million per year. No transfers to reserve are included in the Plan.
Workers Compensation - For the purposes of funding previous year workers compensation claims that are open and still have costs required to be paid by the City of Mandurah.	Reserve to increase to LGIS suggested reserve balance for Workers Compensation. Reviewed annually.
Restricted Cash Reserve	Restricted cash carried forward for future use.
Mandurah Quay Seawall Reserve	To fund future replacement works to the Mandurah Quay Seawall
Community Safety	To fund the relevant actions in the Community Safety Strategy that have been identified as being funded from this reserve.
Public Art	To fund future Public Art Capital Projects
Large-Scale Arts and Culture Attraction	To fund projects that promote Mandurah as a desirable City in its cultural offerings

5.4 Revenue Principle

In addition to the rating revenue, the City will identify and explore opportunities through the following criteria:

- Actively seek grants and contributions when available and aligned to the delivery of the Strategic Community Plan;
- Manage advocacy priorities and efforts in accordance with the City of Mandurah Advocacy Framework;
- Demonstrate continuous improvement in the achievement of the DLGSC Operating Surplus Ratio standard (refer Section 6.6 of this Plan);
- Identify opportunities to increase the level of commercial returns and broaden commercial opportunities where practical; and
- Fees and charges for the provision of for profit services must recover the full economic cost of providing the service.



5.5 Efficiency Principle

The City is committed to maximising organisational efficiencies through the following criteria:

- Resources are allocated in accordance with objectives in the Strategic Community Plan and Corporate Business;
- Service levels will be assessed and reviewed by Council in accordance with the City of Mandurah Service Review Framework to achieve the best value for money and appropriate quality aligned to community expectations; and
- A culture of continuous improvement is embedded within the City, with a focus on identifying and implementing ways to increase the efficiency of business processes.

5.5.1 Efficiency Program

The City has established an Efficiency Program which includes the following strategies:

Strategy 1 Permanent Cost Saving

As part of the 2024/2025 LTFP adoption, Council set the City an annual efficiency target of \$250,000 in permanent cost savings to be generated through review of contracts, programs and services. The efficiency target has been incorporated into Year 1 of the Plan, which will achieve a permanent reduction of \$250,000 to operating expenditure each year, resulting in \$2.5 million in permanent savings over the ten year Plan. Regular reporting on the achievement of the efficiency target will be provided to Council.

The cumulative effect of this initiative over the Plan is demonstrated in the table below:

Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
250,000.00	500,000.00	750,000.00	1,000,000.00	1,250,000.00	1,500,000.00	1,750,000.00	200,000.00	2,250,000.00	2,500,000.00

Strategy 2 One-off cost savings

Council budgets for a deficit of \$500,000 and is required to find one-off cost savings over the course of the financial year to achieve a balanced budget. This is achieved through a range of strategies and is reported to Council through the budget process.

Strategy 3 Business Improvement

The City has embraced a culture of continuous improvement and new ways of doing business, which will improve productivity across the organisation. The City focuses on digital transformation and is implementing a range of projects which will result more efficient use of resources and improved experience for customers.

Strategy 4 Service and Program Reviews

The City undertakes service, and program reviews each year to ensure services and programs are aligned to community need and expectations and are providing value for money for the City. These reviews analyse the City's services to review current delivery and identify any potential improvements. The reviews can be used to improve the organisation's efficiency and effectiveness, assist in addressing financial sustainability.



6. Key Ratios

The Department of Local Government Sport and Cultural Industries (DLGSC) considers several ratio's when measuring the performance of local governments. These ratios are:

- Current Ratio
- Asset Consumption Ratio
- Asset Renewal Funding Ratio
- Asset Sustainability Cover Ratio
- Debt Service Ratio
- Operating Surplus Ratio
- Own Source Revenue Ratio

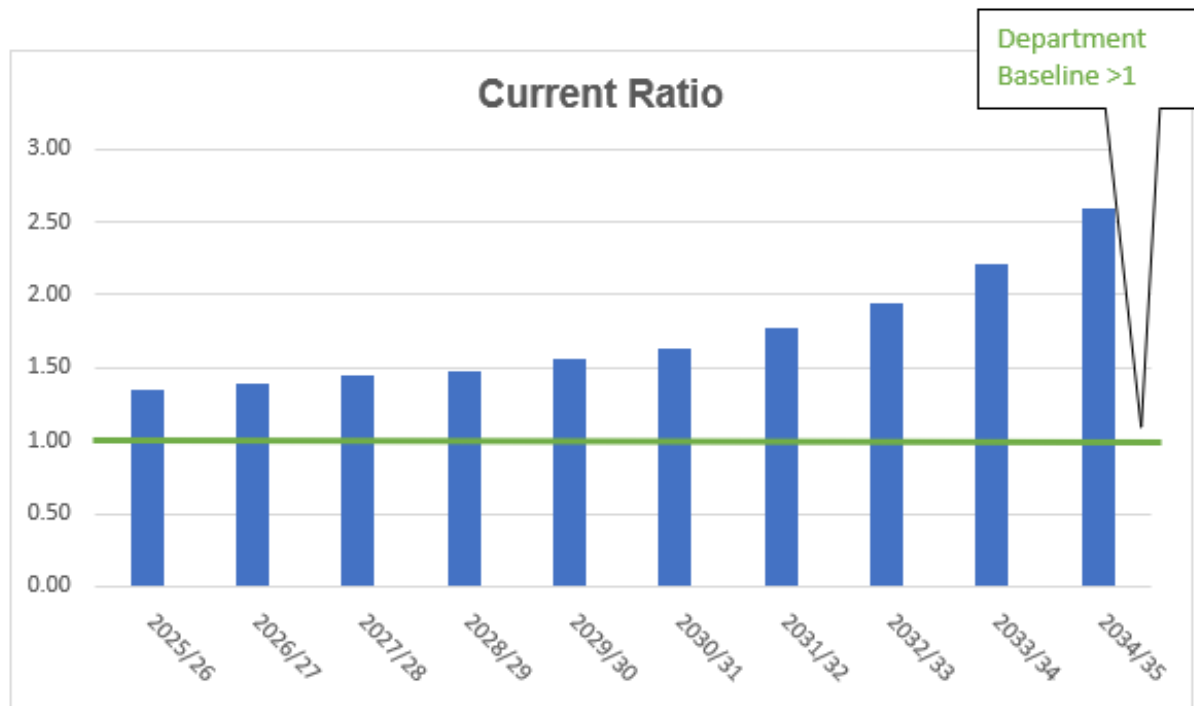
Information on the City's Ratio's is available in [Attachment Seven](#). A summary of the City's performance against these ratios is provided below:

6.1 Current Ratio

Liquidity refers to how quickly and cheaply an asset can be converted into cash. A local government's liquidity is measured by the Current Ratio. This ratio provides information on the ability of a local government to meet its short-term financial obligations out of unrestricted current assets.

The standard is not met if the ratio is lower than 1:1 (less than 100%) The standard is met if the ratio is greater than 1:1 (100% or greater). A ratio less than 1:1 means that a local government does not have sufficient assets that can be quickly converted into cash to meet its immediate cash commitments. This may arise from a budget deficit from the past year, a Council decision to operate an overdraft or a decision to fund leave entitlements from next year's revenues



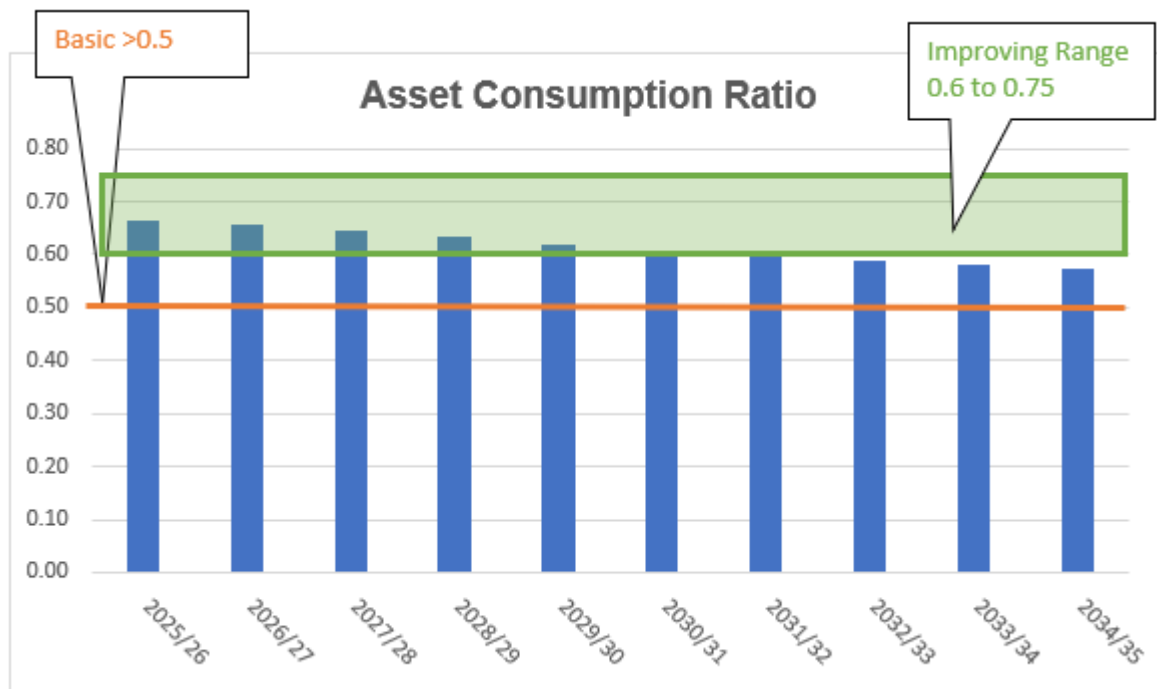


6.2 Asset Consumption Ratio

This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost. This ratio seeks to highlight the aged condition of a local government's stock of physical assets. If a local government is responsible for maintaining and renewing/replacing its assets in accordance with a well-prepared asset management plan, then the fact that its Asset Consumption Ratio may be low and/or declining should not be cause for concern – providing it is operating sustainably.

Standard is met if the ratio can be measured and is 50% or greater (0.50 or >). Standard is improving if the ratio is between 60% and 75% (0.60 and 0.75).

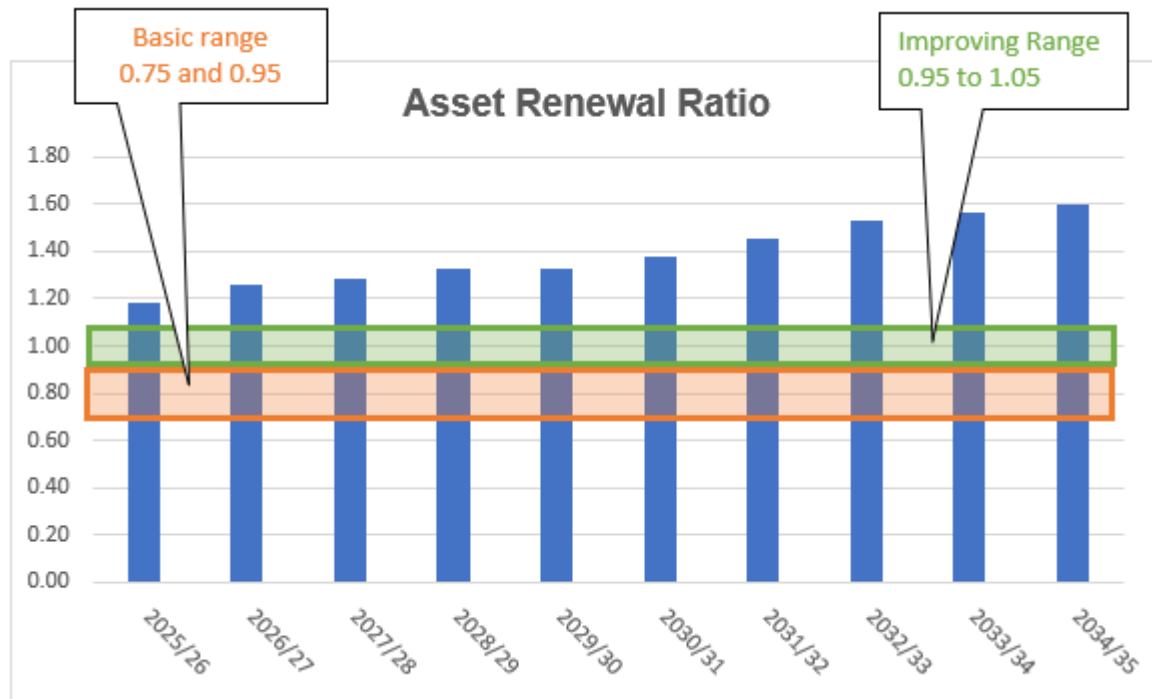




6.3 Asset Renewal Funding Ratio

This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future. This ratio indicates whether the local government has the financial capacity to fund asset renewal as required and can continue to provide existing levels of services in future, without additional operating income; or reductions in operating expenses. The ratio is calculated from information included in the local government's long term financial plan and its asset management plan; not the Annual Financial Report. For the ratio to be meaningful, a consistent discount rate should be applied in Net Present Value (NPV) calculations. Standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). Standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the ASR falls within the range 90% to 110%, and ACR falls within the range 50% to 75%.



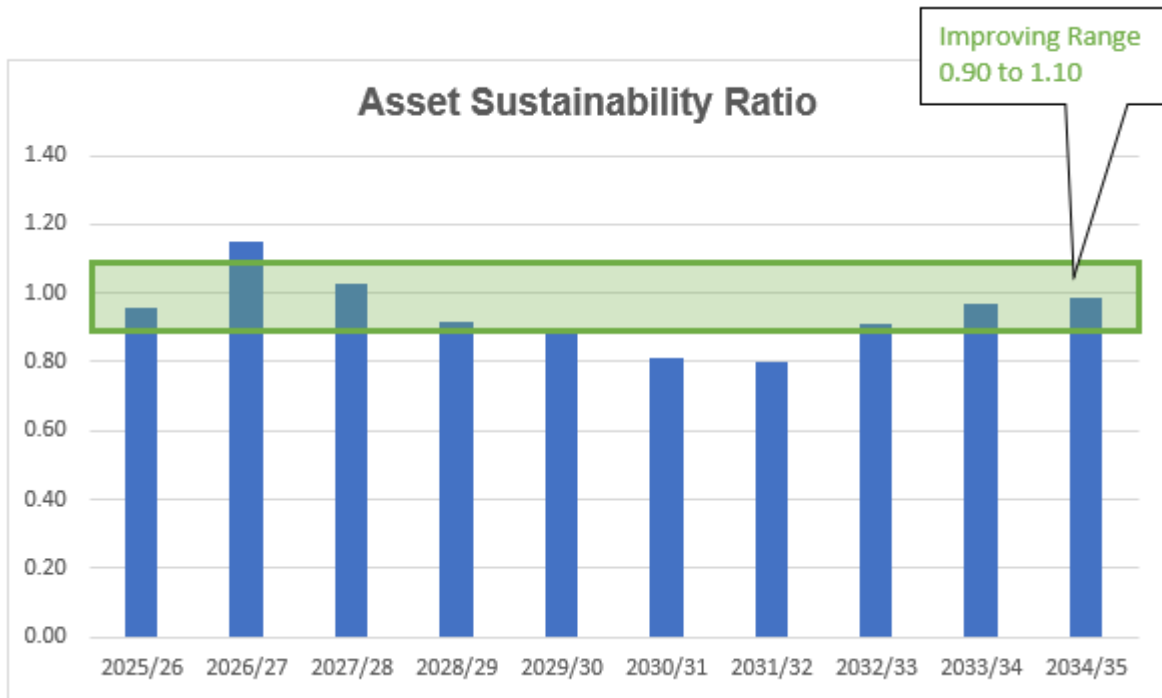


6.4 Asset Sustainability Ratio

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out. This ratio is an estimate of the extent to which assets managed by a local government are being replaced as they reach the end of their useful lives. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded. Depreciation expense represents an estimate of the extent to which the assets have been consumed during that period. Measuring assets at fair value is critical to the calculation of a valid depreciation expense value.

Standard is met if the ratio can be measured and is 90% (or 0.90) Standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10).

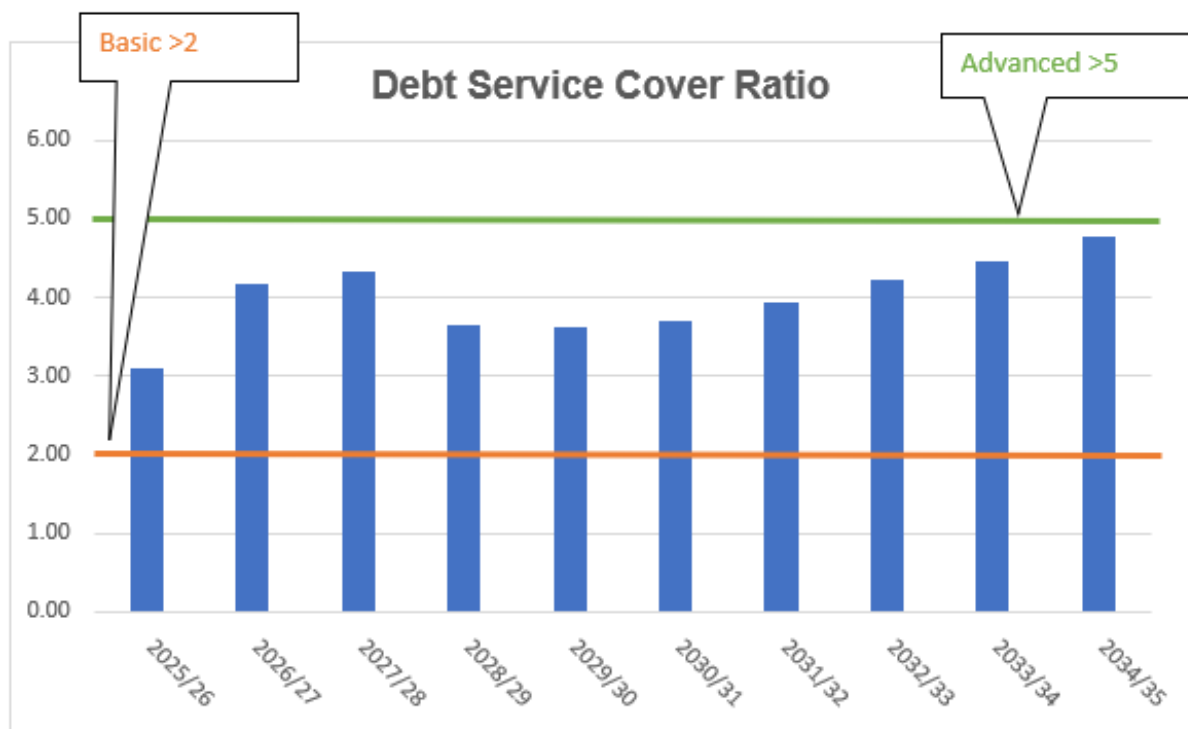




6.5 Debt Service Ratio

A local government's ability to service debt. This is the measurement of a local government's ability to produce enough cash to cover its debt payments. This ratio is the measurement of a local government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan.

A Basic standard is achieved if the ratio is greater than or equal to two. An Advanced standard is achieved if the ratio is greater than five.

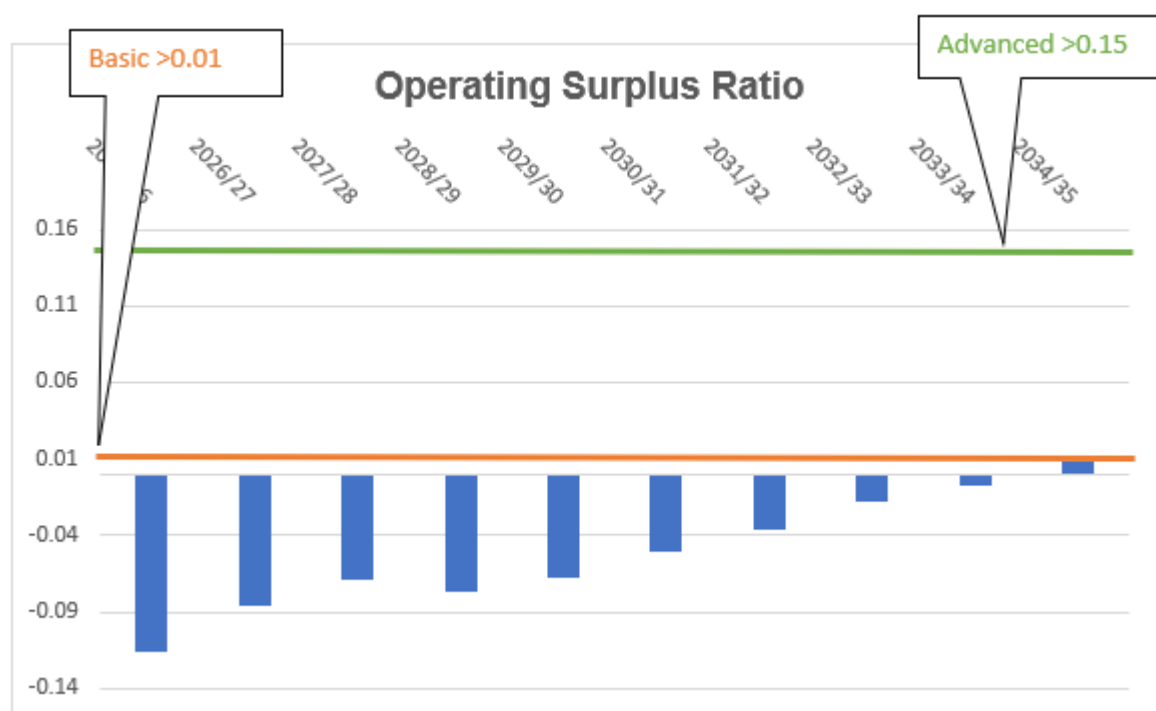


6.6 Operating Surplus Ratio

This ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes. If a local government consistently achieves a positive operating surplus ratio and has soundly based long term financial plans showing that it can continue to do so in the future, having regard to asset management and the community's service level needs, then it is considered financially sustainable.

A positive ratio indicates the percentage of total own source revenue available to help fund proposed capital expenditure, transfer to cash reserves or to reduce debt. A negative ratio indicates the percentage increase in total own source revenue (principally rates) that would have been required to achieve a break-even operating result.

Basic Standard between 1% and 15% (0.01 and 0.15) Advanced Standard > 15% (>0.15).

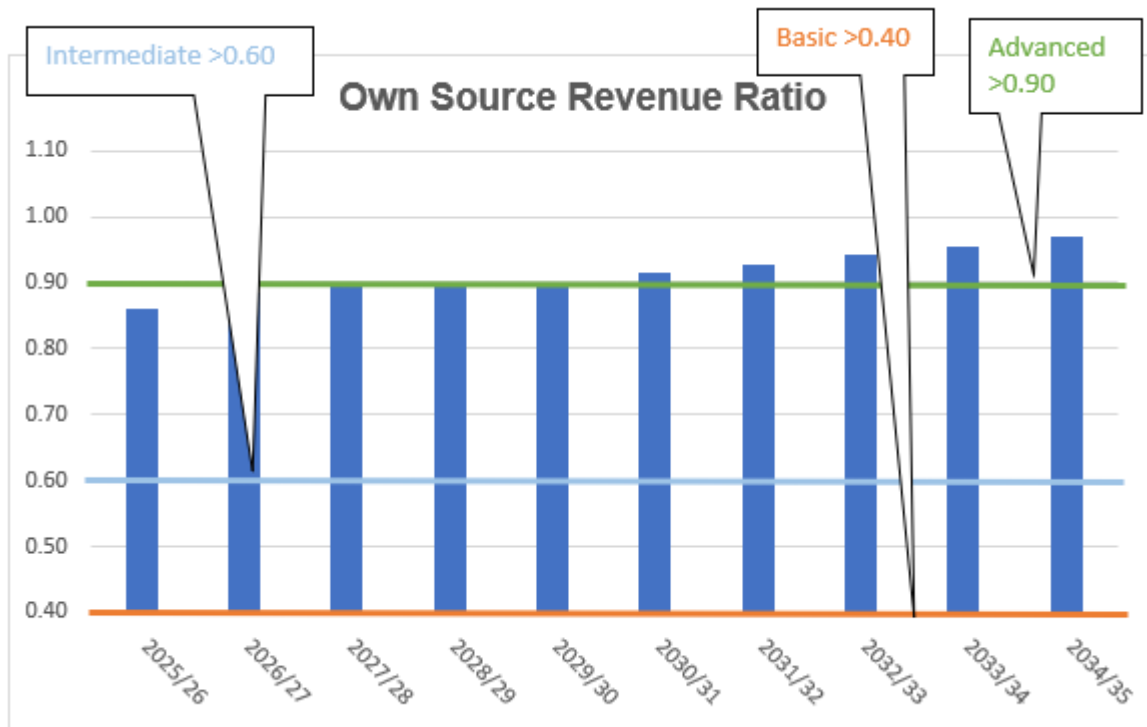


6.7 Own Source Revenue Ratio

This ratio is a measure of a local government's ability to cover its costs through its own taxing and revenue efforts. This ratio is the measurement of a local government's ability to cover its costs through its own revenue efforts. Different standards have been established to recognise the varying revenue raising capacities across the sector, where some rural and remote local governments have limited rate bases and revenue raising capacity, whereas others such as major metropolitan and regional local governments have significant rate bases and other own source revenues.

Basic standard is achieved if the ratio is between 40% and 60% (or 0.4 and 0.6). An Intermediate standard is achieved if the ratio is between 60% and 90% (or 0.6 and 0.9). An Advanced standard is achieved if the ratio is greater than 90% (or > 0.9).





7. Summary

This Plan is integral to the City's achievement of the Strategic Community Plan and ensures that financial decision making is accountable, transparent and responsive to the community's needs. This Plan has been developed recognising the impact of cost of living and ensures the City's decision making is responsive to current and future communities. The Plan is reviewed annually, and the City welcomes any feedback on the Plan as it strives for continuous improvement. If you have any feedback, please email council@mandurah.wa.gov.au and include in the subject Long Term Financial Plan.

8. Attachments

- **Attachment 1 – Summary**
- **Attachment 2 – New Operating and Employees**
- **Attachment 3 – Capital**
- **Attachment 4 – Assumptions**
- **Attachment 5 – Borrowings**
- **Attachment 6 – Reserves**
- **Attachment 7 – Ratios**



Attachment 1 - Summary

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Opening Funding Surplus / (Deficit)	\$ 600,000.00	\$ 504,792.00	\$ 504,791.68	\$ 504,791.68	\$ 504,791.77	\$ 504,791.77	\$ 504,791.77	\$ 504,791.77	\$ 504,791.77	\$ 504,791.77
Operating Income										
Rates	\$ 102,985,169.00	\$ 107,618,208.49	\$ 112,053,690.16	\$ 116,585,108.65	\$ 121,290,821.28	\$ 126,177,312.27	\$ 131,251,301.42	\$ 136,519,752.50	\$ 141,989,881.93	\$ 147,669,167.84
Operating grants, subsidies and contributions	\$ 7,066,770.00	\$ 6,893,411.79	\$ 7,065,747.09	\$ 7,242,390.77	\$ 7,423,450.54	\$ 7,609,036.80	\$ 7,799,262.72	\$ 7,994,244.29	\$ 8,194,100.39	\$ 8,398,952.90
Other income	\$ 89,326.00	\$ 90,974.00	\$ 93,248.35	\$ 95,579.56	\$ 97,969.05	\$ 100,418.27	\$ 102,928.73	\$ 105,501.95	\$ 108,139.50	\$ 110,842.98
Fees & Charges	\$ 39,227,624.00	\$ 41,595,701.93	\$ 43,393,099.58	\$ 44,477,927.07	\$ 45,589,875.25	\$ 46,729,622.13	\$ 47,897,862.69	\$ 49,095,309.25	\$ 50,322,691.98	\$ 51,580,759.28
Interest Earnings	\$ 4,685,824.00	\$ 4,831,140.60	\$ 4,951,919.12	\$ 5,075,717.09	\$ 5,202,610.02	\$ 5,332,675.27	\$ 5,465,992.15	\$ 5,602,641.96	\$ 5,742,708.01	\$ 5,886,275.71
Operating Income Total	\$ 154,054,713.00	\$ 161,029,436.81	\$ 167,557,704.29	\$ 173,476,723.15	\$ 179,604,726.14	\$ 185,949,064.75	\$ 192,517,347.71	\$ 199,317,449.94	\$ 206,357,521.81	\$ 213,645,998.71
Operating Expenses										
Direct Employee costs	\$ 61,440,073.00	\$ 61,467,667.19	\$ 64,008,453.88	\$ 67,566,405.31	\$ 71,001,923.77	\$ 71,940,511.73	\$ 73,854,224.09	\$ 75,815,779.27	\$ 77,826,373.32	\$ 79,901,433.42
Materials and Contracts	\$ 67,386,922.00	\$ 69,088,951.65	\$ 70,183,197.22	\$ 72,022,033.13	\$ 74,229,396.56	\$ 76,396,120.07	\$ 78,169,829.56	\$ 79,357,405.62	\$ 81,911,310.42	\$ 83,519,671.92
Utilities	\$ 5,030,247.00	\$ 5,218,547.32	\$ 5,367,160.86	\$ 5,446,426.40	\$ 5,519,176.37	\$ 5,592,944.84	\$ 5,667,746.06	\$ 5,743,594.51	\$ 5,820,504.83	\$ 5,898,491.90
Depreciation	\$ 35,612,864.00	\$ 35,913,628.75	\$ 36,272,765.03	\$ 36,635,492.68	\$ 37,001,847.61	\$ 37,371,866.09	\$ 37,745,584.75	\$ 38,123,040.60	\$ 38,504,271.00	\$ 38,889,313.71
Interest Expense	\$ 1,181,148.00	\$ 1,166,979.93	\$ 1,248,647.35	\$ 1,365,301.57	\$ 1,490,193.79	\$ 1,638,052.66	\$ 1,591,166.07	\$ 1,535,702.94	\$ 1,472,165.03	\$ 1,392,362.68
Insurance	\$ 1,615,556.00	\$ 1,710,181.67	\$ 1,778,588.94	\$ 1,830,168.01	\$ 1,883,242.89	\$ 1,937,856.93	\$ 1,994,054.78	\$ 2,051,882.37	\$ 2,111,386.96	\$ 2,172,617.18
Operating Expenses Total	\$ 172,266,810.00	\$ 174,565,956.50	\$ 178,858,813.28	\$ 184,865,827.11	\$ 191,125,780.98	\$ 194,877,352.31	\$ 199,022,605.32	\$ 202,627,405.31	\$ 207,646,011.56	\$ 211,773,890.81
Non-cash amounts excluded from operating activities	\$ 35,718,031.00	\$ 35,913,628.75	\$ 36,272,765.03	\$ 36,635,492.68	\$ 37,001,847.61	\$ 37,371,866.09	\$ 37,745,584.75	\$ 38,123,040.60	\$ 38,504,271.00	\$ 38,889,313.71
Amount attributable to operating activities	\$ 17,505,934.00	\$ 22,377,109.06	\$ 24,971,656.04	\$ 25,246,388.72	\$ 25,480,792.76	\$ 28,443,578.53	\$ 31,240,327.14	\$ 34,813,085.23	\$ 37,215,781.24	\$ 40,761,421.61
Investing activities										
Non-operating grants, subsidies and contributions	\$ 11,902,916.00	\$ 21,802,629.00	\$ 22,392,735.00	\$ 12,478,374.00	\$ 6,570,968.00	\$ 7,389,919.00	\$ 5,172,115.00	\$ 6,408,010.00	\$ 5,129,615.00	\$ 4,379,615.00
Proceeds from disposal of assets	\$ 9,943,244.00	\$ 1,295,115.51	\$ 3,827,493.40	\$ 1,360,680.73	\$ 1,394,697.75	\$ 1,429,565.19	\$ 1,465,304.32	\$ 1,501,936.93	\$ 1,539,485.36	\$ 1,577,972.49
Payments for property, plant and equipment	\$ 37,805,360.60	\$ 59,859,701.00	\$ 54,519,784.00	\$ 46,855,294.00	\$ 34,388,314.00	\$ 27,497,055.00	\$ 24,482,359.00	\$ 25,929,529.00	\$ 23,034,255.00	\$ 21,534,255.00
Admin Overheads allocated to Capital	\$ 2,662,525.40	\$ 3,043,686.55	\$ 2,803,390.28	\$ 2,458,488.23	\$ 1,547,474.13	\$ 1,888,696.44	\$ 1,888,696.44	\$ 1,888,696.44	\$ 1,888,696.44	\$ 1,888,696.44
Additional renewal expenditure	\$ 0.00	\$ -	\$ -	\$ -	\$ -	\$ 4,559,515.94	\$ 8,151,441.96	\$ 11,382,444.36	\$ 15,470,209.69	\$ 17,995,135.82
Amount attributable to investing activities	\$ 18,621,726.00	\$ 39,805,643.04	\$ 31,102,945.88	\$ 35,474,727.50	\$ 27,970,122.38	\$ 25,125,783.18	\$ 27,885,078.07	\$ 31,290,722.87	\$ 33,724,060.78	\$ 35,460,499.77
Financing Activities										
Proceeds from new debentures	\$ 7,150,000.00	\$ 10,000,000.00	\$ 8,000,000.00	\$ 8,500,000.00	\$ 9,500,000.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 3,250,000.00
Unspent Loans Utilised	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proposed Additional expenditure reduction	\$ 250,000.00	\$ 500,000.00	\$ 750,000.00	\$ 1,000,000.00	\$ 1,250,000.00	\$ 1,500,000.00	\$ 1,750,000.00	\$ 2,000,000.00	\$ 2,250,000.00	\$ 2,500,000.00
Payment of lease liability	\$ 1,373,665.00	\$ 1,167,973.45	\$ 1,191,332.92	\$ 1,215,159.57	\$ 1,239,462.77	\$ 1,264,252.02	\$ 1,289,537.06	\$ 1,315,327.80	\$ 1,348,211.00	\$ 1,381,916.27
Proceeds from self-supporting loans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from reserves	\$ 9,668,574.00	\$ 14,552,833.00	\$ 5,398,730.68	\$ 9,512,633.70	\$ 931,397.40	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of debentures	\$ 4,946,758.00	\$ 4,571,124.88	\$ 4,901,316.69	\$ 5,603,763.58	\$ 5,945,638.01	\$ 6,503,941.29	\$ 6,722,409.07	\$ 7,068,938.19	\$ 7,209,499.85	\$ 7,437,934.85
Transfer to reserves	\$ 10,737,151.00	\$ 1,885,200.38	\$ 1,924,791.23	\$ 1,965,371.87	\$ 2,006,967.01	\$ 2,049,602.04	\$ 2,093,302.94	\$ 2,138,096.36	\$ 2,184,009.62	\$ 2,231,070.71
Amount attributable to financing activities	\$ 11,000.00	\$ 17,428,534.30	\$ 6,131,289.84	\$ 10,228,338.68	\$ 2,489,329.61	\$ 3,317,795.34	\$ 3,355,249.07	\$ 3,522,362.36	\$ 3,491,720.47	\$ 5,300,921.83
Closing Funding Surplus / (Deficit)	(\$504,792)	(\$504,792)	(\$504,792)	(\$504,792)	(\$504,792)	(\$504,792)	(\$504,792)	(\$504,792)	(\$504,792)	(\$504,792)
Surplus/(Deficit) no carry forward	(\$504,792)	\$0	\$0	(\$0)	(\$0)	\$0	(\$0)	(\$0)	\$0	(\$0)

Attachment 2 - New Operating and Employees

New Operating Proposal	Funded By	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
The City is required to undertake ongoing groundwater monitoring on the Operations Centre and Red Road.	City Funding Required	64,500.00	64,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Development of Urban Canopy Plan and Monitoring	City Funding Required	80,000.00	80,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Age Friendly Mandurah Strategy development	City Funding Required	25,000.00	0.00	0.00	0.00	0.00	40,000.00	0.00	0.00	0.00	0.00
Supporting consultancy studies for Permanent sand bypassing feasibility and business case	City Funding Required	100,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total	269,500.00	144,500.00	0.00	0.00	0.00	40,000.00	0.00	0.00	0.00	0.00

Attachment 2 - New Operating and Employees

FTE Proposal	FTE Funded By	FTE Required	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Programs Administration Support 0.5 FTE	Increase in Revenue	0.5	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80
Swim School Administration Support 0.5 FTE	Increase in Revenue	0.5	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80
Fitness Administration Support 0.5 FTE	Increase in Revenue	0.5	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80
Aquatic Administration Support 0.5 FTE	Increase in Revenue	0.5	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	38,630.80	52,832.00
2025/2026 – City Parks North new park sites	Escalation assumption for new assets	0.2	11,671.92	11,671.92	11,671.92	11,671.92	11,671.92	11,671.92	11,671.92	11,671.92	11,671.92	11,671.92
2025/2026 – City Parks South new park sites	Escalation assumption for new assets	0.4	33,070.44	33,070.44	33,070.44	33,070.44	33,070.44	33,070.44	33,070.44	33,070.44	33,070.44	33,070.44
2025/2026 - City Parks South New park sites	Escalation assumption for new assets	1.6	116,719.20	116,719.20	116,719.20	116,719.20	116,719.20	116,719.20	116,719.20	116,719.20	116,719.20	116,719.20
2025/2026 - City Parks Central New park site	Escalation assumption for new assets	0.1	5,835.96	5,835.96	5,835.96	5,835.96	5,835.96	5,835.96	5,835.96	5,835.96	5,835.96	5,835.96
2026/2027 - City Parks North New Park Sites	Escalation assumption for new assets	0.7	0.00	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32
2026/2027 - City Parks North new park sites	Escalation assumption for new assets	0.7	0.00	54,468.96	54,468.96	54,468.96	54,468.96	54,468.96	54,468.96	54,468.96	54,468.96	54,468.96
2026/2027 - City Parks Central new park sites	Escalation assumption for new assets	0.8	0.00	58,359.60	58,359.60	58,359.60	58,359.60	58,359.60	58,359.60	58,359.60	58,359.60	58,359.60
2027/2028 - City Parks North New park sites	Escalation assumption for new assets	1.5	0.00	0.00	112,828.56	112,828.56	112,828.56	112,828.56	112,828.56	112,828.56	112,828.56	112,828.56
2028/2029 - City Parks North new park sites	Escalation assumption for new assets	0.7	0.00	0.00	0.00	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32	50,578.32
2025/2026 - City Parks -Turf maintenance staff	Escalation assumption for new assets	1.0	73,922.16	73,922.16	73,922.16	73,922.16	73,922.16	73,922.16	73,922.16	73,922.16	73,922.16	73,922.16
New Handyman Maintenance Officer	Escalation assumption for new assets	1.0	76,668.80	76,668.80	76,668.80	76,668.80	76,668.80	76,668.80	76,668.80	76,668.80	76,668.80	76,668.80
2025/2026 Hours for nursery role 0.6 FTE to 0.8 FTE	Escalation assumption for new assets	0.2	16,140.80	16,140.80	16,140.80	0.00	16,140.80	16,140.80	16,140.80	16,140.80	16,140.80	16,140.80
Additional FTE in the Irrigation Team	Escalation assumption for new assets	1.0	80,422.96	80,422.96	80,422.96	80,422.96	80,422.96	160,845.92	160,845.92	160,845.92	160,845.92	160,845.92
Total		11.9	568,975.440	732,382.320	845,210.880	879,648.400	895,789.200	976,212.160	976,212.160	976,212.160	976,212.160	990,413.360

Attachment 3 - Capital

Programs	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Program Cost	Grants Funding	CoM Funding
Bridges Program	\$ 400,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ 167,000	\$ 483,000
Building Program	\$ 6,487,000	\$ 12,647,000	\$ 10,755,012	\$ 8,194,000	\$ 8,096,500	\$ 3,741,000	\$ 1,416,500	\$ 1,790,148	\$ 2,487,928	\$ 987,928	\$ 56,603,016	\$ 7,607,000	\$ 48,996,016
Car Park Program	\$ 115,000	\$ 1,647,500	\$ 1,014,000	\$ 102,419	\$ 1,454,000	\$ 348,586	\$ 572,409	\$ 404,501	\$ 366,030	\$ 366,030	\$ 6,390,475	\$ 50,000	\$ 6,340,475
Coastal & Marine Infrastructure Program	\$ 4,810,000	\$ 8,399,742	\$ 1,833,227	\$ 1,739,403	\$ 5,499,372	\$ 1,720,608	\$ 1,185,000	\$ 1,936,789	\$ 200,000	\$ 200,000	\$ 27,524,141	\$ 12,993,834	\$ 14,530,307
Community Sport & Recreation Facility Fund Program	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ -	\$ 1,500,000
Drainage Program	\$ 485,000	\$ 655,092	\$ 809,515	\$ 812,109	\$ 685,268	\$ 901,378	\$ 901,378	\$ 901,378	\$ 901,378	\$ 901,378	\$ 7,953,874	\$ -	\$ 7,953,874
New Assets Program	\$ 3,959,887	\$ 19,543,016	\$ 21,823,397	\$ 17,012,897	\$ 3,050,000	\$ 3,650,000	\$ 4,300,000	\$ 4,550,000	\$ 3,050,000	\$ 3,050,000	\$ 83,989,197	\$ 45,078,516	\$ 38,910,681
Parks Program	\$ 5,803,056	\$ 3,134,709	\$ 4,397,019	\$ 5,474,944	\$ 3,189,804	\$ 3,541,415	\$ 2,525,427	\$ 3,088,433	\$ 1,751,814	\$ 1,751,814	\$ 34,658,435	\$ 1,340,000	\$ 33,318,435
Paths Program	\$ 430,935	\$ 287,528	\$ 351,840	\$ 315,872	\$ 334,552	\$ 282,604	\$ 306,516	\$ 318,676	\$ 468,556	\$ 468,556	\$ 3,565,635	\$ -	\$ 3,565,635
Roads Program	\$ 8,545,465	\$ 8,674,500	\$ 8,902,880	\$ 8,570,550	\$ 7,455,805	\$ 8,671,265	\$ 8,634,930	\$ 8,299,405	\$ 9,168,350	\$ 9,168,350	\$ 86,091,500	\$ 36,196,150	\$ 49,895,350
Street Lighting & Furniture Program	\$ 719,500	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 6,119,500	\$ 20,000	\$ 6,099,500
Traffic Management Program	\$ 2,779,783	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 9,529,783	\$ 1,974,396	\$ 7,555,387
Plant & Equipment	\$ 3,119,734	\$ 3,120,614	\$ 3,132,894	\$ 3,133,100	\$ 3,123,013	\$ 3,140,199	\$ 3,140,199	\$ 3,140,199	\$ 3,140,199	\$ 3,140,199	\$ 31,330,350	\$ -	\$ 31,330,350
Grand Total	\$ 37,805,361	\$ 59,859,701	\$ 54,519,784	\$ 46,855,294	\$ 34,388,314	\$ 27,497,055	\$ 24,482,359	\$ 25,929,529	\$ 23,034,255	\$ 21,534,255	\$ 355,905,907	\$ 103,776,896	\$ 252,129,011

Attachment 3 - Capital

Projects per Program	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Grand Total Costs	Grand Total Grants	CoM Funding
Bridges Program	\$ 400,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ 167,000	\$ 483,000
BRG - 2025-26 Level Three Inspections	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
BRG Fathom Turn Footbridge Maintenance	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 167,000	\$ 333,000
Building Program	\$ 6,487,000	\$ 12,647,000	\$ 10,755,012	\$ 8,194,000	\$ 8,096,500	\$ 3,741,000	\$ 1,416,500	\$ 1,790,148	\$ 2,487,928	\$ 987,928	\$ 56,603,016	\$ 7,607,000	\$ 48,996,016
Administration Centre Refurbishment	\$ -	\$ -	\$ 225,500	\$ 4,200,000	\$ 4,425,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,851,000	\$ -	\$ 8,851,000
BLD - 25-26 - Site Main Switchboard	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
BLD - Antenna Mast Removal	\$ 37,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,000	\$ -	\$ 37,000
BLD - CASM workshop upgrade	\$ 50,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
BLD - Community Shed (Dower St)	\$ 150,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,650,000	\$ 2,500,000	\$ 150,000
BLD - Coodanup Comm Centre Roof Repairs	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
BLD - Madora Bay South Ablution	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
BLD - Mandurah Bowl Club Floorcovering	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000
BLD - Mandurah Family & CC Roof Cover	\$ 35,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ 145,000
BLD - Mandurah Museum Roof Replacement	\$ 20,000	\$ 109,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,000	\$ -	\$ 129,000
BLD - MARC Café/Squash Thoroughfare	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
BLD - MARC Indoor Door & Reception Imp	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
BLD - MARC Indoor Pirate Playground	\$ 25,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ -	\$ 575,000
BLD - MARC Squash Court Glass Walls	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 30,000	\$ 60,000
BLD - Meadow Springs Sport Fac Ext Paint	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
BLD - Port Bouvard SLC HVAC	\$ 35,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 335,000	\$ -	\$ 335,000
BLD - Renew - Falcon Bay Ablution Roof	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
BLD - Renewal - MPAC HVAC	\$ 4,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,600,000	\$ -	\$ 4,600,000
BLD - South Dist BF Ops Demolition	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
BLD - South Mand Football CI Sewer Conv	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
BLD - South Mand Tennis Club Roof Repl	\$ 40,000	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 185,000	\$ -	\$ 185,000
BLD - Southern Estuary Hall Demolition	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ 110,000
BLD - Sth Mand FC Stormwater	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
LTFP Program - Building	\$ -	\$ 2,683,000	\$ 4,429,512	\$ 3,894,000	\$ 3,571,000	\$ 3,641,000	\$ 1,316,500	\$ 1,690,148	\$ 2,387,928	\$ 887,928	\$ 24,501,016	\$ 5,077,000	\$ 19,424,016
Minor Emergent City Maintenance Capital Renewals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,000,000	\$ -	\$ 1,000,000
New - HHRC Basketball Backboard Winches	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
Operations Centre	\$ 500,000	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,500,000	\$ -	\$ 12,500,000
Car Park Program	\$ 115,000	\$ 1,647,500	\$ 1,014,000	\$ 102,419	\$ 1,454,000	\$ 348,586	\$ 572,409	\$ 404,501	\$ 366,030	\$ 366,030	\$ 6,390,475	\$ 50,000	\$ 6,340,475
CPK - City Centre Parking Plan Delivery	\$ 105,000	\$ 30,000	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 149,000	\$ 50,000	\$ 99,000
CPK Doddies Beach Carpark Renewal	\$ 5,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ 180,000
CPK Merlin St Carpark Renewal	\$ 5,000	\$ 442,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 447,500	\$ -	\$ 447,500
CPK Mewburn & George Robinson Upgrades	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000
LTFP Program - Car Park	\$ -	\$ -	\$ -	\$ 102,419	\$ 1,454,000	\$ 348,586	\$ 572,409	\$ 404,501	\$ 366,030	\$ 366,030	\$ 3,613,975	\$ -	\$ 3,613,975
Coastal & Marine Infrastructure Program	\$ 4,810,000	\$ 8,399,742	\$ 1,833,227	\$ 1,739,403	\$ 5,499,372	\$ 1,720,608	\$ 1,185,000	\$ 1,936,789	\$ 200,000	\$ 200,000	\$ 27,524,141	\$ 12,993,834	\$ 14,530,307
C&M - 25-26 Birchley Rd Boat Ramp Upgr	\$ 905,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 905,000	\$ 678,750	\$ 226,250
C&M - 25-26 Breakwater Pde Entry Seawall	\$ 70,000	\$ 1,070,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,140,000	\$ 357,000	\$ 783,000
C&M - 25-26 Doddies Beach Protection	\$ 150,000	\$ 2,638,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,788,000	\$ 2,713,000	\$ 75,000
C&M - 25-26 Memorial Park Seawall	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
C&M - 25-26 Town Beach Seawall Renewal	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000	\$ -
C&M - 25-26 Waterside Foreshore seawall	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315,000	\$ -	\$ 315,000
C&M - Darwin Tce Public Jetty Renew	\$ 20,000	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
C&M - Mandjar Bay Concept Planning	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
C&M Mandurah Quay Seawall Repair	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,650,000	\$ -	\$ 1,650,000
Eastern Foreshore Boardwalk Renewal	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,750,000	\$ -	\$ 2,750,000
LTFP Program - Coastal & Marine Infrastr	\$ -	\$ 2,011,742	\$ 1,833,227	\$ 1,739,403	\$ 5,499,372	\$ 1,720,608	\$ 1,185,000	\$ 1,936,789	\$ 200,000	\$ 200,000	\$ 16,326,141	\$ 6,495,084	\$ 9,831,057
Community Sport & Recreation Facility Fund Program	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ -	\$ 1,500,000
LTFP Program - Comm Sport & Rec Fac Fund	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ -	\$ 1,500,000
Drainage Program	\$ 485,000	\$ 655,092	\$ 809,515	\$ 812,109	\$ 685,268	\$ 901,378	\$ 901,378	\$ 901,378	\$ 901,378	\$ 901,378	\$ 7,953,874	\$ -	\$ 7,953,874
DRG - Cygni Street	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ 145,000
DRG - Durham Crescent	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000
DRG - Lyelta Street	\$ 5,000	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
DRG - Mandurah Gardens Est	\$ 5,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ 125,000
DRG - Mississippi Drive	\$ 5,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ -	\$ 205,000
DRG - Parkview Street	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,000	\$ -	\$ 165,000
DRG - Portmarnock Circle	\$ 5,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,000	\$ -	\$ 155,000
DRG - Scenic Dr and Philante St Int	\$ 5,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,000	\$ -	\$ 155,000
DRG - Tara Street	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ 90,000
LTFP Program - Drainage	\$ -	\$ 35,092	\$ 714,515	\$ 812,109	\$ 685,268	\$ 901,378	\$ 901,378	\$ 901,378	\$ 901,378	\$ 901,378	\$ 6,753,874	\$ -	\$ 6,753,874

Attachment 3 - Capital

Projects per Program	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Grand Total Costs	Grand Total Grants	CoM Funding
New Assets Program	\$ 3,959,887	\$ 19,543,016	\$ 21,823,397	\$ 17,012,897	\$ 3,050,000	\$ 3,650,000	\$ 4,300,000	\$ 4,550,000	\$ 3,050,000	\$ 3,050,000	\$ 83,989,197	\$ 45,078,516	\$ 38,910,681
Caddadup Recycled Water Supply (MAR)	\$ 165,000	\$ 320,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 625,000	\$ 173,766	\$ 451,234
LTFP Program - Christmas Decorations	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ -	\$ 2,000,000
LTFP Program - New Assets	\$ -	\$ 250,000	\$ 340,250	\$ 2,290,250	\$ 2,850,000	\$ 3,450,000	\$ 4,100,000	\$ 4,350,000	\$ 2,850,000	\$ 2,850,000	\$ 23,330,500	\$ 6,760,000	\$ 16,570,500
NEW - Bortolo Goal Compound	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000
NEW - Eastern Foreshore North Ablution	\$ -	\$ 25,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 475,000	\$ -	\$ 475,000
New - Falcon Coastal Shared Path	\$ 597,000	\$ 4,626,000	\$ 4,473,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,696,000	\$ 4,848,000	\$ 4,848,000
New - Falcon Men's Shed	\$ 646,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 646,750	\$ 446,750	\$ 200,000
NEW - Falcon Pavilion New Bin Storage	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
NEW - Lakelands Youth Park	\$ 50,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,050,000	\$ 1,350,000	\$ 700,000
New - MARC Sports Court Upgrade	\$ 298,375	\$ 596,750	\$ 6,212,750	\$ 6,265,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,373,125	\$ 10,000,000	\$ 3,373,125
NEW - Peelwood Reserve Oval Storage	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -
NEW - Playground, Kardan Loop, Falcon	\$ 10,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000	\$ -	\$ 160,000
New - Regional Multi-use Facility	\$ 414,762	\$ 6,959,266	\$ 8,257,397	\$ 8,257,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,888,822	\$ 20,000,000	\$ 3,888,822
NEW - Town Beach SLS Storage	\$ 30,000	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 200,000	\$ 100,000
New - Western Foreshore Leisure Precinct	\$ 448,000	\$ 4,146,000	\$ 1,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,344,000	\$ 250,000	\$ 6,094,000
New - Yalgorup National Park	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850,000	\$ 850,000	\$ -
Parks Program	\$ 5,803,056	\$ 3,134,709	\$ 4,397,019	\$ 5,474,944	\$ 3,189,804	\$ 3,541,415	\$ 2,525,427	\$ 3,088,433	\$ 1,751,814	\$ 1,751,814	\$ 34,658,435	\$ 1,340,000	\$ 33,318,435
25-26 Res Elect Meter Replacement	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
Basketball half court noise mitigation	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
LTFP Program - Parks	\$ -	\$ 2,031,209	\$ 4,397,019	\$ 5,474,944	\$ 3,189,804	\$ 3,541,415	\$ 2,525,427	\$ 3,088,433	\$ 1,751,814	\$ 1,751,814	\$ 27,751,879	\$ 600,000	\$ 27,151,879
PRK - Coodanup Foreshore Upgrade	\$ 650,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ 1,300,000
PRK - Hockey Turf Surface Renewal	\$ 870,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 870,000	\$ 340,000	\$ 530,000
PRK - Roy Tuckey Reserve Pump Track Rnwl	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ -	\$ 170,000
PRK 25-26 Bin Enclosures Upgrade	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
PRK 25-26 Boardwtk and Beach Access Rnwl	\$ 691,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 691,180	\$ -	\$ 691,180
PRK 25-26 Fencing Renewal	\$ 239,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 239,980	\$ -	\$ 239,980
PRK 25-26 Hermitage Bore Renewal	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ 90,000
PRK 25-26 Merlin Reserve Renewal	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ -
PRK 25-26 Park Fixtures New	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ 120,000
PRK 25-26 Parks Furniture Renewal	\$ 148,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 148,000	\$ -	\$ 148,000
PRK 25-26 Playground Renewal	\$ 282,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 282,500	\$ -	\$ 282,500
PRK 25-26 Retaining Wall	\$ 19,996	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,996	\$ -	\$ 19,996
PRK 25-26 Shade Sails New	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
PRK 25-26 Signage New	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
PRK 25-26 Signage Renewal	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000
PRK 25-26 Softfall Rubber Renewal	\$ 64,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,400	\$ -	\$ 64,400
PRK Bardoc Reserve Upgrade	\$ 10,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 410,000	\$ -	\$ 410,000
PRK Dawesville Channel SE Fshore Upgrade	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ 800,000
PRK Mississippi Res Playground Upgrade	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ 400,000
PRK Norwich Reserve Upgrade	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470,000	\$ -	\$ 470,000
PRK Sports Court Renewal	\$ 42,000	\$ 53,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,500	\$ -	\$ 95,500
Paths Program	\$ 430,935	\$ 287,528	\$ 351,840	\$ 315,872	\$ 334,552	\$ 282,604	\$ 306,516	\$ 318,676	\$ 468,556	\$ 468,556	\$ 3,565,635	\$ -	\$ 3,565,635
LTFP Program - Paths	\$ -	\$ 164,028	\$ 351,840	\$ 315,872	\$ 334,552	\$ 282,604	\$ 306,516	\$ 318,676	\$ 468,556	\$ 468,556	\$ 3,011,200	\$ -	\$ 3,011,200
PTH - Realign - Lively Place	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
PTH - Renew - Caddadup Reserve	\$ 99,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,000	\$ -	\$ 99,000
PTH - Renew - Estuary Road	\$ 15,000	\$ 123,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 138,500	\$ -	\$ 138,500
PTH - Renew - Mandurah Road	\$ 129,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,600	\$ -	\$ 129,600
PTH - Renewal - Old Coast Road	\$ 14,167	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,167	\$ -	\$ 14,167
PTH - Renewal - Old Coast Road Bypass	\$ 133,168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 133,168	\$ -	\$ 133,168
PTH - Tanjinn Street, Dawesville PAW	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
Plant & Equipment	\$ 3,119,734	\$ 3,120,614	\$ 3,132,894	\$ 3,133,100	\$ 3,123,013	\$ 3,140,199	\$ 3,140,199	\$ 3,140,199	\$ 3,140,199	\$ 3,140,199	\$ 31,330,350	\$ -	\$ 31,330,350
Furniture & Equipment	\$ 51,214	\$ 52,094	\$ 64,374	\$ 64,580	\$ 54,493	\$ 71,679	\$ 71,679	\$ 71,679	\$ 71,679	\$ 71,679	\$ 645,150	\$ -	\$ 645,150
Plant & Machinery Renewal Program	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 2,868,520	\$ 28,685,200	\$ -	\$ 28,685,200
Vehicle & Small Plant Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ -	\$ 2,000,000

Attachment 3 - Capital

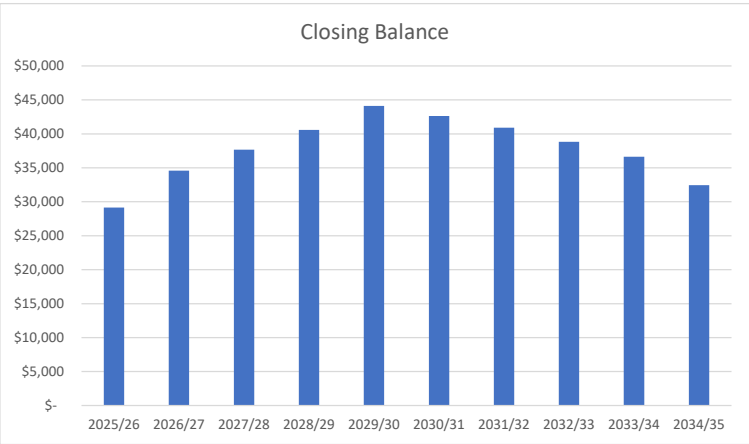
Projects per Program	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Grand Total Costs	Grand Total Grants	CoM Funding
Roads Program	\$ 8,545,465	\$ 8,674,500	\$ 8,902,880	\$ 8,570,550	\$ 7,455,805	\$ 8,671,265	\$ 8,634,930	\$ 8,299,405	\$ 9,168,350	\$ 9,168,350	\$ 86,091,500	\$ 36,196,150	\$ 49,895,350
LTFP Program - Roads	\$ -	\$ 3,783,275	\$ 5,808,240	\$ 7,770,550	\$ 7,455,805	\$ 8,671,265	\$ 8,634,930	\$ 8,299,405	\$ 9,168,350	\$ 9,168,350	\$ 68,760,170	\$ 28,116,535	\$ 40,643,635
RDS - Oakleigh Drive	\$ -	\$ -	\$ 10,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 810,000	\$ -	\$ 810,000
RDS - Renew - Clarice St	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,000,000	\$ 200,000
RDS - Renew - Finistere Island Retreat	\$ 5,000	\$ 461,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 466,225	\$ -	\$ 466,225
RDS - Renew - Grafton Drive	\$ 5,000	\$ -	\$ 1,284,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,289,640	\$ -	\$ 1,289,640
RDS - Renew - The Glen	\$ 25,000	\$ 1,380,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,405,000	\$ -	\$ 1,405,000
RDS - Renew - Tims Thicket Road	\$ 571,563	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 571,563	\$ 400,000	\$ 171,563
RDS - Resurface - Waste Mgmt Centre	\$ 92,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,500	\$ -	\$ 92,500
RDS - Resurface - Angalore Road	\$ 251,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 251,320	\$ -	\$ 251,320
RDS - Resurface - Blossom Place	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ 90,000
RDS - Resurface - Canterbury & Surrounds	\$ 464,745	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 464,745	\$ 400,000	\$ 64,745
RDS - Resurface - Carnoustie Gardens	\$ 194,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 194,480	\$ -	\$ 194,480
RDS - Resurface - Cuvier Place	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 112,000	\$ -	\$ 112,000
RDS - Resurface - Elmore Way	\$ 292,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 292,500	\$ 200,000	\$ 92,500
RDS - Resurface - Hestia Way	\$ 172,172	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 172,172	\$ -	\$ 172,172
RDS - Resurface - Karinga & Surrounds	\$ 632,905	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 632,905	\$ 200,000	\$ 432,905
RDS - Resurface - Kookaburra & Surrounds	\$ 477,555	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 477,555	\$ 279,615	\$ 197,940
RDS - Resurface - La Grange & Augusta	\$ 232,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 232,025	\$ -	\$ 232,025
RDS - Resurface - McLarty Road	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ -	\$ 220,000
RDS - Resurface - St Annes & Surrounds	\$ 506,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 506,700	\$ 400,000	\$ 106,700
RDS - Upgrade - Tims Thicket Road	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 800,000	\$ 400,000
RDS Pinjarra Road - Rehab	\$ 1,800,000	\$ 3,050,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,650,000	\$ 4,400,000	\$ 2,250,000
Street Lighting & Furniture Program	\$ 719,500	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 6,119,500	\$ 20,000	\$ 6,099,500
LTFP Program - Street Lighting & Furn	\$ -	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 5,400,000	\$ -	\$ 5,400,000
SLF - 25-26 Street Furniture New	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 20,000	\$ 20,000
SLF - 25-26 Street Furniture Renewal	\$ 44,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,500	\$ -	\$ 44,500
SLF - City Centre Lighting Audit	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
SLF - Decorative Streetlighting Renewal	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ 600,000
Traffic Management Program	\$ 2,779,783	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 9,529,783	\$ 1,974,396	\$ 7,555,387
Lakes Road - Murdoch Drive Blackspot	\$ 119,867	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 119,867	\$ 98,666	\$ 21,201
LTFP Program - Traffic Management	\$ -	\$ 494,652	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 6,494,652	\$ -	\$ 6,494,652
Lynda Street and Baroy Street Blackspot	\$ 365,945	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 365,945	\$ 256,367	\$ 109,578
TMP - LATM - Glencoe Parade	\$ 100,150	\$ 255,348	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 355,498	\$ 236,998	\$ 118,500
TMP - Westview Parade, Wannanup	\$ 37,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,510	\$ -	\$ 37,510
TMP - Arramall Trail	\$ 20,631	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,631	\$ -	\$ 20,631
TMP - BS - Tuckey Street	\$ 615,639	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 615,639	\$ 410,426	\$ 205,213
TMP - BS Pinjarra-Anstruther Rd Intersct	\$ 571,582	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 571,582	\$ 381,055	\$ 190,527
TMP - Cossack Way	\$ 35,088	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,088	\$ -	\$ 35,088
TMP - Dandaragan Drive	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,000	\$ -	\$ 53,000
TMP - LATM - Oakmont Avenue	\$ 271,826	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 271,826	\$ 181,217	\$ 90,609
Wanjeep Street Blackspot	\$ 588,545	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 588,545	\$ 409,667	\$ 178,878
Grand Total	\$ 37,805 361	\$ 59 859 701	\$ 54 519 784	\$ 46 855 294	\$ 34 388 314	\$ 27 497 055	\$ 24 482 359	\$ 25 929 529	\$ 23 034 255	\$ 21 534 255	\$ 355 905,907	\$ 103,776,896	\$ 252,129,011

Attachment 4 - Assumptions

[illegible]

Attachment 5 - Borrowings

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Closing Balance	\$ 29,150	\$ 34,579	\$ 37,678	\$ 40,574	\$ 44,128	\$ 42,624	\$ 40,902	\$ 38,833	\$ 36,623	\$ 32,435
Percentage of Rates	28%	32%	34%	35%	36%	34%	31%	28%	26%	22%
Repayments (Existing Loans):										
Principal	\$ 3,780	\$ 3,618	\$ 3,080	\$ 3,044	\$ 2,576	\$ 2,208	\$ 1,837	\$ 1,569	\$ 1,071	\$ 634
Interest	\$ 767	\$ 746	\$ 481	\$ 364	\$ 266	\$ 186	\$ 122	\$ 73	\$ 41	\$ 19
Total repayments	\$ 4,546	\$ 4,364	\$ 3,561	\$ 3,408	\$ 2,842	\$ 2,394	\$ 1,958	\$ 1,642	\$ 1,111	\$ 653
New loans	\$ 7,150	\$ 10,000	\$ 8,000	\$ 8,500	\$ 9,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 3,250
New loan repayments										
Principal	\$ 345	\$ 953	\$ 1,822	\$ 2,560	\$ 3,370	\$ 4,296	\$ 4,886	\$ 5,500	\$ 6,139	\$ 6,804
Interest	\$ 160	\$ 421	\$ 767	\$ 1,001	\$ 1,224	\$ 1,452	\$ 1,470	\$ 1,463	\$ 1,431	\$ 1,374
Total new repayments	\$ 505	\$ 1,374	\$ 2,589	\$ 3,561	\$ 4,594	\$ 5,748	\$ 6,355	\$ 6,963	\$ 7,570	\$ 8,178



Attachment 6 - Reserves

Summary	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Opening Balance	\$ 66,954,338	\$ 68,015,262	\$ 55,339,324	\$ 51,854,073	\$ 44,293,735	\$ 45,352,083	\$ 47,383,701	\$ 49,458,726	\$ 51,578,238	\$ 53,743,344
Amount set aside / Transfer to Reserve	\$ 10,729,497	\$ 1,876,895	\$ 1,913,480	\$ 1,952,296	\$ 1,989,746	\$ 2,031,617	\$ 2,075,025	\$ 2,119,512	\$ 2,165,106	\$ 2,211,834
Amount used / Transfer from Reserve	\$ 9,668,573	\$ 14,552,833	\$ 5,398,731	\$ 9,512,634	\$ 931,397	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 68,015,262	\$ 55,339,324	\$ 51,854,073	\$ 44,293,735	\$ 45,352,083	\$ 47,383,701	\$ 49,458,726	\$ 51,578,238	\$ 53,743,344	\$ 55,955,177

Building										
Opening Balance	\$ 2,291,249	\$ 11,498,258	\$ 11,139,126	\$ 6,187,470	\$ 5,124,787	\$ 5,395,106	\$ 5,677,407	\$ 5,964,304	\$ 6,256,012	\$ 6,552,741
Amount set aside / Transfer to Reserve	\$ 9,207,009	\$ 325,044	\$ 417,075	\$ 258,151	\$ 270,319	\$ 282,301	\$ 286,897	\$ 291,708	\$ 296,729	\$ 301,957
Amount used / Transfer from Reserve	\$ -	\$ 684,176	\$ 5,368,731	\$ 1,320,834	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 11,498,258	\$ 11,139,126	\$ 6,187,470	\$ 5,124,787	\$ 5,395,106	\$ 5,677,407	\$ 5,964,304	\$ 6,256,012	\$ 6,552,741	\$ 6,854,698

Asset Management										
Opening Balance	\$ 27,664,256	\$ 22,920,176	\$ 10,521,448	\$ 10,915,396	\$ 3,179,004	\$ 2,415,291	\$ 2,541,672	\$ 2,670,111	\$ 2,800,703	\$ 2,933,544
Amount set aside / Transfer to Reserve	\$ 555,920	\$ 647,929	\$ 393,948	\$ 455,408	\$ 167,684	\$ 126,381	\$ 128,439	\$ 130,592	\$ 132,840	\$ 135,181
Amount used / Transfer from Reserve	\$ 5,300,000	\$ 13,046,657	\$ -	\$ 8,191,799	\$ 931,397	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 22,920,176	\$ 10,521,448	\$ 10,915,396	\$ 3,179,004	\$ 2,415,291	\$ 2,541,672	\$ 2,670,111	\$ 2,800,703	\$ 2,933,544	\$ 3,068,724

Cultural Centre										
Opening Balance	\$ 503	\$ 503	\$ 517	\$ 537	\$ 559	\$ 588	\$ 619	\$ 651	\$ 682	\$ 715
Amount set aside / Transfer to Reserve	\$ -	\$ 14	\$ 19	\$ 22	\$ 29	\$ 31	\$ 31	\$ 32	\$ 32	\$ 33
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 503	\$ 517	\$ 537	\$ 559	\$ 588	\$ 619	\$ 651	\$ 682	\$ 715	\$ 748

Sustainability										
Opening Balance	\$ 289,126	\$ 239,360	\$ 174,126	\$ 180,646	\$ 188,183	\$ 198,109	\$ 208,475	\$ 219,010	\$ 229,722	\$ 240,618
Amount set aside / Transfer to Reserve	\$ 7,734	\$ 6,766	\$ 6,520	\$ 7,537	\$ 9,926	\$ 10,366	\$ 10,535	\$ 10,712	\$ 10,896	\$ 11,088
Amount used / Transfer from Reserve	\$ 57,500	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 239,360	\$ 174,126	\$ 180,646	\$ 188,183	\$ 198,109	\$ 208,475	\$ 219,010	\$ 229,722	\$ 240,618	\$ 251,706

Waste Facilities Reserve Fund										
Opening Balance	\$ 11,017,478	\$ 8,300,382	\$ 7,785,025	\$ 8,046,514	\$ 8,382,228	\$ 8,824,369	\$ 9,286,107	\$ 9,755,364	\$ 10,232,489	\$ 10,717,826
Amount set aside / Transfer to Reserve	\$ 198,278	\$ 234,643	\$ 291,490	\$ 335,714	\$ 442,141	\$ 461,738	\$ 469,257	\$ 477,125	\$ 485,337	\$ 493,888
Amount used / Transfer from Reserve	\$ 2,915,374	\$ 750,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 8,300,382	\$ 7,785,025	\$ 8,046,514	\$ 8,382,228	\$ 8,824,369	\$ 9,286,107	\$ 9,755,364	\$ 10,232,489	\$ 10,717,826	\$ 11,211,714

Attachment 6 - Reserves

Interest Free Loans	Yr 1 2025	Yr 2 2026	Yr 3 2027	Yr 4 2028	Yr 5 2029	Yr 6 2030	Yr 7 2031	Yr 8 2032	Yr 9 2033	Yr 10 2034
Opening Balance	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124
Amount set aside / Transfer to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124	\$ 237,124

CLAG										
Opening Balance	\$ 2,038	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075
Amount set aside / Transfer to Reserve	\$ 37	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075

Mandurah Ocean Marina										
Opening Balance	\$ 190,738	\$ 195,840	\$ 201,376	\$ 208,916	\$ 217,633	\$ 229,112	\$ 241,100	\$ 253,284	\$ 265,672	\$ 278,273
Amount set aside / Transfer to Reserve	\$ 5,102	\$ 5,536	\$ 7,540	\$ 8,716	\$ 11,480	\$ 11,988	\$ 12,184	\$ 12,388	\$ 12,601	\$ 12,823
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 195,840	\$ 201,376	\$ 208,916	\$ 217,633	\$ 229,112	\$ 241,100	\$ 253,284	\$ 265,672	\$ 278,273	\$ 291,096

Waterways										
Opening Balance	\$ 586,467	\$ 107,917	\$ 110,968	\$ 115,123	\$ 119,926	\$ 126,251	\$ 132,858	\$ 139,571	\$ 146,398	\$ 153,341
Amount set aside / Transfer to Reserve	\$ 15,688	\$ 3,051	\$ 4,155	\$ 4,803	\$ 6,326	\$ 6,606	\$ 6,714	\$ 6,826	\$ 6,944	\$ 7,066
Amount used / Transfer from Reserve	\$ 494,238	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 107,917	\$ 110,968	\$ 115,123	\$ 119,926	\$ 126,251	\$ 132,858	\$ 139,571	\$ 146,398	\$ 153,341	\$ 160,408

Port Mandurah Canals Stage 2 Maintenance										
Opening Balance	\$ 99,777	\$ 102,446	\$ 105,342	\$ 109,286	\$ 113,846	\$ 119,851	\$ 126,122	\$ 132,496	\$ 138,976	\$ 145,568
Amount set aside / Transfer to Reserve	\$ 2,669	\$ 2,896	\$ 3,944	\$ 4,560	\$ 6,005	\$ 6,271	\$ 6,373	\$ 6,480	\$ 6,592	\$ 6,708
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 102,446	\$ 105,342	\$ 109,286	\$ 113,846	\$ 119,851	\$ 126,122	\$ 132,496	\$ 138,976	\$ 145,568	\$ 152,275

Mariners Cove Canals										
Opening Balance	\$ 90,910	\$ 93,342	\$ 95,981	\$ 99,574	\$ 103,729	\$ 109,200	\$ 114,914	\$ 120,721	\$ 126,626	\$ 132,632
Amount set aside / Transfer to Reserve	\$ 2,432	\$ 2,639	\$ 3,594	\$ 4,154	\$ 5,471	\$ 5,714	\$ 5,807	\$ 5,904	\$ 6,006	\$ 6,112
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 93,342	\$ 95,981	\$ 99,574	\$ 103,729	\$ 109,200	\$ 114,914	\$ 120,721	\$ 126,626	\$ 132,632	\$ 138,743

Attachment 6 - Reserves

Port Bouvard Canal Maintenance Contributions	Yr 1 2025	Yr 2 2026	Yr 3 2027	Yr 4 2028	Yr 5 2029	Yr 6 2030	Yr 7 2031	Yr 8 2032	Yr 9 2033	Yr 10 2034
Opening Balance	\$ 286,143	\$ 293,797	\$ 302,102	\$ 313,414	\$ 326,490	\$ 343,711	\$ 361,696	\$ 379,974	\$ 398,558	\$ 417,462
Amount set aside / Transfer to Reserve	\$ 7,654	\$ 8,305	\$ 11,311	\$ 13,076	\$ 17,221	\$ 17,985	\$ 18,278	\$ 18,584	\$ 18,904	\$ 19,237
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 293,797	\$ 302,102	\$ 313,414	\$ 326,490	\$ 343,711	\$ 361,696	\$ 379,974	\$ 398,558	\$ 417,462	\$ 436,699

Cash in Lieu POS Contributions										
Opening Balance	\$ 515,898	\$ 529,699	\$ 544,673	\$ 565,067	\$ 588,642	\$ 619,692	\$ 652,117	\$ 685,071	\$ 718,577	\$ 752,660
Amount set aside / Transfer to Reserve	\$ 13,801	\$ 14,974	\$ 20,394	\$ 23,576	\$ 31,049	\$ 32,426	\$ 32,954	\$ 33,506	\$ 34,083	\$ 34,683
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 529,699	\$ 544,673	\$ 565,067	\$ 588,642	\$ 619,692	\$ 652,117	\$ 685,071	\$ 718,577	\$ 752,660	\$ 787,343

Unspent Grants & Contributions										
Opening Balance	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372
Amount set aside / Transfer to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372	\$ 7,068,372

Leave Reserve										
Opening Balance	\$ 3,396,631	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303
Amount set aside / Transfer to Reserve	\$ 92,787	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amount used / Transfer from Reserve	\$ 701,115	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303	\$ 2,788,303

Coastal Storm Contingency										
Opening Balance	\$ 276,996	\$ 284,406	\$ 292,446	\$ 303,396	\$ 316,054	\$ 332,725	\$ 350,135	\$ 367,828	\$ 385,818	\$ 404,118
Amount set aside / Transfer to Reserve	\$ 7,410	\$ 8,040	\$ 10,950	\$ 12,658	\$ 16,671	\$ 17,410	\$ 17,693	\$ 17,990	\$ 18,300	\$ 18,622
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 284,406	\$ 292,446	\$ 303,396	\$ 316,054	\$ 332,725	\$ 350,135	\$ 367,828	\$ 385,818	\$ 404,118	\$ 422,740

Digital Futures										
Opening Balance	\$ 60,936	\$ 62,566	\$ 64,335	\$ 66,744	\$ 69,528	\$ 73,196	\$ 77,026	\$ 80,918	\$ 84,876	\$ 88,901
Amount set aside / Transfer to Reserve	\$ 1,630	\$ 1,769	\$ 2,409	\$ 2,785	\$ 3,667	\$ 3,830	\$ 3,892	\$ 3,958	\$ 4,026	\$ 4,097
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 62,566	\$ 64,335	\$ 66,744	\$ 69,528	\$ 73,196	\$ 77,026	\$ 80,918	\$ 84,876	\$ 88,901	\$ 92,998

Attachment 6 - Reserves

Decked Carparking	Yr 1 2025	Yr 2 2026	Yr 3 2027	Yr 4 2028	Yr 5 2029	Yr 6 2030	Yr 7 2031	Yr 8 2032	Yr 9 2033	Yr 10 2034
Opening Balance	\$ 1,080,816	\$ 1,109,728	\$ 1,141,099	\$ 1,183,824	\$ 1,233,215	\$ 1,298,264	\$ 1,366,196	\$ 1,435,235	\$ 1,505,431	\$ 1,576,835
Amount set aside / Transfer to Reserve	\$ 28,912	\$ 31,371	\$ 42,725	\$ 49,391	\$ 65,049	\$ 67,932	\$ 69,038	\$ 70,196	\$ 71,404	\$ 72,662
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 1,109,728	\$ 1,141,099	\$ 1,183,824	\$ 1,233,215	\$ 1,298,264	\$ 1,366,196	\$ 1,435,235	\$ 1,505,431	\$ 1,576,835	\$ 1,649,497

Specified Area Rates - Waterside Canals

Opening Balance	\$ 116,111	\$ 118,704	\$ 122,060	\$ 126,630	\$ 131,913	\$ 138,871	\$ 146,138	\$ 153,522	\$ 161,031	\$ 168,669
Amount set aside / Transfer to Reserve	\$ 5,535	\$ 3,356	\$ 4,570	\$ 5,283	\$ 6,958	\$ 7,266	\$ 7,385	\$ 7,509	\$ 7,638	\$ 7,772
Amount used / Transfer from Reserve	\$ 2,942	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 118,704	\$ 122,060	\$ 126,630	\$ 131,913	\$ 138,871	\$ 146,138	\$ 153,522	\$ 161,031	\$ 168,669	\$ 176,441

Specified Area Rates - Port Mandurah Canals

Opening Balance	\$ 206,031	\$ 134,645	\$ 203,351	\$ 275,865	\$ 352,275	\$ 435,756	\$ 523,457	\$ 614,809	\$ 709,779	\$ 808,345
Amount set aside / Transfer to Reserve	\$ 71,170	\$ 68,706	\$ 72,514	\$ 76,410	\$ 83,482	\$ 87,701	\$ 91,352	\$ 94,970	\$ 98,566	\$ 102,149
Amount used / Transfer from Reserve	\$ 142,556	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 134,645	\$ 203,351	\$ 275,865	\$ 352,275	\$ 435,756	\$ 523,457	\$ 614,809	\$ 709,779	\$ 808,345	\$ 910,494

Specified Area Rates - Mandurah Quay Canals

Opening Balance	\$ 305,463	\$ 349,096	\$ 385,631	\$ 426,735	\$ 471,206	\$ 522,726	\$ 576,744	\$ 632,555	\$ 690,159	\$ 749,560
Amount set aside / Transfer to Reserve	\$ 43,633	\$ 36,535	\$ 41,105	\$ 44,470	\$ 51,521	\$ 54,018	\$ 55,811	\$ 57,604	\$ 59,401	\$ 61,206
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 349,096	\$ 385,631	\$ 426,735	\$ 471,206	\$ 522,726	\$ 576,744	\$ 632,555	\$ 690,159	\$ 749,560	\$ 810,766

Specified Area Rates - Mandurah Ocean Marina

Opening Balance	\$ 1,112,351	\$ 1,297,650	\$ 1,454,333	\$ 1,628,787	\$ 1,816,742	\$ 2,032,571	\$ 2,258,926	\$ 2,493,077	\$ 2,735,011	\$ 2,984,735
Amount set aside / Transfer to Reserve	\$ 185,299	\$ 156,683	\$ 174,454	\$ 187,956	\$ 215,828	\$ 226,355	\$ 234,151	\$ 241,934	\$ 249,724	\$ 257,539
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 1,297,650	\$ 1,454,333	\$ 1,628,787	\$ 1,816,742	\$ 2,032,571	\$ 2,258,926	\$ 2,493,077	\$ 2,735,011	\$ 2,984,735	\$ 3,242,274

Specified Area Rate - Port Bouvard Canals

Opening Balance	\$ 162,148	\$ 171,984	\$ 176,846	\$ 183,467	\$ 191,122	\$ 201,203	\$ 211,731	\$ 222,431	\$ 233,309	\$ 244,375
Amount set aside / Transfer to Reserve	\$ 9,836	\$ 4,862	\$ 6,622	\$ 7,655	\$ 10,081	\$ 10,528	\$ 10,699	\$ 10,879	\$ 11,066	\$ 11,261
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 171,984	\$ 176,846	\$ 183,467	\$ 191,122	\$ 201,203	\$ 211,731	\$ 222,431	\$ 233,309	\$ 244,375	\$ 255,637

Attachment 6 - Reserves

Specified Area Rate - Mariners Cove	Yr 1 2025	Yr 2 2026	Yr 3 2027	Yr 4 2028	Yr 5 2029	Yr 6 2030	Yr 7 2031	Yr 8 2032	Yr 9 2033	Yr 10 2034
Opening Balance	\$ 10,033	\$ 10,780	\$ 11,085	\$ 11,500	\$ 11,980	\$ 12,611	\$ 13,271	\$ 13,942	\$ 14,624	\$ 15,318
Amount set aside / Transfer to Reserve	\$ 747	\$ 305	\$ 415	\$ 480	\$ 632	\$ 660	\$ 671	\$ 682	\$ 694	\$ 706
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 10,780	\$ 11,085	\$ 11,500	\$ 11,980	\$ 12,611	\$ 13,271	\$ 13,942	\$ 14,624	\$ 15,318	\$ 16,023

Specified Area Rate - Eastport										
Opening Balance	\$ 55,598	\$ 59,384	\$ 61,063	\$ 63,349	\$ 65,992	\$ 69,473	\$ 73,108	\$ 76,803	\$ 80,559	\$ 84,380
Amount set aside / Transfer to Reserve	\$ 3,786	\$ 1,679	\$ 2,286	\$ 2,643	\$ 3,481	\$ 3,635	\$ 3,694	\$ 3,756	\$ 3,821	\$ 3,888
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 59,384	\$ 61,063	\$ 63,349	\$ 65,992	\$ 69,473	\$ 73,108	\$ 76,803	\$ 80,559	\$ 84,380	\$ 88,268

Sportsclubs Maintenance Levy										
Opening Balance	\$ 380,679	\$ 390,862	\$ 401,911	\$ 416,960	\$ 434,356	\$ 457,267	\$ 481,194	\$ 505,510	\$ 530,234	\$ 555,384
Amount set aside / Transfer to Reserve	\$ 10,183	\$ 11,049	\$ 15,048	\$ 17,396	\$ 22,911	\$ 23,927	\$ 24,316	\$ 24,724	\$ 25,150	\$ 25,593
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 390,862	\$ 401,911	\$ 416,960	\$ 434,356	\$ 457,267	\$ 481,194	\$ 505,510	\$ 530,234	\$ 555,384	\$ 580,976

City Centre Land Acquisition Reserve										
Opening Balance	\$ 1,104,747	\$ 1,134,300	\$ 1,166,365	\$ 1,210,037	\$ 1,260,522	\$ 1,327,011	\$ 1,396,447	\$ 1,467,014	\$ 1,538,764	\$ 1,611,749
Amount set aside / Transfer to Reserve	\$ 29,553	\$ 32,065	\$ 43,671	\$ 50,485	\$ 66,489	\$ 69,436	\$ 70,567	\$ 71,750	\$ 72,985	\$ 74,271
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 1,134,300	\$ 1,166,365	\$ 1,210,037	\$ 1,260,522	\$ 1,327,011	\$ 1,396,447	\$ 1,467,014	\$ 1,538,764	\$ 1,611,749	\$ 1,686,020

Lakelands Community Infrastructure Reserve										
Opening Balance	\$ 1,181,010	\$ 1,212,603	\$ 1,246,882	\$ 1,293,568	\$ 1,347,538	\$ 1,418,617	\$ 1,492,847	\$ 1,568,285	\$ 1,644,988	\$ 1,723,012
Amount set aside / Transfer to Reserve	\$ 31,593	\$ 34,279	\$ 46,686	\$ 53,970	\$ 71,079	\$ 74,230	\$ 75,438	\$ 76,703	\$ 78,023	\$ 79,398
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 1,212,603	\$ 1,246,882	\$ 1,293,568	\$ 1,347,538	\$ 1,418,617	\$ 1,492,847	\$ 1,568,285	\$ 1,644,988	\$ 1,723,012	\$ 1,802,410

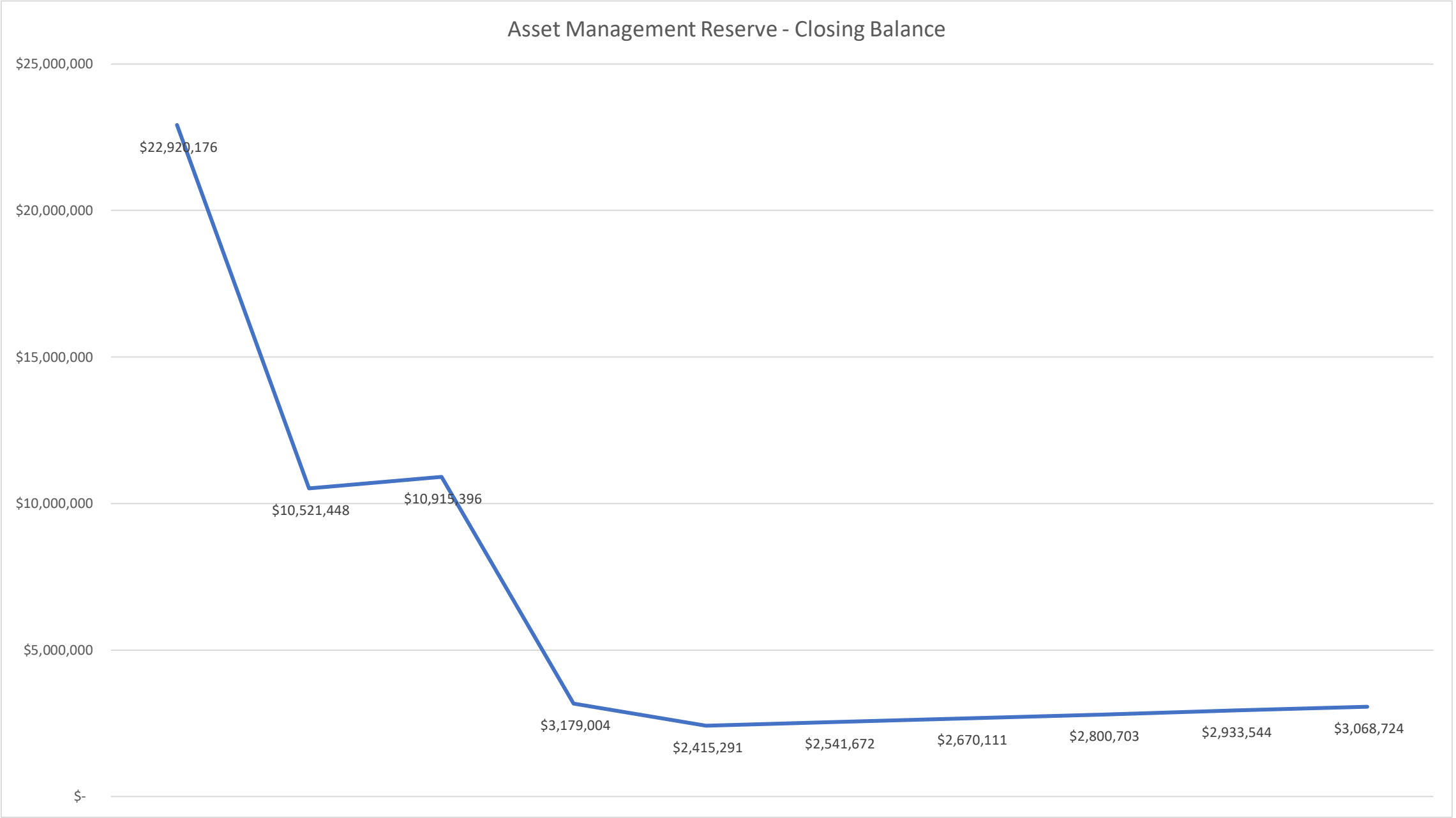
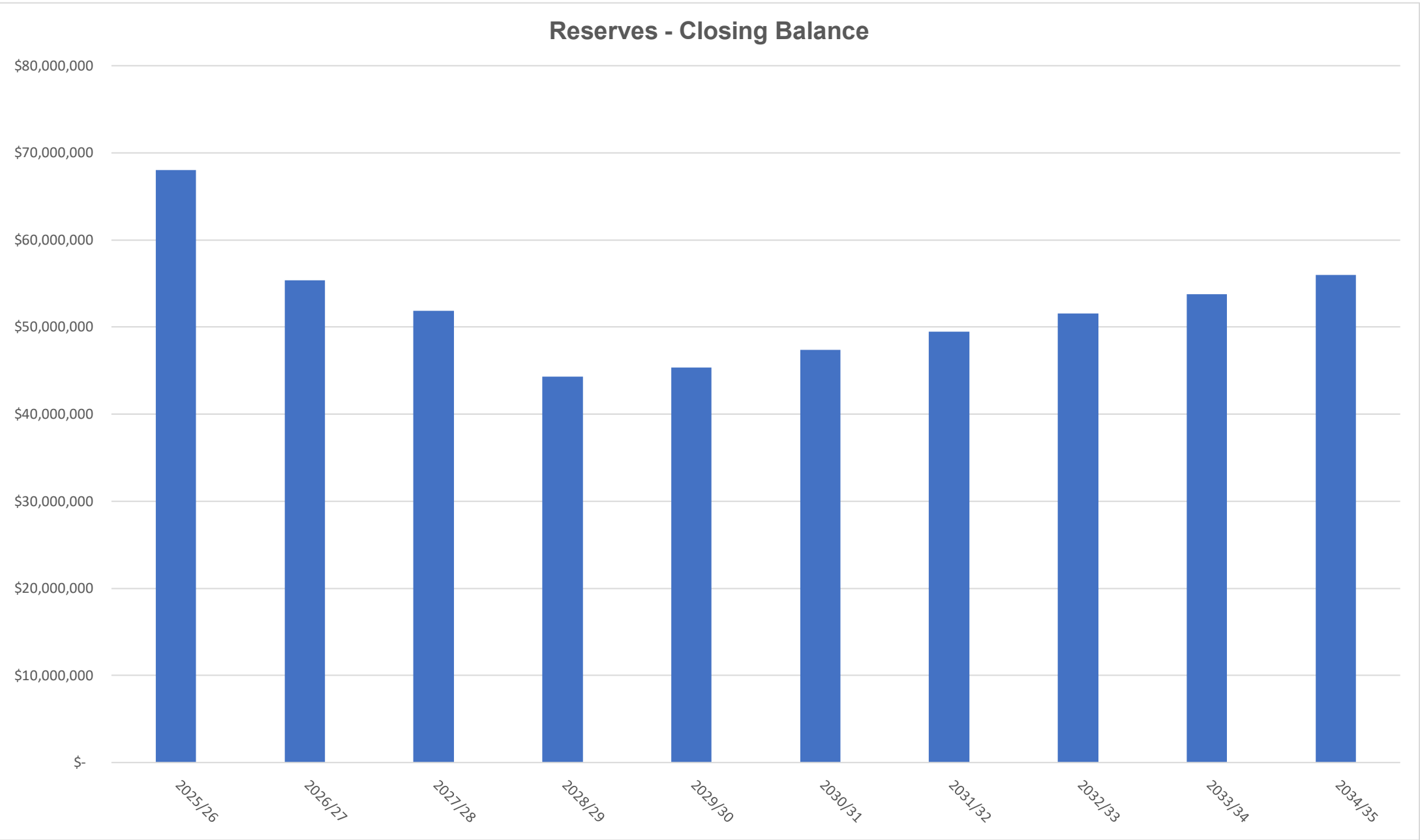
Plant Reserve										
Opening Balance	\$ 1,824,396	\$ 1,873,090	\$ 1,926,040	\$ 1,998,156	\$ 2,081,522	\$ 2,191,317	\$ 2,305,978	\$ 2,422,507	\$ 2,540,989	\$ 2,661,511
Amount set aside / Transfer to Reserve	\$ 48,694	\$ 52,950	\$ 72,115	\$ 83,366	\$ 109,795	\$ 114,661	\$ 116,528	\$ 118,482	\$ 120,522	\$ 122,645
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 1,873,090	\$ 1,926,040	\$ 1,998,156	\$ 2,081,522	\$ 2,191,317	\$ 2,305,978	\$ 2,422,507	\$ 2,540,989	\$ 2,661,511	\$ 2,784,156

Attachment 6 - Reserves

Public Art Reserve	Yr 1 2025	Yr 2 2026	Yr 3 2027	Yr 4 2028	Yr 5 2029	Yr 6 2030	Yr 7 2031	Yr 8 2032	Yr 9 2033	Yr 10 2034
Opening Balance	\$ 421,058	\$ 432,595	\$ 534,824	\$ 644,849	\$ 761,753	\$ 891,934	\$ 1,028,604	\$ 1,170,583	\$ 1,317,835	\$ 1,470,341
Amount set aside / Transfer to Reserve	\$ 11,537	\$ 102,229	\$ 110,025	\$ 116,904	\$ 130,181	\$ 136,671	\$ 141,979	\$ 147,252	\$ 152,506	\$ 157,755
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 432,595	\$ 534,824	\$ 644,849	\$ 761,753	\$ 891,934	\$ 1,028,604	\$ 1,170,583	\$ 1,317,835	\$ 1,470,341	\$ 1,628,096

Transform Mandurah Funding Program Reserve										
Opening Balance	\$ 972,481	\$ 998,495	\$ 1,026,721	\$ 1,065,164	\$ 1,109,605	\$ 1,168,133	\$ 1,229,256	\$ 1,291,375	\$ 1,354,534	\$ 1,418,781
Amount set aside / Transfer to Reserve	\$ 26,014	\$ 28,226	\$ 38,443	\$ 44,440	\$ 58,529	\$ 61,123	\$ 62,118	\$ 63,160	\$ 64,247	\$ 65,379
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 998,495	\$ 1,026,721	\$ 1,065,164	\$ 1,109,605	\$ 1,168,133	\$ 1,229,256	\$ 1,291,375	\$ 1,354,534	\$ 1,418,781	\$ 1,484,160

Large-Scale Arts and Culture Attraction reserve										
Opening Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amount set aside / Transfer to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amount used / Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Attachment 7 - Ratios

Ratios

Current Ratio (>1)

Debt service cover ratio (Basic >2, Advanced >5)

Own source revenue (Basic >0.4, Intermediate >0.6, Advanced >0.9)

Operating Surplus ratio (Basic >0.01, Advanced >0.15)

Asset Consumption Ratio (Basic >0.5, Improving between 0.6 and 0.75)

Asset Sustainability Ratio (Basic >0.9, Improving between 0.9 and 1.1)

Asset renewal ratio (Basic between .75 and .95, improving between .95 and 1.05)

2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
1.35	1.38	1.43	1.47	1.54	1.62	1.76	1.92	2.18	2.55
3.03	4.10	4.26	3.82	3.63	3.69	3.95	4.22	4.46	4.77
0.85	0.88	0.90	0.90	0.90	0.92	0.93	0.94	0.95	0.97
-0.12	-0.09	-0.07	-0.07	-0.07	-0.05	-0.04	-0.02	-0.01	0.01
0.66	0.65	0.64	0.63	0.62	0.60	0.59	0.59	0.58	0.57
0.96	1.15	1.03	0.92	0.89	0.81	0.80	0.91	0.97	0.99
1.19	1.26	1.28	1.33	1.32	1.38	1.45	1.53	1.56	1.59