



# **ANNUAL BUSINESS PLAN**

**2016 – 2017**



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# Preamble

Section 123 of the Local Government Act 1999 requires a council to have a budget for each financial year. The budget must deal with each principal activity of the council on a separate basis and must be adopted before 31 August for the financial year.

A council must also prepare, as part of its budget, or in association with preparation of its budget, an annual statement which addresses:

- the activities the council intends to undertake in the ensuing year to achieve its objectives;
- the measures (financial and non-financial) the council will use to assess its performance against its objectives.

A council must ensure that copies of its budget, including its annual statement and any other associated documents, are available for inspection.

This document presents the Annual Business Plan (ABP) for City of Prospect for 2016-2017, which includes the Budget for 2016-2017, Long Term Financial Plan (LTFP) for 2017-2026, twenty year Infrastructure & Asset Management Plan (IAMP) and Rating Strategy. The Annual Business Plan has been developed in the context of Council's strategic planning framework and in particular on the basis of its *Draft Strategic Plan 2020 (consultation version)*, the *Long Term Financial Plan 2017-2026*, and the *Budget Principles (Assumptions)*.

Council has completed community consultation on the Draft 2020 Strategic Plan, however has not endorsed the final version. Council continues to work through the overwhelming response to the plan making final refinements with anticipation that it will be endorsed in the coming months. The Annual Business Plan 2016-2017 has been presented with links to the version that was endorsed for Community Consultation on 15 December 2015.

The Long Term Financial Plan 2017-2026 has been developed to assist Council to adopt a budget within a prudent, longer term financial framework. The key objective of the Long Term Financial Plan is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its strategic plan.

The Budget 2016-2017 presented in this document has been developed through a process of consultation and reviewed with Council officers and Elected Members. It is Council's opinion that the budget should be reflective of the Long Term Financial Plan 2017-2026 which seeks to achieve and maintain financial sustainability.

City of Prospect property valuations for 2016-2017 are projected to remain consistent with the previous financial year.

All financial information has been presented in current day valuation (2016). No indexing has been applied to predictions established from the asset management plans. The Long Term Financial Plan however, reflects the indexation over the 10 year period.

The Annual Business Plan 2016-2017 is presented in the context of Council's draft Strategic Plan for the City. Council has completed community consultation on the Draft Strategic Plan 2016-2020 and has considered the feedback at its 28 June 2016 meeting. The Draft Strategic Plan reflects Council's continuing focus on ensuring that the physical infrastructure of the City is fit for use and maintained in a cost effective way.

Through implementation of this year's Annual Business Plan, Council aims to deliver to residents and ratepayers a well-managed, sustainable City environment for current, and future generations.

# Message from the Mayor

Welcome to the Annual Business Plan for the City of Prospect for the 2016-2017 financial year. You will find the Plan a comprehensive, yet easy to read, summary of activities, projects and expenditure for the year. Revenue sources are also outlined including the average rates for each class of rate revenue Council collects on your behalf.

The Plan has been developed after extensive consultation with staff and Council. Council has listened to the community, considered the Council's detailed Strategic Plan and, responded to the demands evident in Council's Long Term Asset Management Plan. We have challenged the basis of recurrent costs and established levels of service provided to the community.

During its deliberations, Council was mindful of the guiding principles and target ratios in Council's Long Term Financial Management Plan and the community's capacity to pay.

The Plan was presented to the broader community for their consideration and feedback, which Council considered prior to finalising and adopting the Plan.

The Annual Business Plan is critical to delivering our collective vision for the future of our community. Through the delivery of the various projects and initiatives detailed in the Plan, in addition to the daily operations of Council, City of Prospect will continue to be recognised as a vibrant, smart and innovative city, which cherishes its heritage-rich, clean and green environment, and is well-supported by an engaged and enthusiastic community.

In recent years Council has invested in major public realm upgrades including the Churchill Road upgrade and the Prospect Village Heart, the Digital Hub, Memorial Gardens Playground upgrade, Charles Cane Reserve upgrade, rezoning of our main road corridors and the rollout of the NBN. All of these projects have been very successful and have led to substantial increases in community participation and pride, whilst attracting substantial investment interest shifting the

future rate burden from our side-streets to the main roads.

The Plan for 2016 - 2017 continues to invest in maintaining and upgrading our community infrastructure with particular attention to:

- Continuing the undergrounding of powerlines to Prospect Road north of the Gordon Road
- Following the undergrounding, beautifying the footpaths and kerbs, and working in partnership with State Government to re-sheet the road surface
- Continuing the replacement of replacing aged asphalt footpaths with block pavers
- Commencing a comprehensive maintenance and upgrade program for our network of parks and playgrounds
- Completing the final stage of the Memorial Gardens Playground upgrade
- Continuation of Councils' Road Reseal Program
- Footpaths will be replaced on all or part of the following streets:
  - Main North Road (Kintore Ave to Park St)
  - Myrtle Street
  - Thorngate Street
  - Fitzroy Terrace
  - Niall Street
  - Union Street
  - Braund Road (Rose to Vine Streets)
  - Hepburn Street
  - Jacaranda Avenue
- The continuation of our concrete crossovers and pram ramps program.

In addition to these important capital works, the Plan also funds:

- The continued operation of the very popular Digital Hub
- Our largest community event, Tourrific Prospect
- Introduction the support of new events including The Diwali Cultural Festival and Anime Festival for Youth
- A sophisticated business growth and Investment Attraction Strategy with China
- Stage Two of Council's award-winning Digital Economy Strategy
- Continuing the heritage upgrade, community and youth grant programs

Central to the Plan is the continuation of the high level of service our community demands including, to mention just a few items:

- Operating Council's most popular facility, the Thomas Street Centre
- Maintenance of the City's extensive street, paths, parks and gardens network
- Operating the three stream waste management system including the kitchen caddies and biobag program
- Street tree replacements
- Provision of street lighting
- Public health inspections and enforcement
- Community safety and inspectorate services
- Traffic management
- Club 5082 youth music program
- Our much loved events program including Twilight Concerts and the Prospect Fair.

The 2016-2017 Budget has an Operating Deficit of approximately \$283k. The total estimated operating expenditure for the year is \$22,791,935. Income received from external grants from the State and Federal Government is \$1,989,298 and other non-rate sources is \$1,307,097. This leaves a total of 85% or \$19,211,916 to be raised through general rates.

Council had originally drafted its budget on an increase of 2.5% excluding growth, but was forced to reconsider this following the State Governments significant increase to the EPA Solid Waste Levy.

This resulted in the average residential rate increase of 2.6%, excluding growth, with the same average increase to be experienced by the non-residential sector and those paying the minimum rate, which this year is proposed to be \$1,118.

Further financial analysis including the ten year Long Term Financial Plan is detailed within the Plan. As are allocations to activity areas and the Long Term Asset Management Plan.

I encourage you to read the Annual Business Plan and note the service and investment activities it funds in order to achieve the strategic objectives of the Council, including the core objective of maintaining the high level of local amenity and services our citizen's demand and enjoy, as well as providing for a safe, healthy and financially responsible future.

**David O'Loughlin**  
Mayor, City of Prospect



# Part A Annual Business Plan 2016-2017

## 1.1 A Guide to Reading and Using This Plan

### Introduction and Vision (Refer Sections 1.2 and 1.3)

The introductory section of the Annual Business Plan 2016-2017 provides a summary of the key characteristics of the City, an outline of the Council's strategic priorities and a summary of key initiatives of Council for 2016-2017. The Vision for our City outlines the key values which elected members, management and staff of Council, seek to uphold.

### Key Concepts for 2016-2017 (Refer Section 1.4)

This section sets out an easy reference list of the key concepts which provide the framework for Council's short and medium term focus. Examples are provided of Council initiatives to be implemented in 2016-2017 in direct response to each of the key concepts.

Council has completed community consultation on the Draft 2020 Strategic Plan, however has not endorsed the final version. Council continues to work through the overwhelming response to the plan making final refinements with anticipation that it will be endorsed in the coming months. The Annual Business Plan 2016-2017 has been presented with links to the version that was endorsed for Community Consultation on 15 December 2015.

### Strategic Management Plans & Framework (Refer Section 1.5)

This section provides a diagrammatical representation of how Council's various plans fit together to produce priorities and actions.

### Services Provided to the Community (Refer Section 1.6)

In planning its activities for the coming year and specifically for the purposes of financial planning, Council splits its activities into three categories – 'operational' or 'recurrent', 'operating projects' and 'capital projects'.

Activities considered to be 'core' business of Council and which more or less continue to be provided each year, are dealt with as part of Council's operational budget.

Activities which support the current strategic focus of Council and/or which may be short term or one-off initiatives are considered operating projects are funded as part of the project budget. In any given year the amount of project funding available is dependent on a number of factors including the amount needed to be allocated to ongoing commitments.

Capital projects represent new, renewal or upgrade of Council assets.

The extent of these services (Operating Project and Capital Project Summary Lists) are summarised on pages 45 to 56.

### Measuring Achievement of the Annual Business Plan 2016-2017 (Refer Section 1.7)

Council has recently completed community consultation on the Draft 2020 Strategic Plan. In considering the feedback from the community on the draft strategic plan, Council is developing the measures for the plan.

It is anticipated that the final Strategic Plan 2016-2020 including measures will be finalised by Council in the coming months.

## 1.2 Introduction

City of Prospect is South Australia's second smallest metropolitan Council. The City spans approximately 778 hectares, has a population of around 21,500 and approximately 9,700 rateable properties. The City contains predominately character residential property.

Organisationally, Council's administration will continue to build on the strategic frameworks necessary to deliver the outcomes of the Draft 2020 Strategic Plan (Consultation version). The draft strategic plan discussed in more detail below, sets down the priorities that Council intends to pursue over the next year and provides the framework for the Annual Business Plan and the Budget for 2016-2017.

In finalising the Draft 2020 Strategic Plan, Council is including linkages to the *"South Australian Strategic Plan"* and the *30 Year Plan for Greater Adelaide*.

## 1.3 Vision for Our City

The ultimate role and responsibility of Council in all its endeavours is to provide for and respond to the needs of its community. As part of its strategic focus, Council has embraced a vision which encapsulates its aspiration for the Prospect community and the values which the elected members, management and staff of Council seek to uphold.

The Key Concepts for our City (Consultation Version) includes:

**People** – Know, empower, celebrate, educate and activate our community.

- Know our community
- Environmentally active, sustainably focussed
- Active living for every age, every stage
- Celebrate our creative community

**Place** – Loved heritage, leafy streets, fabulous places.

- Respect the past, create our future
- Loved parks and places
- An accessible City
- A greener future

**Prosperity** – More jobs, more investment, more activity, more vibrancy.

- International Prospect
- A stronger local economy
- Leverage our digital advantage
- A more vibrant night-time

**Supporting Services** – Leaders of the sector providing efficient, responsive, accessible services.

- Excellence in Infrastructure
- Sound financial management
- Responsible Waste Management
- Accountable service delivery
- People-focused approach



## 1.4 Key Concepts for 2016-2017

Council's approach to strategic planning is about creating and maintaining a community which is socially, environmentally and economically sustainable in the long term. We aim to build a sustainable future that improves the quality of life of our community. We will be creative and innovative, and focused on people as the City's most important asset.

Council's key concepts are detailed in the publication "*2020 Strategic Plan*" (*Consultation Version*) and indicates the general direction Council intends to follow, highlights the key issues that are shaping our thinking, and indicates what we intend to do in response to these issues in the short term to achieve our longer term goals.

Council is in the final stages of finalising the 2020 Strategic Plan. The plan has been presented in the form as per its community consultation. While no material change is expected, Council is yet to review this consultation feedback and adjustments based on this may be reflected in the final version.

The Strategic Plan identifies four key areas of priorities (Key Concepts) which will provide the focus and impetus for Council action over the short and medium term. The Key Concepts, Strategies and Deliverables are

outlined in the following pages. Progress in each area will be reported quarterly via Council Meetings.

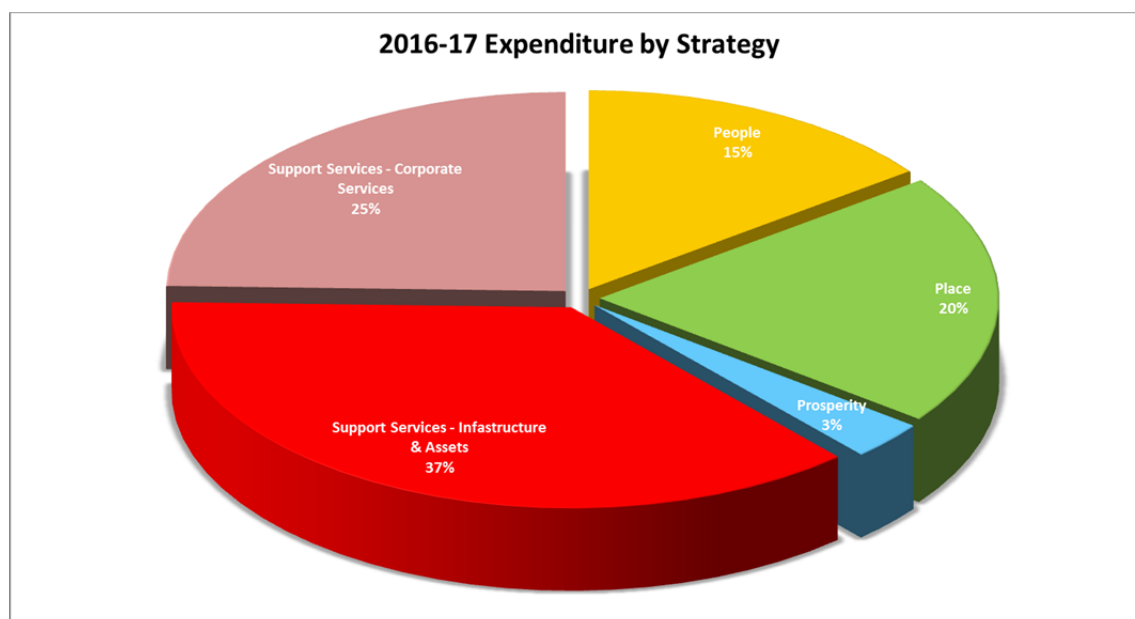
Recent investments have included the Prospect Road and Churchill Road Master Plans, and the first stage of the Prospect Oval and Memorial Gardens Master Plan.

These projects along with recently adopted amendments to the Inner City Development Plan have been the trigger for recent investment by the private sector into developments along our corridors.

Although the focus has been to continue to implement Council's annual asset renewal program (roads, footpaths, kerb and gutters and stormwater), the 2016-2017 Annual Business Plan and Budget includes the following major investment:

### Undergrounding of Powerlines on Prospect Road

A four (4) year staged program has been included in Council's Long Term Financial Plan to complete the undergrounding of powerlines on Prospect Road from Olive Street to Angwin Street. This investment is in addition to the annual asset renewal program. As a result this investment will necessitate loan borrowing (\$4.875 million over 3 years).



## 1.4.1 Key Concept - People

# People

Know, empower, celebrate, educate and activate our community.



### Strategy

### Deliverables

<b>Know our community</b>	<ul style="list-style-type: none"> <li>Regularly engage with our community and service providers.</li> <li>Consult in innovative ways.</li> <li>Deepen our understanding of our community through data analysis.</li> <li>Respond to changing community needs.</li> <li>Foster a strong network and improve our links to local community groups, clubs and schools.</li> <li>Involve our Youth and engage them in decision making.</li> </ul>
<b>Environmentally active, sustainably focussed</b>	<ul style="list-style-type: none"> <li>Support community learning about environmental impacts and issues.</li> <li>Implement a low waste approach to Council and Community events.</li> <li>Support and encourage community initiatives.</li> <li>Review and implement Environmental Action Plan.</li> </ul>
<b>Active living for every age, every stage</b>	<ul style="list-style-type: none"> <li>Provide community services that meet the needs for people in all stages of life.</li> <li>Promote Lifelong Learning and opportunities.</li> <li>Provide accessible library, toy library and local history services.</li> <li>Provide opportunities for ongoing participation in community life.</li> <li>Grow community leadership and participation (empowerment).</li> </ul>
<b>Celebrate our creative community</b>	<ul style="list-style-type: none"> <li>Encourage and enable a range of cultural, recreation, and arts activities and events.</li> </ul>

#### Core Activities Include;

- Aged and Youth Services
- Community Events (eg Twilight Concerts & Fair)
- Community Grants
- Volunteer Opportunities
- Community Information
- Crime Prevention
- Library Services
- Community Safety (eg Dog, Parking and By-Laws)
- Citizenship Ceremonies
- Community Facilities & Land Management
- Community Recreation and Sports Development
- Community Transport
- Council Website
- Cultural Development
- Neighbourhood and Community Development

## Budget Summary – Key Concept: People

	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
<b>Recurrent</b>	\$ 2,824,823	\$ 983,272	\$ 1,841,551
<b>Operating Projects</b>	\$ 817,262	\$ 132,300	\$ 684,962
<b>Capital Projects</b>	\$ 138,275	\$ 0	\$ 138,275
<b>Total</b>	<b>\$ 3,780,360</b>	<b>\$ 1,115,572</b>	<b>\$ 2,664,788</b>
<b>% of Total Budget</b>	14.5%	4.2%	

## 2016-2017 Operating & Capital Projects

<b>Operating Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
Dog Tidy Bags	\$28,500	\$28,500	\$0
Environmental initiatives	\$2,000	\$0	\$2,000
Street Parties	\$1,500	\$0	\$1,500
SCRamble – Safer Active Travel Project	\$10,000	\$0	\$10,000
Open Space Strategy Community Engagement Stage 1	\$40,000	\$0	\$40,000
Community Waste Education Project	\$25,000	\$0	\$25,000
Pigeon Eradication Program	\$4,960	\$0	\$4,960
Know Our Community	\$24,641	\$0	\$24,641
Publications – Prospect Magazine	\$101,000	\$40,000	\$61,000
Communications Strategy – Implementation Stage 1	\$60,000	\$0	\$60,000
Community Support Fund	\$28,000	\$0	\$28,000
Priorities City Wide Public Art Advisory Board	\$25,000	\$0	\$25,000
Diwali Cultural Festival	\$7,000	\$0	\$7,000
Out of the Square Youth School Holiday Program	\$12,280	\$2,800	\$9,480
Prospect Art Collection Management	\$10,000	\$0	\$10,000
Vine Street Plaza Activation and Anime Festival	\$50,000	\$0	\$50,000
Club 5082 New Initiatives	\$35,289	\$0	\$35,289
Culture Survey Actions	\$7,280	\$0	\$7,280
Playwell Sport and Recreation Fair	\$6,500	\$1,000	\$5,500
LibraryPLUS Project Management & Design	\$42,000	\$0	\$42,000
LibraryPLUS Consultation	\$25,000	\$0	\$25,000
Local History Digitisation	\$24,500	\$0	\$24,500
Tourrific Prospect	\$236,812	\$60,000	\$176,812
Community Panel	\$10,000	\$0	\$10,000
	<b>\$817,262</b>	<b>\$132,300</b>	<b>\$684,962</b>

<b>Capital Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
Men's Shed Expansion	\$27,000	\$0	\$27,000
Library Books	\$111,275	\$0	\$111,275
	<b>\$138,275</b>	<b>\$0</b>	<b>\$138,275</b>

## 1.4.2 Key Concept: Place

# Place

Loved heritage, leafy streets, fabulous places.



### Strategy

### Deliverables

<b>Respect the past, create our future</b>	<ul style="list-style-type: none"> <li>• Encourage diverse development on our main arterial roads.</li> <li>• Celebrate and promote our local history, character, heritage and stories through partnerships with the community.</li> <li>• Provide a diverse range of local attractions.</li> <li>• Promote heritage preservation and restoration by running an Education and Grants Program.</li> <li>• Maintain our heritage and character.</li> <li>• Be recognised for high quality and interesting design and built form.</li> </ul>
<b>Loved parks and places</b>	<ul style="list-style-type: none"> <li>• Look after what we love – character, birds, stories, people, parks, colour.</li> <li>• Be inclusive and accessible.</li> <li>• Prioritise the implementation of a Parks Strategy.</li> <li>• Deliver innovative and engaging public spaces and public art.</li> <li>• Enliven parks and places by involving our community.</li> </ul>
<b>An accessible city</b>	<ul style="list-style-type: none"> <li>• Improve accessibility to and links between key precincts.</li> <li>• Develop and implement a Master Plan for Main North Road that considers safe and convenient right hand turn movements and east-west connectivity.</li> <li>• Improve community transport efficiencies across the region.</li> <li>• Improve bicycle and pedestrian movement within and beyond our City.</li> <li>• Advocate for improved public transport.</li> </ul>
<b>A greener future</b>	<ul style="list-style-type: none"> <li>• Preserve and expand the leafy canopy of our streets.</li> <li>• Develop Green Neighbourhoods plan to promote tree tunnels.</li> <li>• Encourage native local area flora, fauna and biodiversity.</li> <li>• Implement water saving and recycling opportunities and water pollution prevention in all our activities.</li> <li>• Lead by example to reduce Council's environmental footprint.</li> </ul>

Core Activities Include;

- Development Assessment
- Tree Rejuvenation
- Public Art
- Development Plan Amendments
- Local History Collation
- Environmental Initiatives

## Budget Summary – Key Concept: Place

	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
<b>Recurrent</b>	\$ 1,694,413	\$ 162,200	\$ 1,532,213
<b>Operating Projects</b>	\$ 1,679,300	\$ 100,000	\$ 1,579,300
<b>Capital Projects</b>	\$ 1,979,043	\$ 120,000	\$ 1,859,043
<b>Total</b>	<b>\$ 5,376,756</b>	<b>\$ 382,200</b>	<b>\$ 4,970,556</b>
<b>% of Total Budget</b>	20.5%	1.4%	

## 2016-2017 Operating & Capital Projects

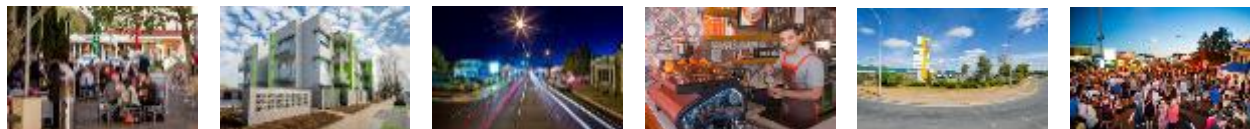
<b>Operating Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
Heritage Grant Program	\$10,000	\$0	\$10,000
Housing Diversity & Desirable Neighbourhoods DPA	\$60,000	\$0	\$60,000
Animal Management Plan	\$800	\$0	\$800
Environmental Subsidy Program	\$10,000	\$0	\$10,000
Veggie Verges	\$4,000	\$0	\$4,000
Main North Central Precinct Concept Plan	\$200,000	\$100,000	\$100,000
Prospect Road Footpath Upgrade (Third Party Assets)	\$160,000	\$0	\$160,000
Narrow Street Traffic Management	\$5,000	\$0	\$5,000
PLEC Undergrounding – Prospect Road	\$875,000	\$0	\$875,000
Local Area Traffic Management (LATM) Review	\$30,000	\$0	\$30,000
Masterplan – Charles Cane and George Whittle Reserves	\$45,000	\$0	\$45,000
Prospect Road Precinct – Percy Street & Regency Road Gateway	\$45,000	\$0	\$45,000
Green Neighbourhoods Connections and Attractions	\$35,000	\$0	\$35,000
Village Heart & Surrounds Tree Project	\$59,500	\$0	\$59,500
Urban Green Link Corridor	\$25,000	\$0	\$25,000
White Cedar Tree Program	\$38,000	\$0	\$38,000
Memorial Gardens Playspace	\$8,000	\$0	\$8,000
Broadview Oval Master Plan	\$50,000	\$0	\$50,000
Reconciliation Action Plan	\$8,000	\$0	\$8,000
Celebrating Good Design	\$11,000	\$0	\$11,000
	<b>\$1,679,300</b>	<b>\$100,000</b>	<b>\$1,579,300</b>

<b>Capital Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
Beautification of Parks and Gardens	\$180,000	\$0	\$180,000
Prospect Road Footpath Upgrade	\$731,193	\$0	\$731,193
Safe Routes to Schools	\$35,000	\$0	\$35,000
Pedestrian Kerb Ramp	\$25,850	\$0	\$25,850
Bus Shelter	\$12,000	\$0	\$12,000
Water Sensitive Urban Design for LATM Devices	\$20,000	\$0	\$20,000
Prospect Oval Irrigation Upgrade	\$157,000	\$0	\$157,000
Playground Upgrades (Various)	\$200,000	\$0	\$200,000
Prospect Oval Retaining Wall Upgrade (Stage 1 of 2)	\$50,000	\$0	\$50,000
Air Raid Shelter Pump	\$40,000	\$0	\$40,000
St Helens Park Irrigation Upgrade	\$163,000	\$0	\$163,000
Galway Ave Median Strip Redevelopment	\$100,000	\$0	\$100,000
Memorial Gardens Playspace – Final Stage	\$240,000	\$120,000	\$120,000
Public Art	\$25,000	\$0	\$25,000
	<b>\$1,979,043</b>	<b>\$120,000</b>	<b>\$1,859,043</b>

### 1.4.3 Key Concept: Prosperity

## Prosperity

More jobs, more investment, more activity, more vibrancy.



Strategy	Deliverables
<b>International Prospect</b>	<ul style="list-style-type: none"> <li>• Develop China and India engagement action plans.</li> <li>• Promote Prospect internationally as Adelaide's most liveable inner City, with world class digital connections, strategically ideal for retail and commercial investment.</li> <li>• Establish and implement a foreign investment attraction plan to support international business investment.</li> </ul>
<b>A stronger local economy</b>	<ul style="list-style-type: none"> <li>• Undertake a detailed economic analysis and assessment of our local economy.</li> <li>• Actively support retail, commercial, home and e-business development in target sectors across our City.</li> <li>• Increase local business visitation including doubling the footfall in the Village Heart year on year.</li> <li>• Encourage local employment growth.</li> <li>• Develop relevant relationships with the Federal and State Governments.</li> <li>• Increase investment and development across our City.</li> <li>• Distribute high quality business investment and promotional materials.</li> <li>• Promote Main North Road and Churchill Road as arterial gateways for medium to large commercial, retail and higher density residential development.</li> <li>• Facilitate business networking within and beyond our City.</li> </ul>
<b>Leverage our digital advantage</b>	<ul style="list-style-type: none"> <li>• Identify and promote the benefits of high speed/high capacity technology and promote its take up.</li> <li>• Utilise the Digital Hub as the primary digital interaction, education and training site for our community.</li> <li>• Implement programs to assist local business to grow through the use of digital technology.</li> <li>• Implement the Digital Economy Strategy.</li> </ul>
<b>A more vibrant night-time</b>	<ul style="list-style-type: none"> <li>• Achieve access to small bar licences.</li> <li>• More people on the streets.</li> <li>• More places to go at night.</li> </ul>

Core Activities Include;

- Employment Support & Business Development Services
- Representative Groups, Investors and Other Key Stakeholders
- External Funding Procurement Initiatives
- Support to Traders Associations

#### Budget Summary – Key Concept: Prosperity

	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
<b>Recurrent</b>	\$ 464,088	\$ 3,696	\$ 460,392
<b>Operating Projects</b>	\$ 323,927	\$ 0	\$ 323,927
<b>Capital Projects</b>	\$ 22,100	\$ 0	\$ 22,100
<b>Total</b>	<b>\$ 810,115</b>	<b>\$ 3,696</b>	<b>\$ 806,419</b>
<b>% of Total Budget</b>	3.1%	0.0%	

#### 2016-2017 Operating & Capital Projects

<b>Operating Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
NBN Digital Hub	\$124,007	\$0	\$124,007
Eastside Business Enterprise Centre (EBEC)	\$7,600	\$0	\$7,600
Radio 5082 Podcast Production	\$30,000	\$0	\$30,000
Digital Economy Strategy Implementation	\$130,320	\$0	\$130,320
China Engagement Action Plan	\$32,000	\$0	\$32,000
	<b>\$323,937</b>	<b>\$0</b>	<b>\$323,937</b>

<b>Capital Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
Town Hall Upgrades	\$22,100	\$0	\$22,100
	<b>\$22,100</b>	<b>\$0</b>	<b>\$22,100</b>



## 1.4.4 Key Concept: Supporting Services

# Supporting Services

Leaders of the sector providing efficient, responsive, accessible services.



### Strategy

### Deliverables

<b>Excellence in Infrastructure</b>	<ul style="list-style-type: none"> <li>• Best practice asset management planning across all asset types.</li> <li>• Implement an annual City Maintenance Plan for all asset classes.</li> <li>• Seek partnerships with other agencies to increase community access to facilities.</li> </ul>
<b>Sound financial management</b>	<ul style="list-style-type: none"> <li>• Generate income growth by diversifying income streams and increasing revenue from other sources.</li> <li>• Seek funding to progress major projects.</li> <li>• Grow our commercial and retail sector and associated rate income.</li> </ul>
<b>Responsible waste management</b>	<ul style="list-style-type: none"> <li>• Waste collection for the enhancement of the amenity of our City</li> <li>• Further innovation in waste management.</li> </ul>
<b>Accountable service delivery</b>	<ul style="list-style-type: none"> <li>• Open and accountable practices and decision making processes.</li> <li>• Provide visible service delivery and accountability through a structured program of service reviews.</li> <li>• Improve Council's internal systems and on-line services.</li> <li>• Engage with relevant agencies for improved access to non-Council services.</li> </ul>
<b>People-focused approach</b>	<ul style="list-style-type: none"> <li>• Deliver a responsive, people-focused service using the most appropriate service delivery model and technology including resource sharing and collaborative service delivery initiatives.</li> <li>• Focus on recruitment and retention, training and development and succession planning.</li> <li>• Implement service delivery practices that create positive customer experiences and build customer relations.</li> </ul>

Core Activities Include;

*Infrastructure & Assets*

- City Precinct (Beautification and Safety) Maintenance Program
- Capital Works Program including:
  - Building Maintenance
  - Drainage Maintenance
  - Footpath Maintenance
  - Kerb & Gutter Maintenance
  - Road Maintenance
- Street Sweeping and Sanitation
- Fleet Management
- Work Health Safety & Risk Management

*Corporate Services*

- Customer Services
- Elected Member Training & Support
- Human Resource Management
- Information Technology
- Records Management
- Rates Administration
- Strategic Planning
- Financial Management

**Budget Summary – Key Concept: Supporting Services**

	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
<b>Recurrent</b>	\$ 12,062,291	\$ 24,611,822	(\$12,549,531)
<b>Operating Projects</b>	\$ 360,900	\$ 36,000	\$ 324,900
<b>Capital Projects</b>	\$ 3,773,563	\$ 301,000	\$ 3,472,563
<b>Total</b>	<b>\$ 16,196,754</b>	<b>\$ 24,948,822</b>	<b>(\$8,752,068)</b>
<b>% of Total Budget</b>	61.9%	94.4%	

**2016-2017 Operating & Capital Projects**

<b>Operating Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
Community Safety Officer – Weekend Overtime	\$25,000	\$36,000	(\$11,000)
Community Safety Officer – After Hours Temp Staff	\$28,500	\$0	\$28,500
Increase in Footpath Maintenance	\$50,000	\$0	\$50,000
Street Lighting Upgrade – Various Locations	\$8,000	\$0	\$8,000
Adjustment of Planned Building Maintenance Allocation	\$58,000	\$0	\$58,000
Prospect Oval Seating Repairs	\$14,000	\$0	\$14,000
Community Facilities – Town Hall	\$23,100	\$0	\$23,100
Executive Leadership Training/Development/Planning	\$40,000	\$0	\$40,000
Eastern Regional Alliance	\$25,000	\$0	\$25,000
Live Chat for Customer Services	\$2,300	\$0	\$2,300
Investigation of Costing Service Levels	\$10,000	\$0	\$10,000
Applications Roadmap	\$32,000	\$0	\$32,000
Review of Internal Governance Processes	\$10,000	\$0	\$10,000
Scope, Design and Delivery of Extranet	\$20,000	\$0	\$20,000
Digital Transformation	\$15,000	\$0	\$15,000
	<b>\$360,900</b>	<b>\$36,000</b>	<b>\$324,900</b>

<b>Capital Project</b>	<b>Expenditure \$</b>	<b>Income \$</b>	<b>Net Cost \$</b>
Image Management Solution	\$25,000	\$0	\$25,000
Football Parking Flip Signs	\$8,500	\$0	\$8,500
Braund Road Street Lighting	\$20,000	\$0	\$20,000
Driveway Upgrade Program	\$108,748	\$0	\$108,748
Road Design/Construction	\$1,067,137	\$0	\$1,067,137
Footpath Construction	\$637,636	\$0	\$637,636
Kerb and Gutter Constructions	\$207,173	\$0	\$207,173
Drainage Design and Construction	\$752,938	\$0	\$752,938
Council Buildings and Structures	\$78,431	\$0	\$78,431
Fleet Management	\$781,500	\$301,000	\$480,500
PC Replacement	\$86,500	\$0	\$86,500
	<b>\$3,773,563</b>	<b>\$301,000</b>	<b>\$3,472,563</b>

## 1.5 Strategic Management Plans & Framework 2016-2017



The Strategic Plan provides the Vision for our City for the long term (10 years) and the Core Concepts for the Council over the medium term (4 years). The Annual Business Plan 2016-2017 and Budget and subsequent operational plans, provide the detailed blueprint for achieving the outcomes set down in the Strategic Plan, working towards ensuring that Council operations are sustainable over the long term.

The Annual Business Plan is a key element of the Council's overall planning framework. It describes how the Council will put into operation the strategic vision of the Council and undertake the core business to ensure the City is well run and the community receives quality services.

The Plan helps us develop and build the capacity of the organisation to enable the most efficient and effective service delivery. Each department is required to develop annual action plans, outlining key actions, performance targets and measures linked to the Strategic Plan. We will monitor performance against these targets and report on performance in Council's Annual Report.

This annual budget has been developed within the context of Council's overall Strategic Planning framework, including the Strategic Plan and Long Term Financial Plan.

The Long Term Financial Plan summarises the financial impacts of Council's Strategic Plan and provides an indication of the sustainability of this plan.

The Annual Business Plan converts these plans into annual actions and outcomes, framed within the context of the Forward Financial Estimates.

We aim to be "best practice" in our undertakings whilst responding to our Community's needs with understanding and equity.

Council staff are an important part of the community and are strongly focused on achieving the Vision for our City. The Annual Business Plan will be a key element in developing the necessary systems and skills to achieve our goals.

## 1.6 Services Provided to the Community

In general the council has basic civic responsibilities under the Local Government Act 1999 and other relevant legislation. The basic civic responsibilities include:-

- maintaining the voters roll and supporting local government election
- setting rates, preparing an annual budget and determining long term strategic management plans for the area.
- maintenance of civic infrastructure includes roads, footpaths, parks, public open space, street lighting and stormwater drainage
- street cleaning and rubbish collection
- development planning and control including safety assessments

Council provides two categories of service to the community, broadly defined as “Operational” or “Recurrent” and “Project based”.

“Operational” services maintain the day to day running of the City and deliver the core business of Council to the community. This area includes the bulk of Council services and is reasonably similar year to year.

“Project based” services include short term and one-off projects as well as projects with a longer term focus that may eventually become part of Council’s core business. These “projects” are split between operating projects and capital projects.

The Annual Business Plan 2016-2017 has been prepared with reference to Council’s service levels (refer Council Report 24 March 2015, Council Report number 19.2). The core activities of Council can be found under each Core Strategy in *Part A, Section 1.4*.

## 1.7 Measuring Achievement of the Annual Business Plan 2016-2017

As well as documenting the strategic drivers, actions and planned outcomes for the 2016-2017 financial year, the Annual Business Plan will be used by staff and Council as a basis against which we will monitor and report on our performance on a regular basis. Quarterly reports will be presented to Council enabling ongoing tracking of actual performance against the planned projects, performance targets and achievement of stated outputs and quarterly financial reports will be prepared to monitor financial performance against budget.

Measuring performance is critical to the process of implementing business plan actions and satisfying customers. The Draft 2020 Strategic Plan (Consultation Version) is the tool which Council uses to facilitate this.

Council is currently reviewing its draft Strategic Plan and developing new non-financial key performance indicators for measuring its success. These measurements will form part of the annual business plan following adoption.

## **1.8 Key Performance Indicators**

Council has recently completed community consultation on its Draft 2020 Strategic Plan. The feedback received, is currently being complied and considered by Council.

Following this review, the measures and key performance indicators will be developed for inclusion in the final 2020 Strategic Plan.

Council is currently reviewing its draft Strategic Plan and developing new non-financial key performance indicators for measuring its success. These measurements will form part of the annual business plan following adoption.

## **1.9 Conclusion**

The Annual Business Plan 2016-2017 is presented in the context of Council's Draft 2020 Strategic Plan (Consultation Version) for the City. The document reflects Council's continuing focus on ensuring that the physical infrastructure of the City is fit for use and maintained in a cost effective way. Through implementation of this year's Annual Business Plan, we aim to deliver to residents and ratepayers a well-managed, sustainable City environment for the current and future generations.

# Part B Budget 2016-2017

## 1.1 Budget Principles

Council adheres to the following budget principles to underpin the development of the annual budget.

- **Honest and Accountable**  
We will be honest and accountable in all aspects of the budget process, meeting the community's expectations of transparency and openness with a reporting framework that supports and enhances this.
- **Strategic Approach**  
We will maintain a strategic approach to the delivery of all Council services and capital works programmes. We will align Council's budget with the Draft 2020 Strategic Plan (Consultation Version):
  - People
  - Place
  - Prosperity
  - Supporting Services
- **Forward Financial Planning**  
A 10 year Long Term Financial Plan will reinforce the delivery and achievement of Council's long term strategic objectives in a sustainable manner. All programmes will be regularly reviewed to ensure they fit within the Council's financial framework.
- **Realistic Budgeting**  
All budget figures will be realistic, and based on the best available information at the time of budget preparation.
- **Meet Long Term Liabilities**  
Each budget will be fully funded and reconciled on an accrual and cash basis. Adequate provisions will be made to reflect Council's long term liabilities and appropriate funding is in place for infrastructure.
- **Affordable Rates**  
Rates will be set at an "affordable" level having regard to the City's Strategic Plan and its social, environmental, economic and financial objectives, balanced against the community's ability to pay.

- **Avoid Cost Shifting**  
We will resist pressure to accept cost shifting from other levels of government.
- **New Initiatives**  
New initiatives will be evaluated in terms of meeting Council's Strategic Plan and incorporate a cost benefit analysis which includes whole of life costing.
- **Asset Sales and Debt**  
The operational budget will be structured such that there is no reliance on asset sales to fund core services. Debt will be regarded as a tool to be used in a strategic perspective to achieve the provision of services to the community. Debt will be considered:
  - in the context of the strategic objectives of Council
  - in the context of long term financial forecasts and objectives
  - as funding for long term infrastructure asset creation
  - as a means of spreading the cost of infrastructure over the ratepayers who use it, ensuring intergenerational equity
  - as a mechanism to fund temporary cash shortfalls
- **Financial Control**  
We commit to ensuring that financial and other resources under our control will be used only for approved purposes and within Council's strategic framework and that all risks to Council's finances are properly managed.

## 1.2 Strategic Financial Parameters

City of Prospect has adopted the following strategic financial parameters:

### **Financial Sustainability - Can we afford it in the long term?**

City of Prospect will operate in accordance with a sustainable Long Term Financial Plan whereby:

- I. Continuation of the Council's present spending and funding policies
- II. Likely developments in the Council's revenue-raising capacity and in the demand for and costs of its services and infrastructure
- III. Normal financial risks and shocks, altogether, are unlikely to necessitate substantial increases in Council rates (or, alternatively, disruptive service cuts)

#### **Council Role - Should we be involved? To what extent?**

Before committing to new activities and projects and when reviewing existing activities, consideration will be given to Council's appropriate role in funding and delivery (eg. advocate for funding by a more appropriate agency, part funded or owner), whether it is within Council's core responsibility and expertise and the most effective use of available funds.

#### **Program Stability - Maintaining Council programs and services**

Council will maintain its high priority expenditure programs, both operating and capital as well as basic service provision, while seeking efficiency improvements in line with appropriate benchmarks.

*Target:*  
*Achieving targeted "Strategic Measures" with regard to Council's 2020 Strategic Plan (to be adopted).*

#### **Infrastructure Management - Are we spending enough on existing assets?**

Renewal and replacement capital project will be based on long term Infrastructure-Asset Management Plans which consider the optimal timeframe for asset replacement based on whole of life costing. Total capital projects shall be managed in a way which avoids disruptive adjustments to activities, programs and revenue raising efforts.

*Target:*  
*Asset Replacement Expenditure (on average) = Optimal level for such expenditure shown in Council's asset management plans (or depreciation in the absence of asset management plans for some asset classes). Acceptable range between 100% to 120%.*

#### **Rating Stability - Smoothing the impact on our rate payers**

Rating charge predictability and stability will be achieved for existing levels of service to avoid volatility and adverse future rates shocks. Methods of minimising the volatility of rate changes for individual land use categories will be pursued within legislative limits.

#### **Funding - Who benefits and therefore who should pay?**

The amount of funding from available sources (including user charges) will be determined with regard to benefits to users, the full cost of services, market rates, fairness, social and behavioural considerations as well as Strategic Management Plan objectives. Council will also seek to maximise grant revenue funding opportunities.

*Target:*  
*User Charges Growth = On average no greater than CPI + 1% (for each classification of user charges)*

#### **Borrowings and Financial Position - When should we borrow? How much can we borrow?**

Borrowings will be used to promote intergenerational equity within Council's prudential limits and capacity to repay. Net Financial Liabilities and associated net interest costs will be maintained within target.

*Target:*  
*Net Financial Liabilities (30 June) <= 50% of Total Operating Revenue*  
*Net Interest Costs <= 5% of Total Operating Revenue*

#### **Intergenerational Equity - Is there fairness between generations of rate payers?**

Council will promote fair sharing in the distribution of Council resources and the attendant taxation between current and future ratepayers in terms of achieving an appropriate operating surplus each year (except in exceptional circumstances).

*Target: Operating Surplus > \$250,000*



### 1.3 Annual Business Plan Outcomes

Council must prepare, as part of its budget or in association with the preparation of its budget, an annual statement which addresses the activities that the Council intends to undertake in the ensuing year to achieve its objectives and the measures (financial and non-financial) that the Council will use to assess its performance against its objectives.

The *Annual Business Plan 2016-2017* (refer Part A) sets out the directions that Council will undertake during the year to achieve the key strategies set out in Council's Draft 2020 Strategic Plan.

### 1.4 Annual Business Plan and Budget Processes

Section 123 of the Local Government Act 1999 requires a council to have a budget for each financial year. Each budget of the council must deal with each principal activity of the council on a separate basis and must comply with standards and principles prescribed by the Local Government (Financial Management) Regulations 1999. The budget must include certain information about the rates and charges the council intends to levy as well as the range of other financial information required by the Act and Regulations.

A council must adopt a budget for the financial year before 31 August.

This budget is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Local Government Act 1999. The budget includes projected revenues and expenditures for the 2016-2017 year reported on an "operating" basis in accordance with the Local Government Act 1999.

The Budget 2016-2017 also includes:

- a forecast statement of comprehensive income, balance sheet, statement of changes in equity, cash flow statement, and uniform presentation of finances, prepared in accordance with Australian Accounting Standards
- detailed information about the rates and charges to be levied
- capital projects and operating projects to be undertaken
- other financial information which Council requires in order to make an informed decision about the adoption of the budget

The budget for 2016-2017 was framed using the 'zero-based' budgeting methodology. Every budgeted line item was analysed to determine the appropriate financial resources required.

Council considered, and where required, developed a number of long term strategies to ensure the budget was set in the context of a proper financial management framework. These include the Long Term Financial Plan (summarising high level Forward Financial Estimates) for the years 2016-2017 to 2025-2026 (Part C), an Infrastructure-Asset Management Plan (Part D) and a Rating Strategy (Part E).

## 1.5 Significant Influences

In preparing the 2016-2017 budget, a number of external and internal influences have been taken into account because they are likely to impact significantly on the cost of services delivered by Council in the budget period.

### 1.5.1 External Influences

- The Consumer Price Index (CPI) All Groups Adelaide increase on goods and services of 0.7% for the 12 months ending 31 March 2016 compared with the Local Government Pricing Index increase on goods and services of 0.7% for the 12 months ending 31 March 2016.
- Asset Management – ageing infrastructure
- State and Commonwealth Government Policy/Decisions, and funding eg Environmental Management, EPA Solid Waste Levy, Environmental Health, 30 Year Plan for Greater Adelaide etc
- Increasing cost of utilities
- Council has been notified that its current lease of the Thomas Street Centre (library, gallery and digital hub) will not be renewed in 2019. The LTFP contains proposed funding requirements to provide new accommodation for the continued operation of these services
- External funding opportunities - Grants and contributions have been based on confirmed funding levels (with the exception of the several minor grants)

### 1.5.2 Internal Influences

- Employee costs have been based on Enterprise Agreements (the MOA Enterprise Agreement and the LGE Award Enterprise Agreement)
- Council's strategic decision to achieve an operating surplus between \$250,000 to \$650,000 (ratio of 1%-3%) to ensure financial sustainability
- Ongoing costs associated with legislated community consultation requirements and internal controls/risks
- The LTFP contains assumptions regarding the development or purchase of a site for the continued library, gallery and digital hub services (LibraryPlus). Council is considering multiple accommodation

options and models which will impact differently on the current LTFP assumptions. Before making its final decision Council will consider options in during a prudential review of the LibraryPlus project as require on the Local Government Act 1999 Section 48.

The 2016-2017 Budget has been prepared based on a set of guidelines and assumptions as illustrated in *Part B, Section 1.6 "Budget Preparation Guidelines/Assumptions for 2016-2017"*

## 1.6 Budget Preparation Guidelines/Assumptions for 2016-2017

In addition to the *Budget Principles* set out in Part B, Section 1.1, the following budget preparation guidelines were used when preparing the budget. These principles included:

- existing fees and charges to be increased in line with the revised fees and charges in Council's Fees and Charges Register. Fees and charges set by regulation to be increased in line with CPI
- non-recurrent grants to be based on confirmed funding levels only (with the exception of the Roads to Recovery and Supplementary Road grants and several minor grants)
- all new staffing proposals to be justified through a business case
- new initiatives or projects which are not cost neutral to be justified through a business case and included as an operating project or capital project
- no changes to the service levels as per Service Level Document adopted by Council (24 March 2015)
- Council will construct or purchase premises (as opposed to lease) for the LibraryPlus project
- the 2016-2017 Budget was framed using a 'zero based' budgeting approach
- budget comparisons for 2016-2017 are made using the original 2015-2016 budget figures, however the latest revised budget for 2015-2016 is presented in section 1.15 Financial Statements.

2016-2017 Other assumptions are as follows:

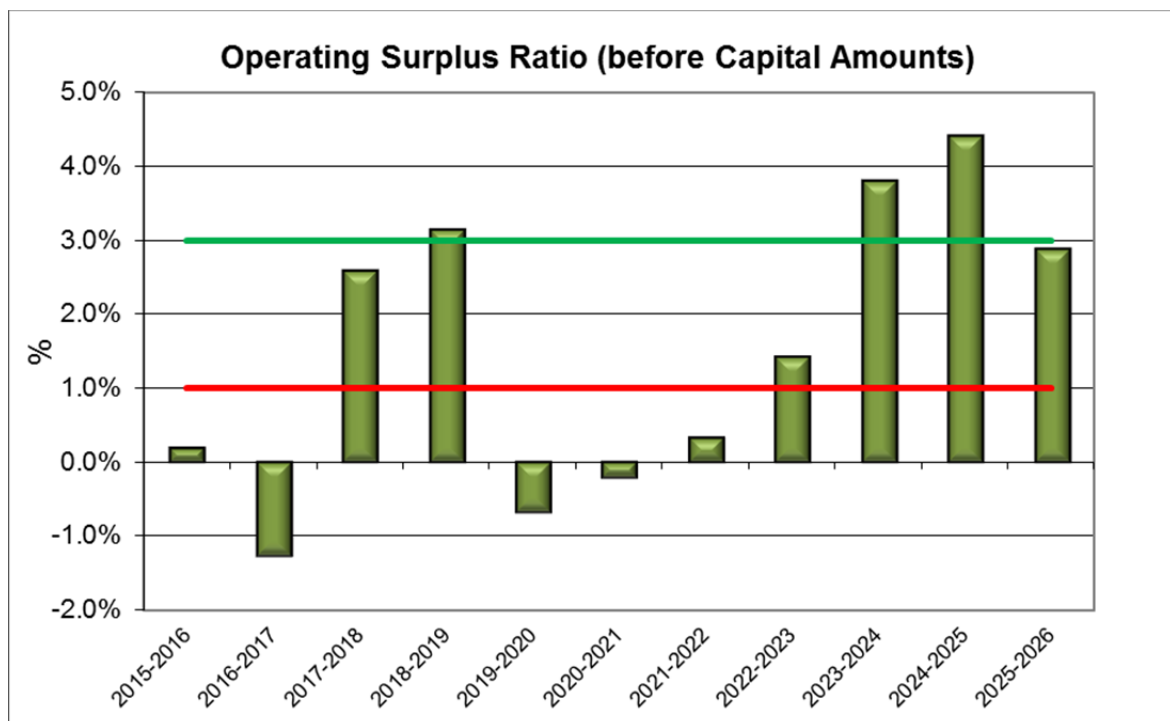
Information Only – March 2016 Adelaide CPI	0.7%
Information Only – March 2016 Local Government Cost Index	0.7%
Increase in operating expenditure CPI Affecting: User Charges, Contractual Exp, Materials, Utilities, Fuel	'Zero Based' budgeting applied. Every budgeted line item was analysed to determine the appropriate financial resources required. Previous budgets were formulated using a 'historic budgeting' approach which used incremental budgets based on the CPI rate at that time. No increase in overall non-salary departmental budget from 2015-2016.
Projected increase in Rate Revenue  Note : * growth - Any development of the property (including significant renovations) will increase the value of the property. Any changes to land use of the property (eg from residential to commercial) may also result in a variation to the value of the property. The change in valuation associated with these changes is termed "growth".	2.6% Rate Revenue Income Increase <i>excluding</i> growth 1.0%
Grant: Roads to Recovery	Funding of \$483,478 will be received in 2016-2017.
Grants Commission Grant Revenue	General Purpose Grant \$436,401 Identified Local Road Grant \$198,628
Early Payment of Grants Commission General Grant	Assume 4 payments of Grants Commission Grant instalment for 2016-2017.
Increase in Enterprise Agreement (Salaries) MOA LGE	Up to 3% Up to 3%
Insurance	'Zero Based' budgeting applied. Every budgeted line item was analysed to determine the appropriate financial resources required. Previous budgets were formulated using a 'historic budgeting' approach which used incremental budgets based on the CPI rate at that time.
Energy (Electricity) Cost & Water Cost	'Zero Based' budgeting applied. Every budgeted line item was analysed to determine the appropriate financial resources required. Previous budgets were formulated using a 'historic budgeting' approach which used incremental budgets based on the CPI rate at that time.
Potential additional Rates	Significant investment is anticipated at 250 Churchill Road sites within next 5 years. Additional rate revenue from those two sites alone may be significant. Given the uncertain nature regarding timing and value of rate revenue increases, this additional revenue has not been brought to account.
Depreciation	Depreciation Methodology remained consistent with 2015-2016.
Capital Expenditure	Refer to the Infrastructure Asset Management Plan Capital Expenditure Budgets is linked to cpi in the Long Term Financial Plan Compounded Local Government Price Index has been factored into the Asset Management Plan Assumes No Policy Change
Loan Principal & Interest Repayment	As per the Loan Schedule New loan borrowing associated with Prospect Road PLEC work included within 2016-2017 budget. Total addition loan of \$3.5m.
Interest Rates	Interest rates are assumed to remain relatively constant.

## 1.7 Budget 2016-2017 Strategic Parameters - Financial Sustainability

This section provides information about three key indicators of Council's financial performance and financial positions for the next 10 years. These indicators measure Council's sustainability of its long term financial performance. Financial sustainability is defined as whether or not Council will have the financial capacity to continue to exist in the long term. Analysis on each of the indicators is included in the following sections of the document. Further explanatory notes on the indicators are provided in the Glossary.

### 1.7.1 Operating Surplus Ratio

*This ratio expresses the operating surplus (deficit) as a percentage of total income. A positive ratio indicates the percentage of total income available to fund capital expenditure over and above the level of depreciation or the ability to reduce the level of net financial liabilities.*



Council has adopted target ranges for the Operating Surplus Ratio of 1% to 3%.

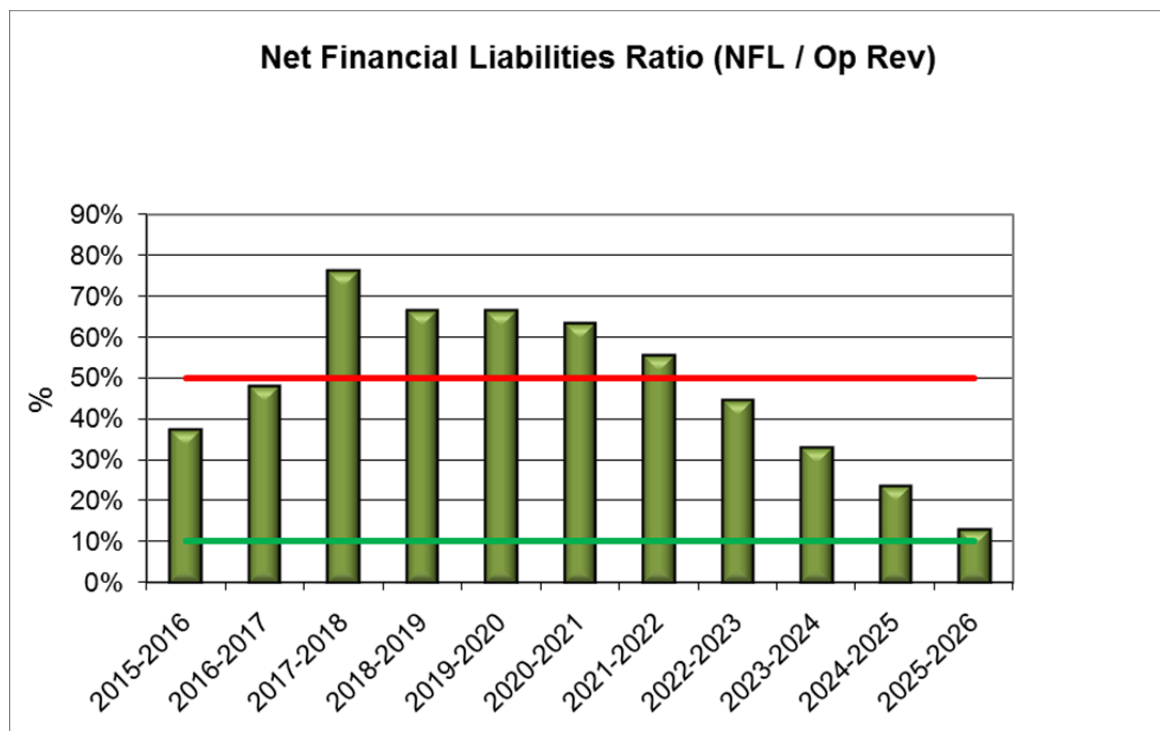
The operating ratio for 2016-2017 is -1.3%. This ratio (& future years where indicated) is attributed to the following key strategic initiatives:

- Inclusion of PLEC project for 2016-2017 (\$875,000), and 2017-2018 (\$250,000)
- Projected increase in borrowing costs associated with Capital Works and the PLEC project in 2016-2017 and beyond
- Projected increase in depreciation expense due to large amount of capital works for rehabilitation of footpaths and other infrastructure to rehabilitate the services following the PLEC project

The projected 10 year average operating surplus ratio is 1.6%.

## 1.7.2 Net Financial Liabilities Ratio

The ratio indicates the extent to which net financial liabilities can be met by Council's total operating revenue.



Council has adopted a target range for the Net Financial Liabilities Ratio of 10% to 50%.

Council's net financial liabilities at 30 June 2016 expressed as a percentage of estimated operating revenue (the net financial liabilities ratio) is expected to be 46%.

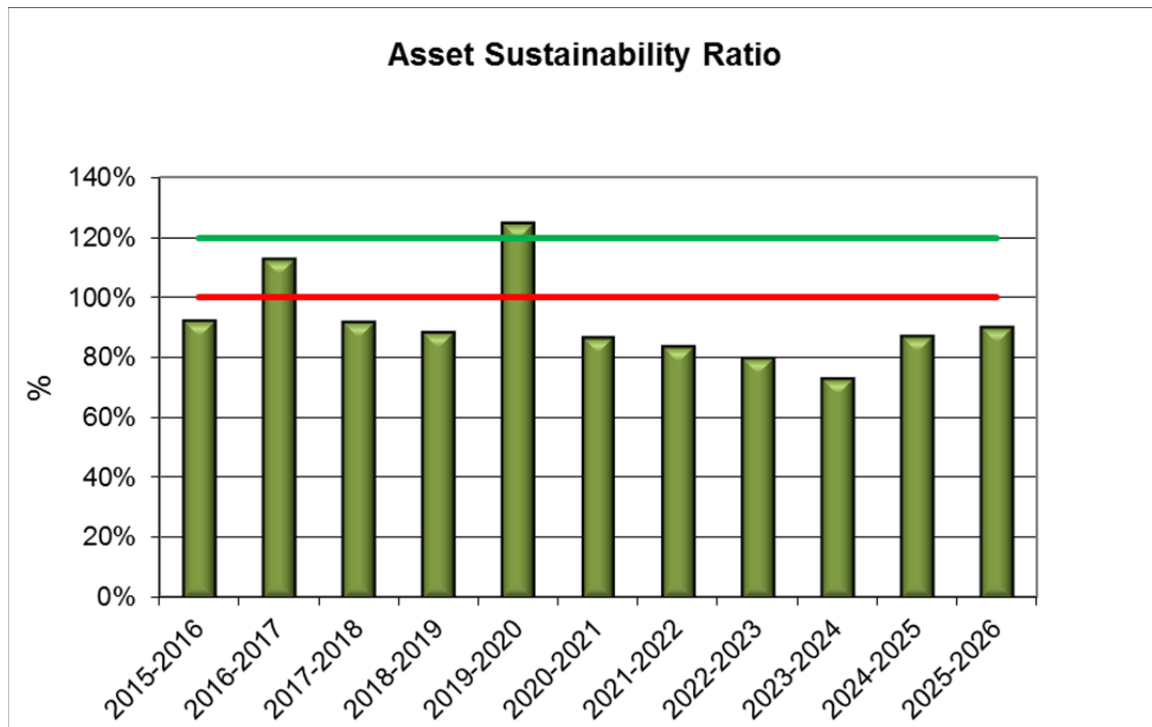
Council has undertaken a borrowing of \$1.88m for the redevelopment of facilities at the North Adelaide Football Club. The borrowing of \$1.88m is included in Council's Net Financial Liabilities, however fully recoverable from the Club.

Council anticipate the need to accelerate borrowings in order to complete the undergrounding of power lines along Prospect Road. This is a 4 year project that began in 2015. Council Net Financial Liabilities Ratio is expected to peak to 2018 when approximate \$8M will be required for the construction of the LibraryPlus Project. This facility is a replacement for the current Thomas Street Centre leased from the Department of Education and Childhood Development (DECD). DECD have notified Council of its intention to recover the asset at the end of the current lease (2019). The Long Term Financial Plan now incorporates options for activities currently at this site.

The projected 10 year average of net financial liabilities ratio is approximately 49%.

### 1.7.3 Asset Sustainability Ratio

*This ratio indicates whether Council is renewing or replacing existing non-financial assets at the rate of consumption (capital expenditure on renewal/average funding IAMP requirement).*



Council has adopted a target range for the Asset Sustainability Ratio of 100% to 120%.

Council's asset sustainability ratio in 2016-2017 is expected to be 113% calculated by comparing planned capital project expenditure on renewal and replacement of assets less capital revenue on trade-in against total infrastructure asset management plan expenditure requirement in 2016-2017.

The 10 year average of the asset sustainability ratio is projected to be approximately 92%.

## 1.8 LTFP Key Performance Indicators and Dashboard Summary

### City of Prospect Long Term Financial Plan 2016-2026 *Financial Indicators Dashboard*

Proposed Average Residential Rate Increase	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Proposed Development Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Rate Revenue Increase (Including Growth)</b>	<b>3.60%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>

	- Above Acceptable Target Range
	- Within Acceptable Target Range
	- Below Acceptable Target Range

		Year Ended 30 June:											
Financial Indicator Description		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Target	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Indicator 1 - Operating Surplus Ratio - %	1%-3%	1.8%	0.2%	(1.3%)	2.6%	3.3%	(0.7%)	(0.2%)	0.4%	1.7%	4.7%	5.6%	3.8%
Indicator 2 - Net Financial Liabilities Ratio - %	10%-50%	33%	37%	46%	76%	67%	67%	64%	56%	45%	33%	24%	13%
Indicator 3 - Asset Sustainability Ratio - %	100%-120%	118%	93%	113%	92%	89%	125%	87%	84%	80%	73%	87%	90%

Note: Dashboard Targets are fixed and do not vary from year to year.

## 1.9 Budget Overview

### Planning framework

The Budget 2016-2017 was developed within Council's overall planning framework. Council's suite of strategic management plans includes a 10-year Long Term Financial Plan supported by an Infrastructure-Asset Management Plan. A summary of the long-term financial plan is shown in Part C. Its purpose is to express, in financial terms, the activities that Council proposes to undertake over the medium to longer term to achieve its stated goals and objectives.

To guide the preparation of the Budget 2016-2017, Council undertook community consultation including (but not limited to):

- Focus Group Forum (Tuesday 18 May 2016)
- Public Meeting (Tuesday 1 June 2016)
- Interactive Budget Session with Nailsworth Primary School Students (Years 6 & 7)
- Prospect Resident Association (invited to the public meeting - 1 June 2016)
- Feedback was also sought from residents and property owners via a Community Feedback Form, made available through:
  - Messenger advertisements
  - Council's web site
  - Various other publications
  - Hard copies made available from Council's Civic Centre and Library
  - Community Panel
- Feedback from the Audit Committee regarding the Annual Business Plan (16 May 2016)
- The Consultation period concluded at 12pm, on 3 June 2016.

All feedback was considered by Council at the 28 June 2016 Council meeting.

The Annual Business Plan 2016-2017 includes Council's planned objectives and activities for the financial year, as well as the Long Term Financial Plan for 2017-2026, twenty year Infrastructure-Asset Management Plan and the Rating Strategy. It provides a linkage between Council's suite of strategic management plans and its annual budget.

### Highlights of the Budget

Highlights of the Budget 2016-2017 have been itemised under each of the four Core Concepts under *Part A, Section 1.4 – Core Strategies and Key Strategies for 2016-2017*.

The key project scheduled to continue in 2016-2017 relates to Prospect Road.

The vision for **Prospect Road** is for it to be "A people friendly road corridor that is framed by attractive medium to high density housing in some areas and local character houses in others, all within a short distance of cafes, interesting and eclectic boutique shops, daily shopping needs, offices, green open spaces, entertainment and cultural experiences".

This Vision for Prospect Road has been developed within the context of:

- increasing local employment opportunities
- economic vibrancy in Prospect's "High Street"
- keeping local disposable income within our region
- a strong and vibrant culture of arts and heritage
- increasing population growth in our State
- improving the livability and sustainability of our communities and public spaces
- requirements by State Government for more medium density housing and mixed use employment areas in appropriate locations along our main roads
- intensifying development along public transport corridors to promote sustainable transport
- learning from other main streets and recreational hubs such as Goodwood Road, Unley Road, Unley Oval, Norwood Parade, and King William Street

The undergrounding of Power Lines along Prospect Road will provide an improved entrance from the north along Prospect Road to the important retail precinct which serves the local community that also acts as a key access point to the northern part of the Adelaide central business district. Prospect Road has seen the beginnings of a change process with residential and commercial



property values increasing; tenancy competition and retail rent rates increasing, very low vacancy rates and the level of investment and the quality of shop premises development also improving.

The growth of new businesses established over the recent years has highlighted the success of Prospect Road's the recent MasterPlan construction works making Prospect Road a precinct able to move towards a cosmopolitan / boutique / urban chic / café culture style of environment and recent market forces have reaffirmed that this transformation is being very much led by community and commercial demand.

It is anticipated that the finalisation of the upgrade of Prospect Road will lead to increased value of existing property along these corridors and new residential and commercial development. The new commercial development will lead to increased rate revenue from the commercial sector, with this additional revenue stream funding the upgrade of the corridors and/or a reduction of residential rates across the city over time.

## 1.10 Services Provided to the Community

The capital and project expenditure for 2016-2017 Budget and the Long Term Financial Plan are located in Part C (pages 78-85). Part A, Section 1.6 summaries the services Council provides to the community.

In planning its activities for 2016-2017, Council activities are categorised into the following:

- Core (recurrent) Activities
- Operating Projects
- Capital Projects

The day to day operations of the Council are those which are undertaken from year to year. Operating projects and capital projects are those which:-

- will be undertaken only if sufficient revenue is available
- support the current strategic focus of the Council
- are often short-term or one-off initiatives by nature

All operating projects and capital projects have been linked to Council's Core Strategies (refer Part A, Section 1.4).

## 1.11 Analysis of Operating Budget

This section analyses the expected revenues and expenses of Council for the 2016-2017 financial year with commentary on the budgeted operating result.

### Operating Revenue

Revenue Types	Ref	2015-2016 Original Budget \$	2016-2017 Budget \$
Rates – General	1.11.1	18,374,860	19,047,827
Rates – Other	1.11.2	181,109	164,089
Statutory Charges	1.11.3	501,200	482,200
User Charges	1.11.4	206,005	223,101
Grants and Subsidies	1.11.5	1,699,301	1,989,298
Investment Income	1.11.6	242,790	242,790
Reimbursements	1.11.7	170,900	170,900
Other Revenues	1.11.8	117,276	188,106
<b>Total Operating Revenue</b>		<b>21,493,441</b>	<b>22,508,311</b>

*Source: Part B, Section 1.15 Statement of Comprehensive Income for 2016-17 Budget*

### 1.11.1 General Rates

General rate revenue of \$19,047,827 is planned for 2016-2017. This amount includes mandatory rebates of \$387,040 deductible. It represents an increase of approximately 2.6% for the average residential property. The total rate revenue increase is in the order of 3.6%. Refer Part E regarding how this rate revenue is distributed.

### 1.11.2 Other Rates Revenue

Other Rates revenue in 2016-2017 includes net income received from Natural Resource Levy, mandatory rebates, objections, fines and legal income (\$164,089). Council acts as a collection agency for the NRM Levy with the amount of \$460,151 included above being payable to the board.

### 1.11.3 Statutory Charges

Statutory charges are fees for regulatory services. They are associated with the granting of a permit/licence or the regulation of an activity. They include Development Act fees and parking fines. Increases in statutory charges are made in accordance with legislative requirements.

### 1.11.4 User Charges

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. They include hire of community facilities.

User charges in 2016-2017 will increase due to changing nature of activities of several Council facilities. This has led to the increase patronage of Council facilities directly increasing total user income.

### 1.11.5 Grants and Subsidies

This item covers grants and subsidies from all sources but excludes amounts specifically received for new/upgraded assets. The following table summarises the main grants received:

Grant Funding Types	2015-2016 Original Budget \$	2016-2017 Budget \$
LG Grants Commission – General Purpose Grant	436,401	436,401
LG Grants Commission – Identified Local Road Grant	199,109	198,628
Library Services	147,500	147,500
Homes & Community Care	623,291	623,291
Roads to Recovery	293,000	483,478
Main North Central Precinct Concept Plan	0	100,000
<b>Total Grants and Subsidies</b>	<b>1,699,301</b>	<b>1,989,298</b>

The total Local Government Grants Commission grants for 2016-2017 (representing funding provided by the Australian Government) are estimated to be \$635,029. This represents 2.8% of the Council's estimated total operating revenue in 2016-2017.

### 1.11.6 Investment Income

Interest earnings on the investment of funds not immediately required. The investment income is estimated to be approximately \$242,790. This includes interest repayment from community loan interest repayments (ie. North Adelaide Football Club regarding Stage 1 Prospect Oval and Memorial Gardens Redevelopment).

### 1.11.7 Reimbursements

Amounts received as payment for work carried out by Council acting as an agent for others (e.g. reimbursement for road works by the State Government or residents). Revenue of \$170,900 is estimated in 2016-2017.

### 1.11.8 Other Revenues

Revenue not separately classified above. Revenue of \$189,106 is estimated in 2016-2017.

## Operating Expenses

Expense Types	Ref	2014-2015 Original Budget \$	2016-2017 Budget \$
Employee Costs	1.11.9	7,778,314	7,853,946
Materials, Contractual Services & Other	1.11.10	10,175,532	10,990,473
Finance Costs	1.11.11	470,059	572,516
Depreciation	1.11.12	3,375,000	3,375,000
Net loss - equity accounted Council businesses		32,479	0
<b>Total Operating Expenses</b>		<b>21,831,384</b>	<b>22,791,935</b>

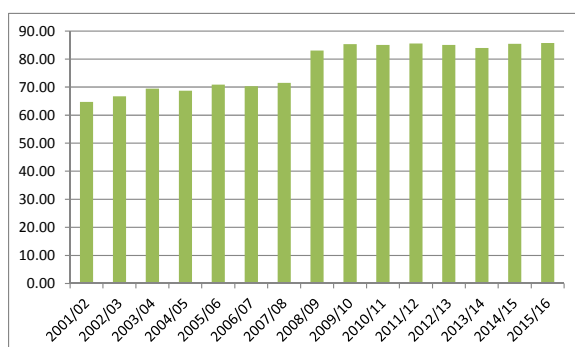
Source: Part B, Section 1.15 Statement of Comprehensive Income for 2016-17 Budget

### 1.11.9 Employee Costs

All labour related expenses such as wages and salaries, and on-costs includes allowances, leave entitlements, workers compensation insurance premiums and employer contribution to employees' superannuation.

Council's number of staff has remained relatively consistent to since 2008-2009. The following graph reflects budget FTE since 2001-2002. There are no additional FTE included in the 2016-2017 budget.

**FTE Movements**



Salary and Wages costs are projected to increase by up to 3% for MOA staff and up to 3% for LGE staff as a result of the Enterprise Bargaining Agreement.

### 1.11.10 Materials, Contractual Services and Other

Materials include payments for physical goods (ie. purchase of consumables, water and energy). Contractual Services includes payments for the external provision of services (ie. this may include indirectly provided labour and materials or sub-contractors which are part of a contract).

The increase in overall materials, contractual services and other expenses is mainly attributed to increased operating project budget in 2016-2017 and other budget pressures (refer to section 1.5.3).

### 1.11.11 Finance Costs

This represents costs of financing Council's activities through borrowings or other types of financial accommodation. The finance charges are projected to be \$572,516.

Council is also a guarantor for a community group in securing a loan borrowing of \$1.88m for its clubroom redevelopment. Both principal and interest repayment are fully reimbursed by the Club.

Refer page 66 – Debt servicing Schedule.

Source: Part B, Section 1.15 Statement of Comprehensive Income for 2016-17 Budget.

### 1.11.12 Depreciation

Depreciation is an accounting measure which records the consumption of Council's assets such as infrastructure, property, plant and equipment. Depreciation is reflective of the same level in 2015-2016.

### Operating Result

Operating Surplus/(Deficit)	2015-2016 Original Budget \$	2016-2017 Budget \$
Operating Revenue	21,493,441	22,508,311
less: Operating Expenses	21,831,384	22,791,935
<b>Equals: Operating Surplus/(Deficit) before Capital Amounts</b>	<b>(337,943)</b>	<b>(283,624)</b>
add: Net gain/(loss) on disposal	82,498	92,438
add: Amounts for new or upgraded assets	0	120,000
<b>Equals: Operating Surplus/(Deficit)</b>	<b>(255,445)</b>	<b>(71,186)</b>

Source: Part B, Section 1.15 Statement of Comprehensive Income for 2015-16 Budget

As shown in the above table, Council anticipates a budget deficit of \$283,624 before capital revenue in its 2016-2017 Budget. The deficit is due to the external contribution to SA Power Networks to carry out the undergrounding of powerlines initiative & subsequent street reconstruction work.

Refer Part B, Section 1.8 Summary – LTFP Key Performance Indicators

## 1.12 Analysis of Capital Projects

### 1.12.1 Net Outlays on Existing assets

The following table summarises capital outlays on existing assets:

Net Outlays on Existing Assets	2015-2016 Original Budget \$	2016-2017 Budget \$
Capital Expended on Renewal/Replacement of Assets	3,308,984	4,267,543
Less: Depreciation	3,375,000	3,375,000
Less: Proceeds from Sale of Replaced Assets	186,500	318,000
<b>Equals: Net Outlays on Existing Assets (Shortfall)</b>	<b>(252,516)</b>	<b>574,543</b>
Asset Sustainability Ratio	93%	113%

Source: Part B, Section 1.15 (2015-16 Uniform Presentation of Finances) and Part C, Section 1.13(Capital Projects)

The Asset Sustainability Ratio in 2016-2017 is expected to be 113% and has been calculated by comparing the capital project expenditure on renewal and replacement of existing assets with the average required expenditure of Councils Infrastructure and Asset Management Plans.

The 10 year average of the asset sustainability ratio is projected to be approximately 92%.

### 1.12.2 Net Outlays on New and Upgraded Assets

The following table summarises capital outlays on new/upgraded assets:

Net Outlays on New and Upgraded Assets	2015-2016 Original Budget \$	2016-2017 Budget \$
Capital Project on New/Upgraded Assets	1,046,031	1,645,438
Less: Amount Received Specifically for New/Upgraded Assets	0	120,000
<b>Equals: Net Outlays on Existing Assets</b>	<b>1,046,031</b>	<b>1,525,438</b>

Source: Part B, Section 1.15 (2016-17 Uniform Presentation of Finances) and Part C, Section 1.13(Capital Projects)

The ongoing depreciation and material increases in maintenance expenses associated with capital projects on new/upgraded assets have been factored into the Council's Long-term Financial Plan.

### 1.12.3 Capital Projects Program

The following table summarises the Council's planned Capital Projects for 2016-2017. A listing of individual projects comprising the Program for 2016-2017 is shown in Pages 83 to 85.

Capital Works Area	2015-2016 Original Budget \$	2016-2017 Budget \$
Land	0	0
Buildings	38,551	127,531
Structures	240,000	330,000
Plant & Equip	577,617	781,500
Furniture & Fittings	14,000	86,500
Other	643,850	845,500
Road Surface	904,504	1,175,885
Footpaths	1,473,462	1,394,679
Stormwater	39,064	752,938
Road Base	0	0
Kerb & Gutter	314,967	307,173
Library Books	109,000	111,275
<b>Total Capital Works</b>	<b>4,355,015</b>	<b>5,912,981</b>
Capital Works represented by:		
Asset renewal/replacement	3,308,984	4,267,543
New/upgraded assets	1,046,031	1,645,438
<b>Total Capital Works</b>	<b>4,355,015</b>	<b>5,912,981</b>
Total Funding Sources:		
Trade In/Other	186,500	318,000
Grants	109,000	231,275
Rates	3,103,493	3,346,249
Loan	663,022	2,616,979
Roads to Recovery	293,000	483,478
<b>Total Funding</b>	<b>4,355,015</b>	<b>5,912,981</b>

Source: Part C, Section 1.13(Capital Project)

Highlights of the Budget 2016-2017 have been itemised under each of the Strategies under Part A, Section 1.4 – Key Concepts in 2016-2017.

### 1.12.4 Infrastructure-Asset Management Plan (Refer Part D)

Council has developed an Infrastructure-Asset Management Plan which sets out the capital project requirements of Council for the next 20 years by class of asset and project and is a key input to the Long-term Financial Plan. It predicts infrastructure consumption and renewal needs and considers new infrastructure needs to meet future community service expectations. The Plan will be subject to a process of consultation and evaluation. Key elements of the process are as follows:

- Long term capital planning which integrates with the Council's Strategic Management Plans;
- Listing of all known capital projects, prioritised within classes of assets on the basis of evaluation criteria;
- Transparent process for evaluating and prioritising capital projects.

A key objective of the Infrastructure-Asset Management Plan is to maintain or preserve Council's existing assets at desired condition and service levels, and thus minimise whole of life cycle costs of assets.

## 1.13 Analysis of Budgeted Balance Sheet

This section analyses the estimated balance sheet movements between 1 July 2016 and 30 June 2017 and discusses the level of Council's net financial liabilities (being the key measure of the Council's financial position).

	Ref	2014-2015 Original Budget \$	2016-2017 Budget \$
Current Assets	1.13.1	1,525,209	6,065,459
Non-current Assets	1.13.2	145,348,099	145,492,063
<b>Total Assets</b>		<b>146,873,308</b>	<b>151,557,522</b>
Current Liabilities	1.13.3	2,808,987	7,414,736
Non-current Liabilities	1.13.4	8,691,225	9,490,337
<b>Total Liabilities</b>		<b>11,500,212</b>	<b>16,905,073</b>
<b>Equity</b>	1.13.5	<b>135,373,096</b>	<b>134,652,449</b>

Source: Part B, Section 1.15 (Balance Sheet 2016-17 Budget)

### 1.13.1 Current assets

A budget review for 2015-2016 has been conducted with a projected current asset balance of \$5.6m (budget review 3). The 2016-2017 projected current asset balance is increased due to first instalments of the loan to North Adelaide Football Club falling due. (Refer Page 66).

### 1.13.2 Non-current assets

The decrease in non-current assets in 2016-2017 reflects the combined effect of all capital projects, the depreciation of existing assets, the book value of assets sold and the ongoing revaluation of infrastructure assets on a 'fair value' basis.

The non-current assets in 2016-2017 also includes loan principal repayment receivable from the Community Group (\$1.9m) associated with the Prospect Oval and Memorial Gardens Master Plan.

### 1.13.3 Current liabilities

The projected current liabilities as at 30 June 2017 represent obligations Council must pay within the next 12 months (such as creditors, loan interest and salaries/wages that relate to 2015-2016 but not yet paid).

### 1.13.4 Non-current liabilities

The increase in non-current liabilities in 2016-2017 (i.e. obligations that the Council must pay beyond 30 June 2017, mainly due to loan principal repayment) is primarily due to new loans in relation to works associated with undergrounding of powerlines on Prospect Road. Total new loan borrowings of \$3.5 million.

Refer page 66 – Debt Servicing Schedule.

### 1.13.5 Equity

A budget review for 2015-2016 has been conducted with a projected equity of \$135m. The 2016-2017 projected equity is \$135m.

Source: Part B, Section 1.15.3

The Net Financial Liabilities equals total liabilities less financial assets. This indicator measures Council's total indebtedness.

### 1.13.6 Net Financial Liabilities

Net Financial Liabilities	2014-2015 Original Budget \$	2016-2017 Budget \$
Total Liabilities	11,500,212	16,905,073
Less: Loan to Community Groups	1,897,576	1,749,626
Less: Other Current Assets	1,525,209	6,065,459
<b>Equals: Net Financial Liabilities at 30 June</b>	<b>8,077,427</b>	<b>9,089,988</b>

The level of financial liabilities increases when a net lending result occurs in a financial year and will result in Council purchasing financial assets and/or repaying liabilities.

## 1.14 Financing the Budget

The Budget 2016-2017 presents a projected Cash Budget Funding deficit of \$310,305.

The analysis of the projected surplus cash can be illustrated as follows:

Reconciliation of cash budget	Amount (\$) Favourable/(Unfavourable)
Operating Result (before Capital Revenue) - deficit	(283,624)
Capital Income	120,000
Include depreciation (because depreciation is not part of the cash budget)	3,375,000
Exclude Capital Projects	(5,912,981)
Exclude Loan Principal repayment (because loan repayment is part of the cash budget)	(798,069)
Exclude Disposal (book figure)	318,000
New Loan Borrowings	3,491,979
<b>Projected Surplus Cash Budget</b>	<b>310,305</b>

Source: Source: Part B, Section 1.15 (2016-17 Uniform Presentation of Finances)



## 1.15 Financial Statements

### CITY OF PROSPECT - 2016-17 UNIFORM PRESENTATION OF FINANCES

UNIFORM PRESENTATION OF FINANCES		2015-16 Original Budget \$	2016-17 Draft Budget \$
<b><u>OPERATING ACTIVITIES</u></b>			
	Income	21,493,441	22,484,811
<b>Less</b>	Expenses	21,831,384	22,768,435
<b>Equals</b>	<b>Operating Surplus/(Deficit)</b>	<b>(337,943)</b>	<b>(283,624)</b>
<b><u>CAPITAL ACTIVITIES</u></b>			
<b>Less</b>	<b>Net Outlays on Existing Assets</b>		
	Capital expenditure on Renewal/Replacement of Existing Assets	3,308,984	4,267,543
	less Depreciation, Amortisation and Impairment Expenses	3,375,000	3,375,000
	less Proceeds from Sale of Replaced Assets	186,500	318,000
	<b>Net Outlays on Existing Assets</b>	<b>(252,516)</b>	<b>574,543</b>
<b>Less</b>	<b>Net Outlays on New &amp; Upgraded Assets</b>		
	Capital expenditure on New/Upgraded Assets	1,046,031	1,645,438
	less Amounts received specifically for New/Upgraded Assets	0	120,000
	less Proceeds from Sale of Surplus Assets	0	0
	<b>Net Outlays on New &amp; Upgraded Assets</b>	<b>1,046,031</b>	<b>1,525,438</b>
	<b>Net Outlays on Existing, New and Upgraded Assets</b>	<b>793,515</b>	<b>2,099,981</b>
<b>Equals</b>	<b>Net Lending/(Borrowing) for Financial Year (d) = (a)-(b)-(c)</b>	<b>(1,131,458)</b>	<b>(2,383,605)</b>
<b><u>Financing Transactions</u></b>			
	New borrowings	1,374,437	3,491,979
	(Net off loan to Community Group)		
<b>Less</b>	Repayment of principal on borrowings	499,983	798,069
<b>Less</b>	Increase/(Decrease) in level of cash and investments	(125,364)	441,945
<b>Less</b>	Other	(131,640)	(131,640)
<b>Equals</b>	<b>Funding Transactions</b>	<b>1,131,458</b>	<b>2,383,605</b>
<b>Add</b>	Cash brought forward from Previous Year	0	0
<b>Add</b>	Provision for LSL (non cash)	0	0
	<b>Net Surplus/(Unfunded) Budget</b>	<b>(257,004)</b>	<b>310,305</b>

<sup>(a)</sup> Operating expenses include depreciation but exclude book losses on revaluation or sale of non-current assets.

<sup>(b)</sup> Includes the value of non-current assets donated to Council. Where capital investment expenditure on renewal and replacement of non-current assets cannot be isolated, it is shown here.

**CITY OF PROSPECT**  
**Statement of Comprehensive Income for the 2016-17 Budget**

	Original Budget 2015-16	Revised Budget BR2 2016-17	Budget 2016-17
	\$	\$	\$
<b>INCOME</b>			
Rates	18,555,969	18,501,441	19,211,916
Statutory charges	501,200	452,700	482,200
User charges	206,005	239,055	223,101
Grants, subsidies and contributions	1,699,301	1,841,853	1,989,298
Investment income	242,790	242,790	242,790
Reimbursements	170,900	182,432	170,900
Other income	117,276	194,269	188,106
Net gain - equity accounted Council businesses	0	0	0
<b>Total Income</b>	<b>21,493,441</b>	<b>21,654,540</b>	<b>22,508,311</b>
<b>EXPENSES</b>			
Employee Costs	7,778,314	7,496,531	7,853,946
Materials, Contracts & Other Expenses	10,175,532	10,244,946	10,990,473
Finance Costs	470,059	470,059	572,516
Depreciation, amortisation & impairment	3,375,000	3,375,000	3,375,000
Net loss - equity accounted Council businesses	32,479	32,479	0
<b>Total Expenses</b>	<b>21,831,384</b>	<b>21,619,015</b>	<b>22,791,935</b>
<b>Operating Surplus/(Deficit)</b>	<b>(337,943)</b>	<b>35,525</b>	<b>(283,624)</b>
Asset disposal & fair value adjustments	82,498	89,308	92,438
Amounts received specifically for new or upgraded assets	0	20,372	120,000
<b>NET SURPLUS/(DEFICIT) transferred to Equity Statement</b>	<b>(255,445)</b>	<b>145,205</b>	<b>(71,186)</b>
<b>Other Comprehensive Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(255,445)</b>	<b>145,205</b>	<b>(71,186)</b>



**CITY OF PROSPECT**  
**Balance Sheet 2016-17 Budget**

	Original Budget 2015-16 \$	Revised Budget BR3 2015-16* \$	Budget 2016-17 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	22,785	4,175,332	4,617,277
Trade & Other Receivables	1,500,000	1,444,576	1,300,000
Financial Assets - Current Community Loans	2,424	2,424	147,344
Inventories	0	838	838
<b>Total Current Assets</b>	<b>1,525,209</b>	<b>5,623,170</b>	<b>6,065,459</b>
<b>Non-Current Assets</b>			
Financial Assets - Non-Current Community Loans	1,897,576	1,896,970	1,749,626
Equity Acc Investments in Council Businesses (EHA & Waste Care)	36,065	24,183	24,183
Investment Property	595,039	0	0
Infrastructure, Property Plant & Equipment	142,819,419	141,080,273	143,718,254
Other Non-current Assets	0	182,980	0
<b>Total Non-Current Assets</b>	<b>145,348,099</b>	<b>143,184,406</b>	<b>145,492,063</b>
<b>Total Assets</b>	<b>146,873,308</b>	<b>148,807,576</b>	<b>151,557,522</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	854,948	5,509,928	5,755,296
Borrowings	754,039	754,039	1,123,440
Short-term Provisions	1,200,000	400,000	536,000
<b>Total Current Liabilities</b>	<b>2,808,987</b>	<b>6,663,967</b>	<b>7,414,736</b>
<b>Non-Current Liabilities</b>			
Long-term Borrowings	8,581,279	7,081,279	9,441,337
Long-term Provisions	109,946	109,946	49,000
<b>Total Non Current Liabilities</b>	<b>8,691,225</b>	<b>7,191,225</b>	<b>9,490,337</b>
<b>Total Liabilities</b>	<b>11,500,212</b>	<b>13,855,192</b>	<b>16,905,073</b>
<b>NET ASSETS</b>	<b>135,373,096</b>	<b>134,952,384</b>	<b>134,652,449</b>
<b>EQUITY</b>			
Accumulated Surplus	76,377,155	77,172,597	76,872,188
Asset Revaluation Reserve	58,761,384	57,533,059	57,533,059
Other Reserves	234,557	246,728	247,202
<b>TOTAL EQUITY</b>	<b>135,373,096</b>	<b>134,952,384</b>	<b>134,652,449</b>

\*BR3 with latest known information

**CITY OF PROSPECT**  
**Statement of Changes in Equity 2016-17 Budget**

	Accumulated Surplus \$	Asset Revaluation Reserve \$	Other Reserves \$	Total Equity \$
<b>Original Budget 2015-16</b>				
Balance at end of previous reporting period	76,665,079	58,761,384	227,704	135,654,167
<b>Net Surplus / (Deficit) for Year</b>	(255,445)			(255,445)
Other Comprehensive Income	(32,479)			(32,479)
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-	0
Transfers between reserves			6,853	6,853
<b>Balance at end of period</b>	<b>76,377,155</b>	<b>58,761,384</b>	<b>234,557</b>	<b>135,373,096</b>
<b>Revised Budget 2015-16 (BR3*)</b>				
Balance at end of previous reporting period	76,968,212	57,533,059	286,303	134,787,574
<b>Net Surplus / (Deficit) for Year</b>	(31,460)			(31,460)
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	0	0	0	0
Transfers between reserves	55,101		(55,101)	-
<b>Balance at end of period</b>	<b>76,991,853</b>	<b>57,533,059</b>	<b>231,202</b>	<b>134,756,114</b>
<b>Budget 2016-17</b>				
Balance at end of previous reporting period	76,991,853	57,533,059	231,202	134,756,114
Net Surplus / (Deficit) for Year	(71,186)			(71,186)
Other Comprehensive Income	(32,479)			(32,479)
Gain on revaluation of infrastructure, property, plant & equipment	0	0	0	0
Transfers between reserves	(16,000)		16,000	-
<b>Balance at end of period</b>	<b>76,872,188</b>	<b>57,533,059</b>	<b>247,202</b>	<b>134,652,449</b>

\*BR3 with latest known information

**CITY OF PROSPECT**  
**Cash Flow Statement 2016-17 Budget**

	Original Budget 2015-16 \$	Revised Budget BR3 2015-16* \$	Budget 2016-17 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Operating Receipts	21,382,291	21,411,750	22,397,161
Investment Receipts	111,150	242,790	111,150
<b>Payments</b>			
Operating payments to suppliers & employees	(17,986,325)	(17,773,956)	(18,844,419)
Finance payments	(470,059)	(470,059)	(572,516)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>3,037,057</b>	<b>3,410,525</b>	<b>3,091,376</b>
<b>CASH FLOWS FROM INVESTMENT ACTIVITIES</b>			
<b>Receipts</b>			
Amounts specifically for new or upgraded assets	-	20,372	120,000
Sale of Replaced Assets	186,500	241,259	318,000
Repayments of loans by community groups	131,640	131,640	131,640
<b>Payments</b>			
Expenditure on Renewal/Replacement of assets	(3,308,984)	(3,360,319)	(4,267,543)
Expenditure on New/Upgraded assets	(1,046,031)	(912,599)	(1,645,438)
Loan To Community Groups	0	0	0
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(4,036,875)</b>	<b>(3,879,647)</b>	<b>(5,343,341)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts</b>			
Proceeds from Borrowings	1,374,437	1,374,437	3,491,979
<b>Payments</b>			
Repayments of Borrowings	(499,983)	(499,983)	(798,069)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>874,454</b>	<b>874,454</b>	<b>2,693,910</b>
<b>Net Increase (Decrease) in cash held</b>	<b>(125,364)</b>	<b>405,332</b>	<b>441,945</b>
<b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>	<b>148,149</b>	<b>3,770,000</b>	<b>4,175,332</b>
<b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>	<b>22,785</b>	<b>4,175,332</b>	<b>4,617,277</b>

\*BR3 with latest known information

City of Prospect SUMMARY OF FUNCTIONS Budget 2016-17							
2015-16 Original Budget Expenditure	2015-16 Original Budget Income	2015-16 Original Budget Net		Proposed Draft Budget 2016- 17 Expenditure	Proposed Draft Budget 2016- 17 Income	Proposed Draft Budget 2016- 17 Net	% Net Increase
<b>1 PLANNING &amp; COMMUNICATIONS</b>							
236,511	0	236,511	1.0 PLANNING MANAGEMENT	162,054	0	162,054	-31
22,218	0	22,218	1.1 CITY PLANNING	72	0	72	-100
891,405	162,200	729,205	1.2 DEVELOPMENT ASSESSMENT	742,925	162,200	580,725	-20
0	0	0	1.3 HERITAGE	0	0	0	0
390,218	40,000	350,218	1.6 COMMUNICATIONS	390,010	40,000	350,010	0
<b>1,540,352</b>	<b>202,200</b>	<b>1,338,152</b>		<b>1,295,061</b>	<b>202,200</b>	<b>1,092,861</b>	<b>-18</b>
<b>2 INFRASTRUCTURE, ASSETS &amp; ENVIRONMENT</b>							
516,657	375,450	141,207	2.05 INSPECTORIAL	454,960	379,950	75,010	-47
159,555	0	159,555	2.07 ENVIRONMENT	129,868	0	129,868	-19
425,819	0	425,819	2.1 TRAFFIC MANAGEMENT	561,368	100,000	461,368	8
5,643,473	492,109	5,151,364	2.2 STREETS & FOOTPATHS	4,440,476	682,106	3,758,370	-27
590,075	0	590,075	2.3 STORMWATER DRAINAGE	868,306	0	868,306	47
2,342,391	72,785	2,269,606	2.4 OPEN SPACES	2,054,152	72,785	1,981,367	-13
356,007	0	356,007	2.5 STREET TREES & NATURE STRIPS	382,430	0	382,430	7
2,185,018	0	2,185,018	2.6 WASTE MANAGEMENT	1,935,403	15,000	1,920,403	-12
43,684	0	43,684	2.7 SANITATION	53,844	0	53,844	23
659,632	196,000	463,632	2.8 FLEET MANAGEMENT	945,500	327,500	618,000	33
2,338,729	15,650	2,323,079	2.9 DEPOT OPERATIONS	2,385,993	15,650	2,370,343	2
<b>15,261,040</b>	<b>1,151,994</b>	<b>14,109,046</b>		<b>14,212,300</b>	<b>1,592,991</b>	<b>12,619,309</b>	<b>-11</b>
<b>3 COMMUNITY</b>							
199,971	0	199,971	3.0 COMMUNITY MANAGEMENT	168,036	0	168,036	-16
761,717	7,880	753,837	3.1 COMMUNITY DEVELOPMENT	596,726	129,080	467,646	-38
731,493	658,641	72,852	3.2 COMMUNITY SERVICES	648,193	644,791	3,402	-95
1,123,618	141,716	981,902	3.3 COMMUNITY ARTS, GALLERY & EVENTS	1,017,492	151,316	866,176	-12
1,482,358	165,200	1,317,158	3.4 LIBRARY	1,027,936	169,100	858,836	-35
<b>4,299,157</b>	<b>973,437</b>	<b>3,325,720</b>		<b>3,458,383</b>	<b>1,094,287</b>	<b>2,364,096</b>	<b>-29</b>
<b>4 CORPORATE SERVICES</b>							
1,244,044	0	1,244,044	4.1 ELECTED MEMBERS & LOCAL GOV'T	826,082	0	826,082	-34
269,986	0	269,986	4.2 RATES ADMINISTRATION	212,377	0	212,377	-21
93,258	0	93,258	4.3 EMPLOYEE RELATIONS & TRAINING	263,173	0	263,173	182
411,293	85,000	326,293	4.4 ADMINISTRATIVE SERVICES	1,301,428	85,000	1,216,428	273
1,529,568	709,941	819,627	4.5 FINANCIAL MANAGEMENT	2,054,469	756,221	1,298,248	58
568,524	0	568,524	4.6 INFORMATION MANAGEMENT	1,344,553	0	1,344,553	136
<b>4,116,673</b>	<b>794,941</b>	<b>3,321,732</b>		<b>6,002,082</b>	<b>841,221</b>	<b>5,160,861</b>	<b>55</b>
<b>5 ECONOMIC DEVELOPMENT</b>							
983,988	1,400	982,588	5.0 BUSINESS & ECONOMIC DEVELOPMENT	675,008	3,696	671,312	-32
<b>983,988</b>	<b>1,400</b>	<b>982,588</b>		<b>675,008</b>	<b>3,696</b>	<b>671,312</b>	<b>-32</b>
<b>PROSPECT WIDE</b>							
(2,877,828)	19,942,406	(22,820,234)	RATES INCOME & REBATES/RESERVES/B-FWD	497,151	22,715,895	(22,218,744)	-3
<b>(2,877,828)</b>	<b>19,942,406</b>	<b>(22,820,234)</b>		<b>497,151</b>	<b>22,715,895</b>	<b>(22,218,744)</b>	<b>-3</b>
<b>23,323,382</b>	<b>23,066,378</b>	<b>257,004</b>	<b>TOTAL</b>	<b>26,139,985</b>	<b>26,450,290</b>	<b>(310,305)</b>	

# OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
3	Place	<b>Heritage Grant Program</b> To provide heritage grants to owners of properties that are listed as local heritage places or located in the Historic Conservation Zone. State Heritage Places are not eligible.	10,000	10,000				
5	Place	<b>Housing Diversity &amp; Desirable Neighbourhoods DPA</b> The Housing Diversity and Desirable Neighbourhoods Development Plan Amendment (DPA) was anticipated as part of Council's involvement in reaching agreement on the parameters of the Inner Metropolitan Growth DPA, which delivered new policy for three main roads. With the completion of the priority heritage places DPA and historic conservation DPA, it is timely to initiate detailed investigations to inform further changes to Council's Development Plan. The investigations would include an analysis of the desirable characteristics of Council's residential areas, and the identification of forms of in-fill development that could be established to complement the existing or desired character of each area. In addition, the DPA could explore provisions relevant to the appearance and amenity of higher density development on main roads. Key deliverables include a streetscape character study (prepared by an independent consultant), analysis of the effectiveness of the current planning provisions in guiding the appearance of new development, a Statement of Intent for approval by the Minister, a detailed Development Plan Amendment and a comprehensive consultation process.	60,000	60,000				
6	People	<b>Dog Tidy Bags</b> Production of Dog Tidy Bags for Delivery to each registered dog owner to be supplied with each dog tag	28,500	0				28,500
7	Place	<b>Animal Management Plan</b> To comply with Council's Animal Management Plan that has been endorsed by Council and approved by the Minister for DEWNR, including: increase dog registrations within the Council, increase the rates of dog desexing within the Council and decrease instances of dog nuisance within the community.	800	800				
8	Support Services	<b>Community Safety Officer Weekend Overtime</b> Community Safety weekend Officer attendance to parking issues in Council streets, in particular around car yards, churches and community centres. Officer also attends to animal issues such as dogs wandering in the street, dog attacks and dog barking issues.	25,000	(11,000)				36,000
9	Support Services	<b>Community Safety After Hours Temp Staff</b> Council meet its obligations under the Dog and Cat Management Act to provide animal management 24/7. Community Safety temporary callout officer responds to emergency animal and parking issues outside regular Officer working hours. Attend illegal parking issues and emergency response. Eg. Milner Street, King Street, etc.	28,500	28,500				
12	Place	<b>Environmental Subsidy Program</b> Following the development of the Environmental Action Plan, Council intends to implement an environmental subsidy program to help residents reduce their environmental footprint.	10,000	10,000				
13	People	<b>Environmental Initiatives</b> Encourage families to use cloth nappies instead of disposables.	2,000	2,000				
15	Place	<b>Veggie Verges</b> Promote the use of nature strips for the growing of vegetables and other flora. Excavation and removal of existing soil, and reinstatement with new soil. Provision of seedlings and mulch. This will allow for the installation of approximately 8 verge gardens.	4,000	4,000				

# OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
19	People	<b>Street Parties</b> To cover Council direct costs as associated with road closures and traffic management as required for the two to four approved 'street parties' held in Prospect annually (usually at the end of a calendar year) for the safety of the organisers and the local community. To deliver the road closures and traffic management as required for the two to four approved 'street parties' held in Prospect annually (usually at the end of a calendar year) for the safety of the local community.	1,500	1,500				
20	Place	<b>Main North Central Precinct Concept Plan</b> To develop a precinct concept plan connecting key hubs of activity in the central precinct of Main North Road. The concept plan will provide a strategic tool to guide future development in the precinct and plans for new infrastructure and public realm projects. The plans will improve overall connectivity of the city and guide the drafting of future detailed design proposals.	200,000	100,000		100,000		
21	Place	<b>Prospect Rd Footpath Upgrade - Gordon to Regency</b> Upgrade of Footpath and street scape following on from previous stage works and completion of PLEC Project. The project key deliverables are reconstruction of Kerb and gutter, inclusion of Landscaped Garden beds at intersections, irrigation, rejuvenation of pavers, etc.	160,000	160,000				
25	People	<b>SCRamble - Safer Active Travel Project</b> To increase and promote sustainable active travel to students of City of Prospect schools through walk and ride to school days. Engage an artist to run workshops with schools that promote sustainable active travel. Promote and conduct walk and ride to school days, as well as providing traffic management at these events.	10,000	10,000				
26	Place	<b>Narrow Street Traffic Management</b> Addressing parking and traffic flow issues in narrow streets (streets less than 7m in width) within City of Prospect in approximately four streets per year via monitoring, consultation, and possible linemarking and signage.	5,000	5,000				
27	Place	<b>PLEC Undergrounding Prospect Road</b> Undergrounding of Power Lines on Prospect Road Between Gordon Road and Regency Road. The project involves undergrounding of all the overhead power lines, and the installation of new lighting poles and new upgraded lamps. The improved appearance and safety of Prospect Road will be important in presenting a positive and welcoming image of the City of Prospect, matching the previous works undertaken in stage 1 & 2.	875,000	0			875,000	
31	Support Services	<b>Increase in Footpath Maintenance</b> Increase in Maintenance of existing footpaths to eliminate trip hazards etc.	50,000	50,000				
32	Place	<b>Local Area Traffic Management Review</b> Undertake review of LATM for Prospect North West, and Prospect South West Precinct. Addressing traffic issues in precincts listed as specified by our traffic management policy.	30,000	30,000				
34	Support Services	<b>Street Lighting Upgrade Various Location</b> Upgrading of Public Street Lighting to improve the level of lighting to meet the current Australian Standards in various locations. Lighting Upgrades undertaken by SA Powernetworks at Council's request.	8,000	8,000				

# OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
41	People	<b>Open Space Strategy Community Engagement Stage 1</b> The objective of the project is to investigate the background and valuable information for the development of Stage 1 in the Open Space Strategy previously called the 'Parks Strategy'. The aim is to gain an understanding of the community and the needs of our changing community profile. Also, to update and strengthen the community engagement for the Open Space Strategy which was previously undertaken in 2009 with little participation from the actual community and stakeholders.	40,000	40,000				
42	Place	<b>Masterplan Charles Cane &amp; George Whittle Reserves</b> Provide a framework for future masterplan development including prioritised infrastructure development and other public realm projects associated with the Masterplan. Create a vision for the future development of the precinct and revitalise the Open Space in the precinct and improve safety. Link the Reserves to each other and to the nearby railway stations and place an emphasis on environmental sustainable solutions. Have regard to the anticipated population increase in the area and consult with key stakeholders through a public consultation process.	45,000	45,000				
43	Place	<b>Prospect Rd Precinct-Percy St &amp; Regency Rd Gateway</b> The objective is to implement stage 3 of the Percy Street and Regency Road Gateway to create distinct character for these key nodes along Prospect Road in accordance to the adopted Prospect Road Masterplan developed in 2009. The bid is for the concept development and detailed design drawings to coincide with PLEC stage 4 upgrades. The aim of the design of Percy Street Precinct is to propose new landscape to emphasise local area of cultural interest (RM Williams Site) and provide opportunities for wider footpaths, road pavers, outdoor dining and investigate possible zebra crossing to improve east-west linkages. The aim for the Regency Road Gateway is to provide well designed, interesting gateway through highlighted vegetation, paving detail and street banners.	45,000	45,000				
44	Place	<b>Green Neighbourhoods Connections &amp; Attractions</b> The objective is to implement stage 1 of Green Neighbourhoods to create awareness and wayfinding in the community for walking and cycling distances to Open Space, Schools, and Local Facilities along the bicycle network on Braund Road, key areas along Prospect Road and Main North Road. The aim of Green Neighbourhoods is to market this to the community as an option for healthier living and a change in lifestyle choice in our city and demonstrating a connected City of Prospect.	35,000	35,000				
48	Place	<b>Village Heart &amp; Surrounds Tree Project</b> Enhance the aesthetics of the Village Heart, particularly for pedestrians, with larger feature Jacaranda trees amongst the existing Gingko trees and feature garden beds. Additional larger feature shade trees and garden beds along the Village Heart precinct.	59,500	59,500				
50	Support Services	<b>Adjustment of Planned Building Maint Allocation</b> To increase the cyclic/ planned maintenance component of the building and structures budget line. Council has adopted the 20 year Asset Management Plan which predicted planned maintenance costs fluctuating between \$50,000 and \$60,000. Subsequent contracts drawn indicate this is more accurately and consistently predicted at \$58,000 per annum. In keeping with Strategy 5.1, Best Practice Asset Management for all asset classes, the increase will be used to accommodate initial service improvements and then ongoing asset maintenance set out in the Asset Management Plan.	58,000	58,000				
51	Support Services	<b>Prospect Oval Seating Repairs</b> The City of Prospect Draft Parks Strategy has classified Prospect Oval as a Regional level park which services Adelaide and regional communities. Following a report on the Prospect Oval assets, it has been identified that the seating legs require extensive repairs as a high priority item for the oval.	14,000	14,000				



## OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
53	Place	<b>Urban Green Link Corridor</b> Three sites are identified for the Urban Green Link Corridor located in the northern District of Prospect Council. The project site is currently bounded by three major arterial roads, Churchill Road, Regency Road and Prospect Road and is situated in an area identified by the state government for high density living development. The sites proposed for the Urban Green Link Corridor are the Irish Harp Reserve, Railway Park and Prospect Estate Reserve. Prepare a concept design for a Green Corridor linking the tree sites. Increase the area, linkages between and condition of Australia's native vegetation. Provide a non-vehicular access corridor through the three nominated parks and along the laneways. The future capital expenditure will be established once a concept design is in place.	25,000	25,000				
55	Place	<b>White Cedar Tree Program</b> Remove immediate hazards posed by mature White Cedar trees, in combination with ongoing management to proactively plan the future of this streetscape asset.	38,000	38,000				
56	People	<b>Community Waste Education Project</b> Design and deliver bi-annual waste calendar and waste education programs to reduce waste sent to landfill and encourage reuse and recycling.	25,000	25,000				
57	People	<b>Pigeon Eradication Program</b> Control feral pigeon population in areas of infestation including Thomas Street Centre, Nailsworth Primary School, Council Depot, Prospect Oval, Civic Centre, Prospect Primary School, Prospect North Primary School. The project key deliverables is that pigeon population at areas of infestation will be reduced and managed appropriately so as not to cause a health hazard or nuisance to the public.	4,960	4,960				
60	People	<b>Know Our Community</b> Regularly engage with our community and service providers, consult in innovative ways, deepen our understanding through data analysis.	24,641	24,641				
66	People	<b>Publications - Prospect Magazine</b> To create and distribute the Prospect Magazine on a quarterly basis to approximately 9500 properties in the Council area.	101,000	61,000				40,000
67	Support Services	<b>Community Facilities - Town Hall</b> Administration and management of the whole Prospect Town Hall facility, for hirers and internal and external uses. Covers utilities, cleaning, and minor maintenance and materials to established service standards. Covers utilities (gas, water, power, phone), cleaning (large increase in cleaning cost due to new contractor for Town Hall whilst delivering overall cleaning savings for Council), minor maintenance and repairs and misc materials to established service standards.	23,100	23,100				
66	People	<b>Memorial Gardens Playspace Stage 3 of 3</b> The City of Prospect Draft Parks Strategy has classified Memorial Gardens Precinct as a regional level park which services the greater community. A concept design was created for the stage 3 redevelopment of the playspace and completion of stage 1 and 2 were completed in 2015. The intent of the design is to improve the precinct facilities and incorporate interactive, explorative, educational and imaginative play to encourage creativity, problem-solving skills and appropriate risk-assessment skills. It is important for Council to provide well-designed 'playspaces' for active and passive uses throughout several of Council's parks. Please note the figure differs from the Council report cost estimate which stated \$195,000. Administration recommends a higher budget is required for the complexity of the design and custom made components. Creating safe parks, providing high quality and challenging playground facilities, nature play to encourage exploration and imagination, improved access, connectivity, appropriate amenities for the users of the park.	8,000	8,000				
70	People	<b>Communications Strategy - Implementation Stage 1</b> To implement the first stage of programmed improvements as described in Council's communications strategy implementation plan.	60,000	60,000				

# OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
72	Place	<b>Broadview Oval Master Plan</b> Staged implementation of Broadview Sports & Recreation Precinct. The project key deliverables are to complete detailed construction drawings ready for tendering of capital works - Broadview Sports & Recreation Precinct.	50,000	50,000				
73	People	<b>Community Support Fund</b> Provide community services that meet the needs for people in all stages of life. Provision of a grants program that assists our local clubs and groups in their provision of services and activities.	28,000	28,000				
82	People	<b>Priorities City Wide Public Art Advisory Board</b> To deliver a City Wide Public Art Programs of small initiatives, small grants and community incentives that improve the local amenity and provide positive public experiences, in a range of public areas for Prospect residents, businesses and visitors. Key deliverables proposed by the City Wide Public Art Advisory Board include but not limited to – new Public Art work documentation and promotional post cards, St Helen's Park mosaic cylinder, New Community Art Projects ie through a specific and targeted temporary public art Grant program, commission one change over of images for the Light Box Gallery public art program in Richards Lane option for 12-18 month lease of one/two public artworks for non-traditional public spaces in City of Prospect new initiative as a result of the Public Artist in Residency Program in 14/15.	25,000	25,000				
84	Place	<b>Reconciliation Action Plan</b> To progress from 2015/16 the opportunity to deliver the initiatives developed for the RAP and continue to support the Annual NAIDOC schools program and deliver on Council's commitment to engaging with the Aboriginal and Torres Strait Islander and broader community regarding the next stage of the Reconciliation Action Plan.	8,000	8,000				
85	People	<b>Diwali Cultural Festival</b> To create a new cultural festival that focuses on growing community awareness and leadership as we celebrate our developing Indian community. The festival spiritually signifies the victory of light over darkness, knowledge over ignorance, good over evil, and hope over despair. Diwali – 'festival of lights' is an ancient Hindu festival celebrated in spring in the southern hemisphere every year. Will promote our vibrant cultural community and promote tolerance and harmony in a very accessible way. Council will provide a grants for the event to be run in October 2016.	7,000	7,000				
86	People	<b>Out of the Square Youth School Holiday Program</b> Out of the Square is a network of suburban theatres in South Australia who plan, package and present high quality arts and entertainment experiences for all South Australians.	12,280	9,480				2,800
87	People	<b>Prospect Art Collection Management</b> To document, map, value (asset register) the Prospect art collection (including public art) and recommend maintenance/restorative work as required. Post and promote the whole collection on online as a resource for asset management, promotion, study and reference.	10,000	10,000				
88	People	<b>Vine St Plaza Activation inc. Anime Festival</b> To increase footfall to the Village Heart by facilitating events and activities and events in place of Farmers Market. This project will include an Anime Festival (\$25k sponsorship) but not be limited to pop up markets, small events / festivals, live music, movies, pop-up bar and in partnership with Club5082. To be scheduled for 12 months on Friday evenings (possibly fortnightly in between Club5082's programming) – similar to previous project 'Unwind in Vine' format. To increase footfall to the Village Heart by facilitating events and activities and events in place of Farmers Market. This project will include but be limited to pop up markets, small events / festivals, live music, movies, pop-up bar in collaboration with Club5082.	50,000	50,000				

# OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
89	People	<b>Club5082 New Initiatives</b> Reallocate Club5082 on-line / digital Video Production (account 3093 at \$11.6k) to reoccurring Club5082 Budget and increase overall Club5082 budget (after combination of online Video and reoccurring project budgets) by net \$21k to respond to new opportunities that deliver a higher end / mainstream live music program that attracts new audiences to the Town Hall in partnership with Music SA and Independent artists and entrepreneurs. Build upon our creative and vibrant City profile through the development and mainstream promotion (was free now user pays) of bands and build new audiences for live music and local area activation programs. Recognise that the skills of the bands we want to attract need a small incentive /retainer payment (\$150 per band) in addition to door takings as we establish a new following. Cover Public Liability for all bands, ongoing venue licensing costs and increase in wages. Outcome to establish a quality, affordable live music venue for all ages, and young people.	35,289	29,689				5,600
90	People	<b>Culture Survey/Actions</b> To evaluate the staff culture to enable appropriate programs to be implemented to deliver a positive working environment and continue as an employer of choice. This project is to develop and support council staff and staff leadership qualities across the corporation including the ongoing commitment to the IWeYou corporate values program and initiatives.	7,280	7,280				
93	People	<b>Playwell Sport and Recreation Fair</b> To create a new annual Fair that focuses on sport and recreational opportunities in Prospect that helps promote and recruit new members to the many local fitness opportunities of clubs, schools, and groups and programs. Held in Charles Cane Reserve at least once per year.	6,500	5,500				1,000
95	People	<b>LibraryPLUS Project Management &amp; Design</b> Project management and initial predesign for the LibraryPLUS project to include - site feasibilities and masterplanning, required brief, requirements, budget and program. Select/recommend sub-consultants and prepare design briefs for sub-consultants. Inspection of sites and assessment of conditions and assessment of regulations and authority requirements. Analyse functional relationships and area requirements, and analyse budget and program in relation to brief.	42,000	42,000				
96	People	<b>LibraryPLUS Consultation</b> Community consultation for the LibraryPLUS project to define future requirements. Engage with community, community groups, stakeholders and other partners to determine requirements to inform the project. Engagement to occur in multiple forms.	25,000	25,000				
97	People	<b>Local History Digitisation</b> To capture City of Prospect's local history, heritage, stories and memory by creating, sharing and preserving collection contents through digitisation of analogue materials. To digitise formats to enable access through online access including websites and archives.	24,500	24,500				
98	People	<b>Tourific Prospect</b> 2017 will be the sixth year for Tourific Prospect that has since its inception in 2012 delivered an event that showcases all things Prospect - putting a spotlight on Prospect Road and promoting local businesses and our creative community. We now draw near 18,000 people with thousands being local residents and the rest drawn from the broader community (including STDU Tourists) who come together, participate in our community and support and spend their money in Prospect.	236,812	176,812				60,000
104	Support Services	<b>Executive Leadership Training/Development/Planning</b> To maximise the development and effectiveness of the Executive Management Team.	40,000	40,000				

# OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
105	Support Services	<b>Eastern Region Alliance</b> Continue to participate in and benefit from being part of the Eastern Region Alliance and contribute to special projects as required. The project key deliverable is to deliver collaborative projects with other Eastern Region partners. More weight when applying for grant funding, and potential savings in procurement.	25,000	25,000				
111	Support Services	<b>Livechat for Customer Services</b> Live chat is a relatively new way to interact with website visitors. Usually the visitor initiates a chat request by clicking an icon on council's website. This provides the customer with an expedient and efficient means of communicating with council whilst also being in touch with customer technology trends. Livepro gives Prospect the advantage of communicating directly to our customers via our website. The program is intuitive and therefore can set alerts if a customer may require assistance if they are, for example, having difficulty with finding information on the website thereby providing the customer with an overall better experience and the customer service team taking a more proactive approach to service.	2,300	2,300				
114	Support Services	<b>Investigation of Costing of Service Levels</b> Alignment of General Ledger with consideration of both functional and service delivery goals. Mapping of cost centres to the service levels document following adoption of the new Strategic Plan. It is hoped that this process will give Elected Members greater decision making analysis for future budget periods.	10,000	10,000				
116	Support Services	<b>Applications Roadmap</b> Review of current applications used in COP to determine fit for purpose and develop an Applications Roadmap for COP. This project will analyse our current application portfolio to determine its complexity and structure, understand the nature and intended use of our applications (from a user's perspective), define the target environment for any change and develop a strategic road map to modernise our applications (where applicable, including the identification of benefits, costs and constraints). This project will assess current uses of internal applications and gaps that can be addressed by further training. Recommendations will be made for future purchases and implementation processes that provide best value for money for COP (addressing cloud computing if applicable).	32,000	32,000				
117	Support Services	<b>Review - Internal Governance Processes</b> Review of access to information by staff. Authorities/delegations are provided to staff in acting positions and the process to remove delegations when staff return to their substantive roles have at times not been thorough. This has resulted in some staff having access to information not appropriate to their roles. This issue was highlighted in a workshop during the development of COP's IT Strategy Plan. This project will implement a .NET database to track changes and provide alerts to remove delegations in systems when acting roles are complete and will also include a review of access settings in our corporate applications. This review will highlight the remediation work required to correct access.	10,000	10,000				
118	Support Services	<b>Scope Design &amp; Delivery of an Extranet</b> To scope, design and deliver an Extranet to be utilised by staff to communicate with Elected Members in a more efficient and cost saving manner. There is currently no place for Elected Members to download large documents and avoid printing and in some instances, the use of USB keys. Large documents include documents for review, images and movies. An Extranet will allow Elected Members to log into a portal on the City of Prospect website and download, review or submit information and lower printing costs and reduce the handling of large documents. It will also allow for the quick viewing of images and movies which are too large to email. Some Elected Members could choose to receive all their information via the Extranet.	20,000	20,000				
119	Support Services	<b>Digital Transformation</b> Support of Works for the Digital Transformation Committee.	15,000	15,000				

# OPERATING PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source				
				Rates	Commercial Rates	Grants	Loan	Other
133	Prosperity	<b>NBN Digital Hub</b> To staff and maintain continuation of services and programs in the Digital Hub for the 2016/17 financial year. The project key deliverables are training and education in technology and devices for the Prospect community and local business enterprise. Inform and encourage the community in the uptake of the NBN. Continue the successful Digital Hub volunteer program. 2020 - Strategic Plan (draft) outcome - Prosperity - Leverage our digital advantage - Utilise the Digital Hub as the primary digital interaction, education and training site for our community.	124,007	124,007				
135	Prosperity	<b>Eastside Business Enterprise Centre</b> To provide financial assistance to the Eastside Business Enterprise Centre for support for local business, operational consulting and networking events.	7,600	7,600				
137	Prosperity	<b>Radio 5082 Podcast Production</b> Communication & the way people gather information & content is changing from traditional methods. Radio 5082 is an opportunity for the businesses and people of Prospect to be part of the new way with a simple & effective tool. They will be trained to Commercial standards and be part of the Digital Age, as it takes off and is more prevalent in everyone's everyday lives.	30,000	30,000				
141	Prosperity	<b>Digital Economy Strategy Implementation</b> To leverage our digital advantage and continue to implement the endorsed Next Generation Digital Economy Strategy 2014-2018.	130,320	130,320				
142	Place	<b>Celebrating Good Design</b> To celebrate and award best practice commercial and residential developments on the corridors. This will educate potential developers and investors the community's expectations of future built form. A one off awards night including a range of award categories. Quarterly networking events with guest speakers. Participation in Festival of Architecture and Design.	11,000	11,000				
144	People	<b>Community Panel</b> To use the existing Community Panel for participation in surveys as required, so that Council has a good understanding of the community's views through consultation with a representative sample of its community 2 community surveys - LibraryPLUS and Annual Business Plan.	10,000	10,000				
147	Prosperity	<b>Prospect China Engagement Action Plan</b> Develop a more detailed Prospect China Engagement Strategy to provide more detail and supporting evidence (or not)for the existing Action Plan (adopted August 2015) - Engage ACBC to assist. (\$10,000) 2. To engage an International trade consultancy to deliver stage 2 of the Prospect China Engagement Action Plan. This will provide the necessary expert resource to audit Prospect businesses for their suitability for China, follow up 'on the ground' leads in China for local businesses identified to benefit and allow council staff to deliver other endorsed Economic Development projects (\$15,000). 3. Travel and accommodation costs associated with pursuing R & D project and participating in Outbound Mission (one a year). The ongoing relationship between SA and Shandong province has been regularised with an outbound delegation from SA planned to take place in May each year. Participation will provide an opportunity for individual relationships formed to be built upon and trade opportunities for local business to be progressed (\$7,000).	32,000	32,000				
GRAND TOTAL			3,181,389	2,032,489	0	100,000	875,000	173,900

## CAPITAL PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source			
				Rates	Grants	Loan Borrowings	Trade In
3	Support Services	<b>Image Management Solution</b> To define the requirements for a corporate image management system and implement a tailored solution for City of Prospect. The project will deliver an image management system that allows for easy storage, access and retrieval of Council's digital assets (such as photography, video, images and sound) integrated into the existing digital records management system.	25,000	25,000			
4	Support Services	<b>Football Parking Flip Sign Installation Program</b> Purchase and install reversible (flip signs) as a replacement program for current permanent football signage. Install flip signs in relation to football parking restrictions that will allow signs to be deactivated outside the football season. Sign locations: Alpha Road, Peel Street, Barker Road, Union Street, New Street, Kintore Avenue, Old Street, Laura Street, Labrina Street, Mcrae Street, Muriel Street, Lillian Street, Menzies Crescent, Watkins Street.	8,500	8,500			
8	Place	<b>Beautification Project for All Parks &amp; Reserves</b> Resource the maintenance and upgrade of Council parks and open space to deliver a better level of service expected by the community. Refurbish garden beds including irrigation repairs, infill planting, new trees, mulching and garden edging. The project key deliverables are to replace/update/install new paths, play equipment, park furniture, signage, artworks, fencing.	180,000	180,000			
9	Support Services	<b>Braund Road Street Lighting</b> To assess the pedestrian street lighting along Braund Road.	20,000	20,000			
14	Place	<b>Prospect Road Footpath Upgrade - Gordon to Regency</b> Upgrade of Footpath and street scape following on from previous stage works and completion of PLEC Project. The project key deliverables are reconstruction of Kerb and gutter, inclusion of Landscaped Garden beds at intersections, irrigation, rejuvenation of pavers, etc.	731,193	0		731,193	
16	Place	<b>Safe Routes to School</b> Review traffic safety around school zones. Upgrade and installation of signage and traffic control devices around schools within the City of Prospect.	35,000	35,000			
18	Support Services	<b>Driveway Upgrade Program</b> Driveway upgrade program for 2016-17 in line with asset management plan.	108,748	67,771		40,977	
19	Place	<b>Pedestrian Kerb Ramp</b> Pedestrian upgrade program for 2016-17 in line with asset management plan.	25,850	25,850			
20	Place	<b>Bus Shelter Upgrades (DDA Compliance)</b> Installation of a Bus Shelter at Bus Stop 111 Regency Road Southern side due to increased commuter usage at this site.	12,000	12,000			
22	Support Services	<b>Road Design/Reconstruction (Capital)</b> Road resurfacing program for 2016-17 in line with asset management plan.	1,067,137	458,659	483,478	125,000	
23	Support Services	<b>Footpath Construction - Miscellaneous</b> Footpath construction program for 2016-17 in line with asset management plan.	637,636	0		637,636	

## CAPITAL PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source			
				Rates	Grants	Loan Borrowings	Trade In
26	Support Services	<b>Kerb and Gutter Constructions</b> Kerb and gutters program for 2016-17 in line with asset management plan.	207,173	0		207,173	
27	Place	<b>Water Sensitive Urban Design for LATM Devices</b> This project will involve retrofitting of Local Area Traffic Management Device Planter Bed areas with Water Sensitive Urban Design (WSUD) systems such as biofiltration systems and rain gardens. The planter beds are located along Collingrove Avenue, Nailsworth. The systems will increase the capture of stormwater runoff and ensure that stormwater entering our drains has been treated effectively to minimise gross pollutants and sediments. This will help bring the City of Prospect up to date with modern storm water management practices. The new systems will also improve the visual amenity along Collingrove Avenue.	20,000	20,000			
31	Support Services	<b>Drainage Design/Construction</b> Drainage design /construction program for 2016-17 in line with asset management plan.	752,938	752,938			
32	Place	<b>Prospect Oval Irrigation Upgrade</b> Redesign and upgrade the Prospect Oval irrigation system. A properly functioning irrigation system will result in water savings, lower maintenance costs, system longevity, rate payer satisfaction and reduced risk to Council. The City of Prospect Draft Parks Strategy has classified Prospect Oval as a Regional level park which services Adelaide and regional communities. The current irrigation system is over 30 years old and no longer functioning properly. Hydroplan undertook an extensive audit of the turf and irrigation quality. It was concluded that the turf quality is generally satisfactory for a Regional park, however the irrigation has inadequate coverage and distribution, its water use is inefficient, the pump and core plumbing items are dated and the system needs continual replacement/repair for failing parts. An estimated cost was prepared for the redesign and replacement of the irrigation system as part of the audit report.	157,000	157,000			
38	Place	<b>Upgrade of Playspace in Identified Parks</b> Two parks were identified for the 2015/16 upgrade of playspaces and Stage 1 was completed for both parks. These are St Helens Park and Ern Sconce Rotary Park. The intent of the designs is to upgrade the existing playground facilities and assist child development by providing challenging equipment to help improve physical strength, coordination and balance. The designs also aim to assist in the development of social skills, imagination and creativity, problem-solving skills and appropriate risk-assessment skills through interaction with nature. It is important for Council to provide well-designed 'playspaces' for active and passive uses throughout several of Council's parks. \$75,000 is allocated for Ern Sconce and \$125,000 is allocated for St Helens Park.	200,000	200,000			
39	Place	<b>Prospect Oval Retaining Wall Upgrade</b> Replace a section of the existing stone retaining wall around Prospect Oval to provide a safe and well designed environments for the community. The City of Prospect draft Parks Strategy has classified Prospect Oval as a regional level park which services Adelaide and regional communities. Following a report on the Prospect Oval infrastructure assets, that to reduce major risk it has been identified the 300 metre retaining wall surrounding the oval requires replacement due to the depreciation of the asset. There is opportunity as part repairs to strengthen the wall and provide an iconic architectural feature which includes planting and seating for a cohesive public realm.	50,000	50,000			
42	Place	<b>Air Raid Shelter Stage One</b> To install a pump to evacuate water which collects seasonally in the sub-terranean building to prevent damage to the Local Heritage listed building.	40,000	40,000			



## CAPITAL PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source			
				Rates	Grants	Loan Borrowings	Trade In
43	Place	<b>St Helens Park Irrigation Upgrade</b> Redesign and upgrade the St Helens Park irrigation system. A properly functioning irrigation system will result in water savings, lower maintenance costs, system longevity, rate payer satisfaction and reduced risk to Council. City of Prospect Draft Parks Strategy has classified St Helens Park as a District level park which services the wider community. The current irrigation system is over 20 years old and is no longer functioning properly. Greene Eden Watering Systems have confirmed that its water use is inefficient, the coverage is inadequate, the controllers are faulty and the system needs continual replacement/repair for failing parts. A complete audit of the irrigation system was carried out in the 2015/16 financial year which confirms the level of replacement/upgrade required. The approval of this budget bid will be determined pending the issue of the report for this audit. The current resource amount includes a \$7,000 allowance for the re-design the system and also includes an estimate provided by Greene Eden for the complete replacement of the system.	163,000	163,000			
44	Support Services	<b>Council Buildings &amp; Structures - Capital Works</b> Building related program for 2016-17 in line with asset management plan.	78,431	78,431			
47	Place	<b>Galway Ave Median Strip Redevelopment Stage 1 of 3</b> Upgrade the median strips on Galway Ave in conjunction with replacing missing/dying trees to improve the aesthetics, make it more visually pleasing and welcoming and enhance the area's biodiversity. An arborist report was issued in 2014 detailing the condition of the trees on the median strips and providing recommendations for maintenance, removal and replacement of the trees. The median strips identified as 5-7 on the report will be part of Stage 1 of the redevelopment. The project key deliverables are to redesign and implement informal paths, bench seats, irrigation, rain gardens and new feature garden beds and trees in place of trees that are dying or missing.	100,000	100,000			
49	Support Services	<b>Fleet Management - Capital Acquisitions</b> To replace necessary fleet vehicles in accordance with the 2016-17 replacement program. Cost is offset by trade-in income.	781,500	463,500			318,000
53	Place	<b>Memorial Gardens Playspace Stage 3 of 3</b> The City of Prospect Draft Parks Strategy has classified Memorial Gardens Precinct as a regional level park which services the greater community. A concept design was created for the stage 3 redevelopment of the playspace and completion of stage 1 and 2 were completed in 2015. The intent of the design is to improve the precinct facilities and incorporate interactive, explorative, educational and imaginative play to encourage creativity, problem-solving skills and appropriate risk-assessment skills. It is important for Council to provide well-designed 'playspaces' for active and passive uses throughout several of Council's parks. Please note the figure differs from the Council report cost estimate which stated \$195,000. Administration recommends a higher budget is required for the complexity of the design and custom made components. The project key deliverables are creating safe parks, providing high quality and challenging playground facilities, nature play to encourage exploration and imagination, improved access, connectivity, appropriate amenities for the users of the park.	240,000	120,000	120,000		
56	Prosperity	<b>Town Hall Upgrade</b> An assessment of Prospect Town Hall identified work required to fulfil aspects of the building code and to address WHS issues. Also, replace end of life furniture and commercial fridges and carpet within the Irish Harp Room and Foyer - that are not part of the 2016/17 asset management plan. The project key deliverables are plumb the bar to mains water and sewage (WHS issues), two new bar fridges, 20 chairs (replacements), 12 new lighter weight trestle tables (WHS issue), painting Town Hall foyer and Irish Harp Room, new foyer flooring /carpet (WHS issue) automatic coffee machine for bar and functions, various stage lighting.	22,100	22,100			

## CAPITAL PROJECT BUDGET SUMMARY 2016-17

Ref in LTFP	Strategy	Description	Budget 16-17	Funding Source			
				Rates	Grants	Loan Borrowings	Trade In
60	People	<b>Men's Shed Expansion</b> Provide community services that meet the needs for people in all stages of life. Provide lifelong learning and opportunities. Provide opportunities for on-going participation in community life.	27,000	27,000			
62	Place	<b>Public Art - Capital</b> To deliver a Public Art Program - Capital to improve the local area in a key public area for Prospect residents, businesses and visitors.	25,000	25,000			
65	People	<b>Library Capital Book Purchases</b> Library book stock replacement in 2016-17.	111,275		111,275		
73	Support Services	<b>PC Replacement</b> Replacement of desktop PCs at Civic Centre and depot. PCs will have similar specifications to current machines, however will be built with current generation components.	86,500	86,500			
GRAND TOTAL			5,912,981	3,138,249	714,753	1,741,979	318,000

**CITY OF PROSPECT  
2016-2017 RESERVE FUNDS MOVEMENTS**

	<b>2015-16 Original Budget</b>	<b>2016-17 Budget</b>
<b>CAR PARK DEVELOPMENT FUND*</b>		
Balance as at JULY 1st	(225,543)	(228,969)
<u>ADD</u>		
Appropriation to Fund	(6,853)	(6,000)
	(232,396)	(234,969)
<u>LESS</u>		
Withdrawal from Fund	0	0
Balance as at JUNE 30th	(232,396)	(234,969)
<b>SUMMARY OF RESERVE FUNDS</b>		
Balance as at JULY 1st	(225,543)	(228,969)
<u>ADD</u>		
Appropriation to Fund	(6,853)	(6,000)
	(232,396)	(234,969)
<u>LESS</u>		
Withdrawal from Fund	0	0
Balance as at JUNE 30th	(232,396)	(234,969)

The carpark reserve is a fund established under the Development Act 1993 which allows financial contributions to be made in lieu of the provision of carparks

The fund must only be spent on areas in or around those designated in Council's Development Plan identified for shared carparking.

**City Of Prospect**  
**Operating and Capital Income & Expenditure Total 2016-17**  
**Nature & Type Report**  
**Summary - All Departments**

Description		Original Budget 2015-16	Revised Budget 2015-16	Budget 2016-17	YTD Var Fav/(Unfav) Original Budget	Var % Fav/(Unfav)
<b>EXPENDITURE</b>						
<b>Salaries</b>						
Salaries and Wages	200	6,541,553	6,384,249	6,835,688	(294,135)	-4%
Overtime	201	45,700	45,700	25,000	20,700	45%
Mileage Allowance (per km per Award)	206	600	600	0	600	100%
Salaries - Casuals	212	71,357	71,357	58,573	12,784	18%
Long Service Leave Taken	215	203,113	203,113	0	203,113	100%
Superannuation - Council Contributions	220	633,568	627,775	655,316	(21,748)	-3%
CEO Civic Allowance	225	7,424	7,424	0	7,424	100%
Workers Compensation Premium	500	274,999	291,977	279,369	(4,370)	-2%
		<b>7,778,314</b>	<b>7,632,195</b>	<b>7,853,946</b>	<b>(75,632)</b>	<b>-1%</b>
<b>Contractual Services</b>						
Temp Staff Employed through Agency	300	92,589	205,290	67,976	24,613	27%
Solicitor Fees	301	56,500	56,500	52,500	4,000	7%
Audit Costs	304	22,850	22,850	22,850	0	0%
Building Planning Consultant Fees	305	40,000	37,656	100,000	(60,000)	-150%
I T Consultants	307	160,040	239,725	94,240	65,800	41%
Other Consultants/ Professional Services	308	759,163	719,663	872,293	(113,130)	-15%
Security Building Surveillance	310	20,445	26,445	26,445	(6,000)	-29%
Security Cash Protection	311	3,700	3,700	3,700	0	0%
Other Security Patrol & Fire Control Serv	312	3,580	3,580	3,580	0	0%
Contractors	320	6,867,752	6,974,704	9,429,545	(2,561,793)	-37%
Plant Short Term External Hire	321	57,000	57,000	12,000	45,000	79%
Contractors/Disposal	323	32,000	32,000	32,000	0	0%
External Staff Resourcing	328	170,788	178,695	126,000	44,788	26%
Other External Services	330	1,225,389	1,033,957	960,339	265,050	22%
Rentals/Leases Office Equipment	540	76,500	76,500	76,500	0	0%
Lease/Rental Expenses	541	78,300	48,300	70,892	7,408	9%
Software/Software Licenses	550	330,052	325,052	320,102	9,950	3%
Internet Services / IP costs	551	141,822	119,382	114,422	27,400	19%
Mobile Phones	552	4,800	3,360	480	4,320	90%
Mobile Devices (Ipad)	553	1,920	960	600	1,320	69%
Event Licenses / Permit-Expense	583	17,000	17,000	0	17,000	100%
		<b>10,162,190</b>	<b>10,182,319</b>	<b>12,386,464</b>	<b>(2,224,274)</b>	<b>-22%</b>

**City Of Prospect**  
**Operating and Capital Income & Expenditure Total 2016-17**  
**Nature & Type Report**  
**Summary - All Departments**

Description		Original Budget 2015-16	Revised Budget 2015-16	Budget 2016-17	YTD Var Fav/(Unfav) Original Budget	Var % Fav/(Unfav)
<b>Materials</b>						
Stationery and Office Consumables	401	35,614	31,614	31,614	4,000	11%
Copying Paper	402	6,820	6,820	6,820	0	0%
Photographic Expenses	403	11,150	11,150	5,250	5,900	53%
Printing Charges	404	66,300	69,050	101,400	(35,100)	-53%
Reference Materials	405	5,925	5,925	5,675	250	4%
Uniforms / Clothes	407	20,250	20,250	20,250	0	0%
Materials Purchased	409	636,079	651,579	466,549	169,530	27%
Furniture & Equip under \$1000 - Expense	410	26,250	26,250	21,750	4,500	17%
Furniture and Equip over \$1000 - Asset	411	19,000	19,000	4,000	15,000	79%
Artwork Purchases	412	4,000	4,000	2,000	2,000	50%
Printing and Promotion	414	2,500	2,500	0	2,500	100%
Tools / Equipment (under \$1000)	415	5,000	5,000	5,000	0	0%
Fuel	416	67,900	66,400	64,800	3,100	5%
Book Purchases	420	81,000	83,275	83,275	(2,275)	-3%
Local Book Purchases	422	12,000	12,000	12,000	0	0%
Periodicals Purchases	423	7,500	7,500	4,500	3,000	40%
Newspapers Purchases	424	1,700	1,700	1,700	0	0%
CD's Purchases	425	6,000	6,000	6,000	0	0%
Audio Visual Purchases	426	10,000	10,000	10,000	0	0%
Software /Online Costs	428	17,500	17,500	16,500	1,000	6%
Plant Purchases	510	577,617	505,433	781,500	(203,883)	-35%
Electricity Charges	511	385,645	385,645	423,595	(37,950)	-10%
Water Charges	512	297,975	297,975	298,070	(95)	0%
Gas Charges	514	2,600	2,600	2,600	0	0%
		2,306,325	2,249,166	2,374,848	(68,523)	-3%
<b>Finance Charges</b>						
Loan Interest	620	470,059	470,059	572,516	(102,457)	-22%
Principal Repayment	621	499,983	499,983	798,069	(298,086)	-60%
		970,042	970,042	1,370,585	(400,543)	-41%
<b>Depreciation</b>						
Depreciation	600	3,375,000	3,375,000	3,375,000	0	0%
Depreciation - Clear Out	601	(3,375,000)	(3,375,000)	(3,375,000)	0	0%
		0	0	0	0	

**City Of Prospect**  
**Operating and Capital Income & Expenditure Total 2016-17**  
**Nature & Type Report**  
**Summary - All Departments**

Description		Original Budget 2015-16	Revised Budget 2015-16	Budget 2016-17	YTD Var Fav/(Unfav) Original Budget	Var % Fav/(Unfav)
<b>Other</b>						
Staff Reimbursements	205	0	0	0	0	
Staff Gratuity Payment	208	3,300	3,300	0	3,300	100%
Fringe Benefits Tax	210	88,500	88,500	88,500	0	0%
Courier	315	4,150	4,150	4,150	0	0%
Freight / Delivery	316	30,000	39,000	0	30,000	100%
Management Fee	341	750	750	750	0	0%
Postage / Parcel Packs	400	53,280	44,280	78,680	(25,400)	-48%
Subscriptions Reference Materials	406	4,475	4,475	4,475	0	0%
Repairs & Maintenance	430	500	500	500	0	0%
Computer Hardware Maintenance	439	18,500	18,500	18,500	0	0%
Computer Hardware	450	0	0	4,500	(4,500)	
IT Equipment - Over \$1000 - Asset	453	70,000	70,000	76,500	(6,500)	-9%
General Insurance	501	142,175	127,484	142,175	0	0%
Public Risk Insurance	502	151,450	146,601	150,650	800	1%
Excess Payable on Insurance Claims	506	3,000	3,000	3,000	0	0%
Insurance - Personal Accident & Sickness	507	66,281	78,444	84,239	(17,958)	-27%
Council Rates	509	2,200	2,200	2,200	0	0%
Emergency Service Levy	515	14,532	14,532	14,532	0	0%
Parking Search Costs	518	3,900	3,900	3,900	0	0%
Telephone Charges	520	73,182	65,182	84,482	(11,300)	-15%
Subscriptions Memberships	521	66,700	70,994	67,444	(744)	-1%
Advertising Press	522	27,070	27,070	24,470	2,600	10%
Advertising Other/PR/Media/Promotions	523	63,802	93,752	113,121	(49,319)	-77%
Course/Conference/Seminar Registration	524	201,201	192,701	188,911	12,290	6%
Air Travel	525	16,000	16,000	21,960	(5,960)	-37%
Accommodation	526	18,400	18,400	23,000	(4,600)	-25%
Taxis Charges	527	5,380	5,380	4,830	550	10%
Food & Meal Expenses	528	56,650	58,650	44,650	12,000	21%
Entertainment Costs	529	24,800	24,800	24,350	450	2%
Donations/Sponsorship/Grants	530	56,600	62,492	59,900	(3,300)	-6%
Motor Vehicle Registration Fees	531	24,528	24,528	29,828	(5,300)	-22%
Volunteer Expenses / Reimbursements	532	2,100	2,100	1,650	450	21%
Carparking	533	2,254	2,254	2,194	60	3%
Subsidy Payment to Other Agency	534	33,000	33,000	33,000	0	0%
Elected Members Allowances	535	199,000	196,203	199,000	0	0%
Certificates of Title	537	150	150	150	0	0%
Bus Tickets	538	100	100	100	0	0%
Carwash	539	250	250	250	0	0%
Refunds	542	1,750	1,750	1,250	500	29%
Football Expenses	544	6,000	6,500	6,000	0	0%
Bad Debts Written Off	560	3,200	3,200	3,200	0	0%
Oth Exp Nat Res Man Payment Contribution	562	460,172	460,172	460,151	21	0%
Mandatory Training	584	6,750	0	0	6,750	100%
Oth Exp Rates - Legal Payment	573	25,000	25,000	25,000	0	0%
Bank Account Charges	625	7,000	7,000	7,000	0	0%
Merchant Costs (EFT Bank Charges)	626	39,000	39,000	39,000	0	0%
Productivity Savings	730	(15,000)	0	0	(15,000)	100%
Profit on Sale of Assets	755	(82,497)	(72,042)	(75,438)	(7,059)	9%
EOY Income Activity for Appropriation	801	82,497	72,042	75,438	7,059	9%
EOY JV Equity (Loss)	810	32,479	32,479	0	32,479	100%
		2,094,511	2,118,723	2,142,142	(47,631)	-2%
<b>Total Expenditure</b>		<b>23,311,382</b>	<b>23,152,445</b>	<b>26,127,985</b>	<b>(2,816,603)</b>	<b>-12%</b>

**City Of Prospect**  
**Operating and Capital Income & Expenditure Total 2016-17**  
**Nature & Type Report**  
**Summary - All Departments**

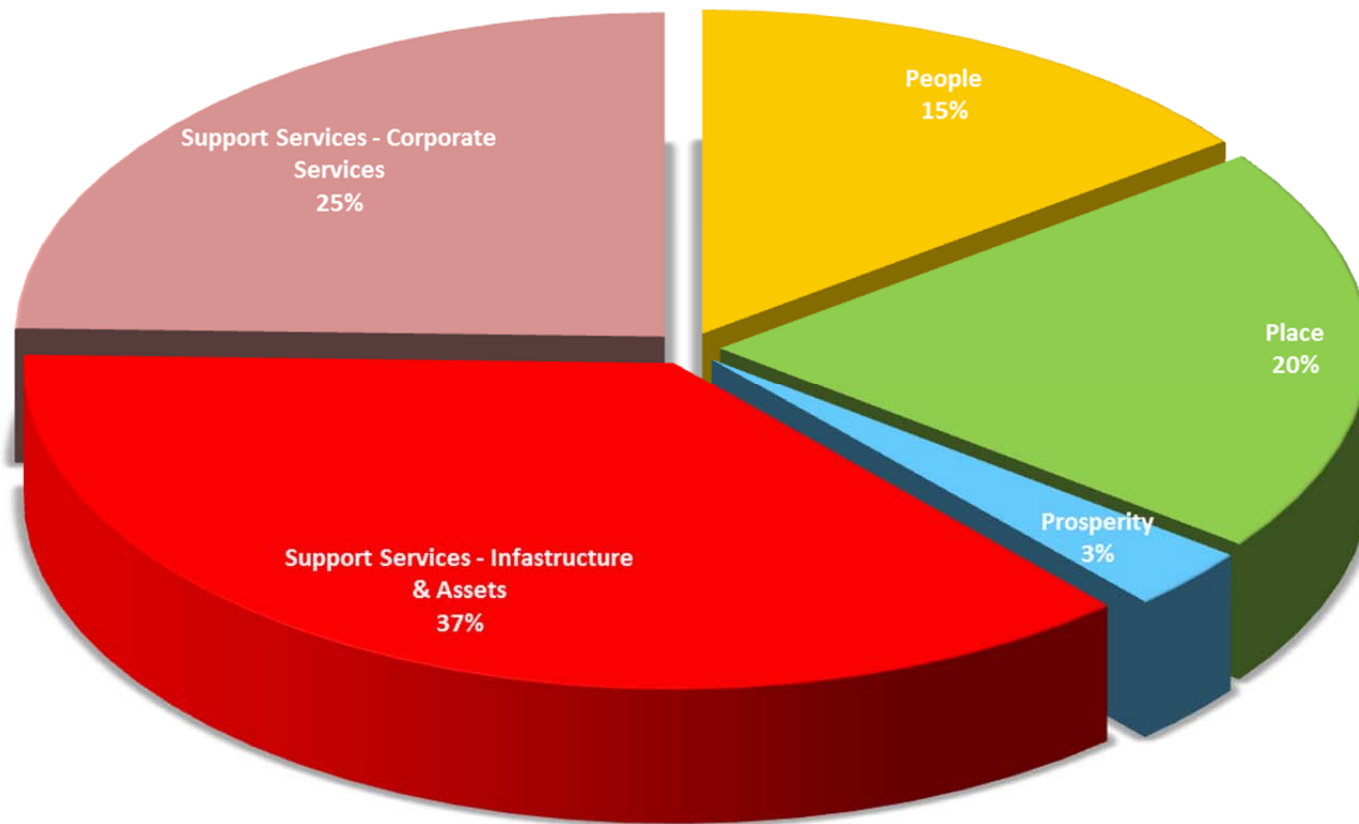
Description		Original Budget 2015-16	Revised Budget 2015-16	Budget 2016-17	YTD Var Fav/(Unfav) Original Budget	Var % Fav/(Unfav)
<b><u>INCOME</u></b>						
<b>Rates</b>						
Rates - General Income	940	(18,374,860)	(18,331,619)	(19,047,827)	672,967	-4%
Rates - Nat Res Man Levy Income	949	(460,172)	(460,172)	(460,151)	(21)	0%
Rates - General Mandatory Rebate	962	351,313	377,600	387,040	(35,727)	-10%
Rates - NRM Council Rebate Income	948	5,250	5,250	5,812	(562)	-11%
Rates - Legal Income	964	(25,000)	(25,000)	(25,000)	0	0%
Rates - Written Off/Objections	565	12,000	12,000	12,000	0	0%
Rates - General Fines/Interest Income	966	(63,000)	(78,000)	(82,290)	19,290	-31%
Rates - Nat Res Man Levy Fines/Int Incom	979	(1,500)	(1,500)	(1,500)	0	0%
		(18,555,969)	(18,501,441)	(19,211,916)	655,947	-4%
<b>Statutory charges</b>						
Parking Control	920	(300)	(300)	(300)	0	0%
Expiation Fees Late Payment Income	921	(13,000)	(13,000)	(13,000)	0	0%
Expiation Fees Income - Parking	922	(265,000)	(220,000)	(216,000)	(49,000)	18%
Fines - General	929	(5,000)	(3,500)	(3,000)	(2,000)	40%
Dog registration Fees	930	(82,000)	(87,000)	(82,000)	0	0%
Dog Expiation Fees Income	932	(7,500)	(7,500)	(7,500)	0	0%
Dog Expiation Reminder Fees Income	933	(1,200)	(1,200)	(1,200)	0	0%
Impounded Animals Income	934	(2,200)	(2,200)	(2,200)	0	0%
Certificates of Title	944	(200)	(200)	(200)	0	0%
Statutory Charges - Lodgement	945	(55,000)	(55,000)	(55,000)	0	0%
Statutory Charges - Planning Fees	946	(92,000)	(117,000)	(92,000)	0	0%
Statutory Charges - Building Fees	947	(15,000)	(15,000)	(15,000)	0	0%
Statutory Charges	952	(30,000)	(30,000)	(37,000)	7,000	-23%
Statutory Fees Written Off	971	67,000	67,000	42,000	25,000	37%
		(501,400)	(484,900)	(482,400)	(19,000)	4%
<b>User charges</b>						
Club 5082 Bar, Entrance & Merch - Inc	909	0	(2,000)	(8,000)	8,000	
Rents & Fees	928	(72,785)	(72,785)	(72,785)	0	0%
Dog Collar Hire	935	(200)	(200)	(200)	0	0%
Animal Trap Hire	936	(200)	(200)	(200)	0	0%
User Charges Income	953	(132,820)	(148,757)	(141,916)	9,096	-7%
		(206,005)	(223,942)	(223,101)	17,096	-8%



**City Of Prospect**  
**Operating and Capital Income & Expenditure Total 2016-17**  
**Nature & Type Report**  
**Summary - All Departments**

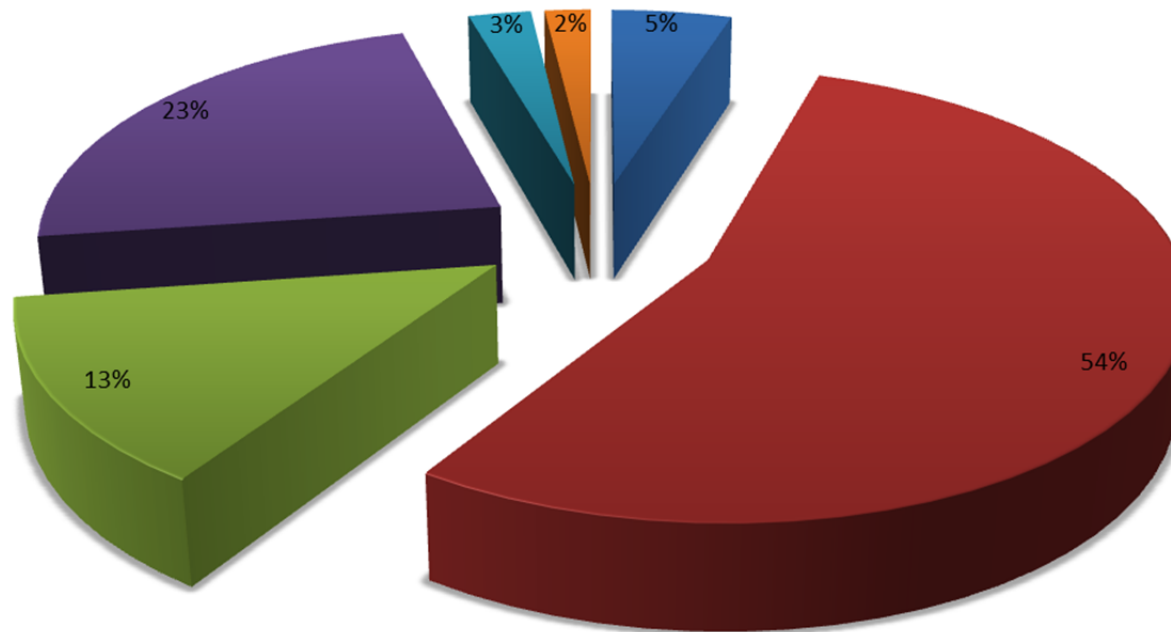
Description		Original Budget 2015-16	Revised Budget 2015-16	Budget 2016-17	YTD Var Fav/(Unfav) Original Budget	Var % Fav/(Unfav)
<b>Operating grants and subsidies</b>						
Operating Grant Income	954	(1,076,010)	(1,077,828)	(1,366,007)	289,997	-27%
CHSP - Operating Grant Income	943	(623,291)	(638,409)	(623,291)	0	0%
Capital Grant Income	955	0	(20,372)	(120,000)	120,000	
		(1,699,301)	(1,736,609)	(2,109,298)	409,997	-24%
<b>Investment income</b>						
Community Loans - Interest	951	(131,640)	(131,640)	(131,640)	0	0%
Investment Income - Interest	956	(97,500)	(97,500)	(97,500)	0	0%
Investment Income	987	(13,650)	(13,650)	(13,650)	0	0%
		(242,790)	(242,790)	(242,790)	0	0%
<b>Reimbursements</b>						
User Charges-Trees/Nature Strip Develop	918	0	(3,182)	0	0	
Reimbursements Income	957	(161,400)	(172,900)	(161,400)	0	0%
Fuel Tax Credit	986	(9,500)	(9,500)	(9,500)	0	0%
		(170,900)	(185,582)	(170,900)	0	0%
<b>Other</b>						
Ticket Sales Income	908	0	0	(2,800)	2,800	
Sponsorship Income	913	(51,000)	(51,000)	(78,500)	27,500	-54%
Local Govt/By-law Expiations	931	(600)	(600)	(600)	0	0%
Other Income	959	(13,200)	(59,200)	(66,380)	53,180	-403%
Sales Commission	969	(1,000)	(1,000)	(1,000)	0	0%
Loan Proceeds Received	960	(1,374,437)	(1,374,437)	(3,491,979)	2,117,542	-154%
Refund	970	750	750	750	0	0%
Donations &/or Resources Contributed	961	(52,026)	(35,652)	(39,376)	(12,650)	24%
		(1,491,513)	(1,521,139)	(3,679,885)	2,188,372	-147%
<b>Net gain - equity accounted Council businesses</b>						
EOY JV Equity (Profit)	815	0	0	0	0	
		0	0	0	0	0%
<b>Total Income</b>						
		(22,867,878)	(22,896,403)	(26,120,290)	3,252,412	-14%
Sale of Assets Income	958	(186,500)	(176,045)	(318,000)	131,500	-71%
Budget Surplus/Deficit Carried Forward	980	0	(52,387)	0	0	
<b>Summary</b>						
	exp	23,311,382	23,152,445	26,127,985	(2,816,603)	-12%
	inc	(23,054,378)	(23,124,835)	(26,438,290)	3,383,912	-15%
	net	257,004	27,610	(310,305)	567,309	221%

## 2016-17 Expenditure by Strategy



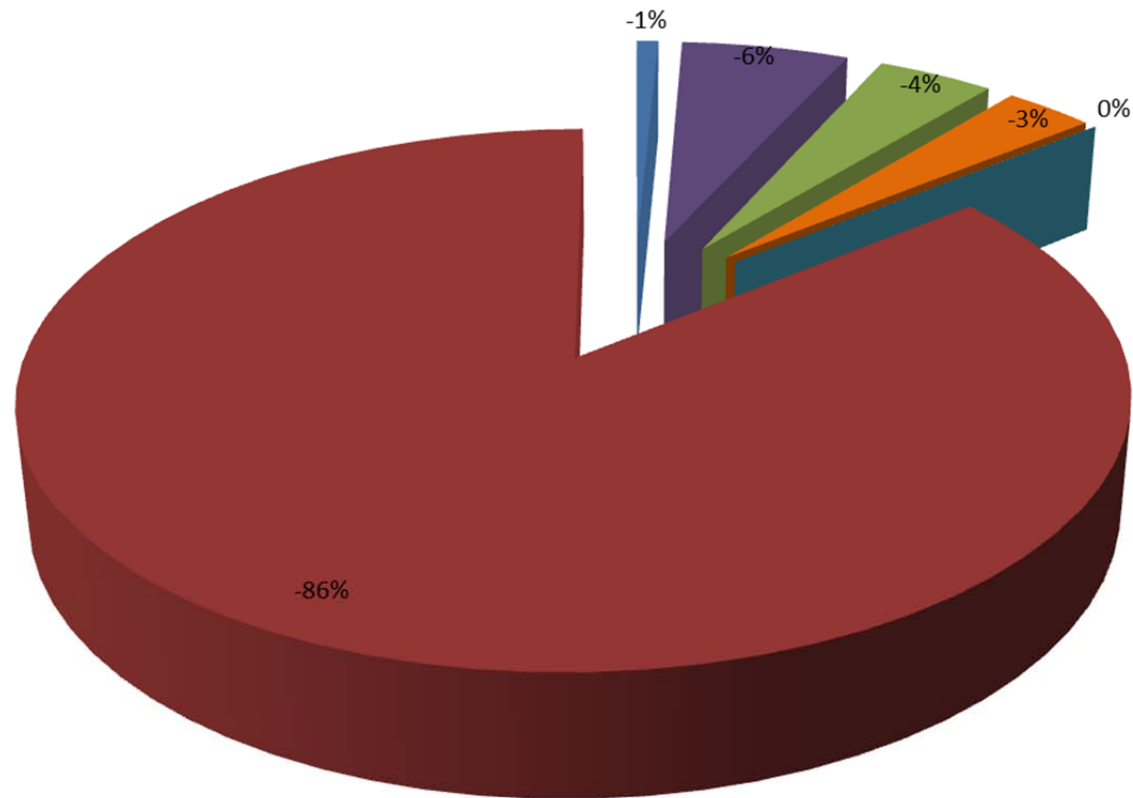
## Total Expenditure by Department 2016-2017

- 1. Planning & Communications
- 2. Infrastructure, Assets & Environment
- 3. Community
- 4. Corporate Services
- 5. Economic Development
- 6. Prospect Wide (Rates/Borrowing)



## Total Income by Department 2016-2017

- 1. Planning & Communications
- 2. Infrastructure, Assets & Environment
- 3. Community
- 4. Corporate Services
- 5. Economic Development
- 6. Prospect Wide (Rates/Borrowing)



**City Of Prospect  
Debt Servicing Schedule  
2016-2017**

Financial Year	Balance Outstanding at Start of Year	Principal Repaid	Interest Paid	New Loans	Balance Outstanding at End of Year	Principal + Interest Budget	NAFC Principal Repayment	NAFC Interest Repayment
2013/14	\$7,903,555	\$438,767	\$531,276		\$7,464,788	\$970,043	\$0	\$131,600
2014/15	\$7,464,788	\$468,375	\$501,668	\$0	\$6,996,414	\$970,043	\$0	\$131,600
2015/16	\$6,996,414	\$499,983	\$470,059	\$1,374,437	\$7,870,867	\$970,043	\$0	\$131,600
2016/17	\$7,870,867	\$798,069	\$572,516	\$3,491,979	\$10,564,777	\$1,370,585	\$135,284	\$129,273
2017/18	\$10,564,777	\$1,123,440	\$778,067	\$8,000,000	\$17,441,337	\$1,901,507	\$144,920	\$119,638
2018/19	\$17,441,337	\$1,279,588	\$882,654		\$16,161,749	\$2,162,243	\$155,242	\$109,316
2019/20	\$16,161,749	\$1,244,679	\$817,035		\$14,917,071	\$2,061,713	\$166,299	\$98,259
2020/21	\$14,917,071	\$1,296,543	\$746,566		\$13,620,528	\$2,043,108	\$178,144	\$86,414
2021/22	\$13,620,528	\$1,350,832	\$673,671		\$12,269,696	\$2,024,503	\$190,832	\$73,726
2022/23	\$12,269,696	\$1,427,452	\$597,051		\$10,842,244	\$2,024,503	\$204,424	\$60,134
2023/24	\$10,842,244	\$1,508,623	\$515,880		\$9,333,622	\$2,024,503	\$218,984	\$45,574
2024/25	\$9,333,622	\$1,594,625	\$429,878		\$7,738,996	\$2,024,503	\$234,581	\$29,976
2025/26	\$7,738,996	\$1,511,596	\$341,633		\$6,227,401	\$1,853,229	\$251,289	\$13,268
2026/27	\$6,227,401	\$920,311	\$268,529		\$5,307,090	\$1,188,840	\$0	\$0
2027/28	\$5,307,090	\$962,191	\$226,649		\$4,344,899	\$1,188,840		
2028/29	\$4,344,899	\$1,005,977	\$182,863		\$3,338,922	\$1,188,840		
2029/30	\$3,338,922	\$1,051,755	\$137,085		\$2,287,167	\$1,188,840		
2030/31	\$2,287,167	\$1,036,118	\$89,224		\$1,251,049	\$1,125,342		
2031/32	\$1,251,049	\$857,014	\$43,503		\$394,035	\$900,517		
2032/33	\$394,035	\$361,462	\$8,133		\$32,573	\$369,595		
2033/34	\$32,573	\$32,573	\$0		\$0	\$32,573		
2034/35	\$0	\$0	\$0		\$0	\$0		

# Part C Long Term Financial Plan (LTFP)

## 1.1 Introduction

Council considered its Budget 2016-2017 in the context of its Strategic Plan and its longer term financial sustainability (per long term financial plan) and not with a narrow focus on a single year. The decisions Council makes in relation to the Budget 2016-2017 will have both direct and indirect implications for subsequent financial years.

Council's Long Term Financial Plan has been updated with revenue and expenditure projections over coming years and a summary has been provided at Part C. The LTFP provides Council with a valuable tool to manage its financial sustainability over a number of years and links direct to the Strategic Plan. The LTFP also provides a number of key (financial) performance indicators (KPI's) and ratios which will enable council to both project and plan its operations over the long term (including "what if scenarios") and also measure its performance against the LTFP over this term (Part B, Section 1.8).

The Infrastructure & Asset Management Plan is a critical input into the LTFP. Pages 83-85 show the Capital Project Expenditure over a 10 year period. The 10 year Operating Projects are presented on page 78-82.

The budget for 2015-2016 was framed using a zero budgeting based approach. This method was carried over for 2016-2017 and as a result of this, the total rate revenue increase for the life of the plan has continued of that estimated in the 2016-2017 plan.

The strategic plan and budget parameters are located in Part B, Sections 1.2 and 1.7.

## 1.2 Long Term Financial Plan Assumptions 2017–2026

Long Term Financial Plan (LTFP) Assumptions : 2016-2017 to 2025-2026										
	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
Increase in CPI / LG Price Index for expenditure. Calculated using the incremental historic average of the LGPI	1.7%	2.0%	2.3%	2.6%	2.8%	2.8%	3.0%	3.1%	3.2%	3.3%
CPI Affecting: User Charges, Contractual Exp, Materials, Utilities, Fuel										
Projected increase in Total Rate Revenue	3.6%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Grant: New Roads to Recovery	\$483K	\$146K	\$146K	0	0	0	0	0	0	0
Increase in Grants Commission Grant Revenue	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Grants Commission Grant	Assumed four instalments of Financial Assistance Grants									
Home Assistance Community Care Funding HACC	No adjustments made in the Long Term Financial Plan									
Increase in Enterprise Agreement (Salaries) MOA (ASU) – Up to	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
LGE (AWU) - Up to	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Legislative Requirement - Superannuation Guarantee stepped increase to 12%	0	0	0	0	0	0.5%	0.5%	0.5%	0.5%	0.5%
Potential additional Rates	Significant investment is anticipated at 250 Churchill Road sites within next 5 years. Additional rate revenue from this site alone may be significant. Given the uncertain nature regarding timing and value of rate revenue increases, this additional revenue has not been brought to account.									
Surplus/(Deficit) of Asset Disposal	Not factored into the Long Term Financial Plan									
Asset Valuation	Fluctuation in Asset Valuation is linked to cpi in the Long Term Financial Plan									
Depreciation	Depreciation Methodology remained consistent with 2015-2016.									
Capital Expenditure	<ul style="list-style-type: none"> <li>Refer to the Infrastructure Asset Management Plan</li> <li>Capital Expenditure Budgets is linked to cpi in the Long Term Financial Plan</li> <li>Compounded Local Government Price Index has been factored into the Asset Management Plan</li> <li>Assumes No Policy Change</li> <li>The ongoing depreciation and material increases in maintenance expenses associated with capital projects on new/upgraded assets have been factored into the Council's Long-term Financial Plan.</li> </ul>									
Loan Principal & Interest Repayment	<p>As per the Loan Schedule.</p> <p>In order to deliver the undergrounding of Powerlines (PLEC) along Prospect Road and construction of the LibraryPlus Project to replace the Thomas Street Centre, it is necessary for Council to borrow 10.5M over the first 2 years of the plan.</p> <p>Timing of new borrowings are expect as follows and repaid over a 15 year term from the individual drawdown dates:</p> <ul style="list-style-type: none"> <li>2016-2017 - \$3.5M</li> <li>2017-2018 - \$8.0M</li> </ul>									



## 1.3 Estimated Income Statement

City of Prospect

Long Term Financial Plan 2016-2026

ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	2015 Actual \$('000)	2016 Estimate BR3 \$('000)	2017 Plan Year 1 \$('000)	2018 Plan Year 2 \$('000)	2019 Plan Year 3 \$('000)	2020 Plan Year 4 \$('000)	2021 Plan Year 5 \$('000)	2022 Plan Year 6 \$('000)	2023 Plan Year 7 \$('000)	2024 Plan Year 8 \$('000)	2025 Plan Year 9 \$('000)	2026 Plan Year 10 \$('000)
<b>INCOME</b>												
Rates	17,714	18,501	19,212	19,884	20,580	21,300	22,046	22,818	23,617	24,444	25,300	26,186
Statutory Charges	528	452	482	492	503	516	530	545	561	578	596	616
User Charges	208	239	223	227	232	238	245	252	260	268	277	286
Grants, subsidies, contributions	2,032	1,842	1,989	1,672	1,689	1,560	1,576	1,592	1,608	1,624	1,640	1,656
Investment Income	271	243	243	204	216	226	161	118	133	198	277	340
Reimbursements	167	183	171	174	178	183	188	193	199	205	212	219
Other Revenues	318	195	189	193	197	202	208	214	220	227	234	242
<b>Total Revenues</b>	<b>21,238</b>	<b>21,655</b>	<b>22,509</b>	<b>22,846</b>	<b>23,595</b>	<b>24,225</b>	<b>24,954</b>	<b>25,732</b>	<b>26,598</b>	<b>27,544</b>	<b>28,536</b>	<b>29,545</b>
<b>EXPENSES</b>												
Employee costs	7,005	7,497	7,854	8,090	8,333	8,583	8,840	9,149	9,469	9,800	10,143	10,447
Materials, contracts & other expenses	10,091	10,245	10,991	9,533	9,418	10,496	10,694	10,997	11,336	11,651	12,169	12,490
Depreciation	3,348	3,375	3,375	3,854	4,217	4,494	4,725	4,826	4,818	4,530	4,533	5,413
Finance Costs	495	470	572	779	883	816	747	674	597	515	430	341
Loss - Joint Ventures	(14)	32	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses</b>	<b>20,925</b>	<b>21,619</b>	<b>22,792</b>	<b>22,256</b>	<b>22,851</b>	<b>24,389</b>	<b>25,006</b>	<b>25,646</b>	<b>26,220</b>	<b>26,496</b>	<b>27,275</b>	<b>28,691</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>313</b>	<b>36</b>	<b>(283)</b>	<b>590</b>	<b>744</b>	<b>(164)</b>	<b>(52)</b>	<b>86</b>	<b>378</b>	<b>1,048</b>	<b>1,261</b>	<b>854</b>
Net gain/(loss) on disposal or revaluations	(165)	89	92	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	85	20	120	0	0	0	0	0	0	0	0	0
<b>NET SURPLUS/(DEFICIT)</b>	<b>233</b>	<b>145</b>	<b>(71)</b>	<b>590</b>	<b>744</b>	<b>(164)</b>	<b>(52)</b>	<b>86</b>	<b>378</b>	<b>1,048</b>	<b>1,261</b>	<b>854</b>
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	(1,227)	0	0	0	7,685	4,863	0	0	0	11,935	7,968	0
Other comprehensive income - joint ventures	2	0	0	0	0	0	0	0	0	0	0	0
<b>Total Other Comprehensive Income</b>	<b>(1,225)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,685</b>	<b>4,863</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,935</b>	<b>7,968</b>	<b>0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(992)</b>	<b>145</b>	<b>(71)</b>	<b>590</b>	<b>8,429</b>	<b>4,699</b>	<b>(52)</b>	<b>86</b>	<b>378</b>	<b>12,983</b>	<b>9,229</b>	<b>854</b>

## 1.4 Estimated Balance Sheet

City of Prospect

Long Term Financial Plan 2016-2026

ESTIMATED BALANCE SHEET

Year Ended 30 June:	2015 Actual \$(000)	2016 Estimate BR3 \$(000)	2017 Plan Year 1 \$(000)	2018 Plan Year 2 \$(000)	2019 Plan Year 3 \$(000)	2020 Plan Year 4 \$(000)	2021 Plan Year 5 \$(000)	2022 Plan Year 6 \$(000)	2023 Plan Year 7 \$(000)	2024 Plan Year 8 \$(000)	2025 Plan Year 9 \$(000)	2026 Plan Year 10 \$(000)
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Equivalent Assets	3,770	3,993	4,617	4,490	4,441	3,033	2,223	2,425	3,534	4,860	5,867	7,599
Trade & Other Receivables	1,449	1,593	1,447	1,614	1,625	1,639	1,651	1,666	1,683	1,692	1,580	1,445
Inventories	1	1	1	1	1	1	1	1	1	1	1	1
Sub-total	5,220	5,587	6,065	6,105	6,067	4,673	3,875	4,092	5,218	6,553	7,448	9,045
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	5,220	5,587	6,065	6,105	6,067	4,673	3,875	4,092	5,218	6,553	7,448	9,045
<b>Non-Current Assets</b>												
Receivables	1,895	1,747	1,750	1,421	1,241	1,047	841	620	382	135	0	0
Equity Accounted Investments in Council Businesses	85	24	24	24	24	24	24	24	24	24	24	24
Infrastructure, Property, Plant & Equipment	139,551	141,080	143,718	151,458	158,391	163,674	163,543	162,290	160,494	170,966	177,952	175,847
Other Non-Current Assets	183	183	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	141,714	143,034	145,492	152,903	159,656	164,745	164,408	162,934	160,900	171,125	177,976	175,871
<b>Total Assets</b>	<b>146,934</b>	<b>148,621</b>	<b>151,557</b>	<b>159,008</b>	<b>165,723</b>	<b>169,418</b>	<b>168,283</b>	<b>167,026</b>	<b>166,118</b>	<b>177,678</b>	<b>185,424</b>	<b>184,916</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Trade & Other Payables	3,545	5,244	5,755	5,437	4,969	5,172	5,345	5,308	5,401	5,436	5,493	5,583
Borrowings	500	798	1,123	1,280	1,245	1,297	1,350	1,427	1,509	1,595	1,511	631
Provisions	1,540	512	536	623	663	694	734	774	819	866	917	972
<b>Total Current Liabilities</b>	<b>5,585</b>	<b>6,554</b>	<b>7,414</b>	<b>7,340</b>	<b>6,877</b>	<b>7,163</b>	<b>7,429</b>	<b>7,509</b>	<b>7,729</b>	<b>7,897</b>	<b>7,921</b>	<b>7,186</b>
<b>Non-Current Liabilities</b>												
Borrowings	6,496	7,072	9,441	16,161	14,916	13,619	12,269	10,842	9,333	7,738	6,227	5,596
Provisions	66	63	49	56	50	57	58	62	65	69	73	77
<b>Total Non-Current Liabilities</b>	<b>6,562</b>	<b>7,135</b>	<b>9,490</b>	<b>16,217</b>	<b>14,966</b>	<b>13,676</b>	<b>12,327</b>	<b>10,904</b>	<b>9,398</b>	<b>7,807</b>	<b>6,300</b>	<b>5,673</b>
<b>Total Liabilities</b>	<b>12,147</b>	<b>13,689</b>	<b>16,904</b>	<b>23,557</b>	<b>21,843</b>	<b>20,839</b>	<b>19,756</b>	<b>18,413</b>	<b>17,127</b>	<b>15,704</b>	<b>14,221</b>	<b>12,859</b>
<b>NET ASSETS</b>	<b>134,787</b>	<b>134,932</b>	<b>134,653</b>	<b>135,451</b>	<b>143,880</b>	<b>148,579</b>	<b>148,527</b>	<b>148,613</b>	<b>148,991</b>	<b>161,974</b>	<b>171,203</b>	<b>172,057</b>
<b>EQUITY</b>												
Accumulated Surplus	76,968	77,152	76,873	77,671	78,415	78,251	78,199	78,285	78,663	79,711	80,972	81,826
Asset Revaluation Reserve	57,533	57,533	57,533	57,533	65,218	70,081	70,081	70,081	70,081	82,016	89,984	89,984
Other Reserves	286	247	247	247	247	247	247	247	247	247	247	247
<b>TOTAL EQUITY</b>	<b>134,787</b>	<b>134,932</b>	<b>134,653</b>	<b>135,451</b>	<b>143,880</b>	<b>148,579</b>	<b>148,527</b>	<b>148,613</b>	<b>148,991</b>	<b>161,974</b>	<b>171,203</b>	<b>172,057</b>

## 1.5 Estimated Cash Flow Statement

City of Prospect

Long Term Financial Plan 2016-2026

### ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2015 Actual \$('000)	2016 Estimate BR3 \$('000)	2017 Plan Year 1 \$('000)	2018 Plan Year 2 \$('000)	2019 Plan Year 3 \$('000)	2020 Plan Year 4 \$('000)	2021 Plan Year 5 \$('000)	2022 Plan Year 6 \$('000)	2023 Plan Year 7 \$('000)	2024 Plan Year 8 \$('000)	2025 Plan Year 9 \$('000)	2026 Plan Year 10 \$('000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<u>Receipts</u>												
Rates		18,503	19,212	19,884	20,580	21,300	22,046	22,818	23,617	24,444	25,300	26,186
Non-Rates Income		3,554	3,300	2,975	2,979	2,941	2,921	2,911	2,988	3,103	3,240	3,366
<u>Payments</u>												
Employee costs		(7,928)	(7,862)	(8,042)	(8,352)	(8,522)	(8,779)	(9,109)	(9,410)	(9,745)	(10,081)	(10,378)
Materials, contracts & other expenses		(9,546)	(10,983)	(9,388)	(9,797)	(10,332)	(10,554)	(11,027)	(11,261)	(11,623)	(12,123)	(12,417)
Finance Costs		(470)	(572)	(779)	(883)	(816)	(747)	(674)	(597)	(515)	(430)	(341)
<b>Net Cash provided by (or used in) Operating Activities</b>		<b>4,113</b>	<b>3,095</b>	<b>4,650</b>	<b>4,527</b>	<b>4,571</b>	<b>4,887</b>	<b>4,919</b>	<b>5,337</b>	<b>5,664</b>	<b>5,906</b>	<b>6,416</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
<u>Receipts</u>												
Amounts Specifically for New/Upgraded Assets		20	120	0	0	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets		228	318	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups		2	132	157	169	180	194	206	221	238	247	135
Distributions Received from Associated Entities		29	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets		(4,143)	(4,268)	(3,212)	(3,099)	(4,368)	(3,038)	(2,936)	(2,795)	(2,558)	(3,055)	(3,151)
Expenditure on New/Upgraded Assets		(900)	(1,645)	(8,523)	(366)	(546)	(1,556)	(637)	(227)	(509)	(496)	(157)
<b>Net Cash Provided by (or used in) Investing Activities</b>		<b>(4,764)</b>	<b>(5,343)</b>	<b>(11,578)</b>	<b>(3,296)</b>	<b>(4,734)</b>	<b>(4,400)</b>	<b>(3,367)</b>	<b>(2,801)</b>	<b>(2,829)</b>	<b>(3,304)</b>	<b>(3,173)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
<u>Receipts</u>												
Proceeds from Borrowings		1,374	3,492	8,000	0	0	0	0	0	0	0	0
<u>Payments</u>												
Repayments of Borrowings		(500)	(798)	(1,123)	(1,280)	(1,245)	(1,297)	(1,350)	(1,427)	(1,509)	(1,595)	(1,511)
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>874</b>	<b>2,694</b>	<b>6,877</b>	<b>(1,280)</b>	<b>(1,245)</b>	<b>(1,297)</b>	<b>(1,350)</b>	<b>(1,427)</b>	<b>(1,509)</b>	<b>(1,595)</b>	<b>(1,511)</b>
<b>Net Increase/(Decrease) in cash held</b>		<b>223</b>	<b>446</b>	<b>(51)</b>	<b>(49)</b>	<b>(1,408)</b>	<b>(810)</b>	<b>202</b>	<b>1,109</b>	<b>1,326</b>	<b>1,007</b>	<b>1,732</b>
<b>Opening cash, cash equivalents or (bank overdraft)</b>		<b>3,770</b>	<b>3,993</b>	<b>4,439</b>	<b>4,388</b>	<b>4,339</b>	<b>2,931</b>	<b>2,121</b>	<b>2,323</b>	<b>3,432</b>	<b>4,758</b>	<b>5,765</b>
<b>Closing cash, cash equivalents or (bank overdraft)</b>	<b>3,770</b>	<b>3,993</b>	<b>4,439</b>	<b>4,388</b>	<b>4,339</b>	<b>2,931</b>	<b>2,121</b>	<b>2,323</b>	<b>3,432</b>	<b>4,758</b>	<b>5,765</b>	<b>7,497</b>

## 1.6 Estimated Statement of Changes in Equity

City of Prospect

Long Term Financial Plan 2016-2026

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2015 Actual \$(000)	2016 Estimate BR3 \$(000)	2017 Plan Year 1 \$(000)	2018 Plan Year 2 \$(000)	2019 Plan Year 3 \$(000)	2020 Plan Year 4 \$(000)	2021 Plan Year 5 \$(000)	2022 Plan Year 6 \$(000)	2023 Plan Year 7 \$(000)	2024 Plan Year 8 \$(000)	2025 Plan Year 9 \$(000)	2026 Plan Year 10 \$(000)
<b>ACCUMULATED SURPLUS</b>												
Balance at end of previous reporting period	75,723	76,968	77,152	76,873	77,463	78,207	78,043	77,991	78,077	78,455	79,503	80,764
Net Result for Year	233	145	(279)	590	744	(164)	(52)	86	378	1,048	1,261	854
Transfers to Other Reserves	(59)	(13)	(3)	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	1,069	52	3	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>76,968</b>	<b>77,152</b>	<b>76,873</b>	<b>77,463</b>	<b>78,207</b>	<b>78,043</b>	<b>77,991</b>	<b>78,077</b>	<b>78,455</b>	<b>79,503</b>	<b>80,764</b>	<b>81,618</b>
<b>ASSET REVALUATION RESERVE</b>												
Land	1,136	1,136	1,136	1,136	5,386	5,386	5,386	5,386	5,386	12,461	12,461	12,461
Buildings & Other Structures	48,848	48,848	48,848	48,848	50,464	50,464	50,464	50,464	50,464	52,533	52,533	52,533
Infrastructure - Roads	4,413	4,413	4,413	4,413	4,413	7,837	7,837	7,837	7,837	7,837	13,344	13,344
Infrastructure - Footpaths	64	64	64	64	1,455	1,455	1,455	1,455	1,455	3,858	3,858	3,858
Infrastructure - Stormwater Drainage	2,798	2,798	2,798	2,798	2,798	4,237	4,237	4,237	4,237	4,237	6,698	6,698
Plant & Equipment	0	0	0	0	86	86	86	86	86	151	151	151
Furniture & Fittings	203	203	203	203	244	244	244	244	244	244	244	244
Library Books	0	0	0	0	17	17	17	17	17	31	31	31
Other Assets	71	71	71	71	355	355	355	355	355	664	664	664
<b>Balance at end of period</b>	<b>57,533</b>	<b>57,533</b>	<b>57,533</b>	<b>57,533</b>	<b>65,218</b>	<b>70,081</b>	<b>70,081</b>	<b>70,081</b>	<b>70,081</b>	<b>82,016</b>	<b>89,984</b>	<b>89,984</b>
<b>OTHER RESERVES</b>												
Balance at end of previous reporting period	1,296	286	247	247	247	247	247	247	247	247	247	247
Transfers from Accumulated Surplus	59	13	3	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(1,069)	(52)	(3)	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>286</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>	<b>247</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>134,787</b>	<b>134,932</b>	<b>134,653</b>	<b>135,243</b>	<b>143,672</b>	<b>148,371</b>	<b>148,319</b>	<b>148,405</b>	<b>148,783</b>	<b>161,766</b>	<b>170,995</b>	<b>171,849</b>

## 1.7 Summary Statement Including Financing Transactions

### City of Prospect

#### Long Term Financial Plan 2016-2026

#### SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2015 Actual \$(000)	2016 Estimate BR3 \$(000)	2017 Plan Year 1 \$(000)	2018 Plan Year 2 \$(000)	2019 Plan Year 3 \$(000)	2020 Plan Year 4 \$(000)	2021 Plan Year 5 \$(000)	2022 Plan Year 6 \$(000)	2023 Plan Year 7 \$(000)	2024 Plan Year 8 \$(000)	2025 Plan Year 9 \$(000)	2026 Plan Year 10 \$(000)
Operating Revenues	21,238	21,655	22,509	22,846	23,595	24,225	24,954	25,732	26,598	27,544	28,536	29,545
less Operating Expenses	20,925	21,619	22,792	22,256	22,851	24,389	25,006	25,646	26,220	26,496	27,275	28,691
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>313</b>	<b>36</b>	<b>(283)</b>	<b>590</b>	<b>744</b>	<b>(164)</b>	<b>(52)</b>	<b>86</b>	<b>378</b>	<b>1,048</b>	<b>1,261</b>	<b>854</b>
<b>Less: Net Outlays on Existing Assets</b>												
Capital Expenditure on Renewal/Replacement of Existing Assets	3,855	4,143	4,269	3,212	3,099	4,368	3,038	2,936	2,795	2,558	3,055	3,151
less Depreciation, Amortisation & Impairment	3,348	3,375	3,375	3,854	4,217	4,494	4,725	4,826	4,818	4,530	4,533	5,413
less Proceeds from Sale of Replaced Assets	158	228	318	0	0	0	0	0	0	0	0	0
	<b>349</b>	<b>540</b>	<b>576</b>	<b>(642)</b>	<b>(1,118)</b>	<b>(126)</b>	<b>(1,687)</b>	<b>(1,890)</b>	<b>(2,023)</b>	<b>(1,972)</b>	<b>(1,478)</b>	<b>(2,262)</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>												
Capital Expenditure on New/Upgraded Assets	681	900	1,646	8,523	366	546	1,556	637	227	509	496	157
less Amounts Specifically for New/Upgraded Assets	85	20	120	0	0	0	0	0	0	0	0	0
	<b>596</b>	<b>880</b>	<b>1,526</b>	<b>8,523</b>	<b>366</b>	<b>546</b>	<b>1,556</b>	<b>637</b>	<b>227</b>	<b>509</b>	<b>496</b>	<b>157</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(632)</b>	<b>(1,384)</b>	<b>(2,385)</b>	<b>(7,291)</b>	<b>1,496</b>	<b>(584)</b>	<b>79</b>	<b>1,339</b>	<b>2,174</b>	<b>2,511</b>	<b>2,243</b>	<b>2,959</b>

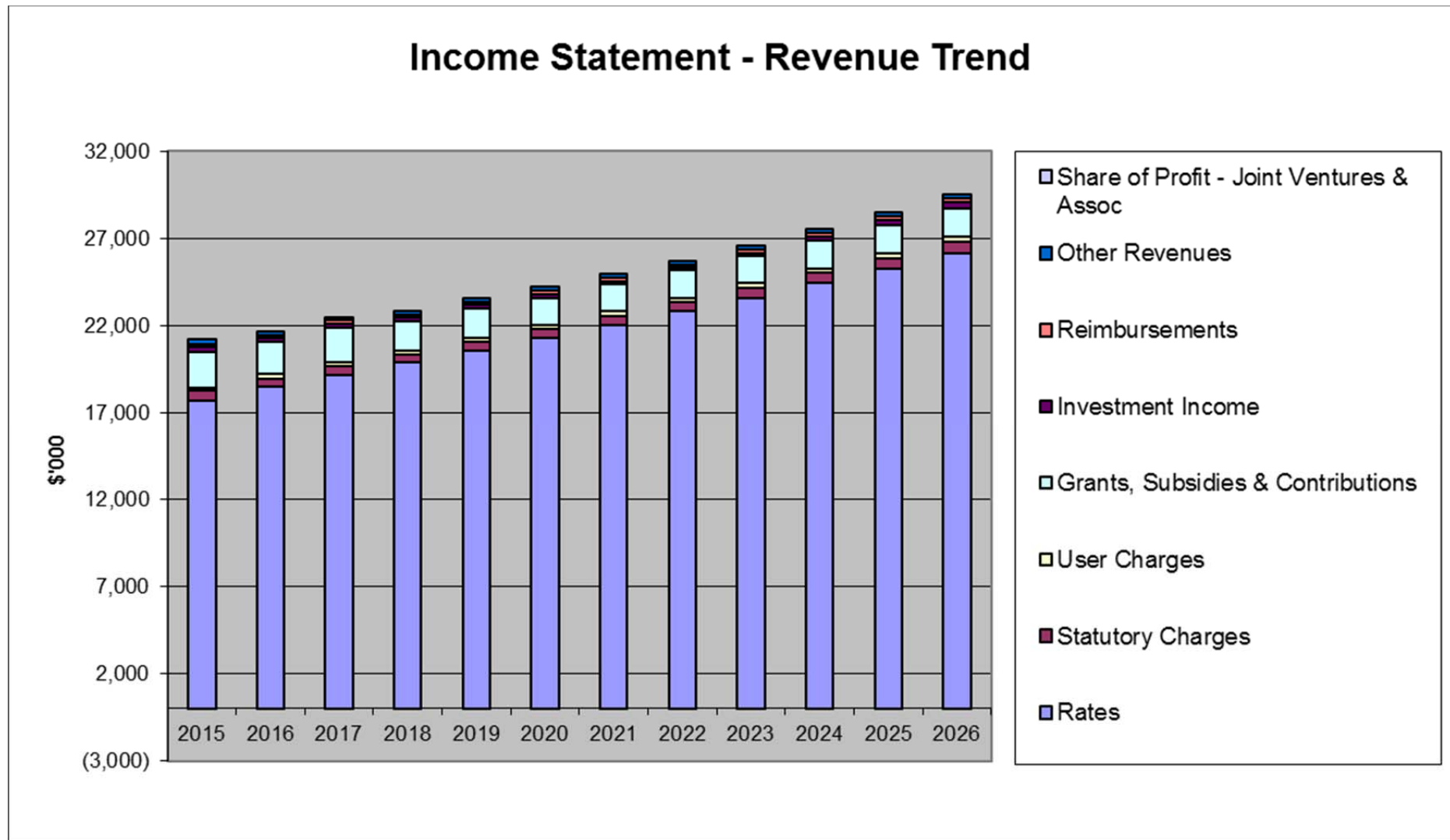
In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

Year Ended 30 June:	2015 Actual \$(000)	2016 Estimate BR3 \$(000)	2017 Plan Year 1 \$(000)	2018 Plan Year 2 \$(000)	2019 Plan Year 3 \$(000)	2020 Plan Year 4 \$(000)	2021 Plan Year 5 \$(000)	2022 Plan Year 6 \$(000)	2023 Plan Year 7 \$(000)	2024 Plan Year 8 \$(000)	2025 Plan Year 9 \$(000)	2026 Plan Year 10 \$(000)
<b>FINANCING TRANSACTIONS</b>												
New Borrowings		1,374	3,492	8,000	0	0	0	0	0	0	0	0
Repayment of Principal on Borrowings		(500)	(798)	(1,123)	(1,280)	(1,245)	(1,297)	(1,350)	(1,427)	(1,509)	(1,595)	(1,511)
(Increase)/Decrease in Cash and Cash Equivalents		(223)	(446)	51	49	1,408	810	(202)	(1,109)	(1,326)	(1,007)	(1,732)
(Increase)/Decrease in Receivables		(144)	146	(167)	(11)	(14)	(12)	(15)	(17)	(9)	112	135
Increase/(Decrease) in Payables & Provisions		668	521	(224)	(434)	241	214	7	141	86	112	149
Other – Including the Movement in Inventories		209	(530)	754	180	194	206	221	238	247	135	0
<b>Financing Transactions</b>		<b>1,384</b>	<b>2,385</b>	<b>7,291</b>	<b>(1,496)</b>	<b>584</b>	<b>(79)</b>	<b>(1,339)</b>	<b>(2,174)</b>	<b>(2,511)</b>	<b>(2,243)</b>	<b>(2,959)</b>

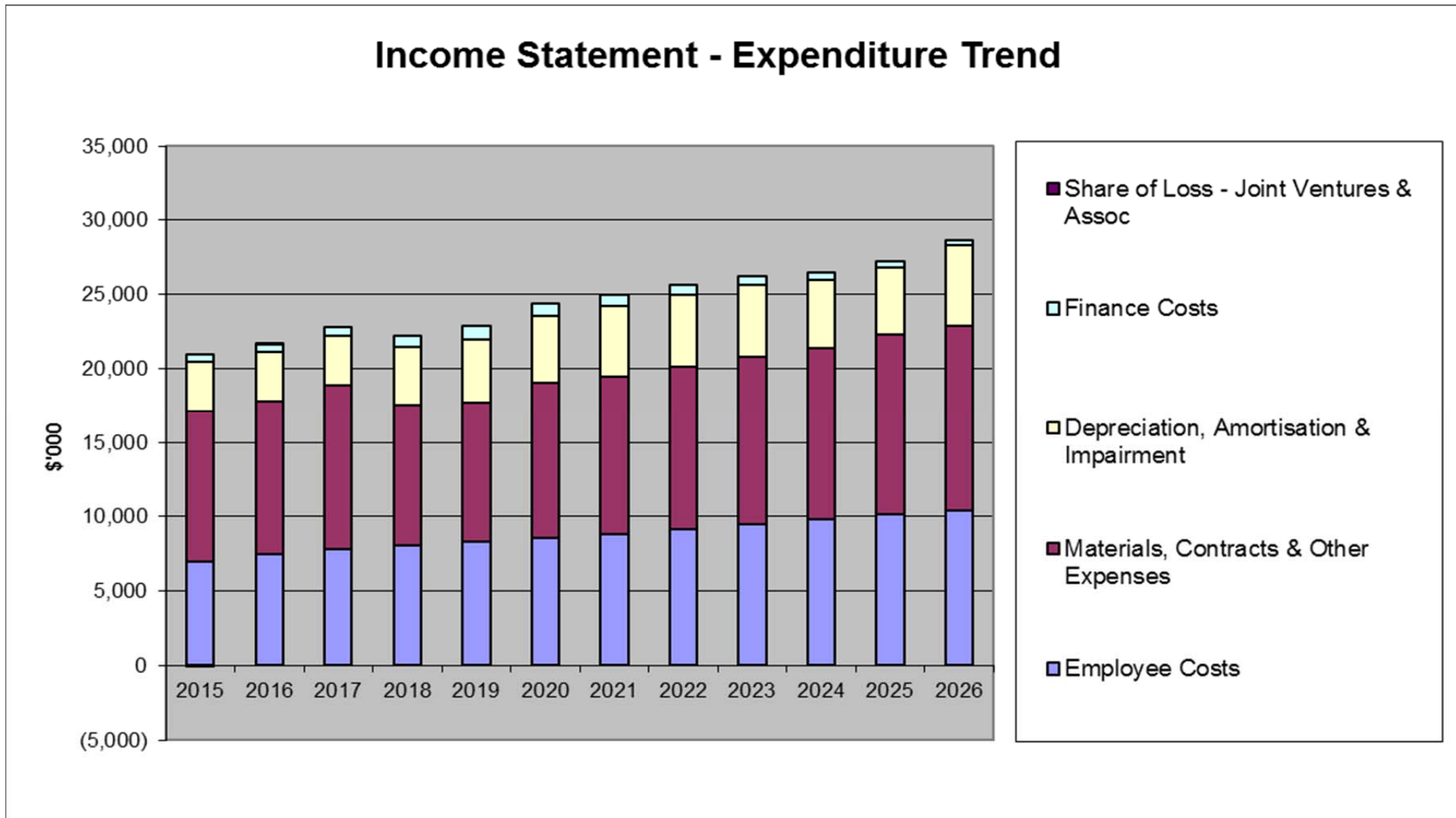
## 1.8 Key Financial Indicators

KEY FINANCIAL INDICATORS	2015 Actual	2016 Estimate BR3	2017 Plan Year 1	2018 Plan Year 2	2019 Plan Year 3	2020 Plan Year 4	2021 Plan Year 5	2022 Plan Year 6	2023 Plan Year 7	2024 Plan Year 8	2025 Plan Year 9	2026 Plan Year 10
Operating Surplus / (Deficit) - \$'000	313	36	(283)	590	744	(164)	(52)	86	378	1,048	1,261	854
Operating Surplus Ratio - %	1.8%	0.2%	(1.3)%	2.6%	3.2%	(0.7)%	(0.2)%	0.3%	1.4%	3.8%	4.4%	2.9%
Net Financial Liabilities Ratio - %	33%	37%	46%	76%	67%	67%	64%	56%	45%	33%	24%	13%
Asset Sustainability Ratio - %	118%	93%	113%	92%	89%	125%	87%	84%	80%	73%	87%	90%

## 1.9 Income Statement – Revenue Trend

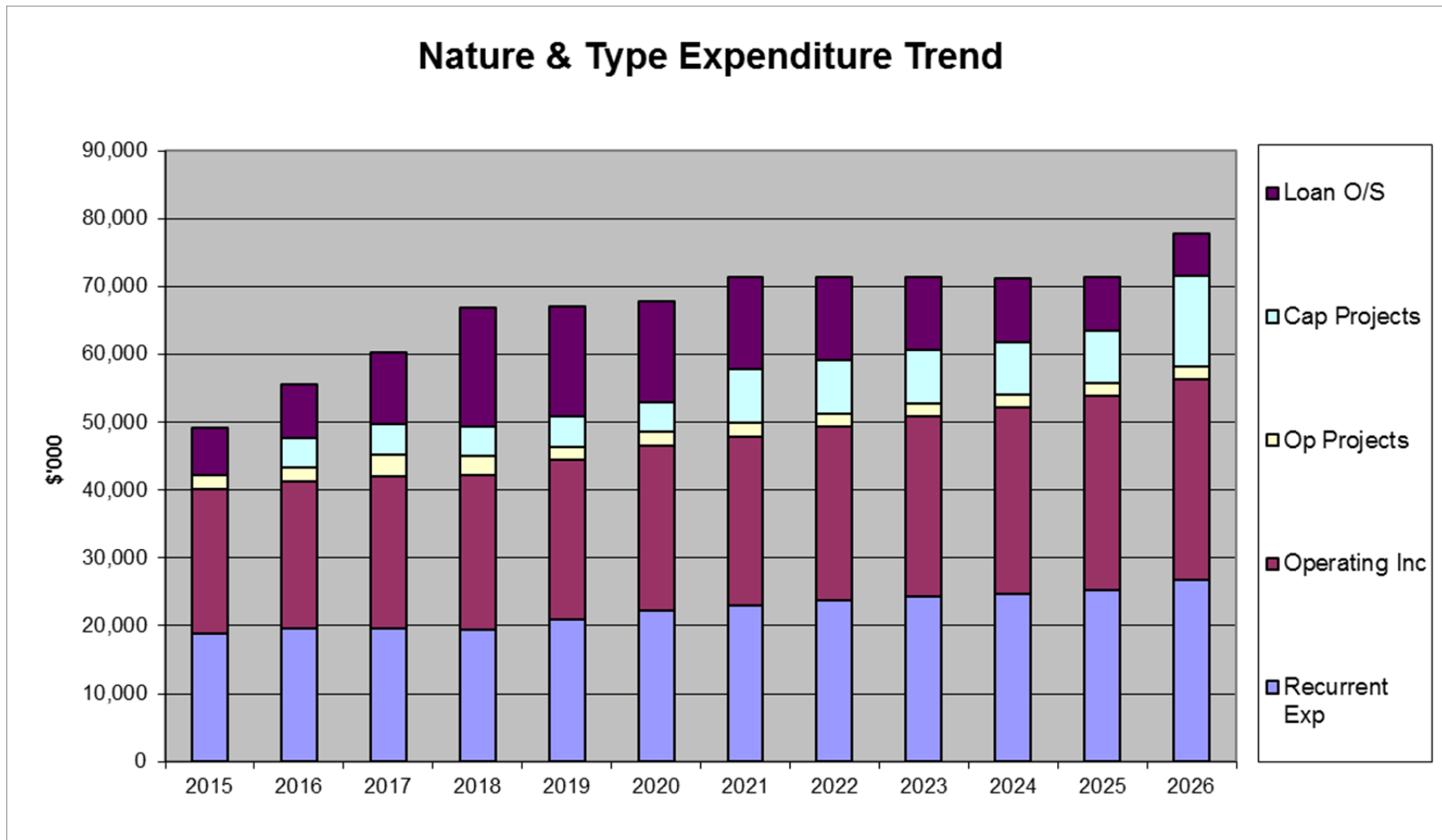


## 1.10 Income Statement – Expenditure Trend





## 1.11 Nature and Type Expenditure Trend



## 1.12 Operating Projects

### 2016-17 OPERATING PROJECTS

Ref No.	Strategy	Description	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	Year 1		Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
					2016-17 Draft Budget	Funding Sources	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
1	Place	Local Heritage & Historic Conservation Zones DPA	5,000	5,000	0		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2	Support Services	Strategic Directions Report	3,000	3,000	0										
3	Place	Heritage Grant Program	10,000	10,000	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
4	Place	Better Development Plan DPA	0	0	0										
5	Place	Housing Diversity & Desirable Neighbourhoods DPA	0	0	60,000										
6	People	Dog Tidy Bags	0	0	28,500	d									
7	Place	Animal Management Plan	2,500	2,500	800										
8	Support Services	Community Safety Officer Weekend Overtime	25,000	25,000	25,000	d	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
9	Support Services	Community Safety After Hours Temp Staff	25,500	25,500	28,500		28,500	28,500	28,500	28,500	28,500	28,500	28,500	28,500	28,500
10	People	Water Efficiency Incentive Scheme	0	0	0		2,000	2,000	2,000	2,000					
11	People	Community Environmental Grants	0	0	0		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
12	Place	Environmental Subsidy Program	0	0	10,000										
13	People	Environmental Initiatives	0	0	2,000										
14	People	Climate Change Fund	0	0	0		20,000		20,000		20,000		20,000		20,000
15	Place	Veggie Verges	8,000	8,000	4,000		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
16	Support Services	Business Officer Traineeship - Infrastructure Dept	12,229	12,229	0										
17	Place	Beautification of Roundabout	0	0	0		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
18	Support Services	Signage Management	0	0	0		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
19	People	Street Parties	0	0	1,500		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
20	Place	Main North Central Precinct Concept Plan	0	0	200,000	b									
21	Place	Prospect Rd Footpath Upgrade - Gordon to Regency	0	0	160,000										
22	Place	Main North Road Masterplan (Stage 1)	30,000	30,000	0										
23	Place	Churchill Road (South/East) Garden Bed Upgrades	13,300	13,300	0		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
24	Place	Local Area Traffic Mgmt-Community Art	0	0	0										
25	People	SCRamble - Safer Active Travel Project	10,000	10,000	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
26	Place	Narrow Street Traffic Management	10,000	5,000	5,000		5,000	5,000	5,000						
27	Place	PLEC Undergrounding Prospect Road	180,000	0	875,000	c	250,000								
28	Support Services	Footpath Sanitation Unit	1,730	1,730	0		1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730
29	Support Services	Asset Condition Assessment	35,500	35,500	0				35,500				35,500		
30	Support Services	Prospect Rd Footpath Upgrade-Olive St to Gordon Rd	200,000	200,000	0		580,000								
31	Support Services	Increase in Footpath Maintenance	100,000	100,000	50,000		230,000	286,000	190,000	165,440	165,440	165,440	165,440	165,440	165,440
32	Place	Local Area Traffic Management Review	30,000	30,000	30,000		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
33	Support Services	Alignment of 20 Yrs Capital Wks Prgm with City Maintenance	15,000	15,000	0										
34	Support Services	Street Lighting Upgrade Various Location	8,000	8,000	8,000										
35	Place	Tennant Green Machine 636 Air Sweeper	0	0	0		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
36	Place	Safe Routes to School - Operating	0	0	0		10,000		10,000		10,000		10,000		10,000
37	Support Services	Street Lighting Audit	22,000	22,000	0		22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
38	People	Community Profile, Atlas, Forecast & Economy ID	0	0	0		40,000	40,000	40,000	40,000					

# 2016-17 OPERATING PROJECTS

					Year 1		Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Ref No.	Strategy	Description	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2016-17 Draft Budget	Funding Sources	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
39	Support Services	AMP	20,000	22,664	0										
40	Place	Irrigation Management Audit	13,500	13,500	0		7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
41	People	Open Space Strategy Community Engagement Stage 1	0	0	40,000										
42	Place	Masterplan Charles Cane & George Whittle Reserves	0	0	45,000										
43	Place	Prospect Rd Precinct-Percy St & Regency Rd Gateway	0	0	45,000										
44	Place	Green Neighbourhoods Connections & Attractions	0	0	35,000		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
45	People	Depot/Thomas St Master Plan - Investigation	0	0	0										
46	Place	Park Furniture Replacement/Signage	0	0	0		500	500	500	500	500	500	500	500	500
47	Place	Upgrade of Playspace in Identified Parks	0	0	0		1,000	1,000							
48	Place	Village Heart & Surrounds Tree Project	0	0	59,500		23,500								
49	Place	Air Raid Shelter Stage One	6,000	6,000	0										
50	Support Services	Adjustment of Planned Building Maint Allocation	0	0	58,000		58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
51	Support Services	Prospect Oval Seating Repairs	0	0	14,000										
52	Place	Filtered Water Bottle Refill Stations	0	0	0		100	100	100	100	100	100	100	100	100
53	Place	Urban Green Link Corridor	0	0	25,000			8,000	8,000	1,000	1,000	1,000	1,000	1,000	1,000
54	Place	Prospect Oval Irrigation Management Audit	3,500	3,500	0										
55	Place	White Cedar Tree Program	52,000	52,000	38,000		38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
56	People	Community Waste Education Project	0	0	25,000		25,000	25,000	25,000	25,000	25,000	25,000	15,000	15,000	15,000
57	People	Pigeon Eradication Program	0	0	4,960		4,140	4,140	4,140	4,140	4,140				
58	Place	Xmas Decorations Display Prospect Road	0	0	0										8,000
59	People	Green Waste Initiative	0	0	0		13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
60	People	Know Our Community	0	0	24,641										
61	People	Club5082 Video Production	11,600	11,600	0		11,600	11,600	11,600	11,600	11,600	11,600	11,600	11,600	11,600
62	Place	Native Pine Copse	0	0	0		200	200	250	250	250	300	300	300	300
63	People	Involved Communities	0	0	0		14,850	15,147	15,449	15,758	16,074	16,395	16,723	17,057	17,398
64	People	Prospect Community Hall Tables	0	0	0			10,000							
65	People	Community Development Plan - Stage 2	23,330	23,330	0										
66	People	Publications - Prospect Magazine	86,400	88,400	101,000	d	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000
67	Support Services	Community Facilities - Town Hall	0	0	23,100		23,100	23,100	23,100	23,100	23,100	23,100	23,100	23,100	23,100
68	Support Services	Crime Prevention Project	0	0	0		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
69	Place	Memorial Gardens Playspace Stage 3 of 3	0	0	8,000		8,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
70	People	Communications Strategy - Implementation Stage 1	42,500	42,500	60,000		35,000								
71	People	Community Profile (Scope)	0	0	0										
72	Place	Broadview Oval Master Plan	27,000	27,000	50,000										
73	People	Community Support Fund	25,350	25,350	28,000		28,500	28,500	28,500	28,500	28,500	28,500	28,500	28,500	28,500
74	People	Nailsworth Hall Mural Project	0	0	0		200	200	250	250	250	300	300	300	350
75	Place	GIS Upgrade	4,000	4,000	0		4,000		4,000		4,000		4,000		4,000
76	Place	Memorial Gardens Playspace Launch	0	0	0										

## 2016-17 OPERATING PROJECTS

					Year 1		Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Ref No.	Strategy	Description	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2016-17 Draft Budget	Funding Sources	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
77	Place	Prospect Gardens Tennis Court Lights	0	0	0		150	150	150	1,200	160	160	160	160	160
78	Place	Prospect Oval Annual Maintenance	0	0	0				15,000			15,000			15,000
79	People	Events & Promo - Cultural Celebrations	0	0	0		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
80	People	South Australian Living Artist	0	0	0		2,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
81	Support Services	LED Signage System (Fitzroy Tce)	0	0	0		4,000	3,000	3,000						
82	People	Priorities City Wide Public Art Advisory Board	25,000	25,000	25,000		25,000	25,000	25,000	25,000	30,000	30,000	30,000	30,000	30,000
83	People	2015 ANZAC & Vietnam Commemoration Event	0	0	0										
84	Place	Reconciliation Action Plan	8,000	8,000	8,000		5,000	5,000	6,000	6,000	8,000	8,000	8,000	8,000	8,000
85	People	Diwali Cultural Festival	0	0	7,000	d	14,000	14,000	15,000	15,000	16,000				
86	People	Out of the Square Youth School Holiday Program	0	0	12,280	d	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
87	People	Prospect Art Collection Management	0	0	10,000		10,000								
88	People	Vine St Plaza Activation inc. Anime Festival	0	0	50,000										
89	People	Club5082 New Initiatives	0	0	35,289	d									
90	People	Culture Survey/Actions	7,280	7,280	7,280		7,500	7,500							
91	People	Digital Artist in Residence Program	0	0	0		5,000	5,000							
92	People	Compostable Tableware Subsidy Scheme	0	0	0		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
93	People	Playwell Sport and Recreation Fair	0	0	6,500	d	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
94	People	Radio Frequency Identification for Library	1,000	1,000	0		8,000	9,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
95	People	LibraryPLUS Project Management & Design	0	0	42,000										
96	People	LibraryPLUS Consultation	0	0	25,000										
97	People	Local History Digitisation	0	0	24,500										
98	People	Tourific Prospect	252,348	252,348	236,812	d	267,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000
99	People	Prospect Portrait Prize	3,000	8,000	0	d	6,000		6,000		6,000		6,000		6,000
100	People	Children's Art and History Trail Brochure	0	0	0										
101	Support Services	Development of Strategic Plan	20,000	20,000	0				20,000				20,000		
102	Support Services	Governance/Electoral Roll/Election	0	0	0			80,350				80,350			
103	People	Australia Day Celebration	0	0	0										
104	Support Services	Executive Leadership Training/Development/Planning	39,000	39,000	40,000		40,000	40,000	40,000	40,000	40,000	45,000	45,000	45,000	45,000
105	Support Services	Eastern Region Alliance	25,000	25,000	25,000		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
107	Support Services	Community Satisfaction Survey (Operational and Strategic Plan)	0	0	0		20,000	20,000			20,000			20,000	
108	Support Services	LGMA Challenge	0	0	0			6,000		6,000		6,000		6,000	
109	Support Services	HR Strategy & Roadmap Implementation	0	0	0										
110	Support Services	External Grant & Sponsorship Procurement	40,000	40,000	0		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
111	Support Services	Livechat for Customer Services	0	0	2,300										
112	Support Services	Redesign Admin Area & Shared Workspace	12,000	12,000	0										
113	Support Services	Distribution E-Rates Notice, Inv& Stmt	0	0	0		5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
114	Support Services	Investigation of Costing of Service Levels	0	0	10,000										
115	Support Services	Tea Tree Gully IT Shared Services Review	0	0	0										
116	Support Services	Applications Roadmap	0	0	32,000										
117	Support Services	Review - Internal Governance Processes	0	0	10,000										

# 2016-17 OPERATING PROJECTS

					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Ref No.	Strategy	Description	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2016-17 Draft Budget	Funding Sources	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
118	Support Services	Scope Design & Delivery of an Extranet	0	0	20,000										
119	Support Services	Digital Transformation	0	0	15,000										
120	Support Services	Replace Core Switch	18,000	18,000	0					18,000					18,000
121	Support Services	IT Strategy Plan Development	40,000	40,000	0					20,000					20,000
122	Support Services	Offsite Storage of Records	22,000	22,000	0				20,000				20,000		
123	Support Services	IT Service Transition	50,000	50,000	0										
124	Support Services	IT Strategic Plan Implementation	0	0	0		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
125	Support Services	Disaster Recovery Implementation	0	0	0				65,000					65,000	
126	Support Services	Business Process Improvement (Authority System)	0	0	0										
127	Support Services	Trim Enhancement	0	0	0										
128	Support Services	E-Services / CRM	0	40,000	0										
129	Support Services	IT Projects / Initiatives	0	0	0		100,000	130,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
130	Support Services	SOE Build and Upgrade to Office 2010	0	0	0										
131	Support Services	TRIM Upgrade	54,000	54,000	0		55,000		55,000		55,000		55,000		55,000
132	Support Services	Authority Upgrade	50,000	50,000	0		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
133	Prosperity	NBN Digital Hub	90,743	90,743	124,007		91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
134	Prosperity	Economic Development Plan	0	0	0										
135	Prosperity	Eastside Business Enterprise Centre	7,700	7,700	7,600		7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700
136	Prosperity	Digital Economy Strategy	0	0	0										
137	Prosperity	Radio 5082 Podcast Production	0	0	30,000										
138	Prosperity	Prospect Food & Art Experience Trail	10,000	10,000	0		2,000								
139	Prosperity	Economic Analysis of Prospect Economy	11,000	11,000	0										
140	Prosperity	Commercial Land Use Analysis - Corridors	8,500	8,500	0		4,000								
141	Prosperity	Digital Economy Strategy Implementation	208,000	208,000	130,320		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
142	Place	Celebrating Good Design	0	0	11,000										
143	People	Intranet	0	0	0		3,000	3,000	3,000	3,000	3,000	3,000	3,000		
144	People	Community Panel	10,000	10,000	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
145	People	Development of Community Consultation Tool Kit	0	0	0			5,000					5,000		
146	Prosperity	Business & Investment Attraction Strat	0	0	0										
147	Prosperity	Prospect China Engagement Action Plan	0	8,500	32,000										
148	People	Prospect Gallery Website Upgrade and Artist Register	0	0	0				2,000		2,000				2,000
149	People	Get The Drift	0	0	0		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
150	People	Renew Leases and Licences	0	0	0		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
151	Support Services	Waste Bin Audit	0	0	0			2,000					2,000		
152	Support Services	By Law Review	0	0	0								12,000		
153	Support Services	Emergency Risk Management	0	0	0			20,000		20,000				20,000	
154	Support Services	Representation Review	0	0	0			25,000						25,000	
155	Support Services	Footpath Sweeper (Green Machine) - new asset ongoing maintenance	0	0	0		1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
156	Support Services	Discretionary Projects to be Decided	0	0	0				100,000	300,000	200,000	210,000	60,000	185,000	154,000

## 2016-17 OPERATING PROJECTS

					Year 1		Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Ref No.	Strategy	Description	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2016-17 Draft Budget	Funding Sources	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
Grand Total			2,074,510	1,947,674	3,181,389		2,761,270	1,997,417	2,046,469	1,999,768	1,956,044	1,919,675	1,846,153	1,914,987	1,906,378
PROJECT SUMMARY															
		Total Expense	2,074,510		3,181,389		2,761,270	1,997,417	2,046,469	1,999,768	1,956,044	1,919,675	1,846,153	1,914,987	1,906,378
		Part Funded By Commercial Rates	0												
		Funded by Grant	0		100,000										
		Funded by Loan	380,000		875,000										
		Funded by Other Income	144,000		173,900										
Net Funding Required from Rates/Cash Resc			1,550,510		2,032,489		2,761,270	1,997,417	2,046,469	1,999,768	1,956,044	1,919,675	1,846,153	1,914,987	1,906,378

## 1.13 Capital Projects

### 2016-17 CAPITAL PROJECTS

Ref No.	Strategy	Description	New Asset (N); Renewal (R); Upgrade (U)	Asset Type	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2015-16 Funding Sources	Year 1			Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
								2016-17 Draft Budget	Funding Sources	Included in IAMP	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
1	Place	Env Sustainability (Building) Initiatives	N	2.0	0	0		0			11,000	11,000							
2	Place	Green Streets Streetscape Plan - Stage 1	N	8.0	0	0		0			125,000								
3	Support Services	Image Management Solution	N	8.0	0	0		25,000											
4	Support Services	Football Parking Flip Sign Installation Program	U	8.0	0	0		8,500											
5	Place	Brand Road Bike Boulevard	U	8.0	0	12,500		0											
6	Place	Control Device Irrigation	R	8.0	0	0		0			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
7	Support Services	LATM Infrastructure Project	N	8.0	0	0		0											
8	Place	Beautification Project for All Parks & Reserves	U	8.0	100,000	100,000		180,000											
9	Support Services	Braund Road Street Lighting	R	8.0	0	0		20,000											
10	Place	Prospect Road Masterplan	U	9.0	0	0		0				43,000							
11	Place	Bicycle Plan	U	9.0	30,000	30,000		0											
12	Place	Prospect Road Footpath Upgrade - North	R	10.0	0	0		0			685,873								
13	Place	Master Plan - Design & Doc Churchill Road	U	9.0	0	0		0				60,000							
14	Place	Prospect Road Footpath Upgrade - Gordon to Regency	R	10.0	0	0		731,193											
15	Place	General Traffic Projects / Traffic Calming	N	9.0	0	0		0			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
16	Place	Safe Routes to School	U	8.0	25,000	25,000		35,000			10,000	10,000	10,000						
17	Place	Landmark Project (Gateway) - Capital	N	3.0	0	0		0			50,000	50,000							
18	Support Services	Driveway Upgrade Program	R	9.0	143,748	143,748		108,748		Y	123,010	130,141	131,924	135,490					
19	Place	Pedestrian Kerb Ramp	R	10.0	35,850	35,850		25,850		Y	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850
20	Place	Bus Shelter Upgrades (DDA Compliance)	U	8.0	12,000	12,000		12,000											
21	Support Services	Footpath Sanitation Unit	N	8.0	25,000	25,000		0											
22	Support Services	Road Design/Reconstruction (Capital)	R	9.0	730,756	730,756	c	1,067,137	c	Y	1,201,555	1,157,410	1,223,316	831,778	1,254,734	1,037,484	831,178	885,106	911,093
23	Support Services	Footpath Construction - Miscellaneous	R	10.0	774,590	774,590		637,636		Y	330,199	483,970	665,483	650,201	643,143	650,482	644,121	647,064	646,740
24	Support Services	Prospect Rd Footpath Upgrade-Olive St to Gordon Rd	R	10.0	663,022	663,022	d	0											
25	Support Services	Stormwater Drainage - Capital Works	R	11.0	0	0		0		Y			1,301,318				258,723		38,808
26	Support Services	Kerb and Gutter Constructions	R	13.0	314,967	314,967		207,173		Y	295,921	368,912	193,993	400,991	115,477	436,505	436,505	436,505	436,505
27	Place	Water Sensitive Urban Design for LATM Devices	N	8.0	0	0		20,000											
28	Support Services	Slow Point Upgrade Pulsford Rd	N	9.0	0	0		0											
29	Support Services	Churchill Rd Footpath Upgrade	R	10.0	0	0		0											
30	Place	Tennant Green Machine 636 Air Sweeper	N	4.0	128,117	0		0											
31	Support Services	Drainage Design/Construction	N	11.0	39,064	39,064		752,938		Y	38,808		194,042	1,358,749	449,644	23,285	352,221	258,723	
32	Place	Prospect Oval Irrigation Upgrade	U	8.0	0	0		157,000											

# 2016-17 CAPITAL PROJECTS

Ref No.	Strategy	Description	New Asset (N); Renewal (R); Upgrade (U)	Asset Type	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2015-16 Funding Sources	Year 1			Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
								2016-17 Draft Budget	Funding Sources	Included in IAMP	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
33	Place	Charles Cane Reserve Irrigation	U	8.0	0	0		0											
34	Place	Broadview Oval-Irrigation Tank Replace	R	8.0	0	0		0											
35	Place	Playground Equipment	N	3.0	0	0		0			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
36	Place	BBQ Upgrade To Electric	R	3.0	0	0		0			10,000		10,000		10,000		10,000		10,000
37	Place	Park Furniture Replacement/Signage	R	5.0	14,000	14,000		0											
38	Place	Upgrade of Playspace in Identified Parks	R	8.0	110,000	110,000		200,000			15,600								
39	Place	Prospect Oval Retaining Wall Upgrade	R	3.0	0	0		50,000											
40	Place	New Fences - Council Parks & Reserves	R	3.0	0	0		0											
41	Place	Charles Cane Reserve / Parndo Yerta Shed	R	8.0	10,000	10,000		0											
42	Place	Air Raid Shelter Stage One	R	3.0	0	0		40,000											
43	Place	St Helens Park Irrigation Upgrade	U	8.0	0	0		163,000											
44	Support Services	Council Buildings & Structures - Capital Works	R	2.0	14,751	14,751		78,431		Y	60,268	255,107	64,359	131,197	68,451	98,432	29,167	98,254	207,452
45	Place	Filtered Water Bottle Refill Stations	N	8.0	6,000	6,000		0											
46	Place	Fence Upgrade - Prospect Oval	U	3.0	0	0		0											
47	Place	Galway Ave Median Strip Redevelopment Stage 1 of 3	R	13.0	0	0		100,000			60,000	60,000							
48	Place	Broadview Bowling Club-Grease Arrester	N	2.0	0	0		0											
49	Support Services	Fleet Management - Capital Acquisitions	R	4.0	449,500	505,433	a	781,500	a	Fleet	288,500	500,500	578,500	658,500	630,500	422,500	148,500	759,500	758,500
50	People	Charles Cane Reserve/Parndo Yerta Lighting Towers	U	8.0	30,000	30,000		0											
51	People	RSL Flag Poles	U	3.0	0	0		0											
52	Place	Parks Strategy Implementation	N	3.0	0	0		0										20,000	
53	Place	Memorial Gardens Playspace Stage 3 of 3	U	3.0	240,000	240,000		240,000	b										
54	People	Broadview Oval Lighting Project	U	3.0	0	0		0											
55	Place	Memorial Gardens Heritage Shelter	R	3.0	0	17,702		0											
56	Prosperity	Town Hall Upgrade	R	2.0	23,800	30,800		22,100									7,000		
57	Place	Pash Reserve Exercise Facility	N	3.0	0	0		0									7,000		
58	Place	Prospect Oval Upgrade/Fitness Centre	N	2.0	0	0		0			100,000		100,000						
59	Place	Playground Fences	N	3.0	0	0		0			6,000								
60	People	Men's Shed Expansion	U	2.0	0	0		27,000			1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
61	Support Services	LED Signage System (Filzroy Tce)	N	8.0	30,000	30,000		0						10,000					
62	Place	Public Art - Capital	N	8.0	25,000	25,000		25,000			25,000	25,000	25,000	30,000	30,000	30,000			
63	People	Radio Frequency Identification for Library	N	8.0	67,000	67,000		0											
64	People	Furniture Replacement Library Services	R	8.0	15,000	15,000		0											



## 2016-17 CAPITAL PROJECTS

Ref No.	Strategy	Description	New Asset (N); Renewal (R); Upgrade (U)	Asset Type	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2015-16 Funding Sources	Year 1			Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
								2016-17 Draft Budget	Funding Sources	Included in IAMP	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget
65	People	Library Capital Book Purchases	R	14.0	109,000	111,275	b	111,275	b		112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000
66	People	Update Toy Library Toys	R	8.0	0	0		0				2,400		2,600		2,800			
67	Support Services	Governance - Mobile Devices (Ipads)	N	8.0	0	0		0				10,000				10,000			
68	Support Services	Shoretel Tel Call Center Software Upgrade	U	8.0	8,850	8,850		0											
69	Support Services	Civic Centre Security	U	2.0	0	0		0			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
70	Support Services	Refresh AV Equipment	R	8.0	10,000	10,000		0											
71	Support Services	Disaster Recovery Implementation	N	8.0	0	79,685		0					60,000					60,000	
72	People	Replacement of Library PC's	R	8.0	0	0		0					60,000				60,000		
73	Support Services	PC Replacement	R	5.0	0	0		86,500						86,500				86,500	
74	Support Services	Phone System Replacement	R	8.0	0	0		0							75,000				
75	Prosperity	High Speed WiFi Social Zone Mainstreet & 3 Sites	N	8.0	60,000	60,000		0			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
76	Prosperity	Digital Economy - Lighting & Scope Design	N	8.0	50,000	50,000		0			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
77	Prosperity	Digital Economy - Signage & Promotion	N	8.0	60,000	60,000		0			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
78	People	Prospect Library	N	2.0	0	0		0			8,000,000								
79	People	Urban Green Link Corridor	U	8.0	0	0		0			30,000	30,000	30,000						
80	People	Main North Central Precinct Concept Plan	U	10.0	0	0		0			700,000	500,000	500,000						
Expenditure Total					4,355,015	4,401,993		5,912,981			12,463,684	3,994,390	5,444,885	4,592,956	3,573,899	3,022,438	3,067,365	3,548,602	3,306,048
Ongoing Additional Operating Costs of New Capital Projects											50,132	52,132	51,632	48,932	48,432	49,932	49,432	49,932	49,432

# 2016-17 CAPITAL PROJECTS

								Year 1			Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Ref No.	Strategy	Description	New Asset (N); Renewal (R); Upgrade (U)	Asset Type	2015-16 Adopted Budget	2015-16 Revised Budget (BR2)	2015-16 Funding Sources	2016-17 Draft Budget	Funding Sources	Included in IAMP	2017-18 Draft Budget	2018-19 Draft Budget	2019-20 Draft Budget	2020-21 Draft Budget	2021-22 Draft Budget	2022-23 Draft Budget	2023-24 Draft Budget	2024-25 Draft Budget	2025-26 Draft Budget	
ANALYSIS - CAPITAL PROJECTS SUMMARY																				
Total Expenditure B4 CPI					4,355,015	4,401,993		5,912,981												
Exp					4,355,015	4,401,993		5,912,981												
Renewal Vs New Assets Vs Upgrade																				
New	N				490,181	441,749		822,938			8,501,808	242,000	525,042	1,544,749	625,644	216,285	498,221	484,723	146,000	
Renewal	R				3,418,984	3,501,894		4,267,543			3,210,776	3,098,290	4,368,743	3,037,107	2,937,155	2,795,053	2,558,044	3,052,779	3,148,948	
Upgrade	U				445,850	458,350		822,500			751,100	654,100	551,100	11,100	11,100	11,100	11,100	11,100	11,100	
Total Expenditure					4,355,015	4,401,993		5,912,981			12,463,684	3,994,390	5,444,885	4,592,956	3,573,899	3,022,438	3,067,365	3,548,602	3,306,048	
check					0	0		0			0	0	0	0	0	0	0	0	0	0
Renewal Vs New Assets Vs Upgrade %																				
New	N				11	10		14			68	6	10	34	18	7	16	14	4	
Renewal	R				79	80		72			26	78	80	66	82	92	83	86	95	
Upgrade	U				10	10		14			6	16	10	0	0	0	0	0	0	
Total Expenditure					100	100		100			100	100	100	100	100	100	100	100	100	100
check					0	0		0			0	0	0	0	0	0	0	0	0	0
CAPITAL PROJECT SUMMARY																				
Total Expense					4,355,015			5,912,981			12,463,684	3,994,390	5,444,885	4,592,956	3,573,899	3,022,438	3,067,365	3,548,602	3,306,048	
Funded By Trade In					a	186,500		318,000			0	0	0	0	0	0	0	0	0	0
Funded by Grant /Reimbursement					b			231,275			15,600	0	0	0	0	0	0	0	0	0
R2R					c	293,000		483,478												
Funded by Loan					d	663,022		2,616,979												
Net Funding Required from Rates/Cash Reserves						3,103,493		2,263,249			12,448,084	3,994,390	5,444,885	4,592,956	3,573,899	3,022,438	3,067,365	3,548,602	3,306,048	
Asset Type																				
Land					1	0	0	0			0	0	0	0	0	0	0	0	0	0
Buildings					2	38,551	45,551	127,531			8,182,368	277,207	175,459	142,297	79,551	116,532	40,267	109,354	218,552	
Structures					3	240,000	257,702	330,000			96,000	80,000	40,000	30,000	40,000	37,000	40,000	50,000	40,000	
Plant & Equip					4	577,617	505,433	781,500			288,500	500,500	578,500	658,500	630,500	422,500	148,500	759,500	758,500	
Furniture & Fittings					5	14,000	14,000	86,500			0	0	0	86,500	0	0	0	86,500	0	0
Other					8	455,000	736,035	845,500			193,600	65,400	173,000	60,600	123,000	60,800	78,000	78,000	18,000	
Road Surface					9	904,504	904,504	1,175,885			1,424,565	1,490,551	1,455,240	1,067,268	1,354,734	1,137,484	931,178	985,106	1,011,093	
Footpaths					10	1,473,462	1,473,462	1,394,679			1,041,922	509,820	691,333	676,051	668,993	676,332	669,971	672,914	672,590	
Stormwater					11	39,064	39,064	752,938			38,808	0	1,495,360	1,358,749	449,644	23,285	610,944	258,723	38,808	
Road Base					12	0	0	0			0	0	0	0	0	0	0	0	0	0
Kerb & Gutter					13	314,967	314,967	307,173			355,921	428,912	193,993	400,991	115,477	436,505	436,505	436,505	436,505	
Library Books					14	109,000	111,275	111,275			112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	
Work in Progress 14/15					WIP	0	0	0			0	0	0	0	0	0	0	0	0	0
Total						4,166,165	4,401,993	5,912,981			11,733,684	3,464,390	4,914,885	4,592,956	3,573,899	3,022,438	3,067,365	3,548,602	3,306,048	

# Part D Infrastructure-Asset Management Plan

## 1.1 Introduction

Asset Management is a process of planning and prioritising works on the City's assets to ensure they continue to provide an agreed level of service to the community in the most cost effective and efficient manner. In other words, the correct treatment is undertaken at the right time to ensure that the required level of service is provided to the community. It considers maintenance as well as asset replacement. Importantly, it recognises that new assets require additional funding to that required for asset maintenance and replacement and that new assets increase the level of ongoing maintenance expenditure.

Infrastructure-Asset Management Plans are about providing a level of service from the City's assets that the community expects and is prepared to pay for. The purpose of the Plan is to predict asset consumption, renewal needs and to consider asset needs to meet future community service expectations.

The Plan includes both the capital project program of the Council for maintenance of existing assets and the capital project on new assets for the next 20 years by class of asset and project. These capital project programs are critical to the Long-Term Financial Plan.

Council's major assets include its local road network, kerbs and gutters, footpaths, stormwater drainage network and buildings. There are many other assets including street signs, street and park furniture, playground equipment and major and minor plant items that are not included in this Plan.

The useful life of each asset has been considered and an estimate prepared for required expenditure each year to ensure the asset continues to provide 'fit for purpose' service to the community.

For footpaths, an average of approximately \$860K per year will be spent on reconstruction and maintenance from 2017 until 2036. All bitumen footpaths will have been upgraded to brick paving by 2019. It should be noted that once all footpaths have been brick paved, it will be necessary for funds to be provided to maintain the asset at the required condition and service levels.

The current level of footpath expenditure is raising the standard or level of service provided to the residents. This additional spend is addressing the risk management issues associated with the old bituminous footpaths.

In addition to these programmed upgrade works, a one-off rehabilitation work program has been planned to follow the undergrounding of powerlines (PLEC) along Prospect Road. The rehabilitation of footpaths as well as kerb and gutter assets expected to be damaged in the undergrounding works has been programmed to follow the undergrounding works and completed in the same three staged events as the undergrounding projects.

For drainage, the level of spending is very low because drainage assets have a very long life and are currently quite young – major increase on drainage expenditure will occur after about 2050.

In order to maximise the useful life of Councils road surface and pavement assets, prioritisation of capital works program may be subject to change as a result of developing new whole of life cost solution by adopting a new effective road management philosophy delivering long term financial benefits.

The following table provides a synopsis of the key asset expenditure and the associated depreciation expense in accordance with the current 20 year program:

**Summary Asset: 2016-2017 to 2035-2036**

	Required Whole-of- Life Annual Spend (20 Year Average)	Proposed Annual Spend (20 Year Average)	(Under)/Over Spend compared to Required Spend	Depreciation Expense (20 Year Average)	Under/(Over) Spend compared to Depreciation
	(A)	(B)	(C) = (B) - (A)	(D)	(E) = (D) - (B)
Roads (inc Kerb & Gutter)	1,046,049	1,209,069	163,020	1,322,150	113,081
Drainage	471,142	187,717	(283,425)	468,550	280,833
Footpaths	863,210	700,085	(163,125)	572,900	(127,185)
Buildings	374,979	92,723	(282,256)	1,301,850	1,209,127
<b>Infrastructure Total</b>	<b>2,755,380</b>	<b>2,189,594</b>	<b>(565,786)</b>	<b>3,665,450</b>	<b>1,475,856</b>
Other Assets#	737,384	737,384	0	1,309,800	572,416
<b>Total</b>	<b>3,492,764</b>	<b>2,926,978</b>	<b>(565,786)</b>	<b>4,975,250</b>	<b>2,048,272</b>

# Includes Plant and Equipment, Furniture and Equipment, Library Books and Other Assets.

The above table indicates the following:

The amount being spent on infrastructure asset renewal is less than the depreciation expense.

It is interesting to note that despite the significant investment in the footpath program over the years, there has not been a noticeable improvement in the level-of-satisfaction of residents when surveyed. The latest Survey showed that this level of satisfaction remains relatively constant. This may be because the remaining bitumen footpaths, though less of them, are deteriorating at an ever-increasing rate.

City of Prospect's Asset Sustainability Ratio's (being renewal and replacement of capital assets, excluding expenditure on new/additional assets, as a percentage of the total Infrastructure Asset Management Plan expenditure requirement) over the 10 year period is approximately 92%.

## 1.2 Background Information – IAMP Years 2016-2017 to 2035-2036

### Infrastructure Management - Are we spending enough on existing assets?

Renewal and capital projects will be based on Council's long term Infrastructure-Asset Management Plans which consider the optimal timeframe for asset replacement based on whole of life costing. Capital projects shall be managed so that the projects disrupt the community as little as possible and so that excessive variations in annual expenditure are avoided.

*Target: Asset Replacement Expenditure (on average) = Optimal level for such expenditure shown in Council's Infrastructure-Asset Management Plan (or depreciation in the absence of asset management plans for some asset classes).*

The following assets have been included in this plan:

- Roads
- Footpaths
- Kerbs and gutters
- Stormwater drains
- Buildings

The Infrastructure-Asset Management Plan has the following objectives:

- To identify the average amount needed per year for the long-term maintenance and renewal of the assets;
- To establish a twenty-year program for each asset with annual costs;
- To establish programs which, in total, amount to the total average amount needed per year for the long-term maintenance and renewal of all assets;
- To compare the average amount needed per year for the long-term maintenance and renewal of the assets with the current depreciation expense for the assets, as a check for both amounts;
- To be able to inform the community about the long-term asset management requirements.

The Infrastructure-Asset Management Plan for the City is based on the assumption<sup>1</sup> that the

community is generally satisfied with the present condition and performance of the assets, except for footpaths. Council is addressing the footpath issues via a slightly accelerated footpath maintenance program.

The current Infrastructure-Asset Management Plan does not address the following fundamental issues:

- Establishing simple definitions/measures that the community can use when describing what it wants – e.g. no more than one pothole in my street per year which is repaired before it is 150mm across.
- Consulting with the community to reliably establish:
  - Whether the services Council is supplying are what the community actually want;
  - Whether the services Council supplies are of a standard that is acceptable to the whole community; and if not,
  - Whether the community is prepared to pay more to have higher standards of service

The Infrastructure-Asset Management Plan partly addresses a number of key questions, including:

- What assets is Council responsible for maintaining?
- What is the profile of these assets (eg age, condition etc)?
- How much is Council currently spending on maintenance and renewal of these assets? and ultimately
- How much should be spent on maintenance and renewal of these assets?

A graph summarising the cost of the five assets in total is provided at page 100.

The planned level of spending on some assets is below that required in the long-term. However, the overall level of spending on assets has been increased to meet the identified long term needs.

<sup>1</sup> Periodically checked via bi-annual Resident Satisfaction Survey and Public Budget/Rating Forums.

## 1.3 Road Program

The values of the dollar in this table are the value for the nominated year i.e. 2006 \$ value has not been adjusted to 2013 value of the \$.

Valuation at Date Below - SURFACE					
Year	Replacement Cost	Last Valuation	Valued at Cost	Accumulated Depreciation	WDV
2013	\$13,966,654	\$13,966,654	\$0	\$9,917,467	\$4,049,188
2012	\$10,616,451	\$10,515,160	\$98,121	\$8,109,285	\$2,503,996
2011	\$9,611,809	\$9,611,809	\$0	\$7,073,607	\$2,538,203
2008	\$6,514,818	\$6,409,807	\$107,935	\$1,666,287	\$4,851,454
2007	\$6,456,296	\$6,429,046	\$38,506	\$1,394,906	\$5,072,646
2006	\$6,443,301	\$6,443,301	\$0	\$1,122,946	\$5,320,355

Valuation at Date Below - PAVEMENT					
Year	Replacement Cost	Last Valuation	Valued at Cost	Accumulated Depreciation	WDV
2013	\$39,020,336	\$37,104,872	\$0	\$20,281,042	\$18,739,294
2012	\$39,083,522	\$38,967,068	\$113,284	\$19,937,923	\$19,142,428
2011	\$39,093,410	\$39,093,410	\$0	\$19,582,579	\$19,510,830
2008	\$34,054,184	\$33,434,823	\$737,416	\$5,506,911	\$28,665,328
2007	\$33,936,988	\$33,609,454	\$290,187	\$5,180,687	\$28,718,954
2006	\$33,726,649	\$33,726,649	\$0	\$4,852,883	\$28,873,817

### Asset Profile

Council has 716,342 square metres of road. As at 01 July 2013, the replacement cost<sup>2</sup> was \$53m. The actual value<sup>3</sup> of the road network as at 01 July 2013 was \$22.8m.

It has been estimated that on the basis of condition, the network is depreciating at approximately \$1.1m per annum. This deterioration is calculated upon a curve that is based upon experimental data and it is essential that the curve is regularly calibrated through repeated condition assessments to more accurately determine deterioration rates.

With few exceptions, Council receives few complaints about the condition of the road asset across the City.

The following table provides a snapshot of condition of the City's road network.

The chart shows the situation as at 30 June 2011.

	Area/m <sup>2</sup>	Ave Condition {100% excellent 25% very poor}	% of Network
Concrete Block Surface	669	76	0.10
Hotmix Bitumen	406,331	55	58.74
Slurry Seal / Cold Overlay	76,498	52	10.30
Spray Seal Bitumen	232,845	63	30.86

2006	
Condition	% of Network
80-100	58.74
70-80	31.34
65-70	6.96
50-65	2.96
Less than 50	0.0

At 30 June 2006, approximately 10% of the network was at condition rating less than 70. The program presented is designed to maintain the network at this level.

It is important to appreciate the City's roads are all at various points along the deterioration curve (ie. some are very good and some are getting to the point where they need attention). Regular assessment of condition and input into the pavement management system provides Council with information about which roads need to be

<sup>2</sup> What it would cost to build the roads at that time

<sup>3</sup> As new value (Construction Cost) less the cost of deterioration (Amount they have deteriorated) from when they were new

treated/rejuvenated or resurfaced and when this should occur.

Council has a well maintained pavement management system which is kept up-to-date with regular (five year) pavement-condition re-assessment.

### Background

In considering local roads, it is important to appreciate that keeping the surface intact and waterproof is the essential activity. If we can keep the water out of the underlying road pavement materials, the life of the road pavement can be almost indefinite. Roads may still need to be reconstructed to solve access problems or because roads have become rough due to underlying ground conditions. From an asset management perspective, keeping the surface intact is the key requirement. Local streets in the City will generally not 'wear out' due to traffic loadings.

Since the early 1990's, Council has had great success with a product which 'rejuvenates' the existing bitumen in the road surface. This rejuvenation extends the life of the road surface therefore keeping the water out longer. The continued use of this rejuvenation product and other products which have now become available is a key feature of our road asset management plan. The current methods are significantly cheaper than conventional road resurfacing practices in both the short and long terms.

The effect on the deterioration rate of the asset over fifty years by using rejuvenating agents for low-cost early intervention is shown in the two graphs on page 91.

In 2003, two models for road-surface management were considered.

Model 1. Uses the conventional approach of resurfacing after the existing surface disintegrates to the point of being unfit-for-service

Model 2. Relies on the following:

- (a) Placing hotmix "with high bitumen content and far lower air-voids than current

industry-standard" on all new and replaced surfaces;

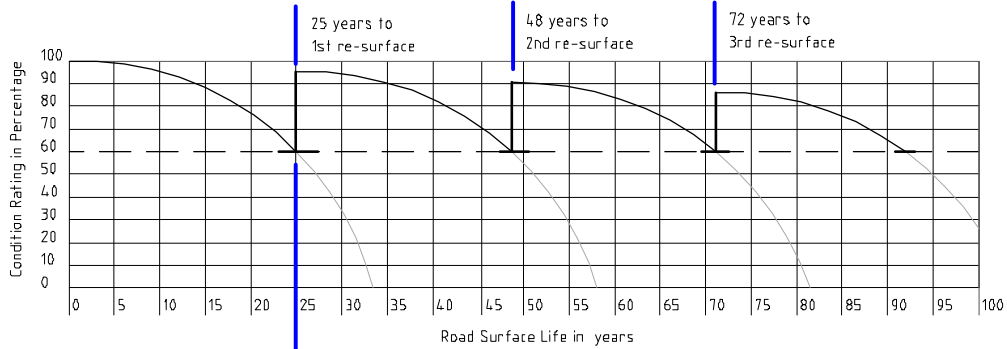
- (b) Applying the first coat of a rejuvenating agent (Reclamite) within ten years of placing the hotmix.
- (c) Then, ten-yearly cyclic re-use of rejuvenating agent on all bituminous surfaces after any necessary local repairs have been made;
- (d) Sealing road-surface cracks in the year following the application of the rejuvenating agent.
- (e) Resurfacing with hotmix after Forty-sixty years.

The predicted cost-per-annum per-square-metre of road-surface over the whole-of-life of the asset using model 1. was \$0.67 and using model 2. was \$0.43.

While the models were fairly simple, the results very clearly support the argument that extending the life of the asset using "low-cost early-intervention" is far more cost-effective than the conventional "build-disintegrate-rebuild" approach.

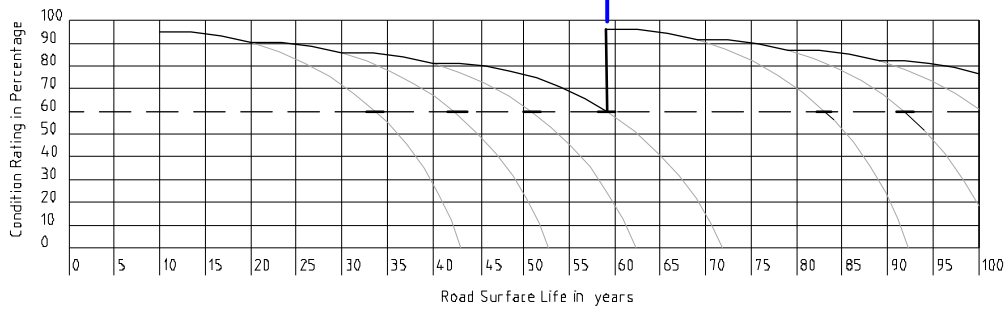
## ROAD-SURFACE DETERIORATION CURVES

Conventional Hotmix (AC10) - not rejuvenated

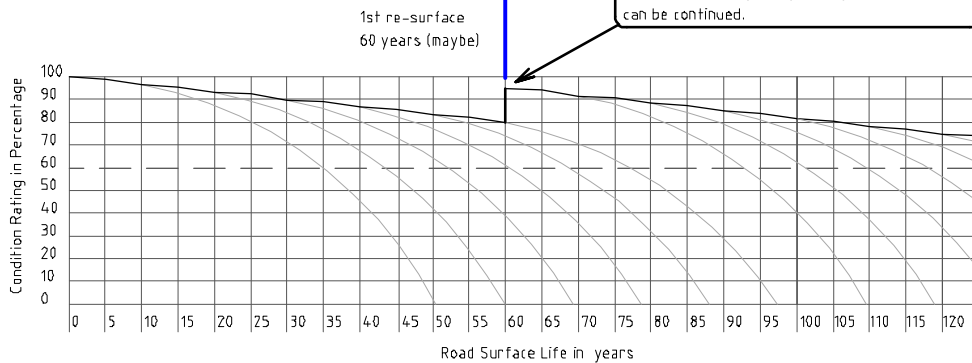


58 years to 1st re-surface

Conventional Hotmix (AC10) - rejuvenated



Fine Gap Graded Hotmix (10mm) - rejuvenated





The road program presented will maintain the overall road pavement condition, but will require only about 65% of the funds that would be required if conventional methods and materials were used. However, it will only succeed if the recommended funds are spent on surface rejuvenation, hotmix surface renewal and road-pavement reconstruction.

This Program is very much a bottom-line (lowest possible spend) Program.

If Council is to maintain the condition of roads that are currently reasonable, and improve the condition of those that give poor drainage, poor access to properties and cause parking difficulties, it is essential that, on average, \$909,384 is set aside each year for this work.

Different types of work e.g. “resurfacing”, “road design” and “reconstruction” have been “bundled” as much as possible to achieve “economy of scale”. This has led to unavoidable variations in annual spending.

The program does not include any allowance for the cost of constructing kerbs and gutters and/or drainage. The amounts needed to manage these are dealt with in other parts of the Infrastructure-Asset Management Plan.

The selection of road-pavement-surfaces for resurfacing and selection of road-pavements/bases for reconstruction have been based on the following criteria:

- (1) Road pavement Cross-section shape
- (2) Driveway Grade change at gutters;
- (3) Pavement/base condition;
- (4) Road-surface condition;
- (5) Kerbs and gutter condition.
- (6) The type of gutters (in some roads there is no formed gutter except the bitumen which has a much shorter life than a concrete gutter).

**Work included in the Twenty-Year Program is as follows:**

***Important Note:*** *The Program relies critically on the ten-yearly cyclic use of a non-traditional rejuvenating agent (Reclamite) and on placing hotmix “with high bitumen content*

*and far lower air-voids than current industry-standard”. (Compare previous deterioration curves)*

A graph summarizing the twenty-year program is provided at page 100.

The twenty year program is provided in pages 101-111 and includes the following work:

### **Surface Rejuvenation/Maintenance**

The work includes repairing failed patches, treating the whole surface with reclamite and then crack-sealing in the following year.

The purpose of treating with reclamite is to keep the surface in its present condition rather than the traditional approach of letting it disintegrate and then having to replace it. Reclamite looks as if black paint has been applied to the surface but there are no other visual changes.

The maintenance work includes the repair of local failed patches, the adjustment of Utility access-openings, the repair of old services trenches and the filling of small depressions. Approximately \$29,000, per year will be required for reactive maintenance, such as pothole patching.

### **Road-Surface Renewal**

This includes repairing failed patches, crack-sealing and overlaying the whole surface with hotmix. (Kerbs and gutters will be reconstructed prior to carrying out the resurfacing work where conditions dictate).

The useful life of the new hotmix-surface will then be extended to forty years or beyond by ten-yearly surface rejuvenation.

As the surface of each road is renewed the ride quality and surface condition will be raised close to 100%.

The Road Program provides for every road to be resurfaced within fourth to sixty year period. Time may show that this has to be adjusted up or down. It is not possible to accurately predict how much damage will be caused by natural soil movement over a long period.

## Road-Base Reconstruction

The Program presented will achieve the following:

- (a) Full/Partial reconstruction of approximately 6.35% of all existing road pavements within twenty years. Reconstruction will be undertaken when either:
  - The road-base has failed, or
  - The road-base needs major shape correction.
- (b) Following reconstruction of the pavements, resurfacing of the whole section of roads with hotmix is carried out.

The new hotmix-surfaces will then be maintained for sixty years by ten-yearly surface rejuvenation (See Surface Rejuvenation/Maintenance above).

## Road-Base Costs

It is becoming more widely accepted that the road-base in lightly trafficked residential streets will last at least one hundred years. With sound maintenance practices, the life of the road pavement can be extended beyond one hundred years. For the purpose of calculating the average required expenditure per year, it has been assumed that road base will last 120 years.

Road bases that have to be reconstructed again in the future will not require the removal of large amounts of material or any significant adjustment of services as is currently required to reconstruct the existing high-crowned-roads to achieve a fit-for-purpose shape.

As a result the cost will be significantly lower than the current reconstruction work.

The average estimated spend required to maintain the 720,000 square metres of road pavement is \$0.54 cents per square metre or approximately \$406K per annum.

This value has been used to determine the level of spending required to maintain the road-pavements in the long-term.

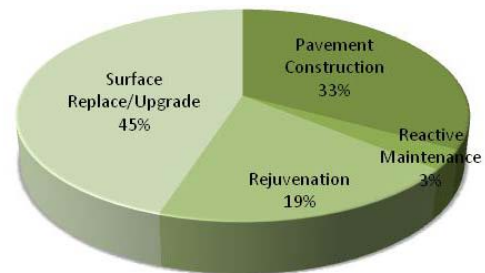
## Road Surface Costs

The average estimated spend required to maintain the 720,000 square metres of road surface is \$0.48 cents per square metre or approximately \$358K per annum.

This value has been used to determine the level of spending required to maintain the road-surfaces in the long-term.

The following pie chart shows the percentage of expenditure on the various road treatments over the 20 year program:

Percentage and Types of Works - Next 20 Years



## 1.4 Footpath Program

### Asset Profile

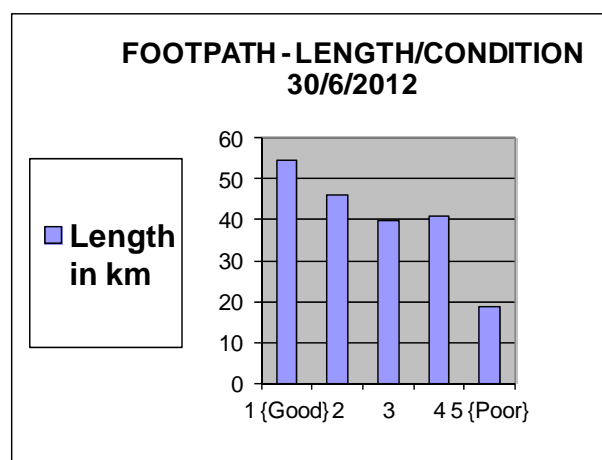
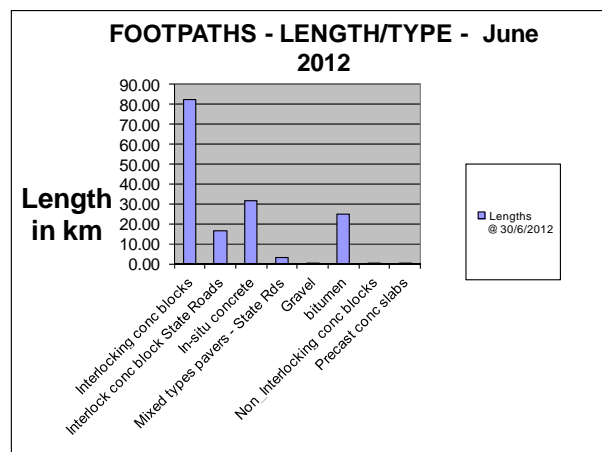
Council has 198.7km of footpaths. As at 01 July 2013 the replacement cost was \$23,423,766. The actual value of the footpath network as at 01 July 2013 was \$13,632,214. The footpath network is depreciating at approximately \$541,400 per year. The deterioration does not fully account for costs associated with tree-root damage etc.

Based on resident feedback, there is strong pressure to maintain the accelerated footpath upgrade program across the City. Many regard the footpaths as the Council asset most in need of attention.

All the bitumen footpath sections were inspected and condition rated in 2001. This rating has been used to determine the priority for the replacement of bitumen paths in recent years. The reconstruction program beyond 2020 (all bitumen footpaths will have been replaced) is based on the results of the asset condition survey which was completed in 2011.

It is important to note that when footpaths are upgraded, the condition improves markedly e.g. from a rating of perhaps 70 to nearly 100. i.e. there is a significant improvement in the 'level of service' and Council is doing more than just 'maintaining' or holding current condition. To maintain current condition, it is estimated that total average expenditure levels over next 20 years, of approximately \$863K per annum will be required.

The reconstruction of bitumen footpaths has been programmed to be completed in 2019 as opposed to the original 2015. The amount to be spent on maintenance of brick paved and concrete footpaths from 2016 to 2035 has been adjusted to average approximately \$205K per year. This has been done in order to minimise Council's risk exposure by removing tripping points in otherwise smooth footpaths.



### Priority

Footpath reconstruction priority for the years 2016-2017 to 2020-2021 has been determined on the following basis:

- Bitumen footpaths
- Condition rating was assessed in 2011
- Subsequent adjustments determined by Council as follows;
  - (a) Increase condition rating 1% if already paved on opposite side
  - (b) Increase condition rating 5% if no residential property frontage to that section of footpath.

\$1,259,295 has been allocated for 2016 to 2019, for replacement of bitumen footpaths with brick paving. There is a high community expectation that this level of spending will continue.

Reconstruction of old bitumen footpaths will be completed in the 2018-2019 financial year if the presented footpath reconstruction program is maintained (Average of 3.92 km per year).

### Standards

New footpaths must meet the following requirements in order to be “fit-for-purpose”:

- At least twelve hundred millimetres wide (Australian Standards) except at highly trafficked areas such as schools and shopping centres where they shall extend from the property boundary to the kerb; (Council resolution)
- Maximum crossfall to be not more than 2.5% (preferably 2.0%). (Australian Standards)

In order to fit in with existing levels the following exceptions may be apply:

- (a) Crossfall at driveways may be increased to 3.0% where no other options for matching-in are available;
- (b) Any existing driveway with crossfall that exceeds 5.0% in the footpath alignment shall be removed and reconstructed - at not more than 3.0% across the footpath alignment;
- Telecommunication and sewer openings shall be adjusted to match the footpath surface;
- Kerb-ramps shall be constructed at corners (Australian Standards);
- Kerb-ramps are to be designed according to the guidelines and related Australian standards.

Reconstruction cost-estimates for the twenty-year program are based on historical costs per linear metre and include amounts for making good driveways and nature strips and for constructing kerb-ramps.

A graph summarizing the twenty-year program is provided at page 112.

The twenty-year program is provided in pages 113-125.

A separate amount of \$35,850 for kerb-ramp construction has been included in the budget in 2016 and \$25,850 for the following each year. This amount will be used to upgrade additional kerb-ramps that are not part of the footpath reconstruction program.

### Maintenance

In the Budget 2016-2017, approximately \$100K has been allocated to reactive path maintenance. This funds the removal of tripping hazards on bitumen, concrete and brick paved footpaths across the city when reported by residents. Proactive inspection and repair commenced in 2013 at approximately \$100K, increasing to a peak of approximately \$286K in 2019. The average spend from 2020 onwards will be \$159K. This planned maintenance will facilitate a reduction in reactive maintenance costs from 2017-2018. From 2021 onwards, the average maintenance cost including both reactive and planned maintenance is expected to be approximately \$181K per annum.

### Concrete footpaths with bitumen crossovers (driveways)

Of the 73 sections of road in the city with poured-in-situ concrete footpaths, 58 sections had 1174 bitumen crossovers (driveways) in 2004.

In 2004-2005, Council began an on-going program to replace these bitumen crossovers with concrete. Of the original 1,174 bitumen crossovers 537 have yet to be replaced (i.e. 54% have been replaced). The replacement Program is due to be completed in the 2020-2021 financial year with 64 due to be replaced in 2016-2017.

In addition to replacing the failing bitumen crossovers, this work also raises the overall condition rating of these footpaths since part of the crossover is also footpath.

## 1.5 Kerb and Gutter Program

### Asset Profile

Council has approximately 195 km of kerbs and gutters. As at 01 July 2013, the replacement cost was \$22,587,824. The actual value of the kerb and gutter network as at 01 July 2013 was \$13,487,659.

It has been estimated that on the basis of condition and length, the network is depreciating at approximately \$289,706 per year. This depreciation is calculated using a straight line deterioration over 70 years and does not fully account for extraordinary stress such as tree roots etc.

Residents do occasionally complain to Council when kerbs and gutters deteriorate to the extent that water ponds in front of properties.

### Responsibility

The total length of kerbing maintained by City of Prospect includes kerbing along all arterial roads except the part of Fitzroy Terrace that does not have direct access to private property.

### Selection

The sections of kerb-and-gutter in the twenty-year kerb-and-gutter replacement program have been chosen because of at least two of the following:

- They are in poor condition;
- There is a concrete kerb but not a concrete gutter
- They can be replaced in conjunction with planned road reconstruction or road resurfacing work (this considerably reduces the cost);
- The gutters are too deep and vehicle access to adjacent properties is difficult (where this is the case, the footpaths have usually been built with far too much cross-fall at the driveways).

### Long-term funding

The amount per year required to maintain the asset is calculated on the total length of kerb-and-gutter (195 km) divided by the estimated life (70 years) and multiplied by current average replacement cost-per-metre (\$127)

A graph summarizing the twenty year program is provided at page 129.

The twenty year program is provided in pages 130-132.

### Maintenance

Council has allocated \$63,387 per annum for the reactive maintenance of kerbs and gutters. This allocation is used to treat localised drainage and access problems.

### Kerb and Gutter condition analysis – as at 30 June 2011

Condition	Length in km	Condition description
1 (0)	20	As new
2 (2.5)	74	Minor deterioration
3 (5)	57	Fair condition
4 (7.5)	22	Poor condition
5 (10)	21	Replace or renew

## 1.6 Drainage Program

### Asset Profile

Council has 41.4km of drains in the City. Replacement cost for the drains at 01 July 2013 was of the order of \$34.9m. The actual value of the drainage network as at 01 July 13 was \$18.4m.

A useful life of 100 years has been assumed for pipes and 80 years for side-entry pits, box drains and junction boxes and 70 years for open channel.

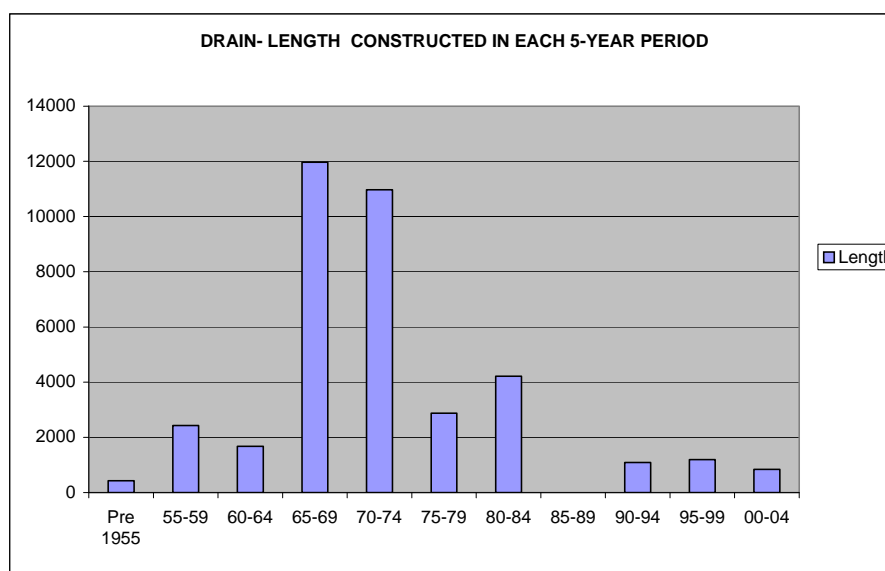
The network is depreciating at approximately \$468,550 per annum.

Few complaints are received regarding the operation of the stormwater system. The City is fortunate that surface flooding problems are relatively isolated and will not cause significant property damage unless an extreme rain event occurs. In addition, Council does not have any natural water courses (eg. creeks) that present storm management issues.

The following graph has been included because it shows very clearly that most of the drains in the City were installed in the very short period between 1965-1975.

Council can therefore expect a very steep rise in maintenance costs from about 2045 if the estimated 100 year life for pipes and 80 year life for Junction boxes and box-culverts and 70 years for open channel proves to be correct.

Construction Period	Pre 1955	55-59	60-64	65-69	70-74	75-79	80-84	85-89	90-94	95-99	00-04
Length	433	2431	1678	11963	10971	2870	4213	0	1088	1197	837



Until 2004-2005 no planned maintenance work had been carried out on the underground drainage system in the City and very little was known about the condition of the network.

The condition of the network can only be assessed by inspecting it internally using remote cameras. Approximately 20% of the network was inspected in 2004-2005 targeting those drains seen as having the highest potential for loss/damage if they failed e.g. large downstream drains and drains under arterial roads.

These inspections have so far identified the serious failure under Churchill Road (replaced in 2006-2007) and various local minor failures and partial blockages.

Most of the drains that present a potential high risk to Council (Almost 10% of the total network length) have already been inspected and the remainder of these potential-high-risk drains will be inspected in the near future.

The aims of the inspections is to establish the extent of deterioration within the network to provide an indication of which sections of the network may be prone to possible dramatic failure; to assist with developing priorities for drain maintenance and/or replacement works; and to provide input to the development of long term financial plans for the maintenance of an effective city drainage network.

Planned inspection work must continue and, on average, \$9,055 per year has been allocated for this work over the next twenty years.

### Upgrade/Renewal

No part of the network has a more than a 1 in 5 year (rainfall event) capacity. Replacing individual sections of the network with a larger capacity drain will not improve the overall capacity of the drainage network. To completely replace our entire network with a larger capacity drain would take many years and cost millions of dollars.

A 5-year ARI standard for the underground drainage system is broadly recognised as a reasonable balance between capital cost and flood risk for urban catchments.

It has been estimated that on the basis of condition and length, the network is depreciating at approximately \$502,000 per year.

\$1,846,908 has been allocated between 2016-2035 to replace existing drains that are in poor condition and which may fail in the foreseeable future (e.g. Beatrice Street drain). It is not possible to predict exactly when these drains will fail so estimated dates have been used.

Two graphs are provided at page 132 summarising the twenty year maintenance program and the discretionary twenty-year program for construction of new drains.

The twenty year program is provided in pages 133-139.

### Maintenance

Approximately \$22,648 per annum has been allocated for routine maintenance of the stormwater drainage system. This allocation is used to clear blockages in sumps and pipes and to replace broken lids etc.

\$42,499 per annum has been allocated to the ongoing maintenance of the HEP drain. This drain receives the majority of the stormwater runoff from within City of Prospect. Maintenance costs associated with this drain are shared with The City of Port Adelaide Enfield, City of Charles Sturt and City of Prospect in proportion to the Hindmarsh-Enfield-Prospect (HEP) drain catchment area in each city.

In addition, \$9,055 per annum has been allocated for maintenance of the open channel in Regency Park upstream from the start of the HEP scheme.



## 1.7 Buildings Program

### Asset Profile

Council has approximately 138 buildings and structures across the City. Replacement cost for the buildings at 01 July 2013 was of the order of \$35.2m. The actual value of the buildings as at 01 July 2013 was \$15.4m.

An assessment has been made of the 'useful life consumed to date' for each asset. Annual depreciation cost has been determined at an average of approximately \$1,301,850.

Few complaints are received, however, as with all aging assets; the extent to which the building or structure meets its 'fit for purpose' requirements is decreasing.

Maloney Field Services have undertaken a general condition assessment of all Council owned buildings and structures. They have given each a condition rating with a rating of 1 considered new or as new condition and 5 very poor conditions. Of the 138 buildings & structures, 11.6% are rated higher than condition rating 4 indicating that some expenditure is required in the foreseeable future.

Condition	Qty	%
1	2	1.45%
1.5	5	3.62%
2	5	3.62%
2.5	4	2.90%
3	19	13.77%
3.5	46	33.33%
4	41	29.71%
4.5	12	8.70%
5	4	2.90%
	138	100.00%

A detailed assessment of each building and structure and the development of a list of future maintenance projects is being undertaken. This will be used to develop the long term Management Plans and Financial Plans.

This list considers when a building needs to be repainted, re-roofed, major structural repairs undertaken or when replacement should be considered. Such projects have been undertaken on an ad-hoc basis and this has not ensured that works were correctly prioritised for effective asset management.

Council has allocated an average of \$103,000 per annum for the maintenance of Council buildings and structures. Spending could vary considerably from year to year.

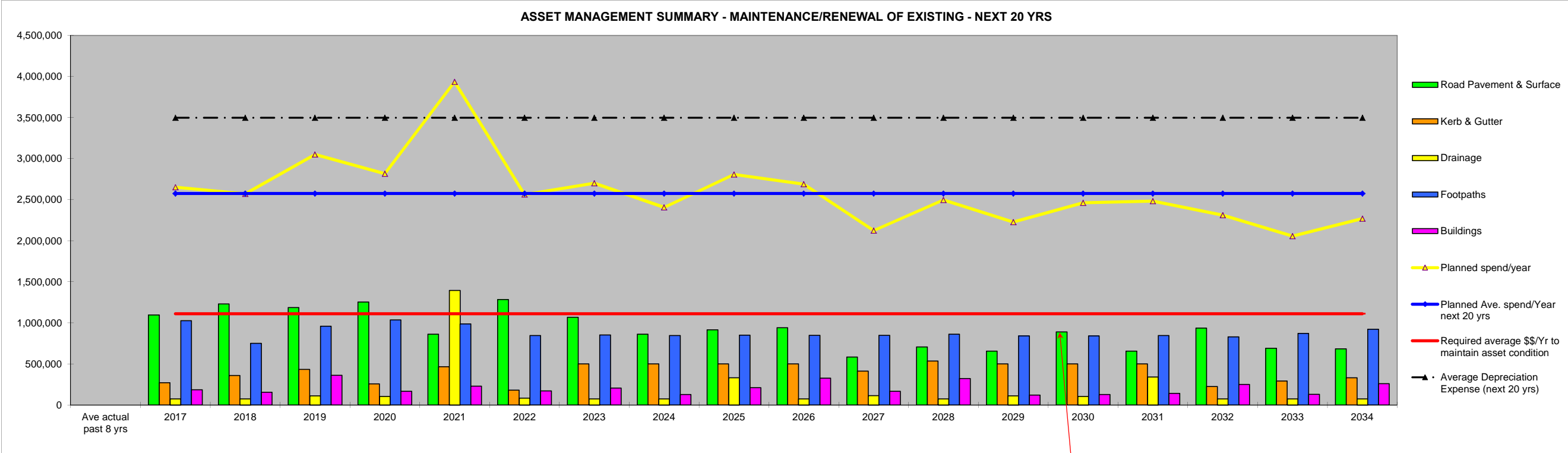
A twenty year maintenance program for Councils buildings from 2013 has been developed.

A graph summarizing the twenty year program is provided at page 140.

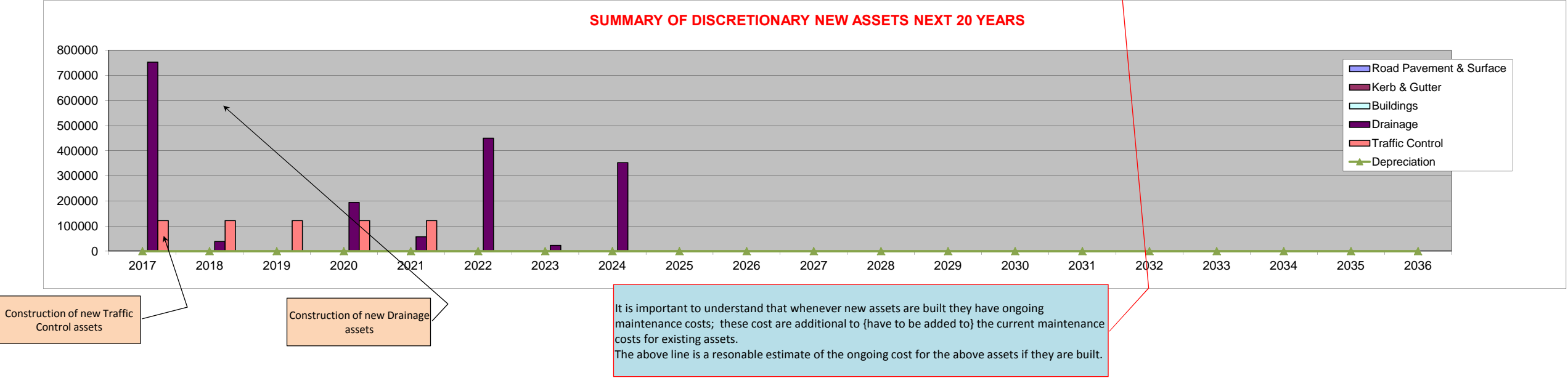


SUMMARY - ASSET MANAGEMENT MAINTENANCE/RENEWAL

Year		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	Ave actual past 8 yrs	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Road Pavement & Surface		1,096,000	1,230,417	1,186,273	1,252,179	860,641	1,283,597	1,066,347	860,041	913,969	939,957	582,425	705,252	655,149	889,407	655,149	935,536	690,575	682,299	943,049	759,619
Kerb & Gutter		270,560	359,308	432,299	257,380	464,378	178,864	499,892	499,892	499,892	499,892	412,591	534,813	499,892	499,892	499,892	224,004	291,053	331,495	204,156	378,354
Drainage		74,203	74,833	112,036	105,730	1,395,068	84,203	74,203	74,833	332,925	74,203	113,642	74,203	112,036	105,730	341,178	74,833	74,203	74,203	74,833	74,203
Footpaths		1,026,606	751,099	958,002	1,035,297	987,320	844,773	852,112	845,751	848,694	848,370	846,491	860,417	839,823	839,828	845,733	828,768	870,657	921,416	890,334	1,208,560
Buildings		184,090	155,027	360,228	166,003	227,501	170,459	206,329	125,567	210,391	325,347	166,993	322,245	120,558	125,468	139,958	248,451	129,472	259,299	243,945	108,885
Planned spend/year		2,651,458	2,570,685	3,048,837	2,816,590	3,934,909	2,561,896	2,698,883	2,406,084	2,805,871	2,687,768	2,122,142	2,496,929	2,227,459	2,460,325	2,481,911	2,311,592	2,055,960	2,268,712	2,356,317	2,529,622
Planned Ave. spend/Year next 20 yrs		2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698	2,574,698
Required average \$\$/Yr to maintain asset condition		1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205	1,109,205
Depreciation Expense		2,820,191	2,872,529	3,097,866	3,325,204	3,350,542	3,397,959	3,418,375	3,503,792	3,759,209	3,759,209	3,759,209	3,759,209	3,759,209	3,759,209	3,759,209	3,759,209	3,759,209	3,759,209	3,759,209	2,782,853
Average Depreciation Expense (next 20 yrs)		3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030	3,496,030



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Road Pavement & Surface	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kerb & Gutter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Drainage	752,938	38,808	0	194,042	57,431	449,644	23,285	352,221	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Control	122,122	122,122	122,122	122,122	122,122	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Construction of new Traffic Control assets

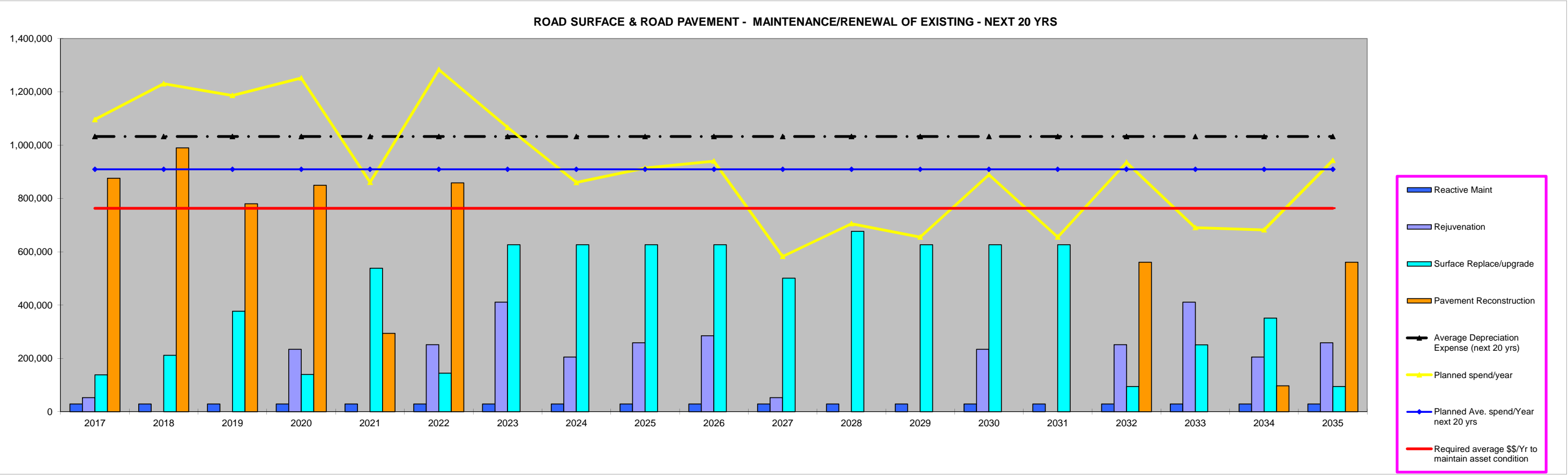
Construction of new Drainage assets

It is important to understand that whenever new assets are built they have ongoing maintenance costs; these cost are additional to {have to be added to} the current maintenance costs for existing assets.  
The above line is a reasonable estimate of the ongoing cost for the above assets if they are built.

1.9 Graphical Analysis of Twenty Year Road Program

LONG TERM MANAGEMENT PROGRAM - ROADS

Year No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Year starting	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Reactive Maint	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,863	28,663	28,863
Rejuvenation	52,533	0	0	234,257	0	251,307	411,198	204,892	258,820	284,807	52,533	0	0	234,257	0	251,307	411,198	204,892	258,820	284,807
Surface Replace/upgrade																				
Pavement Reconstruction	138,412	211,505	377,039	139,770	538,117	144,549	626,286	626,286	626,286	626,286	501,029	676,389	626,286	626,286	626,286	94,409	250,514	351,182	94,409	375,772
Pavement Reconstruction	876,192	990,050	780,371	849,289	293,661	858,878	0	0	0	0	0	0	0	0	0	560,957	0	97,363	560,957	70,177
Depreciation Expense	728,294	748,294	770,294	795,294	913,294	932,294	950,294	971,294	988,294	1,168,294	1,168,294	1,168,294	1,168,294	1,168,294	1,168,294	1,168,294	1,168,294	1,168,294	1,168,294	1,168,294
Planned spend/year	1,096,000	1,230,417	1,186,273	1,252,179	860,641	1,283,597	1,066,347	860,041	913,969	939,957	582,425	705,252	655,149	889,407	655,149	935,536	690,575	682,299	942,849	759,619
Planned Ave. spend/Year next 20 yrs	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384	909,384
Required average \$\$/Yr to maintain asset condition	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136	763,136
cap cost only	1,067,137	1,201,554	1,157,410	1,223,316	831,778	1,254,734	1,037,484	831,178	885,106	911,093	553,562	676,389	626,286	860,544	626,286	906,673	661,712	653,436	914,186	730,756
Average Depreciation Expense (next 20 yrs)	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444	1,032,444



## FORWARD PROGRAM - ROADS

### Reconstruction

#### Brussels Street

Rheims Street

French Street

Reconstruct Pavement/Base

\$235,322

Construct new hotmix surface

\$39,605

#### Burwood

Main North

Derlanger

Reconstruct Pavement/Base

\$587,091

Construct new hotmix surface

\$98,807

#### Kintore Avenue

Chicane

Main Nth

Design only

\$28,233

#### Clifford St

Regency

Edgeworth

Design only

\$25,546

Pavement

\$876,192

### 2017 Surface Renewal

Total - Surface renewal without pavement Reconstruction

\$0

Total - Surface renewal with pavement Reconstruction

\$138,412

Surface Total

\$138,412

Repair

0

Rejuvenation

0

Crack Sealing

52,533

\$52,533

Reactive Maintenance

\$28,863

## FORWARD PROGRAM - ROADS

### Reconstruction

#### Clifford Street

Regency

Edgeworth

Reconstruct Pavement/Base

\$299,380

Construct new hotmix surface

\$50,385

#### Kintore Avenue

Chicane

Main Nth

Part Reconstruct Pavement/Base

\$330,861

Construct new hotmix surface

\$55,684

#### Maud Street

Alabama Ave

Livingstone Ave

Reconstruct Pavement/Base

\$85,329

Construct new hotmix surface

\$14,361

#### Livingstone Ave

Mendes St

Hillsdale Road

Reconstruct Pavement/Base

\$210,283

Construct new hotmix surface

\$35,391

#### Rosebery Lane

Cassie Street

Harvey Street

Design only

\$5,508

2018

#### Rosetta St

Howard

North east

Design only

\$44,268

#### Murray St

Prospect Rd

Angwin Ave

Design only

\$14,421

Pavement

\$990,050

### Surface Renew/Upgrade

Total - Surface renewal without pavement Reconstruction

\$0

Total - Surface renewal with pavement Reconstruction

\$155,821

Surface Total

\$211,505

### Repair

0

### Rejuvenation

0

### Crack Sealing

0

\$0

### Reactive Maintenance

\$28,863

## FORWARD PROGRAM - ROADS

### Reconstruction

<b>Rosetta St</b>	Howard	North east	
Reconstruct Pavement/Base			\$518,779
Construct new hotmix surface			\$87,310
<b>Murray St</b>	Prospect Rd	Angwin Ave	
<b>Part</b> Reconstruct Pavement/Base			\$126,754
Construct new hotmix surface			\$28,444
<b>Rosebery Lane</b>	Cassie Street	Harvey Street	
Reconstruct Pavement/Base			\$63,997
Construct new hotmix surface			\$10,771
<b>Buchanan St</b>	Emilie	Howard	
Design only			\$32,361
<b>Mawson Street</b>	Emilie Street	Howard Street	
Design only			\$38,480

Pavement	\$780,371
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### 2019 Surface Renewal

<b>Unidentified</b>	Unidentified	Unidentified	\$250,514
Total - Surface renewal without pavement Reconstruction			\$250,514
Total - Surface renewal with pavement Reconstruction			\$126,524

Surface Total	\$377,039
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Repair	0	
Rejuvenation	0	
Crack Sealing	0	\$0

### Reactive Maintenance

\$28,863
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## FORWARD PROGRAM - ROADS

### Reconstruction

#### Mawson Street

Emilie Street

Howard Street

Reconstruct Pavement/Base

\$451,002

Construct new hotmix surface

\$75,904

#### Buchanan St

Emilie

Howard

Reconstruct Pavement/Base

\$379,482

Construct new hotmix surface

\$63,867

#### Princes Street

Charles Street

Redin Street

Design only

\$10,870

#### William Street

Albert Street

Charles Street

Design only

\$7,935

**2020**

### Surface Renewal

Pavement

\$849,289

Total - Surface renewal without pavement Reconstruction

\$0

Total - Surface renewal with pavement Reconstruction

\$139,770

Surface Total

\$139,770

### Repair

57,820

### Rejuvenation

58,577

### Crack Sealing

117,861

\$234,257

### Reactive Maintenance

\$28,863

## FORWARD PROGRAM - ROADS

### Reconstruction

#### Princes Street

Charles Street

Redin Street

Reconstruct Pavement/Base

\$127,385

Construct new hotmix surface

\$21,439

#### William Street

Albert Street

Charles Street

Reconstruct Pavement/Base

\$92,986

Construct new hotmix surface

\$15,650

#### Alexandra Street

Edinburgh Street

Prospect Road

Design only

\$73,289

Pavement

\$293,661

### 2021 Surface Renewal

#### Unidentified

Unidentified

Unidentified

\$501,029

Total - Surface renewal without pavement Reconstruction

\$501,029

Total - Surface renewal with pavement Reconstruction

\$37,088

Surface Total

\$538,117

Repair

0

Rejuvenation

0

Crack Sealing

0

\$0

### Reactive Maintenance

\$28,863

### Reconstruction

#### Alexandra Street

Edinburgh Street

Prospect Road

Reconstruct Pavement/Base

\$858,878

Construct new hotmix surface

\$144,549

Pavement

\$858,878

### 2022 Surface Renewal

Total - Surface renewal without pavement Reconstruction

\$0

Total - Surface renewal with pavement Reconstruction

\$144,549

Surface Total

\$144,549

Repair

51,896

Rejuvenation

199,411

Crack Sealing

0

\$251,307

### Reactive Maintenance

\$28,863

## FORWARD PROGRAM - ROADS

Reconstruction					
			Pavement		\$0
2023	Surface Renewal				
	Unidentified	Unidentified	Unidentified	\$626,286	
	Total - Surface renewal without pavement Reconstruction			\$626,286	
	Total - Surface renewal with pavement Reconstruction			\$0	
	Surface Total				\$626,286
	Repair		14,817		
	Rejuvenation		352,891		
	Crack Sealing		43,489		\$411,198
	Reactive Maintenance				\$28,863
Reconstruction					
			Pavement		\$0
2024	Surface Renewal				
	Unidentified	Unidentified	Unidentified	\$626,286	
	Total - Surface renewal without pavement Reconstruction			\$626,286	
	Total - Surface renewal with pavement Reconstruction			\$0	
	Surface Total				\$626,286
	Repair		29,621		
	Rejuvenation		100,756		
	Crack Sealing		74,515		\$204,892
	Reactive Maintenance				\$28,863
Reconstruction					
			Pavement		
2025	Surface Renewal				
	Unidentified	Unidentified	Unidentified	\$626,286	
	Total - Surface renewal without pavement Reconstruction			\$626,286	
	Total - Surface renewal with pavement Reconstruction				
	Surface Total				\$626,286
	Repair		35,423		
	Rejuvenation		201,423		
	Crack Sealing		21,974		\$258,820
	Reactive Maintenance				\$28,863



## FORWARD PROGRAM - ROADS

Reconstruction				Pavement	\$0
<b>2026 Surface Renewal</b>					
Unidentified	Unidentified	Unidentified	\$626,286		
Total - Surface renewal without pavement Reconstruction			\$626,286		
Total - Surface renewal with pavement Reconstruction			\$0		
				Surface Total	\$626,286
Repair				0	
Rejuvenation				240,880	
Crack Sealing				43,928	\$284,807
Reactive Maintenance					\$28,863
Reconstruction				Pavement	\$0
<b>2027 Surface Renewal</b>					
Unidentified	Unidentified	Unidentified	\$501,029		
Total - Surface renewal without pavement Reconstruction			\$501,029		
Total - Surface renewal with pavement Reconstruction					
				Surface Total	\$501,029
Repair				0	
Rejuvenation				0	
Crack Sealing				52,533	\$52,533
Reactive Maintenance					\$28,863
Reconstruction				Pavement	\$0
<b>2028 Surface Renew/Upgrade</b>					
Unidentified	Unidentified	Unidentified	\$676,389		
Total - Surface renewal without pavement Reconstruction			\$676,389		
Total - Surface renewal with pavement Reconstruction			\$0		
				Surface Total	\$676,389
Repair				0	
Rejuvenation				0	
Crack Sealing				0	\$0
Reactive Maintenance					\$28,863

## FORWARD PROGRAM - ROADS

Reconstruction			
2029	Surface Renewal	Pavement	\$0
	Unidentified Unidentified Unidentified		\$626,286
	Total - Surface renewal without pavement Reconstruction		\$626,286
	Total - Surface renewal with pavement Reconstruction		\$0
	Surface Total		\$626,286
	Repair		0
	Rejuvenation		0
	Crack Sealing		0
			\$0
	Reactive Maintenance		\$28,863
Reconstruction			
2030	Surface Renewal	Pavement	\$0
	Unidentified Unidentified Unidentified		\$626,286
	Total - Surface renewal without pavement Reconstruction		\$626,286
	Total - Surface renewal with pavement Reconstruction		\$0
	Surface Total		\$626,286
	Repair		57,820
	Rejuvenation		58,577
	Crack Sealing		117,861
			\$234,257
	Reactive Maintenance		\$28,863
Reconstruction			
2031	Surface Renewal	Pavement	\$0
	Unidentified Unidentified Unidentified		\$626,286
	Total - Surface renewal without pavement Reconstruction		\$626,286
	Total - Surface renewal with pavement Reconstruction		\$0
	Surface Total		\$626,286
	Repair		0
	Rejuvenation		0
	Crack Sealing		0
			\$0
	Reactive Maintenance		\$28,863

## FORWARD PROGRAM - ROADS

<b>Reconstruction</b>				
<b>Unidentified</b>	Unidentified	Unidentified		
Reconstruct Pavement/Base			\$560,957	
Construct new hotmix surface			\$94,409	
			<b>Pavement</b>	<b>\$560,957</b>
<b>2032 Surface Renewal</b>				
		Total - Surface renewal without pavement Reconstruction	\$0	
		Total - Surface renewal with pavement Reconstruction	\$94,409	
		<b>Surface Total</b>		<b>\$94,409</b>
<b>Repair</b>			51,896	
<b>Rejuvenation</b>			199,411	
<b>Crack Sealing</b>			0	\$251,307
<b>Reactive Maintenance</b>				<b>\$28,863</b>
<b>Reconstruction</b>				
			<b>Pavement</b>	<b>\$0</b>
<b>2033 Surface Renewal</b>				
<b>Unidentified</b>	Unidentified	Unidentified	\$250,514	
		Total - Surface renewal without pavement Reconstruction	\$250,514	
		Total - Surface renewal with pavement Reconstruction	\$0	
		<b>Surface Total</b>		<b>\$250,514</b>
<b>Repair</b>			14,817	
<b>Rejuvenation</b>			352,891	
<b>Crack Sealing</b>			43,489	\$411,198
<b>Reactive Maintenance</b>				<b>\$28,863</b>

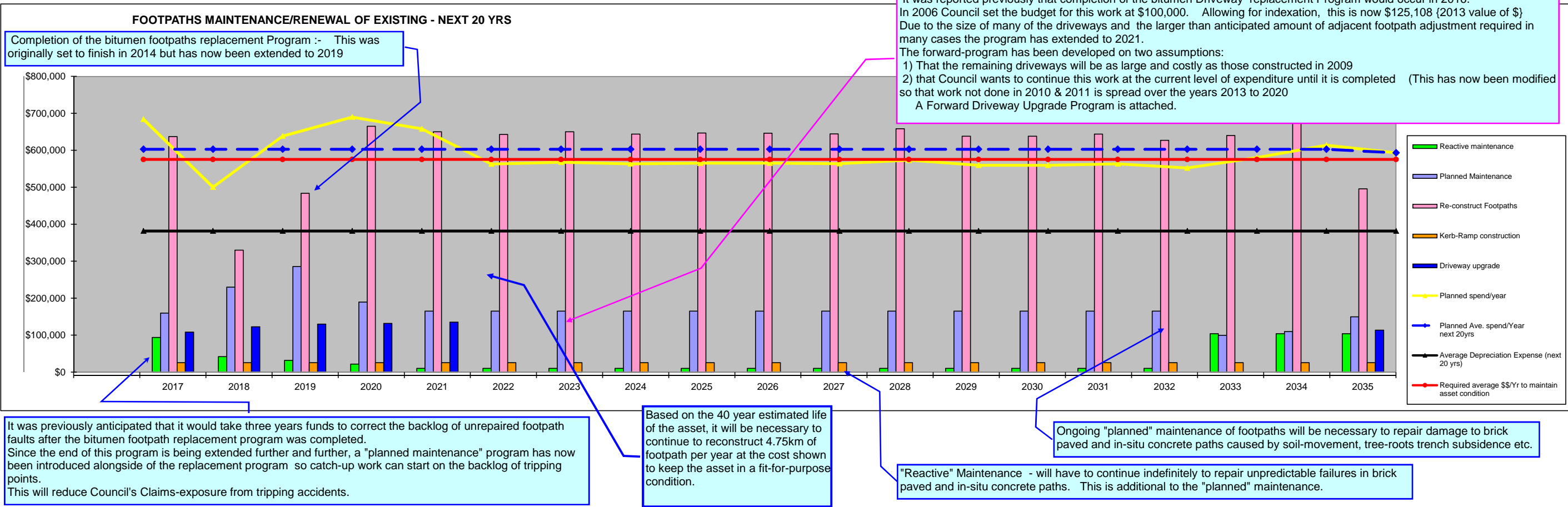
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## FORWARD PROGRAM - ROADS

Reconstruction				
Unidentified	Unidentified	Unidentified		
			\$560,957	
			\$94,409	
			Pavement	\$560,957
2035	Surface Renewal			
Unidentified	Unidentified	Unidentified		
	Total - Surface renewal without pavement Reconstruction		\$0	
	Total - Surface renewal with pavement Reconstruction		\$94,409	
			Surface Total	\$94,409

**LONG TERM MANAGEMENT PROGRAM - FOOTPATHS**

Year No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Year starting	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Reactive maintenance	94,372	42,040	32,040	22,040	10,340	10,340	10,340	10,340	10,340	10,340	10,340	10,340	10,340	10,340	10,340	10,340	104,372	104,372	104,372	104,372
Planned Maintenance	160,000	230,000	286,000	190,000	165,440	165,440	165,440	165,440	165,440	165,440	165,440	165,440	165,440	165,440	165,440	165,440	100,000	110,000	150,000	150,000
Re-construct Footpaths	637,636	330,199	483,970	665,483	650,201	643,143	650,482	644,121	647,064	646,740	644,861	658,787	638,193	638,198	644,103	627,138	640,435	681,194	496,015	874,590
Kerb-Ramp construction	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	25,850	45,850
Driveway upgrade	108,748	123,010	130,141	131,924	135,490	0	0	0	0	0	0	0	0	0	0	0	0	0	114096.5517	178,748
Planned spend/year	1,026,606	751,099	958,002	1,035,297	987,320	844,773	852,112	845,751	848,694	848,370	846,491	860,417	839,823	839,828	845,733	828,768	870,657	921,416	890,334	1,353,560
Planned Ave. spend/Year next 20yrs	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	904,753	890,253	904,753
Depreciation Expense	415,000	438,000	454,000	499,000	510,000	520,000	531,000	542,000	619,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
Required average \$\$/Yr to maintain asset condition	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210	863,210
Average Depreciation Expense (next 20 yrs)	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900	572,900



## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side		
<b>Reconstruction</b>				<b>\$637,636</b>			
Brussels Street **	Rheims Street	French Street	245.0	\$34,425	nth	N	LHS
Elderslie Avenue	Braund Road	Prospect Road	392.0	\$55,080	Sth	F	RHS
Main North Road	Kintore Avenue	Opposite Park St	873.0	\$122,665	West	N	LHS
Myrtle Street	Braund Road	Prospect Road	404.0	\$56,766	nth	F	LHS
Myrtle Street	Braund Road	Prospect Road	404.0	\$56,766	Sth	F	RHS
St Peters Place	Da Costa Avenue	College Avenue	74.0	\$10,398	East	K	RHS
Thorngate Street	Carter Street	Highbury Street	66.0	\$9,274	West	K	LHS
Thorngate Street	Carter Street	Highbury Street	66.0	\$9,274	East	K	RHS
Union Street	Flora Terrace	Willcox Avenue	114.0	\$16,018	West	SJW	LHS
Boucher Place	Devonport Terrace	Churchill Road	101.0	\$14,192	Sth	H	RHS
Braund Road	Rose Street	Vine Street	203.0	\$28,524	East	F	RHS
2017 Braund Road	Audley Avenue	Clifton Street	61.0	\$8,571	East	F	RHS
Cemetery Avenue	Main North Road	End (East)	24.0	\$3,372	Sth	K	RHS
Alexandra Street	Connaught	Prospect Road	260.0	\$36,533	Sth	H	RHS
Elderslie Avenue	Cotton Street	Braund Road	225.0	\$31,615	Sth	F	RHS
Gray Street	Gordon Street	Farrant Street	98.0	\$13,770	West	SJW	LHS
Cheffers Street	Methuen Street	Audley Avenue	154.0	\$21,639	West	F	LHS
Edinburgh Street	Victoria Street	Alexandra St	95.0	\$13,348	East	H	RHS
Fitzroy Tce Serv Rd	98W Prospect Road	25W Prospect Road	73.0	\$10,257	nth	F	LHS
Fitzroy Tce Serv Rd	30E Braund Road	73E Braund Road	53.0	\$7,447	nth	K	LHS
Fitzroy Tce Serv Rd	91E Braund Road	152E Braund Road	61.0	\$8,571	nth	K	LHS
Hepburn Street	74E Jellicoe Street	Brooke Street	257.0	\$36,111	nth	N	LHS
Jacaranda Avenue	Mawson Street	Asquith Street	99.0	\$13,911	East	N	RHS
Niall Street	Carter Street	Highbury Street	68.0	\$9,555	West	F	LHS
Niall Street	Carter Street	Highbury Street	68.0	\$9,555	East	F	RHS
<b>Total Length in Km</b>			<b>4.538</b>				
<b>Driveway upgrade</b>				<b>\$108,748</b>			
<b>Kerb-Ramp construction</b>				<b>\$25,850</b>			
<b>Planned Footpath Maintenance</b>				<b>\$160,000</b>			
<b>Reactive Maintenance</b>				<b>\$94,372</b>			

## FORWARD PROGRAM - FOOTPATHS

	Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side		
2018	<b>Reconstruction</b>				<b>\$330,199</b>			
	Kingdom Place	Devonport Terrace	Churchill Road	48.0	\$6,744	Sth	H	RHS
	New Street	Kintore Avenue	Flora Terrace	100.0	\$14,051	West	SJW	LHS
	New Street	Kintore Avenue	Flora Terrace	102.0	\$14,332	East	K	rhs
	Milner Street	Darmody St	Main North Road	390.0	\$54,799	nth	H	LHS
	Alexandra Street	Edinburgh Street	Connaught	280.0	\$39,343	Sth	H	RHS
	Milner Street	Darmody St	Main North Road	422.0	\$59,295	Sth	H	RHS
	Regency Road	Prospect Road	Main North Road	809.0	\$113,673	nth	SJW	LHS
	Rolfe Street	California Street	Balfour Street	89.0	\$12,505	East	N	RHS
	Vaughan Street	Lettie Street	Main North Road	110.0	\$15,456	Sth	SJW	RHS
	<b>Total Length is</b>				<b>2.350</b>			
	<b>Driveway upgrade</b>				<b>\$123,010</b>			
<b>Kerb-Ramp construction</b>					<b>\$25,850</b>			
<b>Planned Footpath Maintenance</b>					<b>\$230,000</b>			
<b>Reactive Maintenance</b>					<b>\$42,040</b>			
2019	<b>Reconstruction</b>				<b>\$483,970</b>		nth	SJW
	Vine Street	Braund Road	Honeysuckle Lane	357.0	\$50,162	Sth	F	RHS
	Willcox Avenue	1st Bend	2nd Bend	51.0	\$7,166	Sth	SJW	RHS
	Dudley Avenue	Churchill Road	Braund Road	403.0	\$56,626	nth	F	LHS
	Bosanquet Avenue	Braund Road	Prospect Road	402.0	\$56,485	Nth	H	LHS
	Edward Street	Main North Road	End (East)	146.0	\$20,514	Sth	K	RHS
	Vine Street	Churchill Road	Braund Road	354.0	\$49,741	Sth	F	RHS
	William Street	Albert Street	Charles Street	95.0	\$13,348	West	H	LHS
	Winter Terrace	Devonport Terrace	Churchill Road	91.0	\$12,786	Sth	F	RHS
	Wilson Street	Bradford Street	Argyle Street	175.3	\$24,631	Nth & east	K	LHS
	<b>END OF BITUMINOUS FOOTPATH RECONSTRUCTION PROGRAM</b>							
	Rosetta Street	Derlanger Avenue	Howard Street	185.0	\$25,994	Sth	K	RHS
2019	Alexandra Street	Churchill Road	80E Churchill Road	73.41	\$10,315	Sth	H	FP-R-14
	Braund Road	Bosanquet Avenue	Beatrice Street	138.76	\$19,498	East	F	FP-R-113
	Braund Road	Clifton Street	Rose Street	496.57	\$69,772	West	F	FP-L-100
	Braund Road	Olive Street	Gladstone Road	173.32	\$24,354	East	F	FP-R-109
	Burrage Place	Gladstone Road	Bend	60.5	\$8,501	East	H	FP-L--
	Cane Street	Prospect Road	Doreen Street	185.98	\$26,132	Sth	SJW	FP-R-144
	Burrage Place	Bend	End (East)	56.53	\$7,943	nth	H	FP-L-134
	<b>Total Length in Km</b>				<b>3.444</b>			
	<b>Driveway upgrade</b>				<b>\$130,141</b>			
	<b>Kerb-Ramp construction</b>				<b>\$25,850</b>			
	<b>Planned Footpath Maintenance</b>				<b>\$286,000</b>			
	<b>Reactive Maintenance</b>				<b>\$32,040</b>			
2019	<b>Reconstruction</b>				<b>665,483</b>			
	Derlanger Avenue	Redmond Street	Harvey Street	245.33	\$34,472	East	K	FP-R-256
	Devonport Terrace	Change in Surface	Avenue Road	154.69	\$21,735	East	F	FP-R-265
	Devonport Terrace	Winter Terrace	Boucher Place	154.5	\$21,709	East	H	FP-R--
	Galway Avenue	Collins Street	Rheims Street	326.96	\$45,942	East	N & K	FP-R-354
	Johns Road	Newington Road	McCrea Street	333.75	\$46,895	nth	SJW	FP-L-477
	Koonga Avenue	End (West)	Moora Avenue	122.51	\$17,213	Sth	K	FP-R-500
	Livingstone Avenue	Hillsdale Street	Prospect Road	200.93	\$28,233	Sth	H	FP-R-530
	Murray Street	Athol Avenue	Linley Avenue	98.8	\$13,882	nth	SJW	FP-L--
	Murray Street	Prospect Road	Athol Avenue	196.7	\$27,638	Sth	SJW	FP-R--
	Princes Street	Redin Street	Regency Road	188.3	\$26,458	West	H	FP-L--
	Princes Street	Redin Street	Regency Road	187.8	\$26,388	East	H	FP-R--
2019	Prospect Road	Buller Street	Harrington Street	75.93	\$10,669	East	K	FP-R-653
	Prospect Road	Le Hunte Avenue	Johns Road	107.45	\$15,098	East	SJW	FP-R-675
	Prospect Road	Milner Street	Azalea Street	74.75	\$10,503	East	K	FP-R-659



## FORWARD PROGRAM - FOOTPATHS

	Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side			
2020	Prospect Road	Rose Street	Kintore Avenue	101.73	\$14,295	East	K	FP-R-663	
	Prospect Road	Staples Court	Le Hunte Avenue	236.50	\$33,231	East	P	FP-R-673	
	Prospect Terrace	Bend	Koonga Avenue	101.88	\$14,315	West	K	FP-L-690	
	Richman Avenue	Moora Avenue	Bend	72.31	\$10,160	nth	K	FP-L-735	
	Richman Avenue	Moora Avenue	Bend	65.19	\$9,160	Sth	K	FP-R-736	
	Richman Avenue	Prospect Road	Moora Avenue	276.50	\$38,852	nth	K	FP-L-733	
	Wilson Street	66E Argyle Street	Highbury Street	42.71	\$6,001	nth	K	FP-L-845	
	Wilson Street	Bradford Street	Argyle Street	162.39	\$22,818	Sth/west	K	FP-R-842	
	Albert Street	William Street	Prospect Road	365.31	\$51,330	nth	H	FP-L-11	
	Alexandra Street	Churchill Road	80E Churchill Road	70.65	\$9,927	Sth	H	FP-L-13	
	Alexandra Street	Edinburgh Street	Prospect Road	546.70	\$76,817	nth	H	FP-L-19	
	Bradford Street	40S Te Anau Avenue	Te Anau Avenue	38.25	\$5,374	East	K	FP-R-89	
	Athol Avenue	Murray Street	Angwin Avenue	187.66	\$26,369	East	SJW	FP-R-46	
Total Length in Km				4.736					
Driveway upgrade					\$131,924				
Kerb-Ramp construction					\$25,850				
Planned Footpath Maintenance					\$190,000				
Reactive Maintenance					\$22,040				
Reconstruction					\$650,201				
2021	Alabama Avenue	Maud Street	Hillsdale Street	240.24	\$33,756	Sth	H	FP-R-6	
	Alpha Road	Prospect Road	Main North Road	768.52	\$107,985	nth	SJW	FP-L-31	
	Avenue Road	Churchill Road	Braund Road	398.33	\$55,969	nth	SJW	FP-L-51	
	Balfour Street	Main North Road	Emilie Street	235.50	\$33,090	nth	N	FP-L-55	
	Ballville Street	Moora Avenue	Prospect Terrace	118.76	\$16,687	nth	K	FP-L-63	
	Ballville Street	Moora Avenue	Prospect Terrace	111.01	\$15,598	Sth	K	FP-R-64	
	Ballville Street	Prospect Road	Moora Avenue	276.54	\$38,857	nth	K	FP-L-61	
	Ballville Street	Prospect Terrace	Main North Road	388.92	\$54,648	Sth	K	FP-R-66	
	Braund Road	Audley Avenue	Clifton Street	71.46	\$10,041	West	F	FP-L-860	
	Braund Road	Clifton Street	Rose Street	506.32	\$71,143	East	F	FP-R-101	
	Braund Road	Elderslie Avenue	Whinham Street	195.55	\$27,477	East	F	FP-R-95	
	Braund Road	Lavender Lane	Olive Street	40.49	\$5,689	East	F	FP-R-107	
	Braund Road	Vine Street	Lavender Lane	43.09	\$6,054	East	F	FP-R-105	
	Braund Road	Whinham Street	Avenue Road	73.83	\$10,373	West	F	FP-L-96	
	Braund Road	Whinham Street	Avenue Road	72.30	\$10,159	East	F	FP-R-97	
	Buller Street	Braund Road	Prospect Road	398.83	\$56,039	nth	F	FP-R-131	
	California Street	Main North Road	Howard Street	687.76	\$96,637	Sth	N	FP-R-138	
	Total Length in Km				4.627				
	Driveway upgrade				End of Driveway Upgrade Program		\$135,490		
	Kerb-Ramp construction					\$25,850			
	Planned Footpath Maintenance					\$165,440			
	Reactive Maintenance					\$10,340			
Reconstruction					\$643,143				
2022	Buller Street	Braund Road	Prospect Road	399.07	\$56,073	nth	F	FP-L-130	
	Camroc Avenue	Regency Road	Murray Street	189.93	\$26,687	East	SJW	FP-R-140	
	Cassie Street	Derlanger Avenue	Roseberry Lane	253.15	\$35,571	nth	K	FP-L-147	
	Cassie Street	Derlanger Avenue	Roseberry Lane	250.90	\$35,254	Sth	K	FP-R-148	
	Cassie Street	Roseberry Lane	North East Road	61.44	\$8,633	Sth	K	FP-R-150	
	Cemetery Avenue	Main North Road	End (East)	66.92	\$9,404	nth	K	FP-L-153	
	Churchill Road Service R	Torrens Road	Avenue Road	247.78	\$34,816	East	F	FP-R-170	
	Clifford Street	Percy Street	Edgeworth Street	89.81	\$12,620	East	SJW	FP-R-196	
	Clifton Street	Braund Road	Prospect Road	399.02	\$56,066	nth	F	FP-L-202	
	Collingrove Avenue	Howard Street	Galway Avenue	331.97	\$46,646	nth	N	FP-L-208	
	Collingrove Avenue	Myponga Terrace	Hampstead Road	122.92	\$17,271	nth	N	FP-L-214	
	Collingrove Avenue	Poltawa Terrace	Myponga Terrace	183.30	\$25,755	nth	N	FP-L-212	
	Currie Street	Harvey Street	Newbon Street	127.2	\$17,873	West	K	FP-L--	

## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side		
Darmody Street	Milner Street	Pulsford Road	86.28	\$12,123	East	K	FP-R-246
Devonport Terrace	Allan Street	Elizabeth Street	318.3	\$44,724	East	F	FP-R--
Devonport Terrace	Avenue Road	Allan Street	294.72	\$41,411	East	F	FP-R-266
Camroc Avenue	Regency Road	Murray Street	189.93	\$26,687	East	SJW	FP-R-140
Cassie Street	Derlanger Avenue	Roseberry Lane	253.15	\$35,571	nth	K	FP-L-147
Cassie Street	Derlanger Avenue	Roseberry Lane	250.90	\$35,254	Sth	K	FP-R-148
Cassie Street	Roseberry Lane	North East Road	61.44	\$8,633	Sth	K	FP-R-150
Buller Street	Braund Road	Prospect Road	399.07	\$56,073	nth	F	FP-L-130
Total Length in Km			4.577				
Driveway upgrade				\$0			
Kerb-Ramp construction				\$25,850		591402	
Planned Footpath Maintenance				\$165,440		160000	
Reactive Maintenance				\$10,340		10000	

Reconstruction				\$650,482			
Derlanger Avenue	Nottage Terrace	Redmond Street	217.91	\$30,618	West	K	FP-L-253
Derlanger Avenue	Rosetta Street	Ellen Street	116.61	\$16,384	East	K	FP-R-260
Cotton Street	Martin Avenue	68N Martin Avenue	55.7	\$7,826	East	F	FP-R--
Cemetery Avenue	Main North Road	End (East)	66.92	\$9,404	nth	K	FP-L-153
Churchill Road Service R	Torrens Road	Avenue Road	247.78	\$34,816	East	F	FP-R-170
Clifford Street	Percy Street	Edgeworth Street	89.81	\$12,620	East	SJW	FP-R-196
Clifton Street	Braund Road	Prospect Road	399.02	\$56,066	nth	F	FP-L-202
Collingrove Avenue	Howard Street	Galway Avenue	331.97	\$46,646	nth	N	FP-L-208
Collingrove Avenue	Myponga Terrace	Hampstead Road	122.92	\$17,271	nth	N	FP-L-214
2023 Collingrove Avenue	Poltawa Terrace	Myponga Terrace	183.30	\$25,755	nth	N	FP-L-212
Cotton Street	Martin Avenue	68N Martin Avenue	55.7	\$7,826	East	F	FP-R--
Currie Street	Harvey Street	Newbon Street	127.2	\$17,873	West	K	FP-L--
Darmody Street	Milner Street	Pulsford Road	86.28	\$12,123	East	K	FP-R-246
Derlanger Avenue	Nottage Terrace	Redmond Street	217.91	\$30,618	West	K	FP-L-253
Derlanger Avenue	Rosetta Street	Ellen Street	116.61	\$16,384	East	K	FP-R-260
Devonport Terrace	Allan Street	Elizabeth Street	318.3	\$44,724	East	F	FP-R--
Devonport Terrace	Avenue Road	Allan Street	294.72	\$41,411	East	F	FP-R-266
Edwin Avenue	North East Road	Galway Avenue	319.33	\$44,869	Sth	N	FP-L-299
Edwin Avenue	North East Road	Galway Avenue	282.52	\$39,698			FP-R-300
Elizabeth Street	118E Churchill Road	Braund Road	284.39	\$39,960			FP-R-309
Elizabeth Street	Churchill Road	118E Churchill Road	112.65	\$15,828			FP-R-307
Elizabeth Street	Devonport Terrace	Churchill Road	106.2	\$14,922			FP-R--
Ellen Street	Main North Road	Derlanger Avenue	475.69	\$66,840			FP-R-311
Total Length in Km			4.629				
Kerb-Ramp construction				\$25,850			
Planned Footpath Maintenance				\$165,440			
Reactive Maintenance				\$10,340			

Reconstruction				\$644,121			
First Avenue	Main North Road	Meredith Street	754.62	\$106,032			FP-R-331
Fitzroy Tce Serv Rd	152E Braund Road	161W Prospect Road	90.76	\$12,752			FP-L-336
Flora Terrace	Prospect Road	Menzies Crescent	403.85	\$56,744			FP-R-342
French Street	Craddock Street	Rheims Street	87.09	\$12,236			FP-L-343
Galway Avenue	Collingrove Avenue	Hardy Terrace	148.56	\$20,874			FP-R-360
Galway Avenue	Rheims Street	French Street	364.48	\$51,213			FP-L-355
Gordon Road	66E Newington Road	Grey Street	111.3	\$15,639			FP-R--
Grassmere Road	149S Regency Road	Regency Road	150.40	\$21,132			FP-R-390
Gurr Street	Devonport Terrace	Churchill Road	94.12	\$13,226			FP-R-406
Haig Street	Galway Avenue	Council Boundary	81.9	\$11,508			FP-R--
Halstead Street	Braund Road	Cheffers Street	179.29	\$25,191			FP-L-409
2024 Halstead Street	Cheffers Street	End (East)	103.86	\$14,594			FP-R-412
Howard Street	54N Asquith Street	First Avenue	36.84	\$5,176			FP-L-453
Howard Street	Harvey Street	Collins Street	191.92	\$26,967			FP-L-445
Iona Street	Bridges Street	Galway Avenue	117.38	\$16,493			FP-L-461
Johns Road	Newark Street	Main North Road	207.24	\$29,120			FP-L-479

## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side
Johns Road	Prospect Road	Doreen Street	185.46	\$26,058	FP-R-476
Kelvin Street	Harvey Street	Newbon Street	116.23	\$16,331	FP-L-485
Labrina Avenue	Old Street	Laura Street	180.05	\$25,299	FP-L-507
Labrina Avenue	Old Street	Laura Street	179.93	\$25,282	FP-R-508
Labrina Avenue	Prospect Road	45E Prospect Road	31.26	\$4,392	FP-L-503
Labrina Avenue	Prospect Road	45E Prospect Road	32.19	\$4,523	FP-R-504
Kingdom Place	Devonport Terrace	Churchill Road	96.01	\$13,490	FP-R-492
Koonga Avenue	End (West)	Moora Avenue	117.44	\$16,501	FP-L-499
Koonga Avenue	Moora Avenue	Prospect Terrace	110.58	\$15,537	FP-L-501
Koonga Avenue	Moora Avenue	Prospect Terrace	111.27	\$15,635	FP-R-502
Moore Street	Warren Avenue	Main North Road	300.16	\$42,175	FP-R-592

**Total Length in Km** **4.584**

<b>Kerb-Ramp construction</b>	\$25,850
<b>Planned Footpath Maintenance</b>	\$165,440
<b>Reactive Maintenance</b>	\$10,340

### Reconstruction

**\$647,064**

Le Hunte Avenue	Braund Road	Prospect Road	400.09	\$56,217	FP-L-517
Main North Road	Nottage Terrace	Kintore Avenue	643.29	\$90,388	FP-R-535
Main North Road	RH Ward Boundary	Council Boundary	900.48	\$126,527	FP-L-538
McInnes Avenue	Poltawa Terrace	Myponga Terrace	183.24	\$25,747	FP-R-565
Milner Street	Prospect Road	Main North Road	780.54	\$109,674	FP-L-584
Murray Street	Linley Avenue	Warren avenue	98	\$13,770	FP-R--
Olive Street	Braund Road	Prospect Road	401.35	\$56,394	FP-R-630
Olive Street	Churchill Road	Braund Road	394.93	\$55,491	FP-L-627
Princes Street	Charles Street	Redin Street	139	\$19,531	FP-R--
Priscilla Street	Alpha Road	Barker Road	126.2	\$17,732	FP-L--
Priscilla Street	Alpha Road	Barker Road	126.2	\$17,732	FP-R--
Prospect Road	Harrington Street	Daphne Street	159.53	\$22,415	FP-R-655
Prospect Road	Johns Road	Victoria Street	70.50	\$9,906	FP-R-677
Prospect Road	Kintore Avenue	Vine Street	76.34	\$10,727	FP-R-665
Prospect Terrace	Gloucester Street	Milner Street	105.42	\$14,812	FP-R-695

**2025**

**Total Length in Km** **4.605**

<b>Kerb-Ramp construction</b>	\$25,850
<b>Planned Footpath Maintenance</b>	\$165,440
<b>Reactive Maintenance</b>	\$10,340

## FORWARD PROGRAM - FOOTPATHS

Road Name	from	to	Length in m.	Estimate @ current \$/m	Side
<b>Reconstruction</b>				<b>\$646,740</b>	
Prospect Road	Alexandra Street	Regency Road	531.92	\$74,740	FP-R-681
Prospect Road	Victoria Street	Alexandra Street	96.85	\$13,608	FP-R-679
Prospect Road	Vine Street	Olive Street	88.61	\$12,451	FP-R-667
Pulsford Road	Prospect Road	Main North Road	760.89	\$106,913	FP-L-696
Redin Street	Miller Street	James Street	109.9	\$15,442	FP-L--
Redin Street	York Street	William Street	110.1	\$15,470	FP-R--
Redmond Street	Derlanger Avenue	North East Road	256.59	\$36,053	FP-L-712
Redmond Street	Derlanger Avenue	North East Road	244.27	\$34,323	FP-R-713
Regency Road	Prospect Road	Main North Road	690.77	\$97,060	FP-L-720
Rheims Street	French Street	63NW French Street	51.79	\$7,277	FP-R-728
Rheims Street	Galway Avenue	Le Cornu Street	81.29	\$11,422	FP-L-722
Richman Avenue	Bend	Bradford Street	40.42	\$5,680	FP-R-738
Rose Street	Churchill Road	Braund Road	397.42	\$55,841	FP-L-741
Salisbury Terrace	Howard Street	Galway Avenue	354.47	\$49,806	FP-R-752
Staples Court	Prospect Road	End (West)	148.45	\$20,858	FP-L-765
Staples Court	Prospect Road	End (West)	149.04	\$20,942	FP-R-766
Staples Court (Path)	Staples Court (West)	Burrage Place	36.94	\$5,191	FP-L-767
Whinham Street	Cotton Street	Braund Road	226.70	\$31,853	FP-L-825
Whinham Street	Cotton Street	Braund Road	226.38	\$31,809	FP-R-826
<b>Total Length in Km</b>			<b>4.603</b>		
<b>2026 Kerb-Ramp construction</b>				<b>\$25,850</b>	
<b>Planned Footpath Maintenance</b>				<b>\$165,440</b>	
<b>Reactive Maintenance</b>				<b>\$10,340</b>	
<b>Reconstruction</b>				<b>\$644,861</b>	
Stevenson Street	Main North Road	Derlanger Avenue	486.24	\$68,322	FP-L-769
Stevenson Street	Main North Road	Derlanger Avenue	486.13	\$68,307	FP-R-770
Third Avenue	Main North Road	Meredith Street	741.42	\$104,177	FP-R-784
Watkins Street	Pulsford Road	36N Pulsford Road	26.9	\$3,780	FP-R--
Willcox Avenue	2nd Bend	Main North Road	44.62	\$6,269	FP-L-835
William Street	Albert Street	Charles Street	95.50	\$13,419	FP-R-838
York Street	Redin Street	Regency Road	186.4	\$26,191	FP-L--
Airlie Avenue	Percy Street	Regency Road	446.9	\$62,794	FP-R--
Alabama Avenue	Churchill Road	Maud Street	325.52	\$45,739	FP-R-4
Alexandra Street	125E Churchill Road	Edinburgh Street	133.22	\$18,718	FP-L-17
Alexandra Street	80E Churchill Road	125E Churchill Road	43.31	\$6,085	FP-L-15
Alexandra Street	80E Churchill Road	125E Churchill Road	43.45	\$6,105	FP-R-16
Allan Street	Devonport Terrace	Churchill Road	107.2	\$15,063	FP-R--
Arthur Street	Percy Street	Regency Road	437.74	\$61,506	FP-R-40
Athol Avenue	Regency Road	Murray Street	188.59	\$26,499	FP-R-44
Azalea Street	Braund Road	Prospect Road	400.29	\$56,244	FP-L-53
Balfour Street	Emilie Street	Bourke Street	193	\$27,118	FP-L--
Balfour Street	Emilie Street	Bourke Street	203	\$28,524	FP-R--
<b>Total Length in Km</b>			<b>4.589</b>		
<b>2027 Kerb-Ramp construction</b>				<b>\$25,850</b>	
<b>Planned Footpath Maintenance</b>				<b>\$165,440</b>	
<b>Reactive Maintenance</b>				<b>\$10,340</b>	
<b>Reconstruction</b>				<b>\$658,787</b>	
Ballville Street	Prospect Terrace	Main North Road	389.93	\$54,790	FP-L-65
Barker Road	Prospect Road	Main North Road	731.51	\$102,785	FP-L-67
Barker Road	Prospect Road	Main North Road	769.60	\$108,137	FP-R-68
Beryl Street	Jellicoe Street	Brooke Street	176.9	\$24,856	FP-R--
Boyle Street	Churchill Road	Braund Road	393.1	\$55,235	FP-L--
Bradford Street	Highbury Street	40S Te Anau Avenue	133.6	\$18,772	FP-L--
Bradford Street	Highbury Street	40S Te Anau Avenue	120.60	\$16,945	FP-R-87
Brussels Street	Rheims Street	French Street	220.43	\$30,972	FP-R-123
Buchanan Street	Emilie Street	West Terrace	145.28	\$20,413	FP-L-124
Buchanan Street	Emilie Street	West Terrace	152.35	\$21,406	FP-R-125
Burwood Avenue	Main North Road	Derlanger Avenue	485.59	\$68,231	FP-L-135

## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side
Castle Avenue	Churchill Road	Braund Road	383.18	\$53,840	FP-R-152
Charlbury Road	Main North Road	Derlanger Avenue	469.47	\$65,965	FP-R-156
Charles Street	York Street	William Street	117	\$16,440	FP-R--
<b>Total Length in Km</b>			<b>4.689</b>		
<b>Kerb-Ramp construction</b>				<b>\$25,850</b>	
<b>Planned Footpath Maintenance</b>				<b>\$165,440</b>	
<b>Reactive Maintenance</b>				<b>\$10,340</b>	

2028

## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side
<b>Reconstruction</b>				<b>\$638,193</b>	
Camroc Avenue	Murray Street	Angwin Avenue	187.32	\$26,320	FP-R-142
Churchill Road	83N Charles Street	Council Boundary	599.53	\$84,241	FP-R-194
Churchill Road	Avenue Road	Clifton Street	150.55	\$21,154	FP-L-171
Clifford Street	Percy Street	Edgeworth Street	87.71	\$12,324	FP-L-195
Clifton Street	Braund Road	Prospect Road	394.17	\$55,385	FP-R-203
Clifton Street	Churchill Road	Braund Road	396.15	\$55,663	FP-R-201
Clifton Street	Devonport Terrace	Churchill Road	103.2	\$14,501	FP-R--
Collingrove Avenue	Howard Street	Galway Avenue	343.39	\$48,250	FP-R-209
Corbin Road	Sherbourne Road	Charlbury Road	95.07	\$13,359	FP-R-229
Currie Street	Harvey Street	Newbon Street	115	\$16,159	FP-R--
Derlanger Avenue	Harvey Street	Rosetta Street	89.56	\$12,585	FP-R-258
Doreen Street	Barker Street	Johns Road	167.27	\$23,503	FP-R-279
Dudley Avenue	Churchill Road	Braund Road	395.39	\$55,556	FP-R-281
Edgeworth Street	Stuart Road	Clifford Street	186.85	\$26,255	FP-R-286
Edinburgh Street	Victoria Street	Alexandra St	93.95	\$13,200	FP-L-293
Emilie Street	First Avenue	Third Avenue	163.19	\$22,930	FP-L-314
Fitzroy Tce Serv Rd	161W Prospect Road	98W Prospect Road	61.08	\$8,582	FP-L-337
Fitzroy Tce Serv Rd	30E Braund Road	73E Braund Road	50.14	\$7,045	FP-L-334
Fitzroy Tce Serv Rd	48E Cotton Street	Braund Road	202.30	\$28,425	FP-L-332
Fitzroy Tce Serv Rd	Braund Road	30E Braund Road	18.27	\$2,568	FP-L-333
Flora Terrace	Prospect Road	Menzies Crescent	406.73	\$57,150	FP-L-341
French Street	Rheims Street	Sturdee Street	86.21	\$12,114	FP-R-346
Galway Avenue	Collingrove Avenue	Hardy Terrace	148.93	\$20,925	FP-L-359
<b>Total Length in Km</b>			<b>4.542</b>		

**2029**

<b>Kerb-Ramp construction</b>	<b>\$25,850</b>
<b>Planned Footpath Maintenance</b>	<b>\$165,440</b>
<b>Reactive Maintenance</b>	<b>\$10,340</b>

<b>Reconstruction</b>				<b>\$638,198</b>	
Galway Avenue	Collins Street	Rheims Street	303.44	\$42,637	FP-L-353
Galway Avenue	Rheims Street	French Street	372.86	\$52,391	FP-R-356
Gladstone Road	Braund Road	Prospect Road	399.55	\$56,141	FP-L-369
Gloucester Street	Prospect Terrace	115W Main North Road	294.30	\$41,352	FP-R-374
Gordon Road	Grey Street	Main North Road	380.4	\$53,450	FP-R--
Gordon Road	Grey Street	Main North Road	393.39	\$55,275	FP-L-381
Gordon Road	Prospect Road	66E Newington Road	269.7	\$37,896	FP-R--
Graham Place	Dudley Avenue	Castle Avenue	210.04	\$29,513	FP-R-384
Hampstead Road	215N Collingrove Ave	Council Boundary	155.49	\$21,848	FP-L-414
Hardy Terrace	Galway Avenue	Poltawa Terrace	121.08	\$17,013	FP-L-415
Henrietta Street	104W Main North Road	Main North Road	88.44	\$12,426	FP-R-426
Henrietta Street	Warren Street	104W Main North Road	242.3	\$34,046	FP-L--
Henrietta Street	Warren Street	104W Main North Road	242.90	\$34,130	FP-R-424
Hepburn Street	74E Jellicoe Street	Brooke Street	253.3	\$35,591	FP-R--
Hepburn Street	Jellicoe Street	74E Jellicoe Street	69	\$9,695	FP-R--
Highbury Street	Bend	Penn Place	92.86	\$13,047	FP-L-435
Highbury Street	Bend	Penn Place	89.65	\$12,597	FP-R-436
Highbury Street	Bradford Street	Bend	95.50	\$13,418	FP-R-434
Highbury Street	Penn Place	Wilson Street	103.60	\$14,557	FP-L-437
Highbury Street	Prospect Road	Bradford Street	364.21	\$51,175	FP-L-431
<b>Total Length in Km</b>			<b>4.542</b>		

**2030**

<b>Kerb-Ramp construction</b>	<b>\$25,850</b>
<b>Planned Footpath Maintenance</b>	<b>\$165,440</b>
<b>Reactive Maintenance</b>	<b>\$10,340</b>

## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side
<b>Reconstruction</b>				<b>\$644,103</b>	
Haig Street	Galway Avenue	Council Boundary	63	\$8,852	FP-L--
Halstead Street	Braund Road	Cheffers Street	179.32	\$25,196	FP-R-410
Hillsdale Street	Guilford Avenue	Livingstone Avenue	181.3	\$25,475	FP-L--
King Street	Redin Street	Regency Road	186.12	\$26,151	FP-L-489
Kintore Avenue	Prospect Road	60E Prospect Road	45.97	\$6,460	FP-L-493
Kintore Avenue	Prospect Road	60E Prospect Road	48.20	\$6,773	FP-R-494
Labrina Avenue	Laura Street	Watkins Street	182.51	\$25,644	FP-L-509
Labrina Avenue	Laura Street	Watkins Street	182.57	\$25,654	FP-R-510
Le Hunte Avenue	Braund Road	Prospect Road	400.18	\$56,229	FP-R-518
Le Hunte Avenue	Churchill Road	Braund Road	399.37	\$56,115	FP-R-516
Lillian Street	Barker Street	Johns Street	167.19	\$23,491	FP-R-524
Livingstone Avenue	Churchill Road	Hillsdale Street	566.4	\$79,585	FP-R--
Livingstone Avenue	Hillsdale Street	Prospect Road	199.93	\$28,093	FP-L-529
Mackie Avenue	Livingstone Avenue	Council Boundary	43.6	\$6,126	FP-L--
Main North Road	Kintore Avenue	RH Ward Boundary	728.04	\$102,296	FP-R-537
Marian Place	Braund Road	197E Braund Road	191.94	\$26,969	FP-L-542
Mendes Street	Alabama Avenue	Livingstone Avenue	87.2	\$12,252	FP-L--
Menzies Crescent	Bend	Willcox Avenue	132.16	\$18,569	FP-R-868
Meredith Street	Third Avenue	Council Boundary	54	\$7,588	FP-R--
Methuen Street	Braund Road	Prospect Road	378.22	\$53,143	FP-L-580
Muriel Street	Barker Street	Johns Road	166.83	\$23,441	FP-R-594
<b>Total Length in Km</b>			<b>4.584</b>		
<b>Kerb-Ramp construction</b>				<b>\$25,850</b>	
<b>Planned Footpath Maintenance</b>				<b>\$165,440</b>	
<b>Reactive Maintenance</b>				<b>\$10,340</b>	

**2031**

## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side
<b>Reconstruction</b>				<b>\$627,138</b>	
Milner Street	Prospect Road	Main North Road	782.74	\$109,983	FP-R-585
Moore Street	Warren Avenue	Main North Road	331.5	\$46,579	FP-L--
Murray Street	Athol Avenue	Linley Avenue	98.7	\$13,868	FP-R--
Murray Street	Linley Avenue	Warren avenue	98	\$13,770	FP-L--
Murray Street	Prospect Road	Athol Avenue	197.7	\$27,779	FP-L--
Myponga Terrace	97N Collingrove Ave	McInnes Avenue	238.8	\$33,554	FP-R--
Myponga Terrace	Collingrove Avenue	97N Collingrove Ave	84.5	\$11,873	FP-R--
Myrtle Street	Churchill Road	Braund Road	395.2	\$55,530	FP-L--
Newbon Street	Main North Road	Gilbert Street	262.59	\$36,897	FP-L-613
Percy Street	Prospect Road	Main North Road	739.03	\$103,841	FP-L-638
Prospect Road	Daphne Street	Milner Street	33.29	\$4,678	FP-R-657
Prospect Road	Elerslie Avenue	Buller Street	480.83	\$67,562	FP-L-650
Prospect Road	Fitzroy Terrace	Elderslie Avenue	119.75	\$16,826	FP-L-648
Prospect Road	Olive Street	Willcox Avenue	34.28	\$4,816	FP-R-669
Prospect Terrace	Koonga Avenue	Gloucester Street	158.48	\$22,267	FP-R-693
Redin Street	Churchill Road	King Street	185.7	\$26,093	FP-R--
Redin Street	James Street	Prospect Road	112.2	\$15,765	FP-R--
Redin Street	Miller Street	James Street	110	\$15,456	FP-R--
<b>Total Length in Km</b>			<b>4.463</b>		
<b>Kerb-Ramp construction</b>				<b>\$25,850</b>	
<b>Planned Footpath Maintenance</b>				<b>\$165,440</b>	
<b>Reactive Maintenance</b>				<b>\$10,340</b>	

**2032**



## FORWARD PROGRAM - FOOTPATHS

Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side
<b>Reconstruction</b>				<b>\$640,435</b>	
Pulsford Road	Prospect Road	Main North Road	781.44	\$109,800	FP-R-697
Regency Road	Churchill Road	Prospect Road	766.46	\$107,695	FP-L-718
Regency Road	Churchill Road	Prospect Road	712.67	\$100,137	FP-R-719
Regency Road	Prospect Road	Main North Road	705.87	\$99,182	FP-R-721
Richman Avenue	Bend	Bradford Street	26.50	\$3,723	FP-L-737
Richman Avenue	Prospect Road	Moora Avenue	276.45	\$38,844	FP-R-734
Rose Street	Braund Road	Prospect Road	401.05	\$56,352	FP-L-743
Rosetta Street	Howard Street	North East Road	337.23	\$47,385	FP-L-747
Salisbury Terrace	Howard Street	Galway Avenue	355.38	\$49,934	FP-L-751
Sturdee Street	Rheims Street	French Street	156.08	\$21,930	FP-R-778
Alice Street (N)	Third Avenue	Council Boundary	38.8	\$5,452	FP-R--
<b>Total Length in Km</b>			<b>4.558</b>		
<b>Kerb-Ramp construction</b>				<b>\$25,850</b>	
<b>Planned Footpath Maintenance</b>				<b>\$100,000</b>	
<b>Reactive Maintenance</b>				<b>\$104,372</b>	

**2033**

## FORWARD PROGRAM - FOOTPATHS

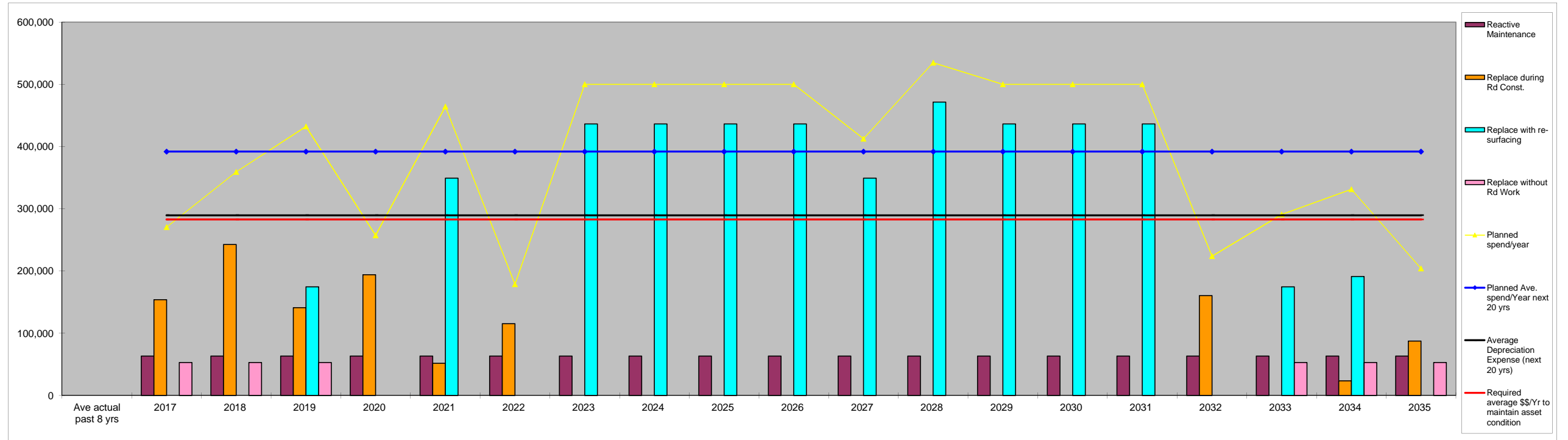
Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side		
<b>Reconstruction</b>				<b>\$681,194</b>			
French Street	Sturdee Street	Brussels Street	84.0	\$11,803	Sth	N	RHS
Guilford Avenue	Churchill Road	Mendes Street	92.0	\$12,927	Sth	H	RHS
Gurr Street	Devonport Terrace	Churchill Road	97.0	\$13,629	Nth	H	LHS
Chevalier Street	Willcox Avenue	Alpha Road	118.0	\$16,580	East	SJW	RHS
Howard Street	Harvey Street	Collins Street	221.0	\$31,053	East	K	RHS
King Street	Redin Street	Regency Road	193.0	\$27,118	East	H	RHS
James Street	Charles Street	Regency Road	345.0	\$48,476	East	H	RHS
Marian Place	197E Braund Road	Prospect Road	203.0	\$28,524	Nth	F	LHS
Marian Place	Braund Road	197E Braund Road	197.0	\$27,681	Nth/Sth	F	LHS
McCrea Street	Barker Road	Johns Street	174.0	\$24,449	East	SJW	RHS
2034 Methuen Street	Braund Road	Prospect Road	394.0	\$55,361	Sth	F	RHS
Olive Street	Churchill Road	Braund Road	401.0	\$56,345	Sth	F	RHS
Palmer Street	Churchill Road	Braund Road	398.0	\$55,923	Nth	F	LHS
Martin Avenue	Cotton Street	Braund Road	227.0	\$31,896	Sth	F	RHS
Mawson Street	Emilie Street	Howard Street	465.0	\$65,337	Sth	N	RHS
Rose Street	Braund Road	Prospect Road	403.0	\$56,626	Sth	F	RHS
Albert Street	Churchill Road	William Street	441.0	\$61,965	Sth	H	RHS
Audley Avenue	Braund Road	Prospect Road	395.0	\$55,502	Sth	F	RHS
<b>Total Length in Km</b>			<b>4.848</b>				
<b>Driveway upgrade</b>				<b>\$105,183</b>			
<b>Kerb-Ramp construction</b>				<b>\$25,850</b>			
<b>Planned Footpath Maintenance</b>				<b>\$110,000</b>			
<b>Reactive Maintenance</b>				<b>\$104,372</b>			

## FORWARD PROGRAM - FOOTPATHS

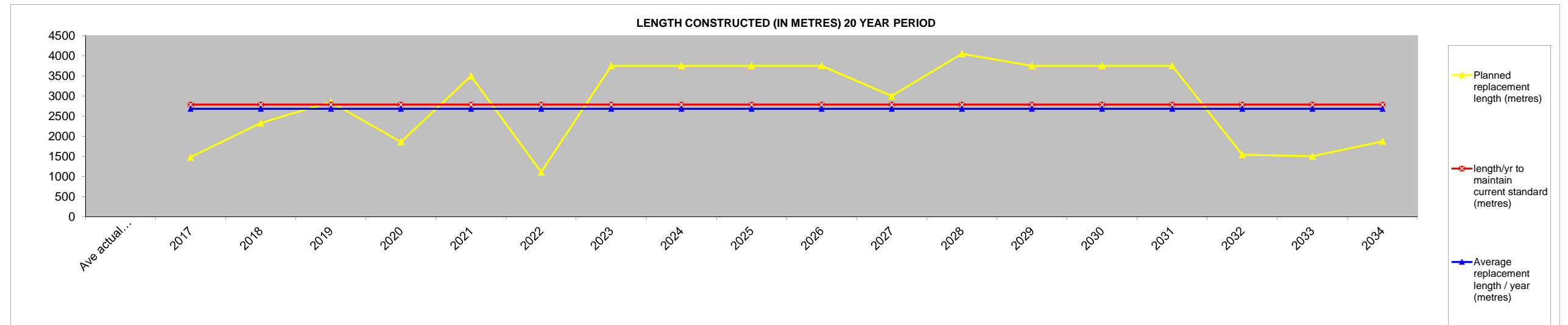
	Road_Name	from	to	Length in m.	Estimate @ current \$/m	Side		
2035	<b>Reconstruction</b>				<b>\$496,015</b>			
	Jones Street	Main North Road	Emilie Street	245.0	\$34,425	Nth	N	LHS
	Gray Street	Johns Road	Gordon Road	96.0	\$13,489	West	SJW	LHS
	Braund Road	Bosanquet Avenue	Beatrice Street	161.0	\$22,622	West	H	LHS
	Braund Road	Gladstone Road	Bosanquet Avenue	109.0	\$15,316	East	H	RHS
	Braund Road	Avenue Road	Audley Avenue	80.0	\$11,241	West	F	LHS
	Braund Road	Avenue Road	Audley Avenue	80.0	\$11,241	East	F	RHS
	Clifford Street	Edgeworth Street	Regency Road	351.0	\$49,319	East	SJW	RHS
	Cane Street	Prospect Road	Doreen Street	192.0	\$26,978	Nth	SJW	LHS
	Rheims Street	Brussels Street	Howard Street	57.0	\$8,009	West	N	LHS
	Gray Street	Johns Road	Gordon Road	96.0	\$13,489	West	SJW	LHS
	Fitzroy Tce Serv Rd	31E Prospect Road	84E Prospect Road	30.0	\$4,215	Nth	K	LHS
	Fitzroy Tce Serv Rd	84E Prospect Road	30W Main North Road	140.0	\$19,671	Nth	K	LHS
	Linley Avenue	Regency Road	Angwin Avenue	396.1	\$55,656	West	SJW	LHS
	Prospect Terrace	Koonga Avenue	Gloucester Street	182.0	\$25,573	West	K	LHS
	Prospect Terrace	Gloucester Street	Milner Street	115.0	\$16,159	West	K	LHS
	Rosetta Street	Howard Street	North East Road	342.0	\$48,055	Sth	K	RHS
	Sturdee Street	Rheims Street	French Street	164.0	\$23,044	West	N	LHS
	Toronto Street	Avenue Road	End (South)	347.0	\$48,757	West	F	LHS
	Toronto Street	Avenue Road	End (South)	347.0	\$48,757	East	F	RHS
	<b>Total Length in Km</b>			<b>3.530</b>				
	<b>Driveway upgrade</b>				<b>\$114,097</b>			
	<b>Kerb-Ramp construction</b>				<b>\$25,850</b>			
	<b>Planned Footpath Maintenance</b>				<b>\$150,000</b>			
	<b>Reactive Maintenance</b>				<b>\$104,372</b>		40000	
2036	<b>Reconstruction</b>				<b>\$774,590</b>			
	Vaughan Street	Warren Avenue	Lettie Street	231.0	\$32,458	Nth	SJW	LHS
	Halstead Street	Cheffers Street	End (East)	108.0	\$15,175	Nth	F	LHS
	St Peters Place	Da Costa Avenue	College Avenue	74.0	\$10,398	West	K	LHS
	Watkins Street	Pulsford Road	36N Pulsford Road	36.0	\$5,058	West	K	LHS
	Vaughan Street	Warren Avenue	Lettie Street	231.0	\$32,458	Sth	SJW	RHS
	Rutherglen Avenue	North East Road	Edwin Avenue	250.0	\$35,128	west/Sth	N	LHS
	Vine Street	Churchill Road	Braund Road	402.0	\$56,485	nth	F	LHS
	Avenue Road	Churchill Road	Braund Road	405.0	\$56,907	Sth	F	RHS
	Bourke Street	Balfour Street	Buchanan Street	101.0	\$14,192	East	N	RHS
	Bourke Street	Balfour Street	Buchanan Street	101.0	\$14,192	West	N	LHS
	Cheffers Street	Methuen Street	Audley Avenue	154.0	\$21,639	East	F	RHS
	Braund Road	Elderslie Avenue	Whinham Street	225.0	\$31,615	West	F	LHS
	Gilbert Street	Newbon Street	Ellen Street	86.0	\$12,084	West	K	LHS
	Gilbert Street	Newbon Street	Ellen Street	86.0	\$12,084	East	K	RHS
	Corbin Road	Nottage Terrace	Sherbourne Road	111.0	\$15,597	West	K	LHS
	Derlanger Avenue	Redmond Street	Harvey Street	270.0	\$37,938	West	K	LHS
	Devonport Terrace	Pym Street	Kingdom Place	168.0	\$23,606	East	H	RHS
	Main North Road	Nottage Terrace	Kintore Avenue	750.0	\$105,383	West	K	LHS
	Gray Street	Johns Road	Gordon Road	96.0	\$13,489	East	SJW	RHS
	Gray Street	Gordon Street	Farrant Street	98.0	\$13,770	East	SJW	RHS
	Elderslie Avenue	Braund Road	Prospect Road	392.0	\$55,080	nth	F	LHS
	Galway Avenue	Hardy Terrace	McInnes Avenue	171.0	\$24,027	East	N	RHS
	Rheims Street	63NW French Street	Brussels Street	135.0	\$18,969	West	N	LHS
	Kelvin Street	Harvey Street	Newbon Street	120.0	\$16,861	East	K	RHS
	<b>Total Length in Km</b>			<b>4.801</b>				
	<b>Driveway upgrade</b>				<b>\$143,748</b>			
	<b>Kerb-Ramp construction</b>				<b>\$35,850</b>			
	<b>Planned Footpath Maintenance</b>				<b>\$150,000</b>			
	<b>Reactive Maintenance</b>				<b>\$104,372</b>			

LONG TERM MANAGEMENT PROGRAM - KERB & GUTTERS

Year		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	Ave actual past 8 yrs	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Reactive Maintenance		63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387	63,387
Replace during Rd Const.		154,109	242,857	141,246	193,993	51,787	115,477	0	0	0	0	0	0	0	0	0	160,617	0	23,785	87,704	0
Replace with re-surfacing		0	0	174,602	0	349,204	0	436,505	436,505	436,505	436,505	349,204	471,426	436,505	436,505	436,505	0	174,602	191,259	0	261,903
Replace without Rd Work		53,064	53,064	53,064	0	0	0	0	0	0	0	0	0	0	0	0	0	53,064	53,064	53,064	53,064
Planned spend/year		270,560	359,308	432,299	257,380	464,378	178,864	499,892	499,892	499,892	499,892	412,591	534,813	499,892	499,892	499,892	224,004	291,053	331,495	204,156	378,354
Planned Ave. spend/Year next 20 yrs		391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925	391,925
Depreciation		289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706
Required average \$\$/Yr to maintain asset condition		282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913	282,913
Total Capital Exp		207,173	295,921	368,912	193,993	400,991	115,477	436,505	436,505	436,505	436,505	349,204	471,426	436,505	436,505	436,505	160,617	227,666	268,108	140,769	314,967
Average Depreciation Expense (next 20 yrs)		289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706	289,706



	Ave actual past 8 yrs	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Planned replacement length (metres)		1,476	2,326	2,853	1,858	3,496	1,106	3,750	3,750	3,750	3,750	3,000	4,050	3,750	3,750	3,750	1,538	1,500	1,871	840	2,250
length/yr to maintain current standard (metres)		2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787	2,787
Average replacement length / year (metres)		2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,721	2,679



# FORWARD PROGRAM - KERB & GUTTER

2035	Replace without Rd Work					840			\$53,064
	Construct concrete crossover inverts	Approx. 60 Concrete crossover inverts - part of footpath reconstruction						\$53,064	
	Replace with re-surfacing							\$0	
	Unidentified	Unidentified	Unidentified				\$87,704		
	Replace during Rd Const.				840		\$87,704		
	Reactive Maintenance							\$63,387	
2036	Replace without Rd Work							2,250	\$53,064
	Construct concrete crossover inverts	Approx. 60 Concrete crossover inverts - part of footpath reconstruction						\$53,064	
	Replace with re-surfacing							\$261,903	
	Unidentified	Unidentified	Unidentified		2,250		\$261,903		
	Replace during Rd Const.							\$0	
	Reactive Maintenance							\$63,387	
2017	Replace without Rd Work							1,477	53064.3506
	Construct concrete crossover inverts	Approx. 60 Concrete crossover inverts - part of footpath reconstruction						\$53,064	
	Replace with re-surfacing							0	
	Replace during Rd Const.							\$154,109	
	Burwood Avenue - Construct K&G	Main North Rd	Derlanger	986		\$102,948			
	Brussels Street - Construct K&G	Rheims Street	French Street	490		\$51,161			
	Reactive Maintenance							\$63,387	
2018	Replace without Rd Work							2,328	53064
	Construct concrete crossover inverts	Approx. 60 Concrete crossover inverts - part of footpath reconstruction						\$53,064	
	Replace with re-surfacing							\$0	
	Replace during Rd Const.							\$242,857	
	Livingstone Ave - Construct K&G	Mendes St	Hillsdale Road	545		\$56,903			
	Maud Street - Construct K&G	Alabama Ave	Livingstone Ave	350		\$36,543			
	Kintore Avenue - Construct K&G	Chicane	Main North Road	726		\$75,801			
	Clifford Street - Construct K&G	Edgeworth Street	Regency Road	705		\$73,609			
	Reactive Maintenance							\$63,387	
2019	Replace without Rd Work							2,453	53064
	Construct concrete crossover inverts	Approx. 60 Concrete crossover inverts - part of footpath reconstruction						\$53,064	
	Replace with re-surfacing							\$174,602	
	Unidentified	Unidentified	Unidentified		1,500		\$174,602		
	Replace during Rd Const.							\$141,246	
	Rosetta St - Construct K&G	Howard	North east	677.4		\$70,727			
	Rosebery Lne - Construct K&G	Cassie	Harvey	234		\$24,432			
	Murray St - Construct K&G	Prospect Rd	Angwin Ave	441.4		\$46,086			
	Reactive Maintenance							\$63,387	

# FORWARD PROGRAM - KERB & GUTTER

2020	Replace without Rd Work					1,858
						\$0
	Replace with re-surfacing					\$0
	Replace during Rd Const.					\$193,993
	Buchanan Street - Construct K&G	Emilie Street	Howard Street	930	\$97,101	
	Mawson Street - Construct K&G	Emilie Street	Howard Street	928	\$96,892	
	Reactive Maintenance					\$63,387
2021	Replace without Rd Work					3,498
						\$0
	Replace with re-surfacing					\$349,204
	Unidentified	Unidentified	Unidentified	3,000	\$349,204	
	Replace during Rd Const.					\$51,787
	Princes Street - Construct K&G	Charles Street	Redin Street	292	\$30,488	
	William Street - Construct K&G	Albert Street	Charles Street	204	\$21,300	
	Reactive Maintenance					\$63,387
2022	Replace without Rd Work					1,106
						\$0
	Replace with re-surfacing					\$0
	Replace during Rd Const.					\$115,477
	Alexandra Street - Construct K&G	Edinburgh Street	Prospect Road	1106	\$115,477	
	Reactive Maintenance					\$63,387
2023	Replace without Rd Work					3,750
						\$0
	Replace with re-surfacing					\$436,505
	Unidentified	Unidentified	Unidentified	3,750	\$436,505	
	Replace during Rd Const.					\$0
	Reactive Maintenance					\$63,387
2024	Replace without Rd Work					3,750
						\$0
	Replace with re-surfacing					\$436,505
	Unidentified	Unidentified	Unidentified	3,750	\$436,505	
	Replace during Rd Const.					\$0
	Reactive Maintenance					\$63,387
2025	Replace without Rd Work					3,750
						\$0
	Replace with re-surfacing					\$436,505
	Unidentified	Unidentified	Unidentified	3,750	\$436,505	
	Replace during Rd Const.				\$0	
	Reactive Maintenance					\$63,387

# FORWARD PROGRAM - KERB & GUTTER

2026	Replace without Rd Work					3,750	
						\$0	
	Replace with re-surfacing					\$436,505	
	Unidentified	Unidentified	Unidentified		3,750	\$436,505	
	Replace during Rd Const.					\$0	
	Reactive Maintenance					\$63,387	
2027	Replace without Rd Work					3,000	
						\$0	
	Replace with re-surfacing					\$349,204	
	Unidentified	Unidentified	Unidentified		3,000	\$349,204	
	Replace during Rd Const.					\$0	
	Reactive Maintenance					\$63,387	
2028	Replace without Rd Work					4,050	
						0	
	Replace with re-surfacing					471,426	
	Unidentified	Unidentified	Unidentified		4,050	\$471,426	
	Replace during Rd Const.					\$0	
	Reactive Maintenance					\$63,387	

# FORWARD PROGRAM - KERB & GUTTER

2029	Replace without Rd Work					3,750	
						\$0	
	Replace with re-surfacing					\$436,505	
	Unidentified	Unidentified	Unidentified	3,750	\$436,505		
	Replace during Rd Const.					\$0	
2030	Reactive Maintenance					\$63,387	
	Replace without Rd Work					3,750	
						\$0	
	Replace with re-surfacing					\$436,505	
	Unidentified	Unidentified	Unidentified	3,750	\$436,505		
2031	Replace during Rd Const.					\$0	
	Reactive Maintenance					\$63,387	
	New Asset - discretionary Item					0	
	Replace without Rd Work					3,750	
						\$0	
2032	Replace with re-surfacing					\$436,505	
	Unidentified	Unidentified	Unidentified	3,750	\$436,505		
	Replace during Rd Const.					\$0	
	Reactive Maintenance					\$63,387	
	Replace without Rd Work					1,538	
2033						\$0	
	Replace with re-surfacing					\$0	
	Replace during Rd Const.					\$160,617	
	Unidentified	Unidentified	Unidentified	1,538	\$160,617		
	Reactive Maintenance					\$63,387	
2033	Replace without Rd Work					1,500	
						\$53,064	
	Construct concrete crossover inverts	Approx. 60 Concrete crossover inverts - part of footpath reconstruction			\$53,064		
	Replace with re-surfacing					\$174,602	
	Unidentified	Unidentified	Unidentified	1,500	\$174,602		
2033	Replace during Rd Const.					\$0	
	Reactive Maintenance					\$63,387	

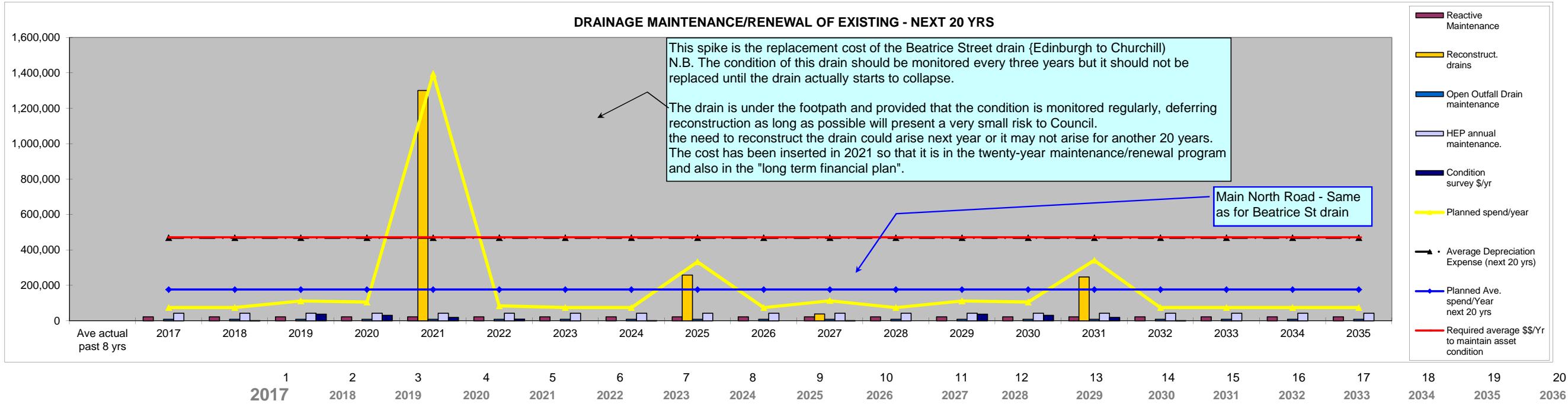


# FORWARD PROGRAM - KERB & GUTTER

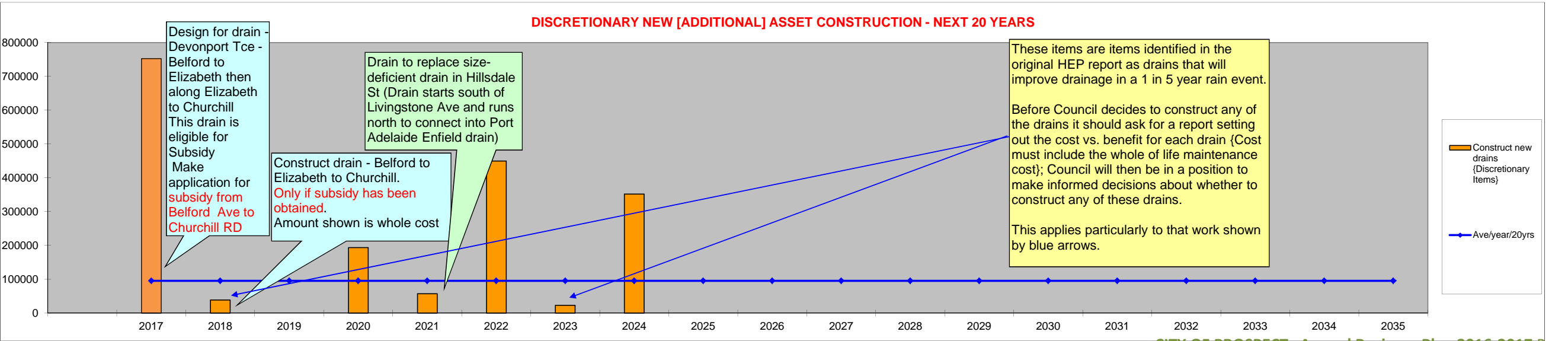
					1,871
Replace without Rd Work					\$53,064
Construct concrete crossover inverts					
Approx. 60 Concrete crossover inverts - part of footpath reconstruction					\$53,064
2034	Replace with re-surfacing				\$191,259
	Camroc Ave	Murray Street	Angwin Avenue	389.2	\$45,303
	McInnes Ave - Construct K&G	Galway	Hampstead	470.9	\$54,813
	Elderslie Ave - Construct K&G	Prospect Rd	Braund Rd	783	\$91,142
Replace during Rd Const.					\$23,785
Chevalier Street - Construct K&G					\$23,785
Reactive Maintenance					\$63,387

LONG TERM MANAGEMENT PROGRAM - DRAINAGE

Year No.		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	Ave actual past 8 yrs	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Reactive Maintenance		22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648	22,648
Reconstruct. drains		0	0	0	0	1,301,318	0	0	0	258,723	0	38,808	0	0	0	248,059	0	0	0	0	0
Open Outfall Drain maintenance		9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055	9,055
HEP annual maintenance.		42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499	42,499
Condition survey \$/yr		0	631	37,833	31,528	19,547	10,000	0	631	0	0	631	0	37,833	31,528	18,917	631	0	0	0	0
Planned spend/year		74,203	74,833	112,036	105,730	1,395,068	84,203	74,203	74,833	332,925	74,203	113,642	74,203	112,036	105,730	341,178	74,833	74,203	74,203	74,203	74,203
Depreciation Planned Ave. spend/Year next 20 yrs		369,000	377,000	377,000	377,000	427,000	442,000	447,000	447,000	454,000	514,000	514,000	514,000	514,000	514,000	514,000	514,000	514,000	514,000	514,000	514,000
Required average \$\$/Yr to maintain asset condition		471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142	471,142
Average Depreciation Expense (next 20 yrs)		468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550	468,550



Construct new drains {Discretionary Items}		752,938	38,808	0	194,042	57,431	449,644	23,285	352,221	0	0	0	0	0	0	0	0	0	0	0	39,064
Ave/year/20yrs		95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372	95,372



# FORWARD PROGRAM DRAINAGE MANAGEMENT

	Street	From	to	cost \$
2035	Construct new drains {Discretionary}			-
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Beatrice St Box-drain inspection		631	
	Camera-survey to determine condition of drains		0	631
	Construct new drains {Discretionary}			39,064
			10,349	
			28,716	
2036	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains			0
	Construct new drains {Discretionary}			752,938
2017	Rheims-Brussels			
	Drain extension	Construct	38,808	
	Devonport tce Drain stage 1.	Construct	Belford to Elizabeth to	
			714,130	
	Re-Construct drains			0
2017	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains		0	0

# FORWARD PROGRAM DRAINAGE MANAGEMENT

	Street	From	to	cost \$
2018	Construct new drains {Discretionary}			38,808
	Hillsdale Street - Design	Sth side roundabout	Council boundary	\$38,808
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
				22,648
	Beatrice St Box-drain inspection		631	
	Camera-survey to determine condition of drains		-	631
	Construct new drains {Discretionary}			-
	Re-Construct drains			0
2019			-	
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Splitter-boxes - condition assessment		6,306	
	Camera-survey to determine condition of drains		31,528	37,833
	Construct new drains {Discretionary}			194042.01
2020	Hillsdale Street Construction	Sth side roundabout	Council boundary	194,042
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains		31,528	31,528

# FORWARD PROGRAM DRAINAGE MANAGEMENT

	Street	From	to	cost \$
2021	Construct new drains {Discretionary} Devonport tce Drain stage 2. Design & Obtain Cost estimates for subsidy application			57,431
		Along Churchill from Elizabeth to Clifton	57,431	
	Re-Construct drains			1,301,318
	Prospect Road (Drain Replacement) Design Only			18,917
	Main North Road (Drain Replacement) Design Only			18,917
	Beatrice Street Drain Replacement			1,263,484
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance Reactive Maintenance			9,055 22,648
	Beatrice St Box-drain inspection Camera-survey to determine condition of drains			631 18,917
				19,547
2022	Construct new drains {Discretionary} Devonport Tce - Stage 2 Construct			449,644
		Along Churchill from Elizabeth to Clifton	449,644	
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance Reactive Maintenance			9,055 22,648
	Camera-survey to determine condition of drains			10,000
	Construct new drains {Discretionary} Devonport Tce Stage 3 - Braund Rd & Cotton St Drains			23,285
	Design		\$23,285	
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
2023	Open Outfall Drain maintenance Reactive Maintenance			9,055 22,648
	Camera-survey to determine condition of drains			0

# FORWARD PROGRAM DRAINAGE MANAGEMENT

	Street	From	to	cost \$
2024	Construct new drains {Discretionary}			352,221
	Devonport Tce Stage 3 - Braund Rd & Cotton St Drains	Construct	352,221	
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Beatrice St Box-drain inspection		631	
	Camera-survey to determine condition of drains		0	631
	Construct new drains {Discretionary}			0
	Re-Construct drains			258,723
2025	Main North Rd Drain Replacement	Harvey	Newbon	258,723
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains			0
	Construct new drains {Discretionary}			0
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
2026	Camera-survey to determine condition of drains			0
	Construct new drains {Discretionary}			0
	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains			0
	Construct new drains {Discretionary}			0
	Re-Construct drains			38,808
	Salisbury Terrace lateral drain replacement		38,808	
2027	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Beatrice St Box-drain inspection		631	
	Camera-survey to determine condition of drains		0	631
	Construct new drains {Discretionary}			0
	Re-Construct drains			38,808
	Salisbury Terrace lateral drain replacement		38,808	
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Beatrice St Box-drain inspection		631	
	Camera-survey to determine condition of drains		0	631

**FORWARD PROGRAM DRAINAGE MANAGEMENT**

	Street	From	to	cost \$
	Construct new drains {Discretionary}			0
	Re-Construct drains			0
2028	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains			0

# FORWARD PROGRAM DRAINAGE MANAGEMENT

	Street	From	to	cost \$
	Construct new drains {Discretionary}			0
	Re-Construct drains			0
2029	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Splitter-boxes - condition assessment		6,306	
	Camera-survey to determine condition of drains		31,528	37,833
	Construct new drains {Discretionary}			0
	Re-Construct drains			0
2030	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains		31,528	31,528
	Construct new drains {Discretionary}			-
	Re-Construct drains			248,059
	Churchill M.P.- stage 1	Modify SEPs	Gurr to Elizabeth	248,059
2031	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Salisbury Tce - drain inspection		2,000	
	Camera-survey to determine condition of drains		16,917	18,917

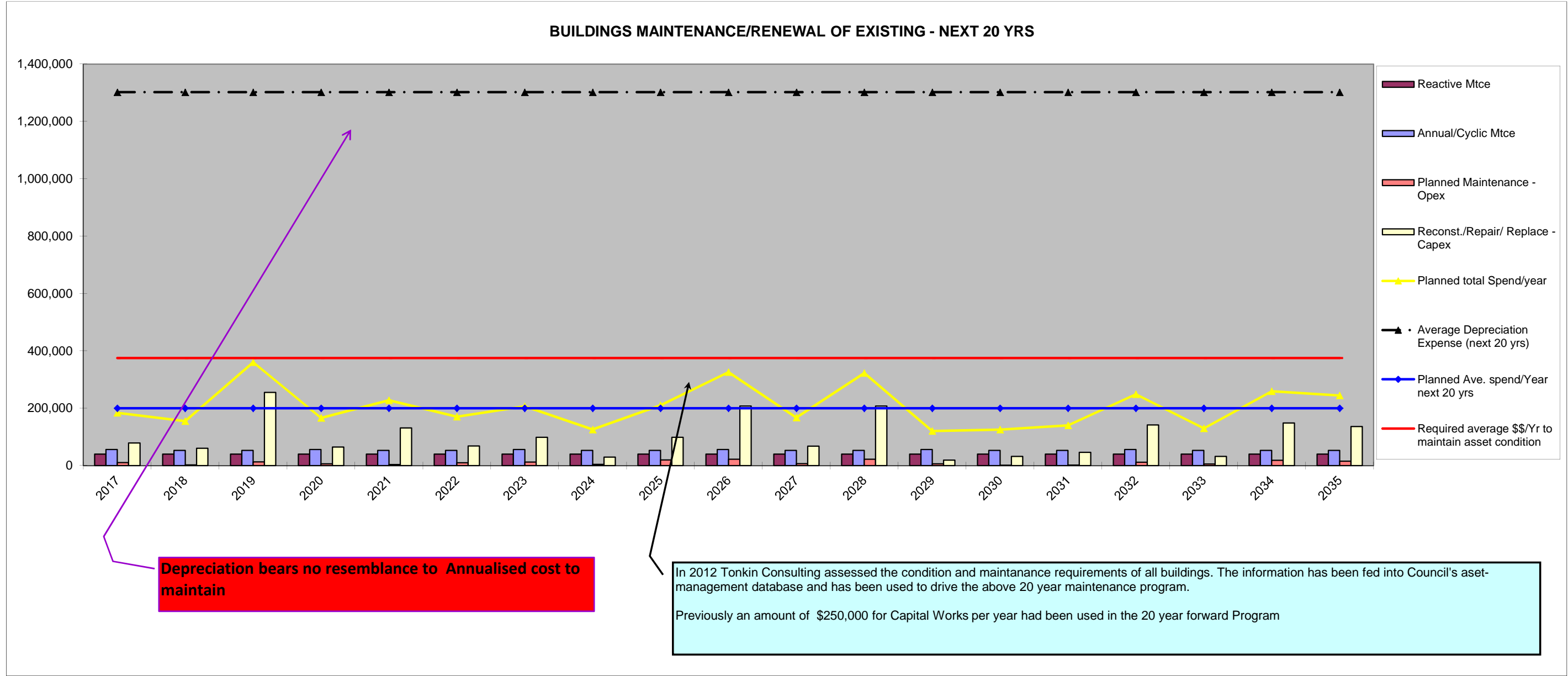


# **FORWARD PROGRAM DRAINAGE MANAGEMENT**

	Street	From	to	cost \$
	Construct new drains {Discretionary}			0
2032	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Beatrice St Box-drain inspection			631
	Camera-survey to determine condition of drains			0
	631			631
	Construct new drains {Discretionary}			-
2033	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains			0
	Construct new drains {Discretionary}			-
2034	Re-Construct drains			0
	Prospect Contribution to general maintenance of HEP scheme			42,499
	Open Outfall Drain maintenance			9,055
	Reactive Maintenance			22,648
	Camera-survey to determine condition of drains			0
	0			0

LONG TERM MANAGEMENT PROGRAM - BUILDINGS

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Reactive Mtce	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Annual/Cyclic Mtce	55,675	52,573	52,573	55,675	52,573	52,573	55,675	52,573	52,573	55,675	52,573	52,573	55,675	52,573	52,573	55,675	52,573	52,573	52,573	52,573
Planned Maintenance - Opex	9,984	2,185	12,548	5,969	3,731	9,435	12,223	3,828	19,563	22,220	6,660	22,220	6,058	1,208	1,674	11,478	5,327	18,524	15,283	1,561
Reconst./Repair/ Replace - Capex	78,431	60,268	255,107	64,359	131,197	68,451	98,432	29,167	98,254	207,452	67,760	207,452	18,826	31,687	45,711	141,298	31,572	148,202	136,090	14,751
Planned total Spend/year	184,090	155,027	360,228	166,003	227,501	170,459	206,329	125,567	210,391	325,347	166,993	322,245	120,558	125,468	139,958	248,451	129,472	259,299	243,945	108,885
Depreciation	862,000	876,000	1,132,000	1,232,000	1,239,000	1,244,000	1,248,000	1,253,000	1,408,000	1,413,000	1,413,000	1,413,000	1,413,000	1,413,000	1,413,000	1,413,000	1,413,000	1,413,000	1,413,000	1,413,000
Planned Ave. spend/Year next 20 yrs	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811	\$199,811
Required average \$\$/Yr to maintain asset condition	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979	374,979
Average Depreciation Expense (next 20 yrs)	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850	1,301,850



# Part E 2016-2017 Rating Strategy and Structure

## 1.1 Strategic Development

In setting rates, Council's primary consideration is the City of Prospect's Draft 2020 Strategic Plan (consultation version) which has been developed as a result of long term strategic planning involving Council in consultation with special interest groups, Council's Audit Committee, Elected Member workshops and input from the staff. Council also considers the current economic climate which incorporates features such as:

- inflation rates and Consumer Price Index (C.P.I.),
- employment rates,
- Council's Treasury Management Policy,
- legislative changes and
- the need to manage, maintain and improve the community's physical infrastructure assets for future generations.

Council, in its deliberations, took into consideration the effect of rates on local businesses and is mindful of maintaining the balance between economic development and community development and Council's financial sustainability.

In considering the impact, Council assessed those elements of the Council's Strategic Management Plans relating to business development including, but not limited to, the equity of the distribution of the rate burden between ratepayers; Council's policy on facilitating local economic development; changes in the valuation of commercial and industrial production properties; and specific infrastructure maintenance issues that will solely or principally benefit businesses. Council adopts a broad philosophical position that

the rate in the dollar should be the same for all properties except where there is clearly a different level of services available to ratepayers or some other circumstances which warrant variation to the broad principle.

Council's ability to raise income from rents and lease payments is tempered by its desire to ensure that community groups and sporting bodies, who are the lifeblood of any vibrant community, have sufficient resources to meet their obligations. As a result, concessional rental and lease arrangements often apply to these groups.

The fundamental principle of equity within the community and assessment of the impact of rates across the area forms the criteria for annual rates modelling which is then used to develop a planned review of the basis of rating each year.

### Historically

Since 1990 Council has maintained a consistent rating policy by charging a minimum rate and a differential rate in the dollar according to land use.

In 2013-2014 Council applied two differential rates to the land use of vacant land based on the planning zone of residential and non-residential. Both differentials are based on a 25% increase to the comparative land use differential should the land be developed. In 2016-2017, Council will continue with this differential model.

The following table provides a summary of the rating practices over recent years.

Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Minimum	812.00	857.00	912.00	980.00	1,050.00	1,090.00	1,118.00
Res Val at Min	293,700	312,250	300,900	311,400	326,401	338,150	349,837
Res Rate in \$	0.00276470	0.00274701	0.00303107	0.00314506	0.00321690	0.00322342	0.00319577
Non-Res Val at Min	162,450	162,300	156,300	161,079	159,453	159,523	170,867
Non-Res Rate in \$	0.00499970	0.00528230	0.00583553	0.00609000	0.00658500	0.00683288	0.00654307
Vacant Land (Residential) Val at Min	221,250	276,750	281,900	249,280	261,121	270,520	279,870
Vacant Land (Residential) Rate in \$	0.0036699	0.00309809	0.00323593	0.00393132	0.00402112	0.00402927	0.00399471
Vacant Land (Non-Residential) Val at Min	221,250	276,750	281,900	128,736	127,563	127,618	136,694
Vacant Land (Non-Residential) Rate in \$	0.0036699	0.00309809	0.00323593	0.00761250	0.00823125	0.00854110	0.00817884

Over the same period, the increase in the residential housing sector remained consistent. The following table demonstrates the changes in Rate Revenue and Rateable Valuation.

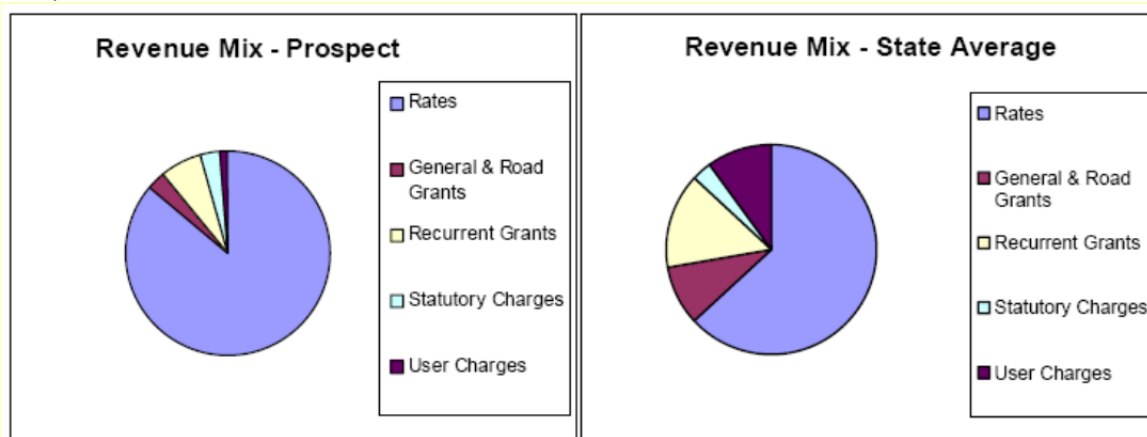
Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total Valuation	4,598 mil	4,939 mil	4,729 mil	4,783 mil	4,877 mil	4,962 mill	5,205 mill
% Inc Total Val	7.30%	7.40%	-0.04%	1.11%	1.98%	4.18%	4.88%
General Revenue	13,782,054	14,752,888	15,711,826	16,632,624	17,544,611	18,380,992	19,047,827
% Inc Gen Revenue (before mandatory rebate)	6.70%	7.00%	6.50%	5.86%	5.48%	4.79%	3.60%
Minimum Rate	812.00	857.00	912.00	980.00	1,050.00	1,090.00	1,118.00
% Inc Min Rate	9.00%	5.50%	6.50%	7.46%	7.14%	3.8%	2.6%

## 1.2 2016-2017 Rate Increase

Council has limited revenue options to pay for services that it provides to the community. The table below shows a breakdown of Council's income sources.

Primary Revenue Sources	% of Total Operating Revenue 2016-2017	% of Total Operating Revenue 2015-2016
Residential Rates	70	71
Non- Residential Rates	15	16
<b>Total Rates</b>	<b>85</b>	<b>87</b>
Federal and State Government Grants & Subsidies	9	8
Statutory Charges (e.g. Development Assessment, fines, etc.)	2	2
User Charges/Investment Income/Reimbursement/Other	4	3
<b>Total Income</b>	<b>100</b>	<b>100</b>

Comparison of Revenue Sources:



### Total Rates Revenue

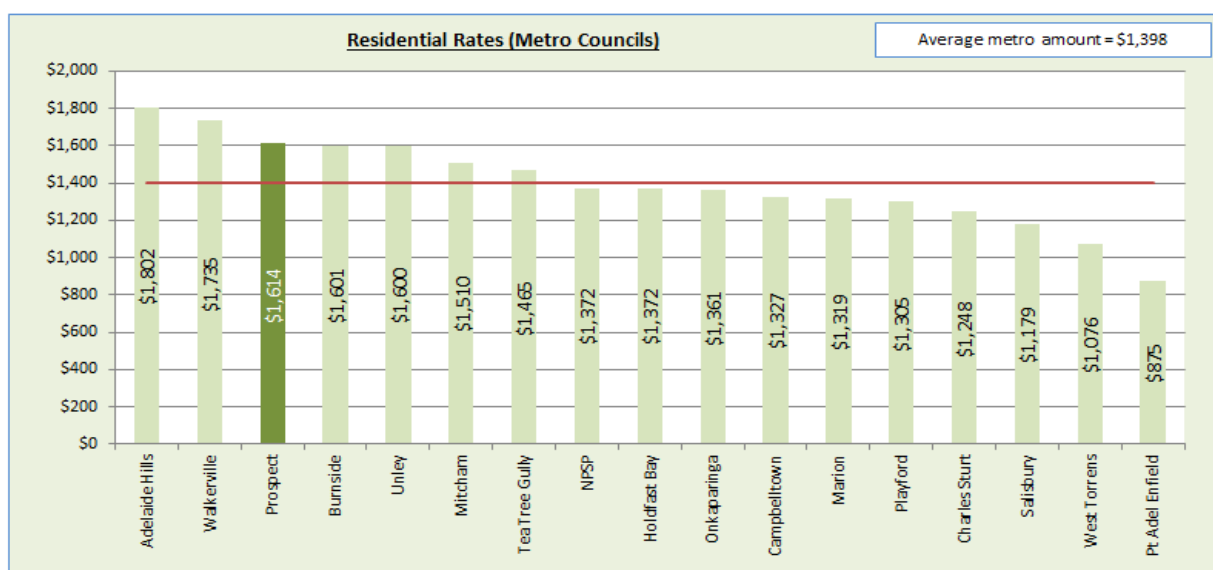
For 2016-2017, total projected average residential rate is anticipated to increase by approximately 2.6% excluding Growth. Total residential rate revenue, commercial rate revenue and growth (due to development) are projected to provide a total rate revenue increase of 3.6%. Overall Development Growth recognised by the Valuer General is anticipated to be 1.0%.

### Average Residential Rate

To provide the community with a level of services similar to other councils (who have a lower dependency on residential rates), Council will continue to depend on rates to fund these services.

Council has limited opportunity to gain revenue other than from rate income. As an inner urban City, we are viewed as being more affluent than the outer-metropolitan councils thus our Government grant income is lower. Similarly our geography limits our income from industrial developments and larger commercial activities. That is, in relative terms, Council has fewer commercial properties that contribute proportionally less to total rate revenue compared to many other metropolitan councils.

The following chart shows the comparison of the average residential rates levied in 2014-2015, being the most recent information readily available.



The Average Residential Rate (including development growth) is projected to be in the order of \$1,732 compared to \$1,683 in 2015-2016. This equates to an increase in the order of 2.90% or \$49 per year. This increase is inclusive of “growth” (new assessments through land divisions and renovations).

The following table indicates the rate increase (including Growth) in relation to the differing land uses within our City.

Land Use	Change in Valuation for 2015-16 (incl. Growth)	Change in Valuation for 2016-17 (incl. Growth)	Increase in Rate Revenue for 2016-17 (incl. Growth)
Residential	4.56%	4.66%	3.29%
Commercial	0.61%	7.45%	5.40%
Vacant Land (Residential)	14.52%	12.20%	42.66%
Vacant Land (Non-Residential)	3.36%	-25.25%	-25.25%

When Council deliberated the budget, Rate Capping, Concessions, Discretionary Rebates and Full Year Payment Discount were taken into consideration.

The following is an analysis of the 2016-2017 rates revenue distributions (including Growth).

Land use	Reduction in rates	0% - 2.0%	2.0% - 4.0%	4.0% - 6.0%	6.0 - 8.0%	8.0% - 10.0%	Greater than 10.0%	Total
Residential	603	668	4,697	2,716	27	22	251	<b>8,984</b>
Commercial/Industrial/Other	88	423	84	11	14	2	29	<b>651</b>
Vacant Land (Residential)	3	0	30	20	1	1	50	<b>105</b>
Vacant Land (Non-Residential)	0	5	0	0	0	0	1	<b>6</b>
<b>Total</b>	<b>694</b>	<b>1,096</b>	<b>4,811</b>	<b>2,747</b>	<b>42</b>	<b>25</b>	<b>331</b>	<b>9,746</b>

## 1.3 2016-2017 Rating Structure

### Method Used to Value Land

Council uses the services of the South Australian Valuer-General (The State Valuation Office) to establish the value of land within the Council area for rating purposes. The Valuer-General must comply with all requests from Council to value land within the area that is subject to separate ownership or occupation, and is therefore assessable for council rates.

The basis for valuation of land in the City of Prospect is the capital value of the land including all improvements. Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers for the following reasons:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth. Property value is considered a relatively good indicator of wealth.
- Capital value, which trends with the market value of a property provides the best indicator of overall property value, and
- Council considers the Valuer-General's capital valuations to be consistent across council areas and stable in their basis of assessment.

### Trend in Valuations

The following table shows the change in valuations over the last few years, including growth.

Class	Increase in Value 2010 to 2011	Increase in Value 2011 to 2012	Increase in Value 2012 to 2013	Increase in Value 2013 to 2014	Increase in Value 2014 to 2015	Increase in Value 2015 to 2016	Increase in Value 2016 to 2017
Non Residential	3.10%	8.00%	0.11%	1.17%	0.52%	4.64%	4.46%
Residential	7.14%	7.00%	-5.50%	0.94%	2.33%	0.35%	7.45%

### Valuation movement for the Residential Properties for 2016-2017

The valuation movement for 2016-2017 in the residential sector is projected to remain constant across our City.

Suburb	No of Assessments	Increase in Capital Value (Incl. Growth) 2016-2017	Average Residential Rate Increase (Incl. Growth) 2016-2017
Broadview	878	4.10%	2.6%
Collinswood	688	2.39%	2.4%
Fitzroy	294	2.99%	2.2%
Medindie Gardens	119	0.42%	-0.3%
Nailsworth	919	4.22%	2.5%
Ovingham	105	3.78%	2.8%
Prospect	5,724	5.40%	3.6%
Sefton Park	188	5.04%	3.9%
Thorngate	69	3.29%	2.1%
<b>Total all suburbs</b>	<b>8,984</b>		

### Valuation movements by Land Use

The valuation movement between the different sectors of the community is anticipated to be consistent when compared to past years. Commercial and industrial properties have increased as a result of continuing demand throughout the area due to the proximity to major transport infrastructure and routes.



## Growth

Property valuations will increase/decrease if the land use of the property has changed (eg residential to commercial), or if there has been any development of the property (including significant renovations). The change in valuation associated with these changes is termed “growth”.

Council determines which properties need to have site visits and revalued by The State Valuation Office. Site visits usually occur due to the following:

- significant capital improvement having been undertaken on the land,
- where the predominant land use of the property may have changed – for example from residential to commercial,
- where a change in ownership/occupation occurs during the year, particularly where the sale price is significantly different to property value, or
- where there is a change of lease arrangements, particularly for non-residential tenancies.

## 1.4 Differential General Rates

Council considers the imposition of a differential general rate each year in accordance with Section 156 of the Local Government Act, 1999. When considering the imposition of differential general rates, the differential factor used by Council is land use. The following differential land use factors are used:

1. **Residential:** Comprising the use of land for a detached dwelling, group dwelling, multiple dwelling, residential flat building, row dwelling or semi-detached dwelling.
2. **Commercial Shop:** Comprising the use of land for a shop.
3. **Commercial Office:** Comprising the use of land for an office.
4. **Commercial Other:** Comprising any other commercial use of land not referred to as a shop or office.
5. **Industry Light:** Comprising the use of land for a light industry.
6. **Industry Other:** Comprising any other industrial use of land not referred to as light industry.
7. **Primary Production:** Comprising farming, horticulture, horse keeping, intensive animal keeping or in respect of a dairy situated on a farm - the use of land for a dairy.
8. **Vacant Land:** Comprising land, which is not being used for any purpose.
9. **Other:** Comprising any other use of land not referred to in the categories specified above.

For the 2016-2017 financial year, Council intends to set four differential rates being:

- Residential rate in the dollar includes differential factors 1 (Residential). It is expected that approximately 82% of general rate revenue will be generated from residential rates.
- The Non-Residential rate in the dollar includes differential factors 2 (Commercial Shop), 3 (Commercial Office), 4 (Commercial Other), 5 (Industry Light), 6 (Industry Other), 7 (Primary Production) and 9 (Other). It is expected that approximately 16.5% of general rate revenue will be generated from non-residential rates.
- Vacant Land (Residential) rate in the dollar includes differential factor 8, where land lies in the residential planning zone is expected that approximately 1.0% of general rate revenue will be generated.
- Vacant Land (Non-Residential) rate in the dollar includes differential factor 8, where land lies in planning zones other than residential is expected that approximately 0.5% of general rate revenue will be generated.

The purpose of the differential rate on commercial/industrial properties is to recover from the business sector a greater share of costs relating to:

- Economic development and promotion
- City amenities which enhance retailing, eg. parking
- More intensive road and traffic requirements

The purpose of the differential on vacant land is to:

- Provide a disincentive to withholding land from development
- Recognise the cost of surrounding infrastructure and services.

Fluctuations in property market valuations between the commercial/industrial and residential sectors can, at times, lead to inconsistencies in rate revenue contributions.

To assist in addressing the shift in the rate responsibility between land use categories, Council has determined that the proportion of total rate revenue contribution payable by the commercial/industrial sector should increase over time.

With the exception of land which ceases to be rateable or becomes rateable part way through a financial year, the Council will not review assessments based on changes of occupancy or land use which have taken place after the assessment has been made as at 1 July in the current financial year.

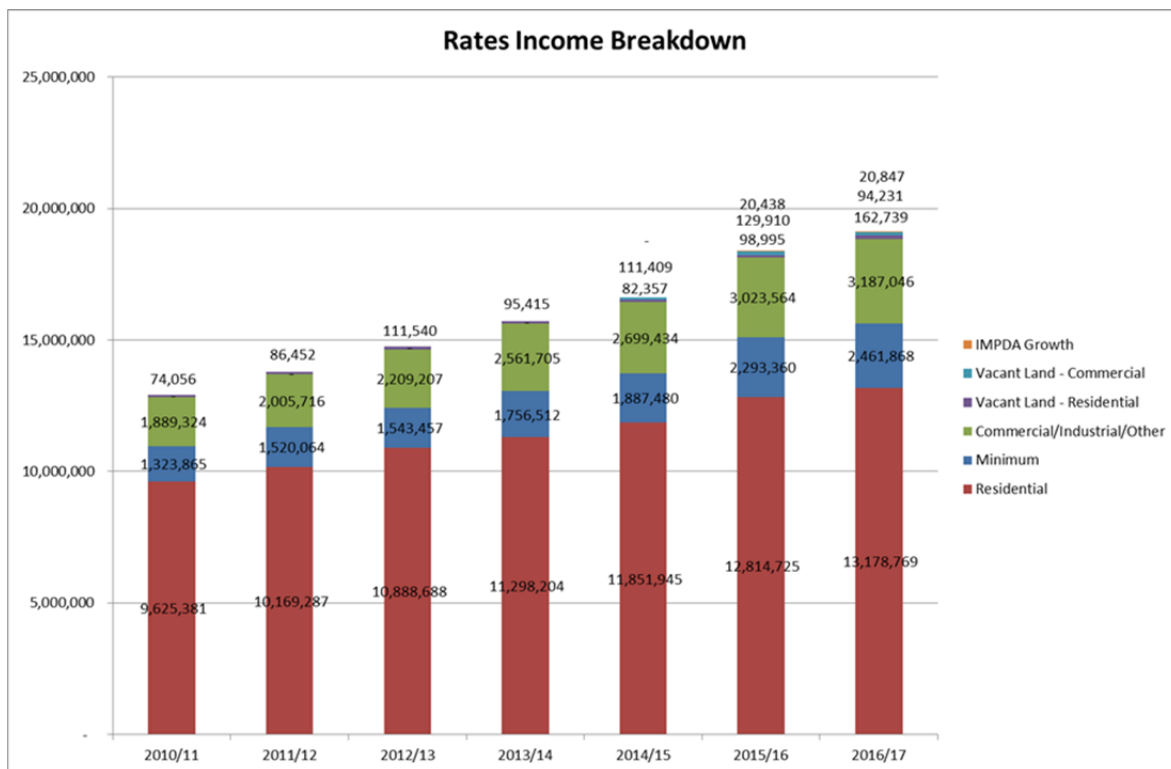
It is important to note that the lodgement of an objection to land use (change of use prior to 1 July assessment) does not change the due date or amount owing for payment of rates. If an objection is granted, an adjustment of rates will be made. Until written confirmation is provided, the current land use will determine the amount of rates payable.

The following table shows the spread of land use types across the Council area for 2015-2016. 2016-2017 Valuation will be updated once it has been received from the Valuer Generals Office.

Class	Description	Example	No. of Properties 2015-2016	%
1	Residential	House, maisonette, townhouse, flat	8,984	92.1%
2	Commercial – Shop	Supermarket, hairdresser	306	3.1%
3	Commercial – Office	Accountant, administrative	99	1.0%
4	Commercial – Other	Showroom, warehouse	153	1.6%
5	Industrial Light	Vehicle service, Service Station	31	0.3%
6	Industrial Other	Clothing, Manufacture	9	0.1%
7	Primary Production	Rural Farm Land, Horticulture, Vineyard	0	0.0%
8a	Vacant Land Residential	Unoccupied land, footings only	105	1.1%
8b	Vacant Land Commercial	Commercial Vacant Land	5	0.1%
9	Other	School, Church, Hall, Health Centre, Reserves	54	0.6%
			<b>9,746</b>	<b>100%</b>

In preparing the 2016-2017 Annual Business Plan, Council is mindful that its final valuation data used for the purposes of rates billing has not yet been finalised. Constant communication between the valuer and Council is maintained through the budget process in order to ensure modelling is maintained as accurately as possible.

While this information has not been finalised, it is anticipated that the differential segments of Councils rating database will contribute to the overall collection of rates as indicated in the following graph. The graph also provides detail of this same information over past years.



## 1.5 Minimum Rate

Council has historically decided to impose a minimum amount payable by way of rates in accordance with Section 158 of the Local Government Act 1999. Council has chosen to impose a minimum rate rather than a fixed charge as it offers simplicity in its administration and is more equitable in sharing the taxation burden (in that land value determines who is subject to the minimum rate and who is not), rather than the imposition of a fixed charge which applies to all ratepayers with no reference to their capacity to pay (ie. it is a “one size fits all” charge).

In addition, the Act does not allow exemptions to be granted in relation to a fixed charge. As a result, the imposition of a fixed charge would disadvantage lower income earners (including self-funded retirees) and owners of vacant shops and therefore the overall effect of each is very similar. Council considers it appropriate that all rateable properties make a contribution to the cost of administering Council’s activities and that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property and the basic services provided for all ratepayers.

Council will maintain the ratio of minimum rate over the total number of properties to approximately 22% for 2016-2017. As the cost of services continue to increase, the ‘contribution’ paid by ratepayers on the minimum rate should also increase. Increasing the minimum rate has some merit on an equity basis, in that a consistent number of ratepayers would be paying the minimum rate from year to year, and increasing the minimum rate avoids a shift in the rate burden to other ratepayers.

The minimum rate is levied against the whole of an allotment (including land under a separate lease or licence). Where land comprises less than a whole allotment (provided no lease or licence exists) the minimum rate cannot be applied. Only one minimum rate is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. This is described as contiguous land.

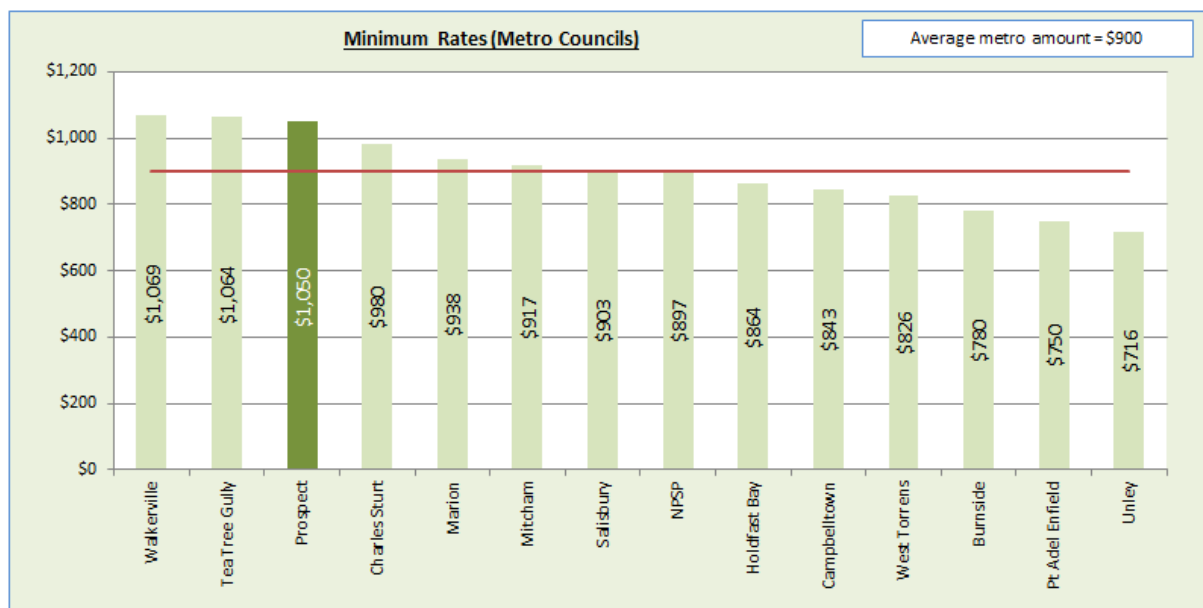
Independent living units (in a retirement village) are exempt from paying the minimum rate by virtue of section 158 of the Local Government Act 1999.

In 2016-2017, minimum rate will increase by approximately \$28 or approximately 2.6% to an amount of \$1,118 (\$1,090 2015-2016). Approximately 2,156 (or approximately 22%) of properties are expected to attract the minimum rate in 2016-2017, which is well under the legislated maximum of 35%. These assessments contribute approximately 12.6% of total general rates revenue.

In 2016-2017, approximately 22% of assessments (or approximately 1 in every 4.5 ratepayers) has a valuation below the minimum threshold and will be levied \$1,118. The following table shows the breakdown of the properties on the minimum rate in 2016-2017.

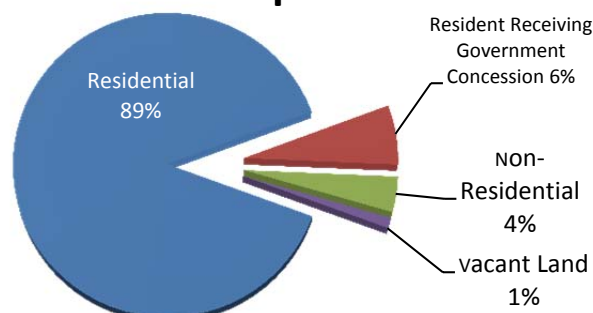
Classification	No. Ass	No. On Min	% on Min	Proportion of Min (Tot Min = 2,156)	Rates Collected	% of Total Rates
Residential	8,984	2,073	23.07%	96.15%	15,559,092	81.68%
Commercial Shop	306	33	10.78%	1.53%	1,551,780	8.15%
Commercial Office	99	23	23.23%	1.07%	309,901	1.63%
Commercial Other	152	12	7.89%	0.56%	803,888	4.22%
Industry Light	31	1	3.23%	0.05%	98,245	0.52%
Industry Other	9	3	0.00%	0.14%	23,936	0.13%
Primary Production	0	0	0.00%	0.00%	0	0.00%
Vacant Land Residential	105	11	10.48%	0.50%	183,004	0.96%
Vacant Land Non-Residential	6	0	0.00%	0.00%	99,536	0.52%
Other	54	0	0.00%	0.00%	418,445	2.19%
<b>Total</b>	<b>9,746</b>	<b>2,156</b>	<b>22.12%</b>	<b>100%</b>	<b>19,047,827</b>	<b>100.00%</b>

Below is a table that indicates the minimum rate payable in 2014-2015 at Councils in South Australia. The information is provided by the Local Government Association and is the latest published.



Minimum rate is applied to all Rates Classes. The graph below represents the breakdown of properties paying the minimum rate in 2015-2016. State Government remissions were no longer applicable from 1<sup>st</sup> July 2015 with the scheme changed to pay the concession direct to recipients.

## Breakdown of Minimum Rate Properties



## 1.6 Remissions (Government Concessions)

In 2015, the State Government replaced Council Rate concessions with the Cost of Living Concession (CLC).

Council no longer has any involvement in Concessions under the new scheme with concessions paid directly to recipients. Under the old program these were credited to rate accounts.

To check for eligibility or find out more information about the Cost of Living Concession, contact the Department for Communities and Social Inclusion (DCSI) Concessions Hotline 1800 307 758 or visit [www.sa.gov.au](http://www.sa.gov.au).

## 1.7 Remissions (Council Concessions)

When considering rates for the 2016-2017 financial year, Council had given consideration to adopting a remission in the form of a Council concession which would act as a “top up” for those ratepayers already receiving a government concession. This option was not adopted on the basis that Council has chosen carefully a controlled approach to rate increases in recent years. Council recognises financial hardship exists across a wide range of socio-economic circumstances in the community and prefers a broad conservative approach to rate increases in preference to providing financial assistance for a specific group (ie. those eligible for a State Government concession).

## 1.8 Financial Hardship

Where a ratepayer is suffering financial hardship and anticipates difficulty in paying council rates, they are encouraged to contact the Rates Administrator for informal advice in the first instance.

If the hardship is as a result of an emergency, then the hardship could be classified as short term. For short term hardship, rates can be paid by special arrangements with the Council. If the hardship is as a result of a recent decrease in household income or increases in household expenses, then the hardship could be classified as medium term. For medium term hardship the ratepayer may seek a remission of part of the Council rates. If the hardship is anticipated to persist for more than twelve months then the hardship could be classified as long term. Such long term hardship may be best managed by postponement of part of the Council rates.

As a guide, financial hardship could be defined as the inability to provide food, accommodation, clothing, health and/or education for yourself or your family on an ongoing basis. Council has developed a hardship assessment form to assist ratepayers to apply for Council’s consideration of their financial hardship situation. The reverse of the form presents a summary of the Council’s Privacy Policy.

## 1.9 Postponement

### Seniors

Section 182A of the Local Government Act 1999 provides the option for State Senior Card holders to apply to postpone part of their Council rates on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the disposal or sale of the property. A ratepayer who has a State Seniors Card may apply for postponement of a portion of the Council rates payable on the property they own if it is their principal place of residence and if no other person other than their spouse has an interest as owner of the property and there is appropriate equity in the property. For further information or to obtain an application form, contact the Rates Department on 08 8269 5355.

## Relief from Hardship

Section 182 of the Local Government Act 1999 permits a Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates on the basis of hardship.

All applications for postponement of rates will be assessed on a case by case basis and are not contingent on the level of increase in rates payable. Council has developed a policy on postponement and will assess on the following criteria:

- The property is the principal place of residence of the ratepayer, and
- The property has been owned by the ratepayer and has been their principal place of residence for a minimum of 10 years, or, if for a lesser period, that significant financial hardship can be demonstrated to have arisen during this period, and
- The ratepayer is able to demonstrate financial hardship by way of:
  - (1) Presentation of a copy of their most recent tax return indicating a gross household income less than \$25,500, or
  - (2) Presentation of a pension concession card or health care card, or
  - (3) Confirmation from the Department for Communities and Social Inclusion that the ratepayer is experiencing financial hardship, or
  - (4) Independent financial advice confirming that the ratepayer is experiencing financial hardship, including details of their taxable income, being less than \$25,500 for the household.

Monthly interest will accrue on outstanding Council rates (including postponed rates) in accordance with the provisions of the Local Government Act, 1999. Once approved, a postponement of rates will come into effect from the first day of the next instalment period after the date of application (ie. the fourth day of September, December, March or June, as applicable).

The amount postponed shall not exceed the difference between the minimum general rate

and the total general rate levied for the property each year and no postponement will apply to the Natural Resources Management Levy.

A ratepayer applying for a postponement must provide confirmation that they have advised relevant interested parties of their intention and list the contact details of those parties in the written application.

If a remission is granted, the remission of rates will be applied to the annual rates levied with the remitted amount reducing in approximately equal portions each of the remaining quarterly instalments. No remission shall apply to the Natural Resources Management Levy.

## 1.10 Payment of Rates

Council provides a broad range of payment options for the payment of rates. Rates are usually declared in June each year and may be paid either in full or in quarterly instalments, with the last date for payment of each instalment being the

- 15 September 2016
- 1 December 2016
- 1 March 2017
- 1 June 2017

Payment may be made a number of ways including Australia Post, B-Pay, over the internet or in person at the Civic Centre. For more information please refer to the reverse side of your rates notice or contact Customer Service on 8269 5355.

Any ratepayer who may, or is likely to experience difficulty with meeting the standard payment arrangements should contact the Rates Administrator to discuss options for alternative payment arrangements. Such enquiries are treated confidentially by Council.



## 1.11 Receiving Rates Notices Electronically

Council provides the option to receive your rates notices electronically through Bpay View.

Registrations for Bpay View are made through RatePayers internet banking with their nominated financial institution.

There is no cost to receive notices electronically.

## 1.12 Late Payment of Rates

Section 181 of the Local Government Act 1999 provides that if an instalment of rates is not paid on or before the last day for payment, the unpaid rates will be regarded as being in arrears, and a fine of 2% is payable.

Any payment that continues in arrears then accrues monthly interest on the amount in arrear, (including any fines). The rate of interest is variable according to current cash advance debenture rate as at 1 July and is prescribed in Section 181 of the Local Government Act 1999.

The purpose of this penalty is to act as a deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Council to cover the administrative cost of following up unpaid rates and to cover any interest cost the Council may meet because it has not received the rates on time.

Fines and/or interest shall be calculated on the Third working day following the last day to pay. This means ratepayers have the opportunity to then pay in person at the Civic Centre over the next two working days past the due date without penalty.

Where an amount of rates remains outstanding after the expiration of the last date to pay, a notice of overdue rates will be sent to the ratepayer allowing a further two week extension but incorporating a 2% late fee.

If after the expiration of the overdue notice no arrangement for payment has been made, a letter will be sent to the ratepayer by Council, requesting that payment or satisfactory arrangements for payment be made within 7 days or legal action may be taken.

Should the rate instalment remain overdue with no satisfactory arrangement, a legal action notice will be sent from Council's collection agency seeking full payment of the overdue rates within 7 days or legal action may be taken.

Where no payment or satisfactory arrangement for payment is made following the legal action notice, legal action by way of a summons may be commenced. By this time the original debt will be 4 weeks overdue.

Where rates have been unpaid for a period of more than 3 years, a written notice (non-threatening) will be sent to the ratepayer advising them of Council's ability to recover rates via sale of land, encouraging their cooperation in making arrangements to pay the debt and giving the ratepayer an opportunity to make a submission to Council explaining their situation.

If no response to the first written notice has been received within 21 days, a second notice in writing will be issued advising:

- The commencement of implementation of procedures associated with Section 184 of the Local Government Act 1999, (sale of land for non-payment of rates),
- Encouraging payment or arrangements to pay the debt,
- The process and timing involved in implementing Section 184, and
- Explaining that the ratepayer has an opportunity to make a submission to Council explaining their situation and/or contact the Ombudsman.

A further 21 days after the second notice will be provided for the ratepayer to either:

- Discharge or make arrangements to pay the debt,
- Be heard by Council, or

- Have the issue addressed by the Ombudsman.

If a course of action to remedy the position has not been resolved after the above steps are carried out the Council may commence the sale of the property in accordance with Section 184 of the Local Government Act, 1999.

### 1.13 Mandatory Rebates

Section 161 of the Local Government Act 1999, requires Council to grant rate rebates to the occupiers of property where the land is used for Community Service purposes as specified in the Act. There are approximately 97 assessments which meet the criteria and are eligible for a rate rebate of 75% in 2016-2017.

Section 162 of the Local Government Act 1999, requires Council to grant rate rebates to those assessments where the land is used for Religious Purposes. There are currently 21 assessments which meet this criterion and thereby receive a 100% rebate on rates.

Section 165 of the Local Government Act 1999, requires Council to grant a minimum of 75% rate rebate for land used for Public Education. There are 8 assessments which meet this criterion in 2016-2017.

A complete list of all mandatory rebates is provided to Council after declaration of rates. A copy of this list is available from the Rates Administrator on request.

### 1.14 Discretionary Rebates

The Local Government Act 1999 Section 166 enables Council to give discretionary rate rebates up to 100% for land used for the purposes of community good, business development, historic conservation, or public access. A discretionary rebate may be granted where it is considered by Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer.

Council will consider applications in accordance with Section 166 criteria and may rebate rates and / or apply such conditions as Council thinks fit. Discretionary rebates granted will be for a particular financial year, with a new application required to be made to council for each financial year a rebate is requested.

Applications for discretionary rebates are to be received by 31 December for the current financial year. Approval for a discretionary rebate will be granted for a period of three years provided the applicant's circumstances and use of the land have not changed. Organisations who have received a discretionary rebate in the current year are to be advised in writing annually of the need to submit a declaration that the land use and conditions of approval have not changed. Ratepayers who have received a discretionary rebate in the current year as relief against substantial change in rates payable will not be so advised.

In assessing applications the following factors will be considered;

- the nature and extent of council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in its area;
- the community need that is being met by activities carried out on the land for which the rebate is sought;
- the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons;
- confirmation that the property is being used for "service delivery" and/or "administration" (as distinct from a property which is vacant or being held for investment purposes);
- the organisation's constitution and/or documentation confirming whether it is incorporated on a not-for-profit basis, public sector body and/or registered charity;
- the extent of assistance being provided by Commonwealth or State Government,

other Councils and/or non- government assistance;

- the full financial consequence of the rebate, including establishment of precedence and “flow-on effects” to other organisations and / or Councils;
- whether the applicant is in receipt of a Community Grant;
- any relevant historical considerations;
- Where the rebate application is for the purpose of:
  - securing the proper development of the area or a part of the area;
  - assisting or supporting a business in the area;
  - preservation of buildings or places of historic significance, or
  - common property or land vested in a community corporation over which the public has a free and unrestricted right of access and enjoyment.

### **1.15 Maximum Rate Increase/Rate Capping**

Rate Capping is in the form of a rebate or remission of rates above an approved threshold. This amount remitted is treated as revenue forfeited for budget purposes, unless recovered from other ratepayers.

Rate capping can be administered either automatically by reducing the amount payable (ie. netting off the remission) before the ratepayer receives his or her rates notice, or manually by rating the gross amount payable and requiring the ratepayer to formally apply for a remission.

Another form of remission provided for under the legislation takes the form of a Council Concession. This form of remission would involve identifying those ratepayers in receipt of a State Government concession and topping up the subsidy they receive by further remitting rates or introducing a rate cap for this class of ratepayer. This concession would be treated as an expense in budget terms.

It should be noted that the introduction of a Council concession or rate capping would shift

the rate burden from those receiving the concession to those not receiving the concession.

Council may grant a rebate which effectively “caps” increases in rates based on property value for the purposes of relieving ratepayers from the impact of very large increases in rates resulting from a redistribution of the rates burden within the community arising from a change to the basis or structure of the Council’s rates or a change to the basis of which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations.

When considering rates for the 2016-2017 financial year and in accordance with Section 153 of the Local Government Act 1999 Council has given consideration in its 2016-2017 budget deliberations to applying a percentage “cap” to limit the increase in rates, compared to the previous financial year. The principle of remitting the “capped amount” would result in consistency over time and comparability across council areas. This option was not adopted on the basis that Council has chosen a carefully controlled approach to rate increases in recent years. During its deliberations, Council was mindful of the fact that provision of a discount to some ratepayers with high increases results in all other ratepayers paying extra, effectively shifting the rate burden from those receiving the benefit of a cap to those below the cap.

### **1.16 Mandatory Rebate**

The Local Government (Miscellaneous) Amendment Bill 2009 has been passed by Parliament and the outcome is that under section 161 (4) (C) (iii) “Supported Accommodation”, all accommodation for persons provided by housing associations registered under the South Australian Co-Operative and Community Housing Act 1991 will now be eligible for a mandatory rebate.

## **1.17 Natural Resources Management Levy**

Council collects a regional Natural Resources Management (NRM) Levy on all rateable properties on behalf of your regional NRM board. The Levy funds vital NRM projects and is combines contributions South Australian ratepayers previously made through their Catchment Water Management Levies and/or animal and plant control rate revenue contributions from local government.

Council is simply operating as a revenue collector for the Board in this regard.

Council does not retain this revenue or determine how the revenue is spent. Council collects this money (\$489,370 for 2016-2017) by imposing a separate rate of \$0.009404 cents in the dollars against all of the rateable properties in the area.

Council has not yet been advised of the value of the NRM Levy to be imposed for 2016-2017.

# Part F Appendices

## 1.1 Glossary

### Asset Sustainability Ratio

Asset Sustainability Ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate as its overall stock of assets is wearing out. The ratio is calculated by measuring capital project expenditure on renewal and replacement of assets relative to the Infrastructure Asset Management Plan expenditure requirement.

### Financial Assets

Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses. Also, inventories and land held for resale are not regarded as financial assets.

### Financial Sustainability

Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.

### Interest Cover Ratio

The interest cover ratio expresses the annual net interest expense (interest expense less interest revenue) to total operating revenue (excluding profit on disposal of assets).

### Infrastructure and Asset Management Plans (IAMP)

Infrastructure-Asset Management Plans are about providing a level of service from the City's assets that the community expects and is prepared to pay for. The purpose of the Plan is to predict asset consumption, renewal needs and to consider asset needs to meet future community service expectations.

### Net Financial Liabilities

Net Financial Liabilities equals total liabilities less financial assets, where financial assets for this purpose includes cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

### Net Financial Liabilities Ratio

Net Financial Liabilities Ratio expresses Net Financial Liabilities as a percentage of total operating revenue. The ratio allows interested parties to readily equate the outstanding level of Council's accumulated financial obligations against the level of one-year's operating revenue. Where the ratio is falling over time, it generally indicates that the Council's capacity to meet its financial obligations is strengthening.

### Net Lending/ (Borrowing)

Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. The Net Lending / (Borrowing) result is a measure of Council's overall (ie. Operating and Capital) budget on an accrual basis. Achieving a zero result on the Net Lending / (Borrowing) measure in any one year essentially means that Council has met all of its expenditure (both operating and capital) from the current year's revenues.

### Non-financial or Physical Assets

Non-financial or Physical Assets means infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.

### **Operating Deficit**

Operating Deficit is where operating revenues less operating expenses is negative and operating income is therefore not sufficient to cover all operating expenses.

### **Operating Expenses**

Operating Expenses are operating expenses including depreciation but excluding losses on disposal or revaluation of non-financial assets.

### **Operating Revenues**

Operating Revenues are operating revenues shown in the Income Statement but exclude profit on disposal of non-financial assets and amounts received specifically for new/upgraded assets. For ratios calculated where the denominator specified is total operating revenue or rate revenue, Natural Resource Management (NRM) levy revenue is excluded.

### **Operating Surplus**

Operating Surplus is where operating revenues less operating expenses is positive and operating revenue is therefore sufficient to cover all operating expenses.

### **Operating Surplus Ratio**

Operating Surplus Ratio expresses the operating surplus (deficit) as a percentage of general and other rates.

### **Zero Based Budgeting**

A budget process in which every budget line item is analysed to determine the appropriate financial resources required. An alternative approach to 'historic budgeting' approach which uses incremental budgets based upon CPI increases.