



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.

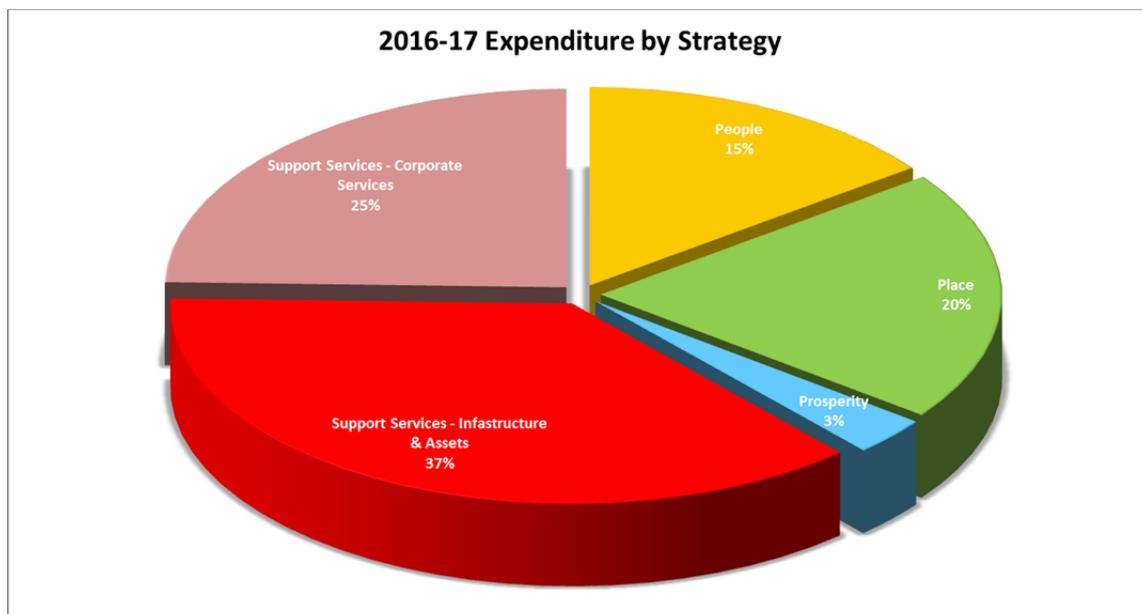
Recent investments have included the Prospect Road and Churchill Road Master Plans, and the first stage of the Prospect Oval and Memorial Gardens Master Plan.

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

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

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

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

2016-2017 Operating & Capital Projects

| Operating Project | Expenditure \$ | Income \$ | Net Cost \$ |
|--|-------------------|------------------|------------------|
| 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 |
| | \$817,262 | \$132,300 | \$684,962 |

| Capital Project | Expenditure \$ | Income \$ | Net Cost \$ |
|----------------------|-------------------|--------------|------------------|
| Men’s Shed Expansion | \$27,000 | \$0 | \$27,000 |
| Library Books | \$111,275 | \$0 | \$111,275 |
| | \$138,275 | \$0 | \$138,275 |

1.4.2 Key Concept: Place

Place

Loved heritage, leafy streets, fabulous places.



Strategy

Deliverables

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

Core Activities Include;

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

Budget Summary – Key Concept: Place

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

2016-2017 Operating & Capital Projects

| Operating Project | Expenditure \$ | Income \$ | Net Cost \$ |
|--|---------------------------|----------------------|------------------------|
| 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 |
| | \$1,679,300 | \$100,000 | \$1,579,300 |

| Capital Project | Expenditure \$ | Income \$ | Net Cost \$ |
|---|---------------------------|----------------------|------------------------|
| 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 |
| | \$1,979,043 | \$120,000 | \$1,859,043 |

1.4.3 Key Concept: Prosperity

Prosperity

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



Strategy

Deliverables

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

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

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

2016-2017 Operating & Capital Projects

| Operating Project | Expenditure \$ | Income \$ | Net Cost \$ |
|--|---------------------------|----------------------|------------------------|
| 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 |
| | \$323,937 | \$0 | \$323,937 |

| Capital Project | Expenditure \$ | Income \$ | Net Cost \$ |
|------------------------|---------------------------|----------------------|------------------------|
| Town Hall Upgrades | \$22,100 | \$0 | \$22,100 |
| | \$22,100 | \$0 | \$22,100 |

1.4.4 Key Concept: Supporting Services

Supporting Services

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



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

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

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

2016-2017 Operating & Capital Projects

| Operating Project | Expenditure \$ | Income \$ | Net Cost \$ |
|---|-------------------|-----------------|------------------|
| 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 |
| | \$360,900 | \$36,000 | \$324,900 |

| Capital Project | Expenditure \$ | Income \$ | Net Cost \$ |
|----------------------------------|---------------------------|----------------------|------------------------|
| 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 |
| | \$3,773,563 | \$301,000 | \$3,472,563 |

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 compiled 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:

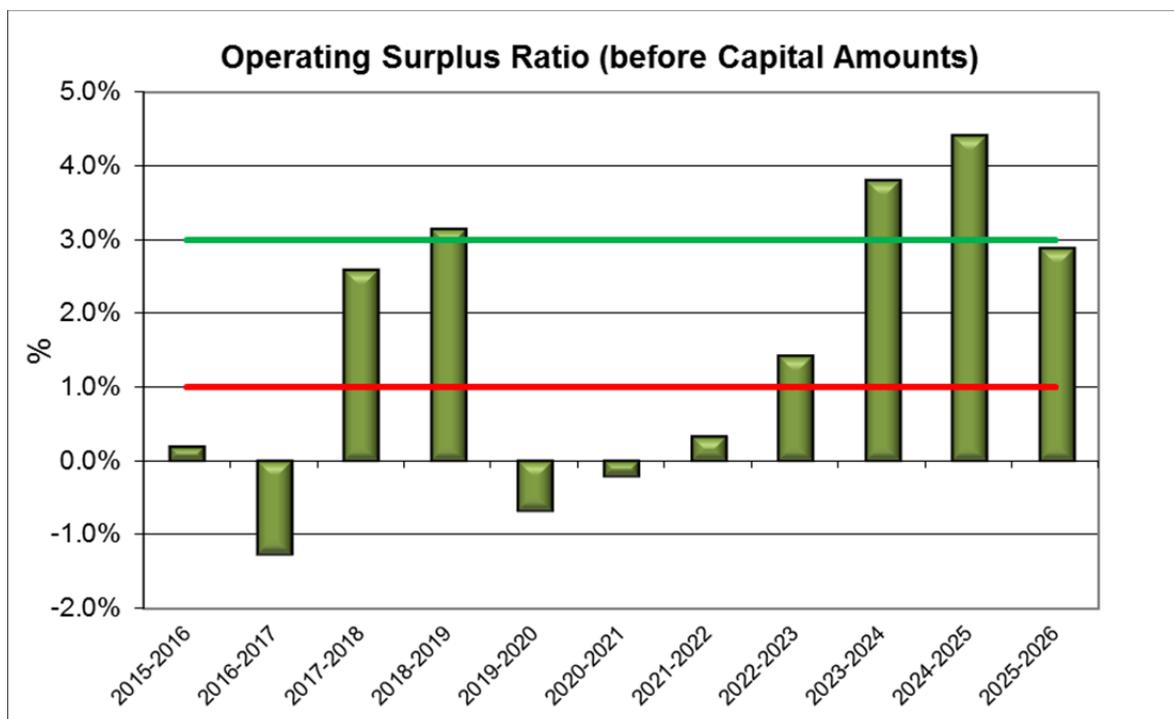
| | |
|---|--|
| Information Only – March 2016 Adelaide CPI | 0.7% |
| Information Only – March 2016 Local Government Cost Index | 0.7% |
| Increase in operating expenditure CPI Affecting: User Charges, Contractual Exp, Materials, Utilities, Fuel | 'Zero Based' budgeting applied. Every budgeted line 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%.

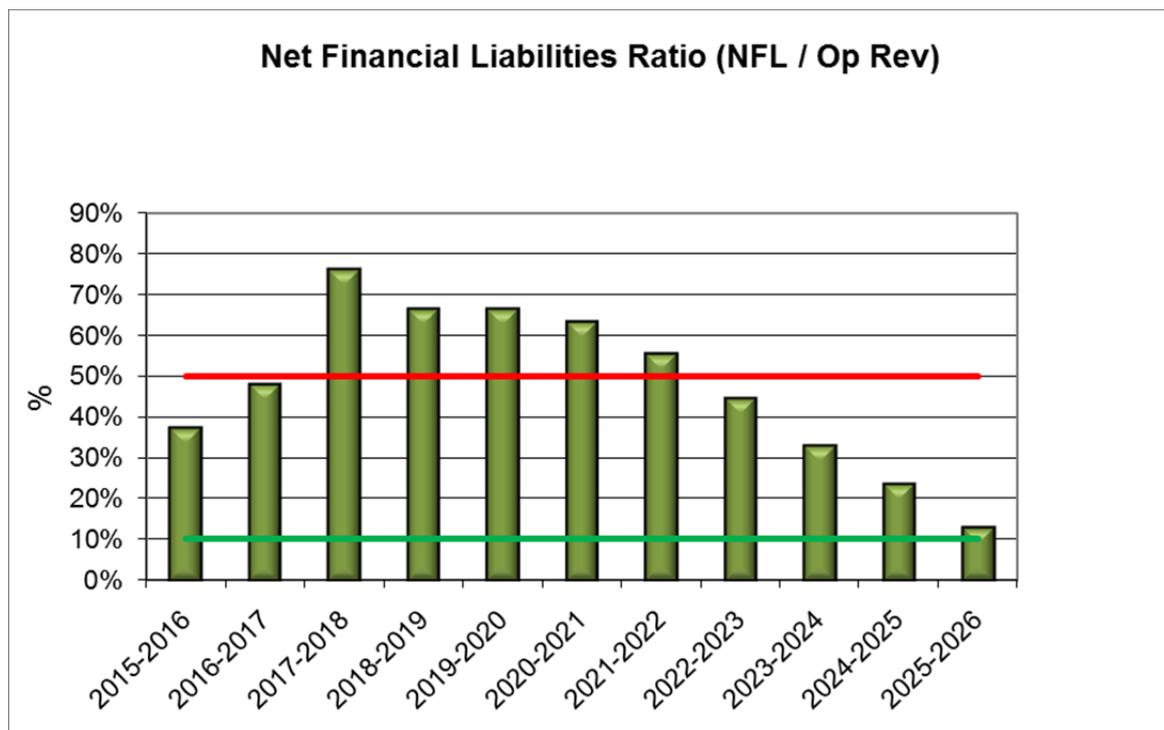
The operating ratio for 2016-2017 is -1.3%. This ratio (& future years where indicated) is attributed to the following key strategic initiatives:

- 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%.

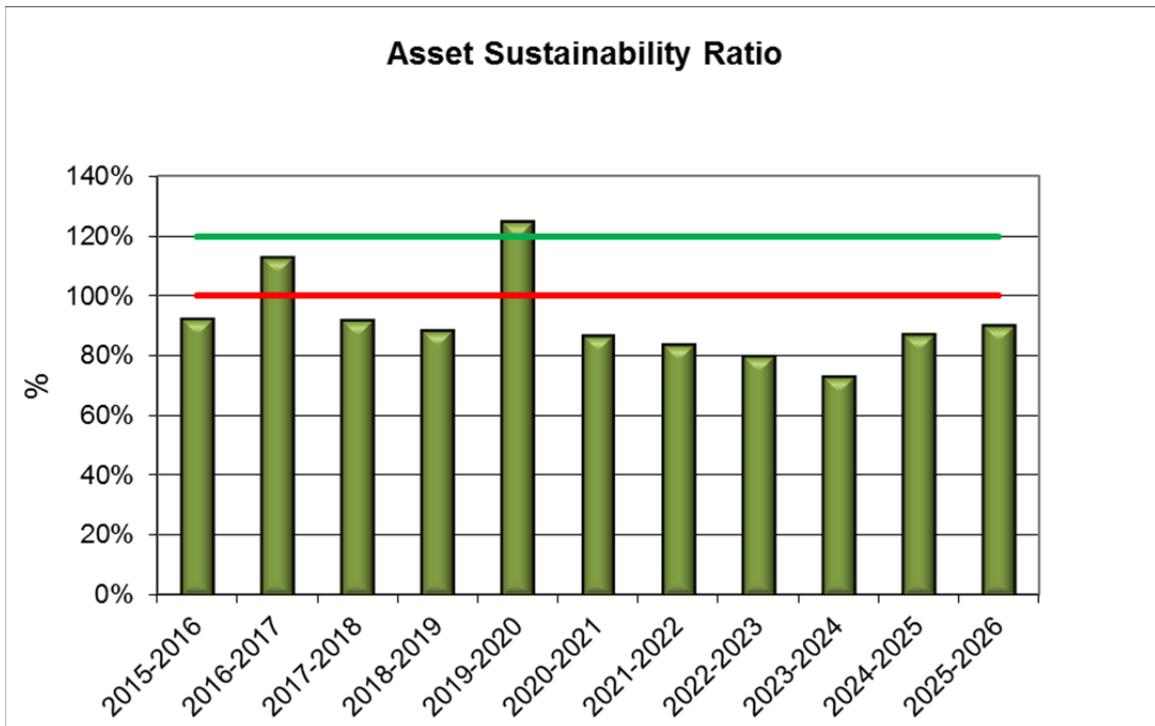
Council has undertaken a borrowing of \$1.88m for the redevelopment of facilities at the North Adelaide Football Club. The borrowing of \$1.88m is included in Council's Net Financial Liabilities, however fully recoverable from the Club.

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% | 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% | 1.00% |
| Total Rate Revenue Increase (Including Growth) | 3.60% | 3.50% |

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

| Financial Indicator Description | Year Ended 30 June: | | | | | | | | | | | | | |
|---|---------------------|-------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--|
| | Target | 2015 Actual | 2016 Estimate | 2017 Year 1 | 2018 Year 2 | 2019 Year 3 | 2020 Year 4 | 2021 Year 5 | 2022 Year 6 | 2023 Year 7 | 2024 Year 8 | 2025 Year 9 | 2026 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 |
| Total Operating Revenue | | 21,493,441 | 22,508,311 |

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 |
| Total Grants and Subsidies | 1,699,301 | 1,989,298 |

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 |
| Total Operating Expenses | | 21,831,384 | 22,791,935 |

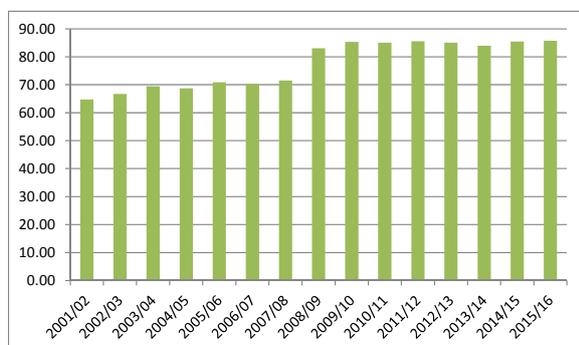
Source: Part B, Section 1.15 Statement of Comprehensive Income for 2016-17 Budget

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 |
| Equals: Operating Surplus/(Deficit) before Capital Amounts | (337,943) | (283,624) |
| add: Net gain/(loss) on disposal | 82,498 | 92,438 |
| add: Amounts for new or upgraded assets | 0 | 120,000 |
| Equals: Operating Surplus/(Deficit) | (255,445) | (71,186) |

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 |
| Equals: Net Outlays on Existing Assets (Shortfall) | (252,516) | 574,543 |
| 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 |
| Equals: Net Outlays on Existing Assets | 1,046,031 | 1,525,438 |

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 |
| Total Capital Works | 4,355,015 | 5,912,981 |
| Capital Works represented by: | | |
| Asset renewal/replacement | 3,308,984 | 4,267,543 |
| New/upgraded assets | 1,046,031 | 1,645,438 |
| Total Capital Works | 4,355,015 | 5,912,981 |
| 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 |
| Total Funding | 4,355,015 | 5,912,981 |

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 |
| Total Assets | | 146,873,308 | 151,557,522 |
| Current Liabilities | 1.13.3 | 2,808,987 | 7,414,736 |
| Non-current Liabilities | 1.13.4 | 8,691,225 | 9,490,337 |
| Total Liabilities | | 11,500,212 | 16,905,073 |
| Equity | 1.13.5 | 135,373,096 | 134,652,449 |

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 |
| Equals: Net Financial Liabilities at 30 June | 8,077,427 | 9,089,988 |

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 |
| Projected Surplus Cash Budget | 310,305 |

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 \$ |
|----------------------------------|---|----------------------------------|-------------------------------|
| OPERATING ACTIVITIES | | | |
| | Income | 21,493,441 | 22,484,811 |
| Less | Expenses | 21,831,384 | 22,768,435 |
| Equals | Operating Surplus/(Deficit) | a (337,943) | (283,624) |
| CAPITAL ACTIVITIES | | | |
| Less | Net Outlays on Existing Assets | | |
| | 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 |
| | Net Outlays on Existing Assets | b (252,516) | 574,543 |
| Less | Net Outlays on New & Upgraded Assets | | |
| | 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 |
| | Net Outlays on New & Upgraded Assets | c 1,046,031 | 1,525,438 |
| | Net Outlays on Existing, New and Upgraded Assets | 793,515 | 2,099,981 |
| Equals | Net Lending/(Borrowing) for Financial Year (d) = (a)-(b)-(c) | d (1,131,458) | (2,383,605) |
| Financing Transactions | | | |
| | New borrowings (Net off loan to Community Group) | 1,374,437 | 3,491,979 |
| Less | Repayment of principal on borrowings | 499,983 | 798,069 |
| Less | Increase/(Decrease) in level of cash and investments | (125,364) | 441,945 |
| Less | Other | (131,640) | (131,640) |
| Equals | Funding Transactions | 1,131,458 | 2,383,605 |
| Add | Cash brought forward from Previous Year | 0 | 0 |
| Add | Provision for LSL (non cash) | 0 | 0 |
| | Net Surplus/(Unfunded) Budget | (257,004) | 310,305 |

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

^(b) 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 |
|--|----------------------------|-------------------------------|-------------------|
| | \$ | \$ | \$ |
| INCOME | | | |
| 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 |
| Total Income | 21,493,441 | 21,654,540 | 22,508,311 |
| EXPENSES | | | |
| 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 |
| Total Expenses | 21,831,384 | 21,619,015 | 22,791,935 |
| Operating Surplus/(Deficit) | (337,943) | 35,525 | (283,624) |
| Asset disposal & fair value adjustments | 82,498 | 89,308 | 92,438 |
| Amounts received specifically for new or upgraded assets | 0 | 20,372 | 120,000 |
| NET SURPLUS/(DEFICIT) transferred to Equity Statement | (255,445) | 145,205 | (71,186) |
| Other Comprehensive Income | 0 | 0 | 0 |
| TOTAL COMPREHENSIVE INCOME | (255,445) | 145,205 | (71,186) |

CITY OF PROSPECT
Balance Sheet 2016-17 Budget

| | Original Budget 2015-16 \$ | Revised Budget BR3 2015-16* \$ | Budget 2016-17 \$ |
|--|----------------------------------|--------------------------------------|-------------------------|
| ASSETS | | | |
| Current Assets | | | |
| 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 |
| Total Current Assets | 1,525,209 | 5,623,170 | 6,065,459 |
| Non-Current Assets | | | |
| 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 |
| Total Non-Current Assets | 145,348,099 | 143,184,406 | 145,492,063 |
| Total Assets | 146,873,308 | 148,807,576 | 151,557,522 |
| LIABILITIES | | | |
| Current Liabilities | | | |
| 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 |
| Total Current Liabilities | 2,808,987 | 6,663,967 | 7,414,736 |
| Non-Current Liabilities | | | |
| Long-term Borrowings | 8,581,279 | 7,081,279 | 9,441,337 |
| Long-term Provisions | 109,946 | 109,946 | 49,000 |
| Total Non Current Liabilities | 8,691,225 | 7,191,225 | 9,490,337 |
| Total Liabilities | 11,500,212 | 13,855,192 | 16,905,073 |
| NET ASSETS | 135,373,096 | 134,952,384 | 134,652,449 |
| EQUITY | | | |
| 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 |
| TOTAL EQUITY | 135,373,096 | 134,952,384 | 134,652,449 |

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

*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 \$ |
|---|----------------------------------|--------------------------------------|-------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Receipts | | | |
| Operating Receipts | 21,382,291 | 21,411,750 | 22,397,161 |
| Investment Receipts | 111,150 | 242,790 | 111,150 |
| Payments | | | |
| Operating payments to suppliers & employees | (17,986,325) | (17,773,956) | (18,844,419) |
| Finance payments | (470,059) | (470,059) | (572,516) |
| Net Cash provided by (or used in) Operating Activities | 3,037,057 | 3,410,525 | 3,091,376 |
| CASH FLOWS FROM INVESTMENT ACTIVITIES | | | |
| Receipts | | | |
| 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 |
| Payments | | | |
| 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 |
| Net Cash provided by (or used in) Investing Activities | (4,036,875) | (3,879,647) | (5,343,341) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Receipts | | | |
| Proceeds from Borrowings | 1,374,437 | 1,374,437 | 3,491,979 |
| Payments | | | |
| Repayments of Borrowings | (499,983) | (499,983) | (798,069) |
| Net Cash provided by (or used in) Financing Activities | 874,454 | 874,454 | 2,693,910 |
| Net Increase (Decrease) in cash held | (125,364) | 405,332 | 441,945 |
| CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD | 148,149 | 3,770,000 | 4,175,332 |
| CASH & CASH EQUIVALENTS AT END OF PERIOD | 22,785 | 4,175,332 | 4,617,277 |

*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 |
|---|--------------------------------------|-----------------------------------|---------------------------------------|--|---|--|-------------------|
| 1 PLANNING & COMMUNICATIONS | | | | | | | |
| 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 |
| 1,540,352 | 202,200 | 1,338,152 | | 1,295,061 | 202,200 | 1,092,861 | -18 |
| 2 INFRASTRUCTURE, ASSETS & ENVIRONMENT | | | | | | | |
| 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 |
| 15,261,040 | 1,151,994 | 14,109,046 | | 14,212,300 | 1,592,991 | 12,619,309 | -11 |
| 3 COMMUNITY | | | | | | | |
| 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 |
| 4,299,157 | 973,437 | 3,325,720 | | 3,458,383 | 1,094,287 | 2,364,096 | -29 |
| 4 CORPORATE SERVICES | | | | | | | |
| 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 |
| 4,116,673 | 794,941 | 3,321,732 | | 6,002,082 | 841,221 | 5,160,861 | 55 |
| 5 ECONOMIC DEVELOPMENT | | | | | | | |
| 983,988 | 1,400 | 982,588 | 5.0 BUSINESS & ECONOMIC DEVELOPMENT | 675,008 | 3,696 | 671,312 | -32 |
| 983,988 | 1,400 | 982,588 | | 675,008 | 3,696 | 671,312 | -32 |
| PROSPECT WIDE | | | | | | | |
| (2,877,828) | 19,942,406 | (22,820,234) | RATES INCOME & REBATES/RESERVES/B-FWD | 497,151 | 22,715,895 | (22,218,744) | -3 |
| (2,877,828) | 19,942,406 | (22,820,234) | | 497,151 | 22,715,895 | (22,218,744) | -3 |
| 23,323,382 | 23,066,378 | 257,004 | TOTAL | 26,139,985 | 26,450,290 | (310,305) | |

OPERATING PROJECT BUDGET SUMMARY 2016-17

| Ref in LTFP | Strategy | Description | Budget 16-17 | Funding Source | | | | |
|-------------|------------------|---|--------------|----------------|------------------|--------|------|--------|
| | | | | Rates | Commercial Rates | Grants | Loan | Other |
| 3 | Place | Heritage Grant Program 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 | Housing Diversity & Desirable Neighbourhoods DPA 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 | Dog Tidy Bags 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 | Animal Management Plan 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 | Community Safety Officer Weekend Overtime 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 | Community Safety After Hours Temp Staff 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 | Environmental Subsidy Program 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 | Environmental Initiatives Encourage families to use cloth nappies instead of disposables. | 2,000 | 2,000 | | | | |
| 15 | Place | Veggie Verges 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 | Street Parties 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 | Main North Central Precinct Concept Plan 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 | Prospect Rd Footpath Upgrade - Gordon to Regency 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 | SCRamble - Safer Active Travel Project 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 | Narrow Street Traffic Management 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 | PLEC Undergrounding Prospect Road 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 | Increase in Footpath Maintenance Increase in Maintenance of existing footpaths to eliminate trip hazards etc. | 50,000 | 50,000 | | | | |
| 32 | Place | Local Area Traffic Management Review 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 | Street Lighting Upgrade Various Location 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 | Open Space Strategy Community Engagement Stage 1 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 gage 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 | Masterplan Charles Cane & George Whittle Reserves 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 | Prospect Rd Precinct-Percy St & Regency Rd Gateway 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 | Green Neighbourhoods Connections & Attractions 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 | Village Heart & Surrounds Tree Project 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 | Adjustment of Planned Building Maint Allocation 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 | Prospect Oval Seating Repairs 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 | Urban Green Link Corridor 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 | White Cedar Tree Program 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 | Community Waste Education Project 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 | Pigeon Eradication Program 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 | Know Our Community Regularly engage with our community and service providers, consult in innovative ways, deepen our understanding through data analysis. | 24,641 | 24,641 | | | | |
| 66 | People | Publications - Prospect Magazine 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 | Community Facilities - Town Hall 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 | Memorial Gardens Playspace Stage 3 of 3 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 | Communications Strategy - Implementation Stage 1 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 | Broadview Oval Master Plan 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 | Community Support Fund 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 | Priorities City Wide Public Art Advisory Board 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 | Reconciliation Action Plan 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 | Diwali Cultural Festival 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 | Out of the Square Youth School Holiday Program 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 | Prospect Art Collection Management 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 | Vine St Plaza Activation inc. Anime Festival 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 | Club5082 New Initiatives 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 | Culture Survey/Actions 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 | Playwell Sport and Recreation Fair 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 | LibraryPLUS Project Management & Design Project management and initial pre-design 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 | LibraryPLUS Consultation 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 | Local History Digitisation 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 | Tourrific Prospect 2017 will be the sixth year for Tourrific 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 | Executive Leadership Training/Development/Planning 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 | Eastern Region Alliance 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 | Livechat for Customer Services 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 | Investigation of Costing of Service Levels 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 | Applications Roadmap 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 | Review - Internal Governance Processes 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 | Scope Design & Delivery of an Extranet 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 | Digital Transformation 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 | NBN Digital Hub 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 | Eastside Business Enterprise Centre 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 | Radio 5082 Podcast Production 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 | Digital Economy Strategy Implementation To leverage our digital advantage and continue to implement the endorsed Next Generation Digital Economy Strategy 2014-2018. | 130,320 | 130,320 | | | | |
| 142 | Place | Celebrating Good Design 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 | Community Panel 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 | Prospect China Engagement Action Plan 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 | Image Management Solution 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 | Football Parking Flip Sign Installation Program 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 | Beautification Project for All Parks & Reserves 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 | Braund Road Street Lighting To assess the pedestrian street lighting along Braund Road. | 20,000 | 20,000 | | | |
| 14 | Place | Prospect Road Footpath Upgrade - Gordon to Regency 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 | Safe Routes to School 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 | Driveway Upgrade Program Driveway upgrade program for 2016-17 in line with asset management plan. | 108,748 | 67,771 | | 40,977 | |
| 19 | Place | Pedestrian Kerb Ramp Pedestrian upgrade program for 2016-17 in line with asset management plan. | 25,850 | 25,850 | | | |
| 20 | Place | Bus Shelter Upgrades (DDA Compliance) 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 | Road Design/Reconstruction (Capital) Road resurfacing program for 2016-17 in line with asset management plan. | 1,067,137 | 458,659 | 483,478 | 125,000 | |
| 23 | Support Services | Footpath Construction - Miscellaneous 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 | Kerb and Gutter Constructions Kerb and gutters program for 2016-17 in line with asset management plan. | 207,173 | 0 | | 207,173 | |
| 27 | Place | Water Sensitive Urban Design for LATM Devices 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 | Drainage Design/Construction Drainage design /construction program for 2016-17 in line with asset management plan. | 752,938 | 752,938 | | | |
| 32 | Place | Prospect Oval Irrigation Upgrade 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 | Upgrade of Playspace in Identified Parks 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 | Prospect Oval Retaining Wall Upgrade 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 | Air Raid Shelter Stage One 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 | <p>St Helens Park Irrigation Upgrade 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.</p> <p>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.</p> | 163,000 | 163,000 | | | |
| 44 | Support Services | <p>Council Buildings & Structures - Capital Works Building related program for 2016-17 in line with asset management plan.</p> | 78,431 | 78,431 | | | |
| 47 | Place | <p>Galway Ave Median Strip Redevelopment Stage 1 of 3 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.</p> <p>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.</p> | 100,000 | 100,000 | | | |
| 49 | Support Services | <p>Fleet Management - Capital Acquisitions To replace necessary fleet vehicles in accordance with the 2016-17 replacement program. Cost is offset by trade-in income.</p> | 781,500 | 463,500 | | | 318,000 |
| 53 | Place | <p>Memorial Gardens Playspace Stage 3 of 3 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.</p> <p>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.</p> | 240,000 | 120,000 | 120,000 | | |
| 56 | Prosperity | <p>Town Hall Upgrade 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.</p> | 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 | Men's Shed Expansion 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 | Public Art - Capital 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 | Library Capital Book Purchases Library book stock replacement in 2016-17. | 111,275 | | 111,275 | | |
| 73 | Support Services | PC Replacement 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**

| | 2015-16 Original Budget | 2016-17 Budget |
|-----------------------------------|--|---------------------------|
| CAR PARK DEVELOPMENT FUND* | | |
| 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) |
| SUMMARY OF RESERVE FUNDS | | |
| 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) |
|---|-----|-------------------------------|---------------------------|-------------------|--|----------------------|
| EXPENDITURE | | | | | | |
| Salaries | | | | | | |
| 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% |
| | | 7,778,314 | 7,632,195 | 7,853,946 | (75,632) | -1% |
| Contractual Services | | | | | | |
| 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% |
| | | 10,162,190 | 10,182,319 | 12,386,464 | (2,224,274) | -22% |

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) |
|--|-----|-------------------------------|---------------------------|-------------------|--|----------------------|
| Materials | | | | | | |
| 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% |
| Finance Charges | | | | | | |
| 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% |
| Depreciation | | | | | | |
| 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) |
|--|-------------------------------|---------------------------|-------------------|--|----------------------|
| Other | | | | | |
| Staff Reimbursements | 205 | 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) 0% |
| 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% |
| Total Expenditure | | 23,311,382 | 23,152,445 | 26,127,985 | (2,816,603) -12% |

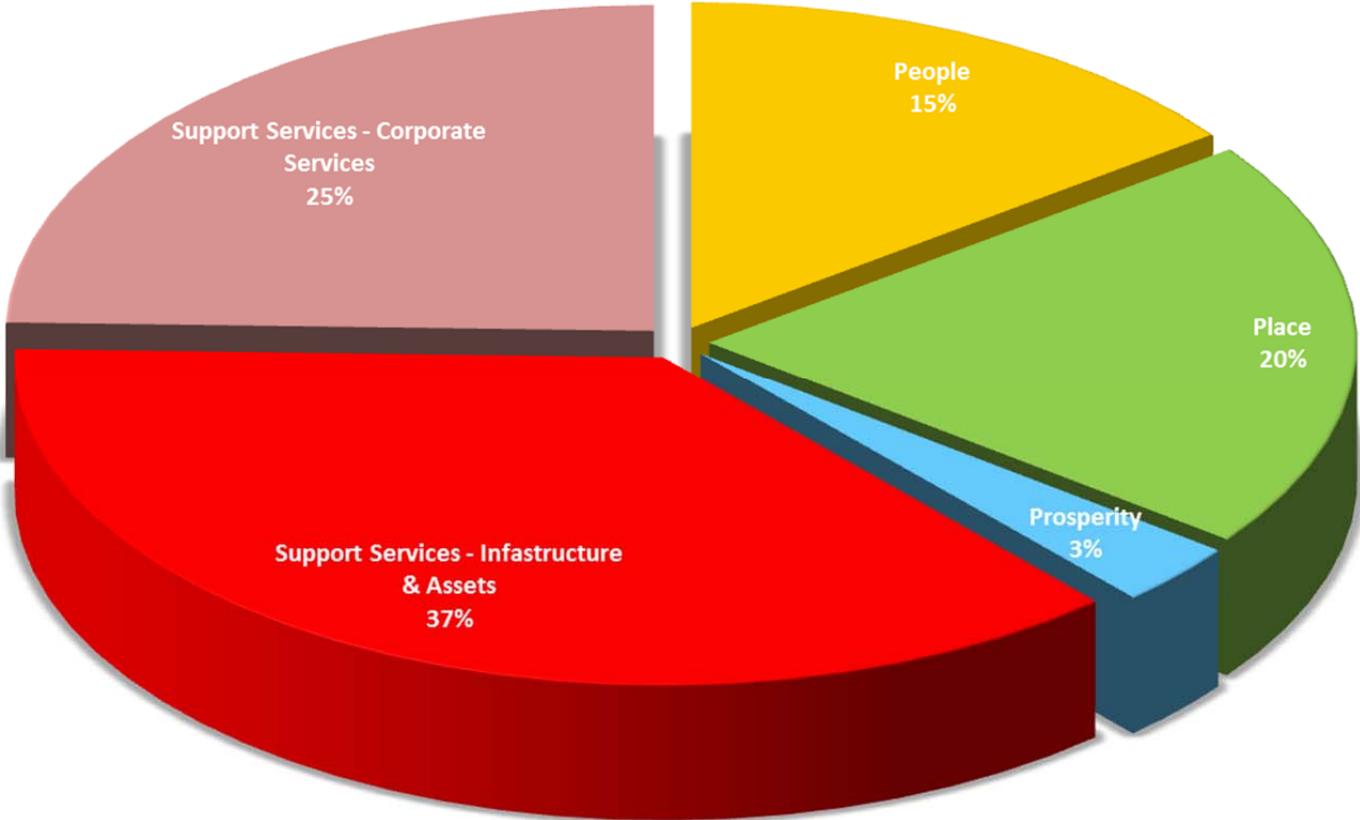
City Of Prospect
Operating and Capital Income & Expenditure Total 2016-17
Nature & Type Report
Summary - All Departments

| Description | | Original Budget 2015-16 | Revised Budget 2015-16 | Budget 2016-17 | YTD Var Fav/(Unfav) Original Budget | Var % Fav/(Unfav) |
|--|-----|-------------------------------|---------------------------|-------------------|--|----------------------|
| <u>INCOME</u> | | | | | | |
| Rates | | | | | | |
| 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% |
| Statutory charges | | | | | | |
| 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% |
| User charges | | | | | | |
| 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

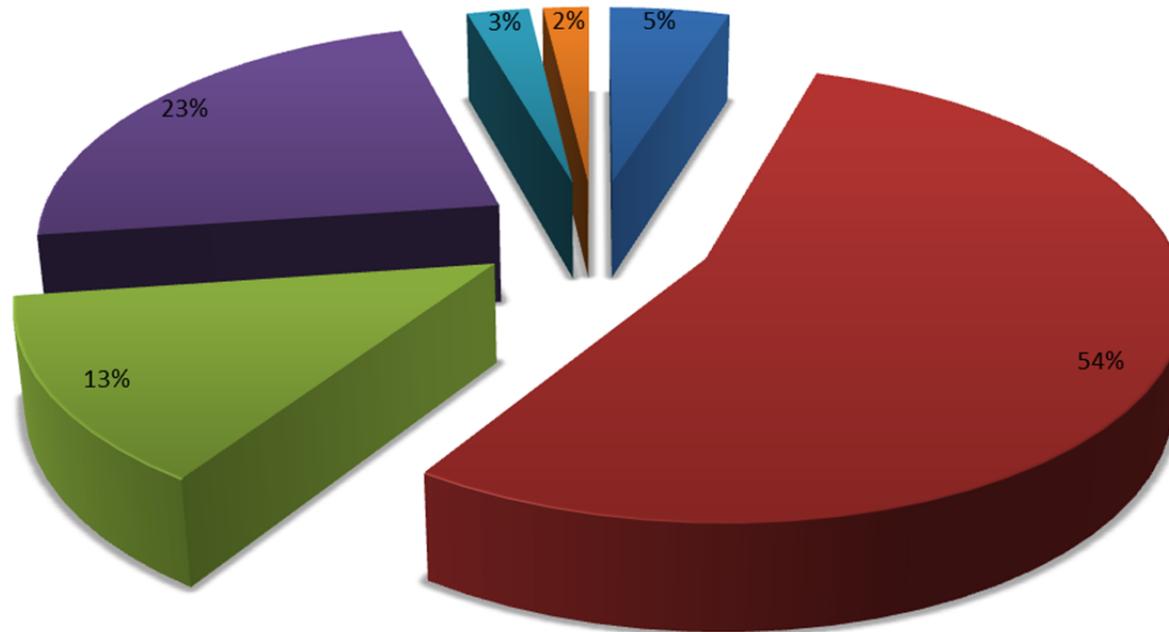
| Description | | Original Budget 2015-16 | Revised Budget 2015-16 | Budget 2016-17 | YTD Var Fav/(Unfav) Original Budget | Var % Fav/(Unfav) |
|---|-----|-------------------------------|---------------------------|-------------------|--|----------------------|
| Operating grants and subsidies | | | | | | |
| 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% |
| Investment income | | | | | | |
| 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% |
| Reimbursements | | | | | | |
| 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% |
| Other | | | | | | |
| 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% |
| Net gain - equity accounted Council businesses | | | | | | |
| EOY JV Equity (Profit) | 815 | 0 | 0 | 0 | 0 | |
| | | 0 | 0 | 0 | 0 | 0% |
| Total Income | | | | | | |
| | | (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 | |
| Summary | | | | | | |
| | 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



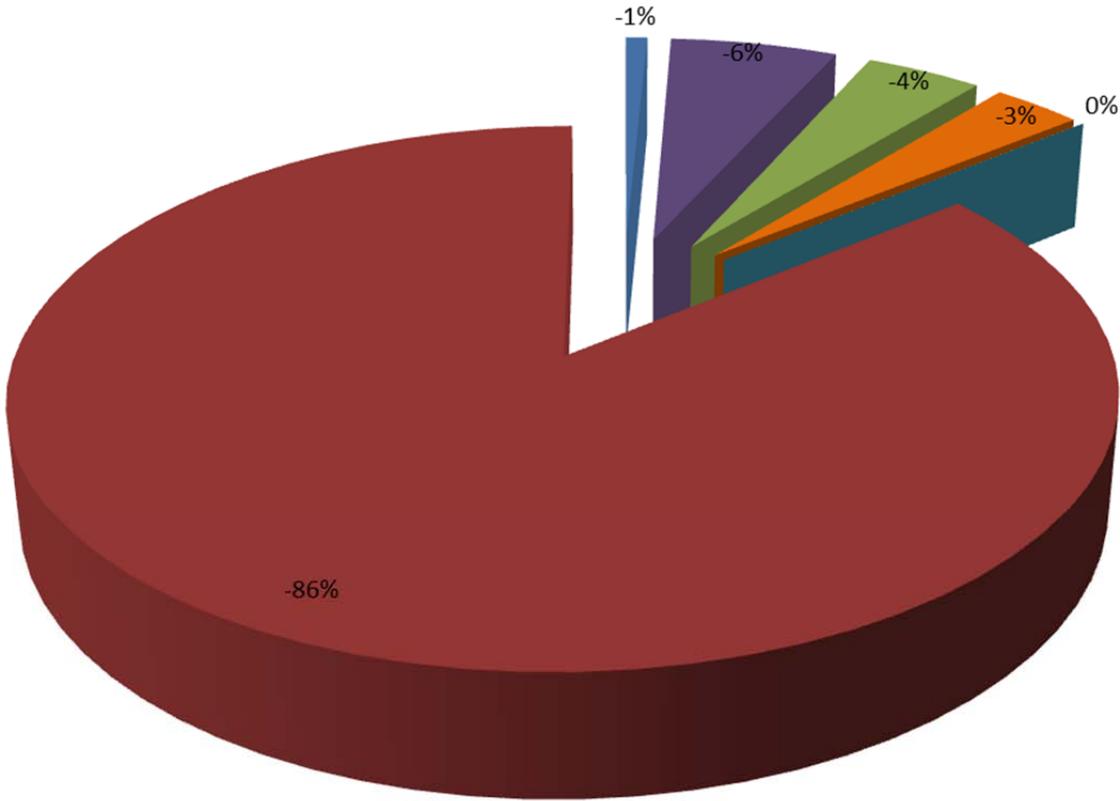
Total Expenditure by Department 2016-2017

- 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 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"> 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 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. | | | | | | | | | |
| 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"> 2016-2017 - \$3.5M 2017-2018 - \$8.0M | | | | | | | | | |

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) |
|---|---------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|
| INCOME | | | | | | | | | | | | |
| 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 |
| Total 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 |
| EXPENSES | | | | | | | | | | | | |
| 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 |
| Total 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 |
| OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS | 313 | 36 | (283) | 590 | 744 | (164) | (52) | 86 | 378 | 1,048 | 1,261 | 854 |
| 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 |
| NET SURPLUS/(DEFICIT) | 233 | 145 | (71) | 590 | 744 | (164) | (52) | 86 | 378 | 1,048 | 1,261 | 854 |
| 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 |
| Total Other Comprehensive Income | (1,225) | 0 | 0 | 0 | 7,685 | 4,863 | 0 | 0 | 0 | 11,935 | 7,968 | 0 |
| TOTAL COMPREHENSIVE INCOME | (992) | 145 | (71) | 590 | 8,429 | 4,699 | (52) | 86 | 378 | 12,983 | 9,229 | 854 |

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) |
|--|----------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| ASSETS | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | |
| 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 |
| Total Current Assets | 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 | | | | | | | | | | | | |
| 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 |
| Total Non-Current Assets | 141,714 | 143,034 | 145,492 | 152,903 | 159,656 | 164,745 | 164,408 | 162,934 | 160,900 | 171,125 | 177,976 | 175,871 |
| Total Assets | 146,934 | 148,621 | 151,557 | 159,008 | 165,723 | 169,418 | 168,283 | 167,026 | 166,118 | 177,678 | 185,424 | 184,916 |
| LIABILITIES | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | |
| 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 |
| Total Current Liabilities | 5,585 | 6,554 | 7,414 | 7,340 | 6,877 | 7,163 | 7,429 | 7,509 | 7,729 | 7,897 | 7,921 | 7,186 |
| Non-Current Liabilities | | | | | | | | | | | | |
| 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 |
| Total Non-Current Liabilities | 6,562 | 7,135 | 9,490 | 16,217 | 14,966 | 13,676 | 12,327 | 10,904 | 9,398 | 7,807 | 6,300 | 5,673 |
| Total Liabilities | 12,147 | 13,689 | 16,904 | 23,557 | 21,843 | 20,839 | 19,756 | 18,413 | 17,127 | 15,704 | 14,221 | 12,859 |
| NET ASSETS | 134,787 | 134,932 | 134,653 | 135,451 | 143,880 | 148,579 | 148,527 | 148,613 | 148,991 | 161,974 | 171,203 | 172,057 |
| EQUITY | | | | | | | | | | | | |
| 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 |
| TOTAL EQUITY | 134,787 | 134,932 | 134,653 | 135,451 | 143,880 | 148,579 | 148,527 | 148,613 | 148,991 | 161,974 | 171,203 | 172,057 |

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) |
|---|---------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | | | | | | |
| <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) |
| Net Cash provided by (or used in) Operating Activities | | 4,113 | 3,095 | 4,650 | 4,527 | 4,571 | 4,887 | 4,919 | 5,337 | 5,664 | 5,906 | 6,416 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | | | | | |
| <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) |
| Net Cash Provided by (or used in) Investing Activities | | (4,764) | (5,343) | (11,578) | (3,296) | (4,734) | (4,400) | (3,367) | (2,801) | (2,829) | (3,304) | (3,173) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | | | |
| <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) |
| Net Cash provided by (or used in) Financing Activities | | 874 | 2,694 | 6,877 | (1,280) | (1,245) | (1,297) | (1,350) | (1,427) | (1,509) | (1,595) | (1,511) |
| Net Increase/(Decrease) in cash held | | 223 | 446 | (51) | (49) | (1,408) | (810) | 202 | 1,109 | 1,326 | 1,007 | 1,732 |
| Opening cash, cash equivalents or (bank overdraft) | | 3,770 | 3,993 | 4,439 | 4,388 | 4,339 | 2,931 | 2,121 | 2,323 | 3,432 | 4,758 | 5,765 |
| Closing cash, cash equivalents or (bank overdraft) | | 3,770 | 3,993 | 4,439 | 4,388 | 4,339 | 2,931 | 2,323 | 3,432 | 4,758 | 5,765 | 7,497 |

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) |
|--|---------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|
| ACCUMULATED SURPLUS | | | | | | | | | | | | |
| 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 |
| Balance at end of period | 76,968 | 77,152 | 76,873 | 77,463 | 78,207 | 78,043 | 77,991 | 78,077 | 78,455 | 79,503 | 80,764 | 81,618 |
| ASSET REVALUATION RESERVE | | | | | | | | | | | | |
| 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 |
| Balance at end of period | 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 | | | | | | | | | | | | |
| 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 |
| Balance at end of period | 286 | 247 | 247 | 247 | 247 | 247 | 247 | 247 | 247 | 247 | 247 | 247 |
| TOTAL EQUITY AT END OF REPORTING PERIOD | 134,787 | 134,932 | 134,653 | 135,243 | 143,672 | 148,371 | 148,319 | 148,405 | 148,783 | 161,766 | 170,995 | 171,849 |

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 |
| Operating Surplus/(Deficit) before Capital Amounts | 313 | 36 | (283) | 590 | 744 | (164) | (52) | 86 | 378 | 1,048 | 1,261 | 854 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | | | |
| 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 |
| | 349 | 540 | 576 | (642) | (1,118) | (126) | (1,687) | (1,890) | (2,023) | (1,972) | (1,478) | (2,262) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | | | |
| 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 |
| | 596 | 880 | 1,526 | 8,523 | 366 | 546 | 1,556 | 637 | 227 | 509 | 496 | 157 |
| Net Lending / (Borrowing) for Financial Year | (632) | (1,384) | (2,385) | (7,291) | 1,496 | (584) | 79 | 1,339 | 2,174 | 2,511 | 2,243 | 2,959 |

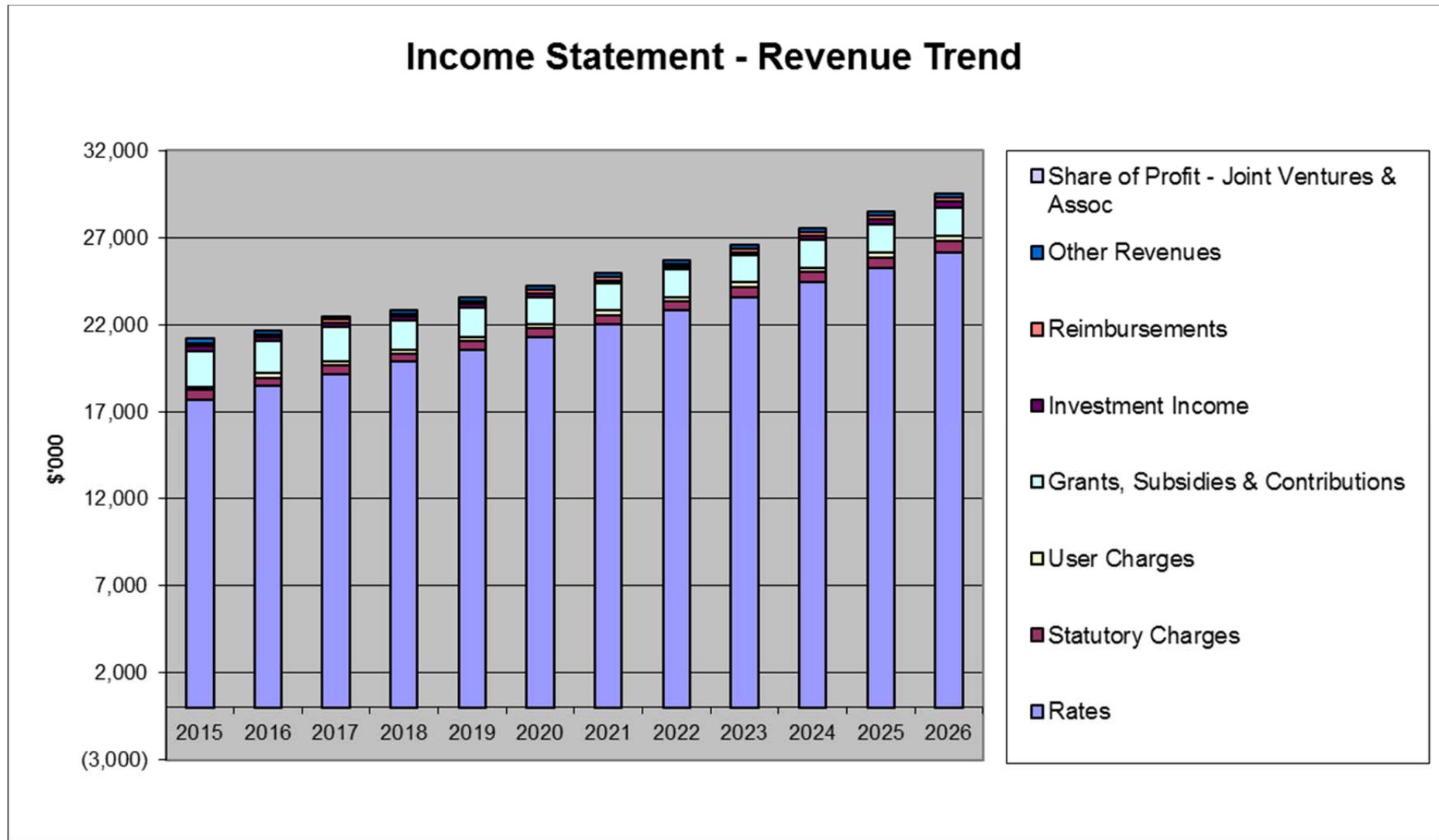
In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

| 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) |
|--|---------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|
| FINANCING TRANSACTIONS | | | | | | | | | | | | |
| 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 |
| Financing Transactions | | 1,384 | 2,385 | 7,291 | (1,496) | 584 | (79) | (1,339) | (2,174) | (2,511) | (2,243) | (2,959) |

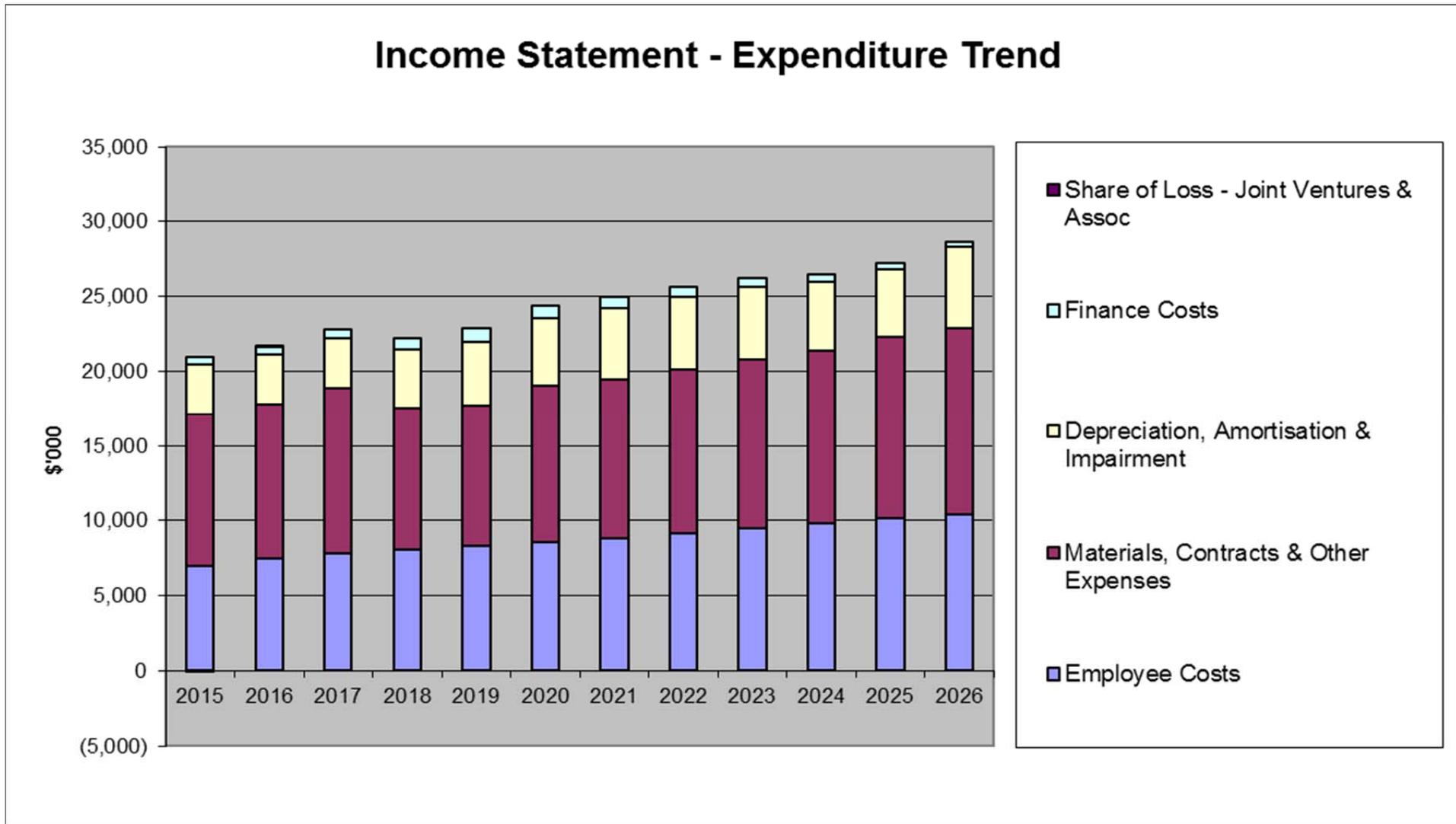
1.8 Key Financial Indicators

| 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% |

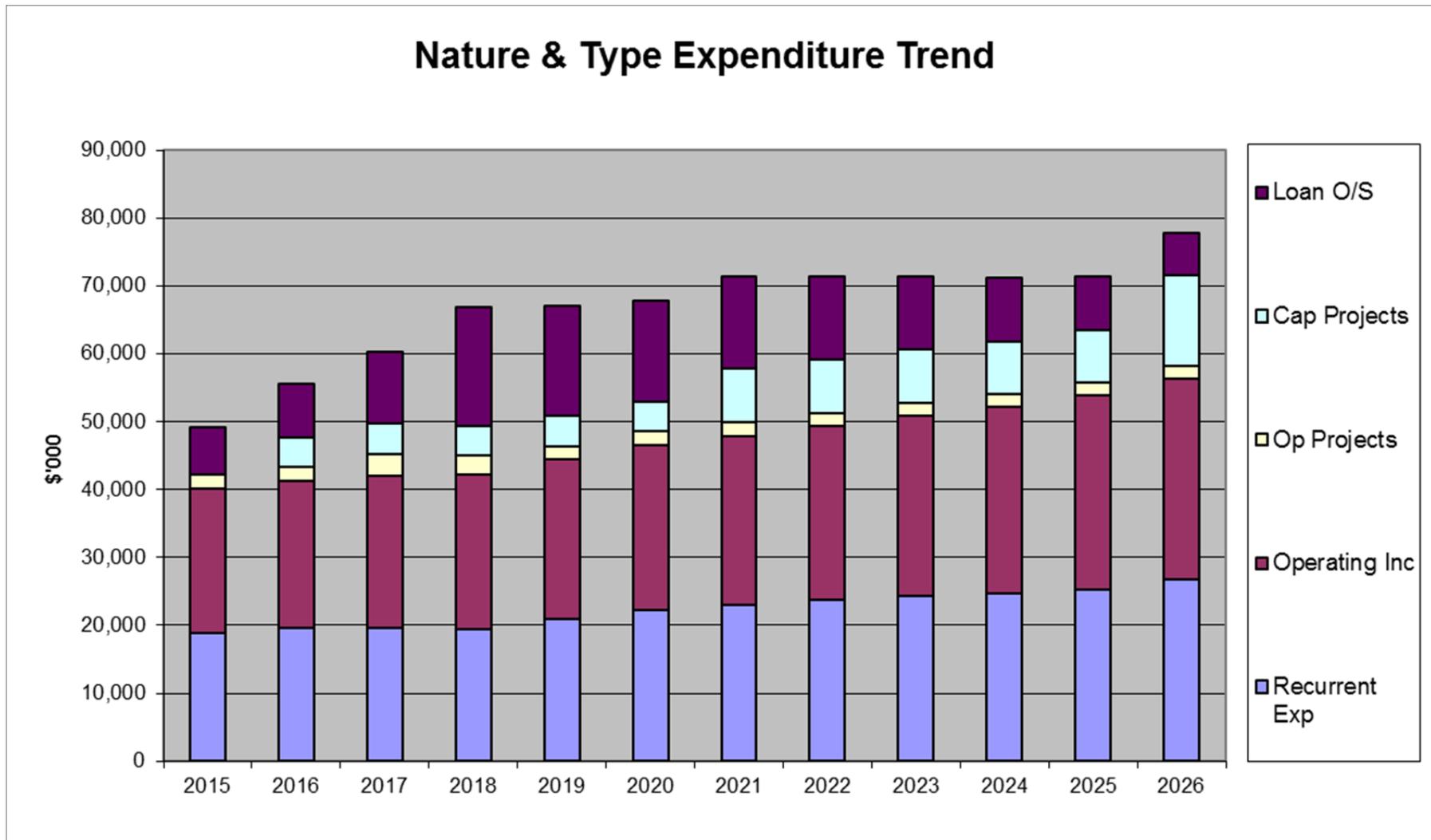
1.9 Income Statement – Revenue Trend



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

| 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 |
| 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 | 300 | 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

| 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 |
| 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

| 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 | |
| 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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

| Ref No. | Strategy | Description | 2015-16 | | Year | | | | | | | | | | |
|---------|----------|---|----------------|----------------------|--------------|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | | Adopted Budget | Revised Budget (BR2) | Draft Budget | Funding Sources | 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 Res | 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 |
| 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 | 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 | 1,356,749 | 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 | | | | | | | | | | | | | |
| 34 | Place | Broadview Oval-Irrigation Tank Replace | R | 8.0 | 0 | 0 | | | | | | | | | | | | | |
| 35 | Place | Playground Equipment | N | 3.0 | 0 | 0 | | | 30,000 | 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 | | | 10,000 | | 10,000 | | 10,000 | | | 10,000 | | 10,000 | |
| 37 | Place | Park Furniture Replacement/Signage | R | 5.0 | 14,000 | 14,000 | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | |
| 41 | Place | Charles Cane Reserve / Parndo Yerta Shed | R | 8.0 | 10,000 | 10,000 | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | |
| 46 | Place | Fence Upgrade - Prospect Oval | U | 3.0 | 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 | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | |
| 51 | People | RSL Flag Poles | U | 3.0 | 0 | 0 | | | | | | | | | | | | | |
| 52 | Place | Parks Strategy Implementation | N | 3.0 | 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 | | | | | | | | | | | | | |
| 55 | Place | Memorial Gardens Heritage Shelter | R | 3.0 | 0 | 17,702 | | | | | | | | | | | | | |
| 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 | | | | | | | | | 7,000 | | | | |
| 58 | Place | Prospect Oval Upgrade/Fitness Centre | N | 2.0 | 0 | 0 | | | | 100,000 | | 100,000 | | | | | | | |
| 59 | Place | Playground Fences | N | 3.0 | 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 (Fitzroy Tce) | N | 8.0 | 30,000 | 30,000 | | | | | | | 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 | | | | | | | | | | | | | |
| 64 | People | Furniture Replacement Library Services | R | 8.0 | 15,000 | 15,000 | | | | | | | | | | | | | |

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 | | | | | | | | | | | | | |
|---|------------------|--|---|------------|------------------------|------------------------------|-------------------------|----------------------|-----------------|------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------|--------|
| | | | | | | | | 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 | 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 | 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 | 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 | 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

| 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 |
| ANALYSIS - CAPITAL PROJECTS SUMMARY | | | | | | | | | | | | | | | | | |
| Total Expenditure B4 CPI | | | | | 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 | |
| Exp | | | | | 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 | |
| Renewal Vs New Assets Vs Upgrade | | | | | | | | | | | | | | | | | |
| New | | | | | 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 | | | | | 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 | | | | | 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 | |
| <i>check</i> | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Renewal Vs New Assets Vs Upgrade % | | | | | | | | | | | | | | | | | |
| New | | | | | 11 | 10 | 14 | 68 | 6 | 10 | 34 | 18 | 7 | 16 | 14 | 4 | |
| Renewal | | | | | 79 | 80 | 72 | 26 | 78 | 80 | 66 | 82 | 92 | 83 | 86 | 95 | |
| Upgrade | | | | | 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 | |
| <i>check</i> | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| CAPITAL PROJECT SUMMARY | | | | | | | | | | | | | | | | | |
| Total Expense | | | | | 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 | |
| Funded By Trade In | | | | | 186,500 | 186,500 | 318,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Funded by Grant /Reimbursement | | | | | 109,000 | 109,000 | 231,275 | 15,600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| R2R | | | | | 293,000 | 293,000 | 483,478 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Funded by Loan | | | | | 663,022 | 663,022 | 2,616,979 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Net Funding Required from Rates/Cash Reserves | | | | | 3,103,493 | 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 | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Buildings | | | | | 38,551 | 45,551 | 127,531 | 8,162,368 | 277,207 | 175,459 | 142,297 | 79,551 | 116,532 | 40,267 | 109,354 | 218,552 | |
| Structures | | | | | 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 | | | | | 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 | | | | | 14,000 | 14,000 | 86,500 | 0 | 0 | 0 | 86,500 | 0 | 0 | 0 | 86,500 | 0 | |
| Other | | | | | 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 | | | | | 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 | | | | | 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 | | | | | 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 | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Kerb & Gutter | | | | | 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 | | | | | 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 | | | | | 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 |
| Infrastructure Total | 2,755,380 | 2,189,594 | (565,786) | 3,665,450 | 1,475,856 |
| Other Assets# | 737,384 | 737,384 | 0 | 1,309,800 | 572,416 |
| Total | 3,492,764 | 2,926,978 | (565,786) | 4,975,250 | 2,048,272 |

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 assumption¹ 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.

¹ 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 cost² was \$53m. The actual value³ 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 ² | 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

² What it would cost to build the roads at that time

³ 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;

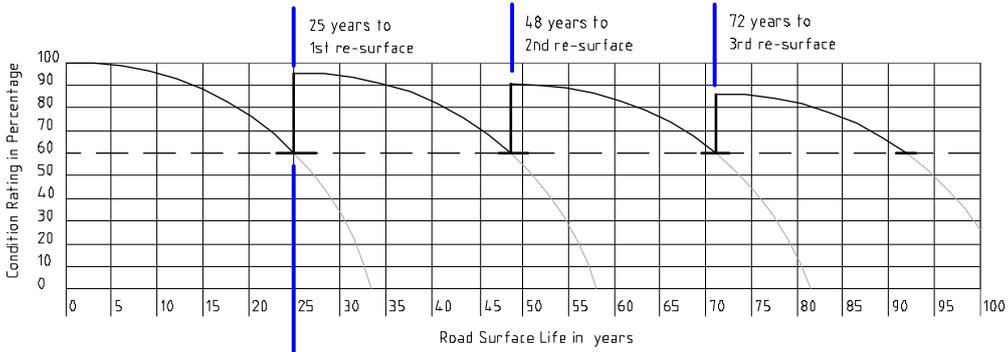
- (b) Applying the first coat of a rejuvenating agent (Reclamite) within ten years of placing the hotmix.
- (c) Then, ten-yearly cyclic re-use of rejuvenating agent on all bituminous surfaces after any necessary local repairs have been made;
- (d) Sealing road-surface cracks in the year following the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

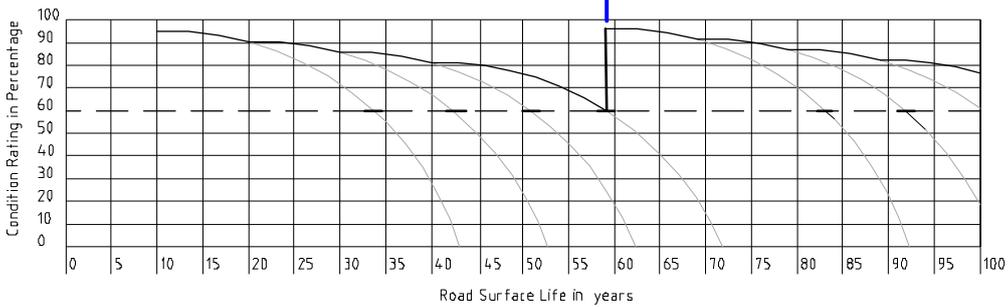
ROAD-SURFACE DETERIORATION CURVES

Conventional Hotmix (AC10) - not rejuvenated

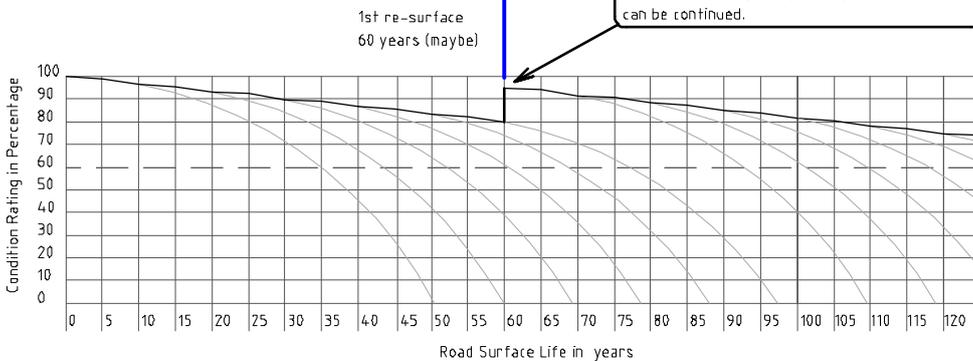


58 years to 1st re-surface

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

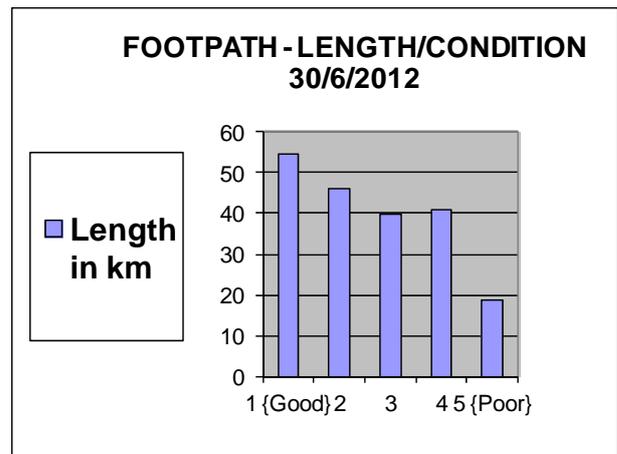
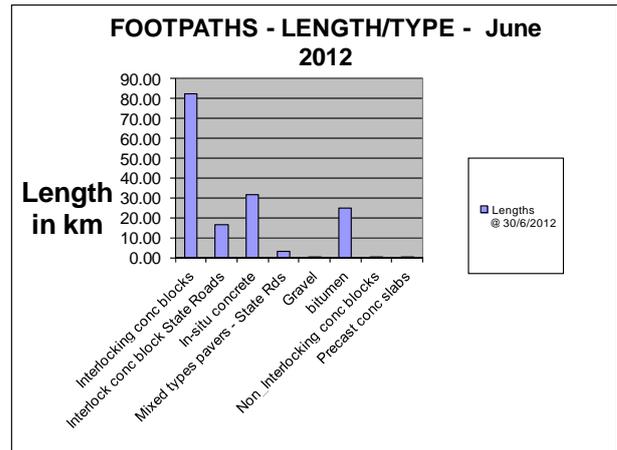
Council has 198.7km of footpaths. As at 01 July 2013 the replacement cost was \$23,423,766. The actual value of the footpath network as at 01 July 2013 was \$13,632,214. The footpath network is depreciating at approximately \$541,400 per year. The deterioration does not fully account for costs associated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

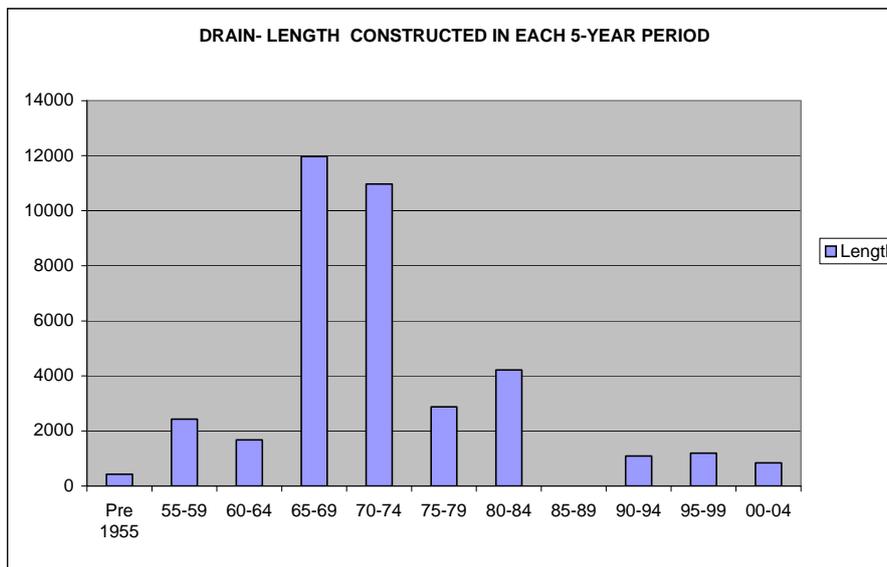
The network is depreciating at approximately \$468,550 per annum.

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.

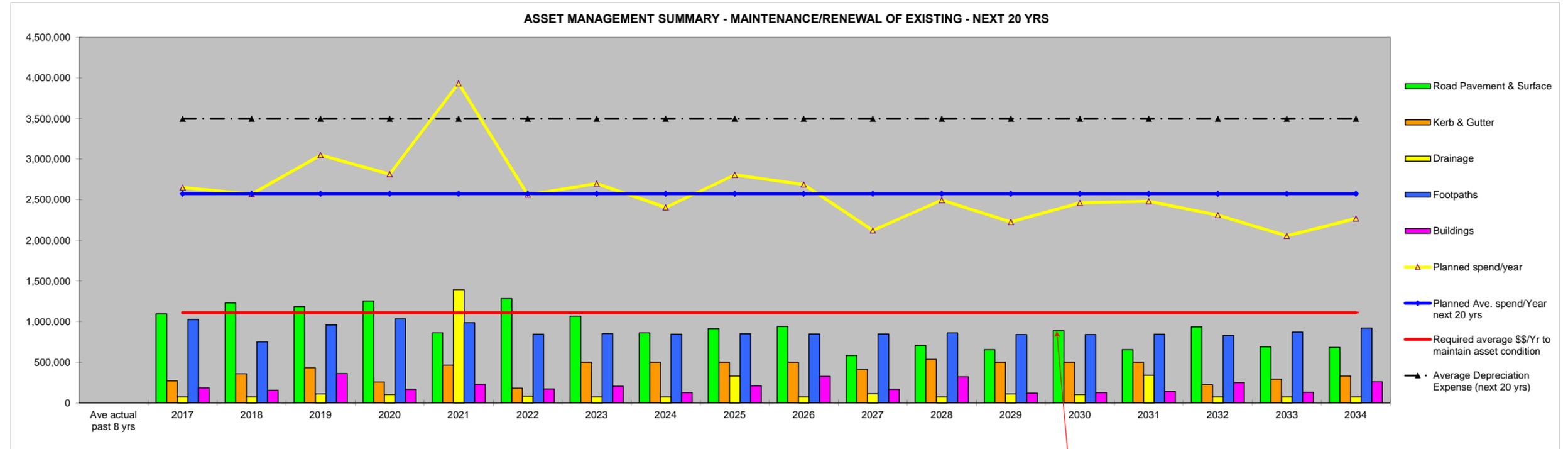
Council has allocated an average of \$103,000 per annum for the maintenance of Council buildings and structures. Spending could vary considerably from year to year.

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

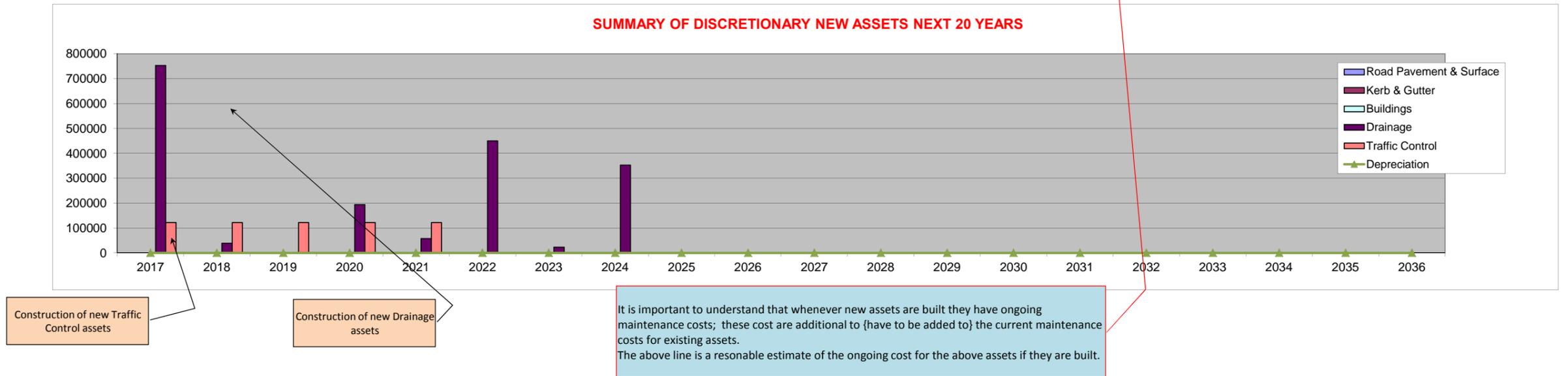
A graph summarizing the twenty year program is provided at page 140.

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 | 3,759,209 |
| 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 |



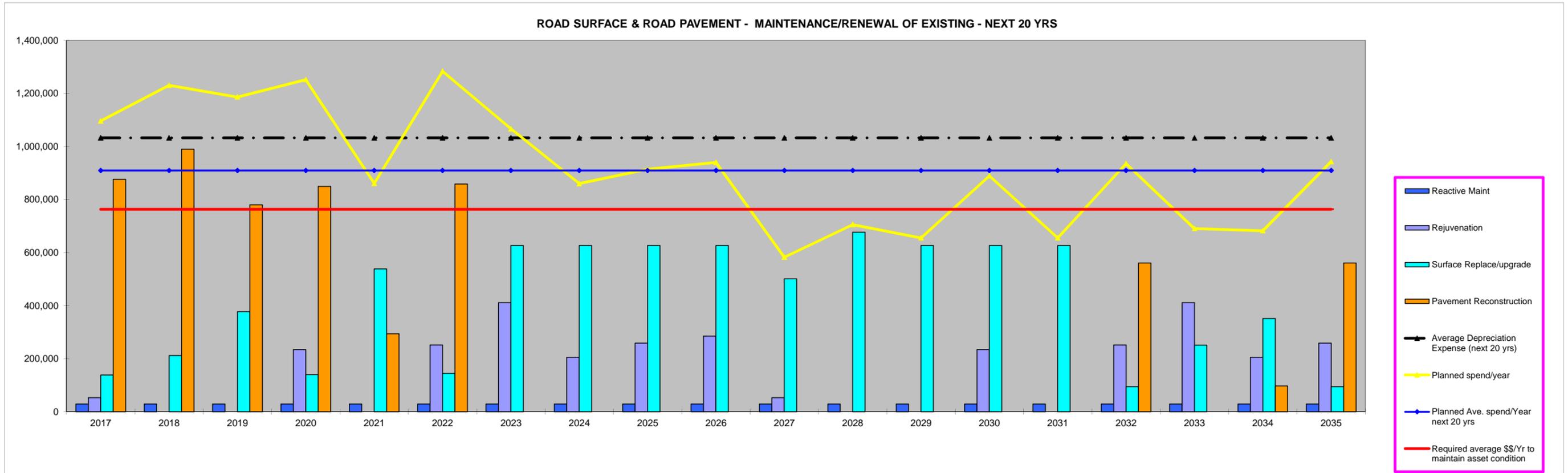
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|-------------------------|---------|---------|---------|---------|---------|---------|--------|---------|------|------|------|------|------|------|------|------|------|------|------|------|
| 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 |



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 | 28,863 | 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 | 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

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

| | | | | |
|-----------------------------|---|--------------|---------------|-----------|
| | | | Pavement | \$780,371 |
| 2019 Surface Renewal | | | | |
| Unidentified | Unidentified | Unidentified | \$250,514 | |
| | Total - Surface renewal without pavement Reconstruction | | \$250,514 | |
| | Total - Surface renewal with pavement Reconstruction | | \$126,524 | |
| | | | Surface Total | \$377,039 |
| Repair | | | 0 | |
| Rejuvenation | | | 0 | |
| Crack Sealing | | | 0 | \$0 |
| Reactive Maintenance | | | | \$28,863 |

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 | \$0 |
| 2025 | 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 | 35,423 | |
| | Rejuvenation | 201,423 | |
| | Crack Sealing | 21,974 | \$258,820 |
| | Reactive Maintenance | | \$28,863 |

FORWARD PROGRAM - ROADS

| | | | | |
|----------------|---|--------------|---------------|-----------|
| Reconstruction | | | Pavement | \$0 |
| 2026 | 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 | | | 0 |
| | Rejuvenation | | | 240,880 |
| | Crack Sealing | | | 43,928 |
| | | | | \$284,807 |
| | Reactive Maintenance | | | \$28,863 |
| <hr/> | | | | |
| Reconstruction | | | Pavement | \$0 |
| 2027 | Surface Renewal | | | |
| | 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 |
| <hr/> | | | | |
| Reconstruction | | | Pavement | \$0 |
| 2028 | Surface Renew/Upgrade | | | |
| | 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 | | | |
| | | Pavement | \$0 |
| 2030 | 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 | 57,820 | |
| | Rejuvenation | 58,577 | |
| | Crack Sealing | 117,861 | \$234,257 |
| | Reactive Maintenance | | \$28,863 |
| Reconstruction | | | |
| | | Pavement | \$0 |
| 2031 | 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 | 0 | |
| | Rejuvenation | 0 | |
| | Crack Sealing | 0 | \$0 |
| | Reactive Maintenance | | \$28,863 |

FORWARD PROGRAM - ROADS

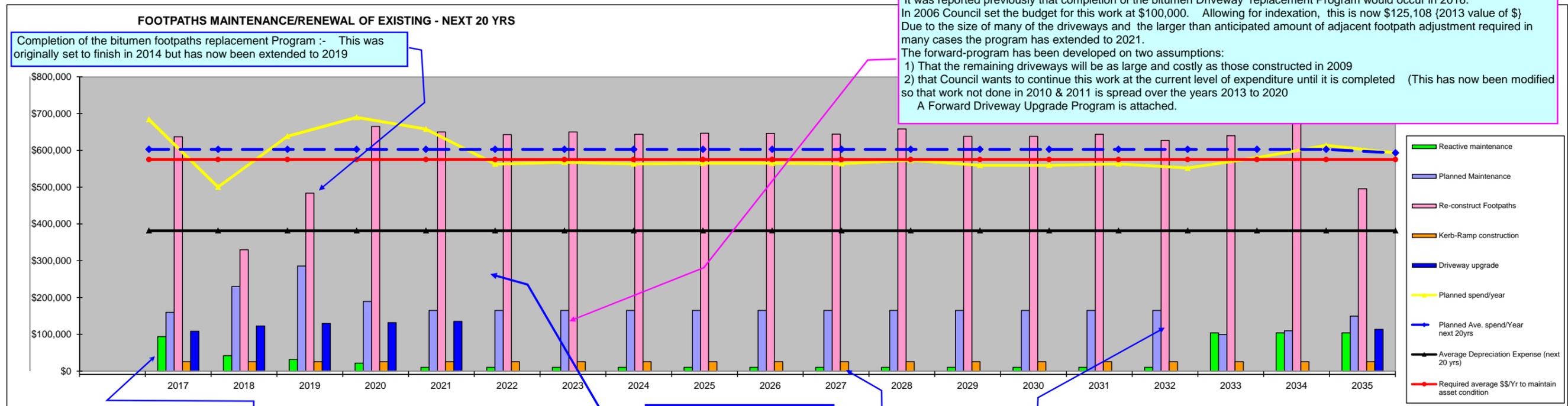
| Reconstruction | | | |
|----------------------|------------------------|---------------|--------------|
| Unidentified | Unidentified | Unidentified | |
| Design only | | | \$46,830 |
| | | Pavement | \$46,830 |
| | | | |
| 2034 | Surface Renewal | | |
| Unidentified | Unidentified | Unidentified | |
| | | | |
| | | | |
| | | | \$351,181.88 |
| | | | \$0 |
| | | Surface Total | \$351,182 |
| | | | |
| Repair | | 29,621 | |
| Rejuvenation | | 100,756 | |
| Crack Sealing | | 74,515 | \$204,892 |
| | | | |
| Reactive Maintenance | | | \$28,863 |

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 |
| | Repair | | 35,423 | |
| | Rejuvenation | | 201,423 | |
| | Crack Sealing | | 21,974 | \$258,820 |
| | Reactive Maintenance | | | \$28,863 |
| | | | | |
| Reconstruction | | | | |
| Unidentified | Unidentified | Unidentified | \$20,080 | |
| | | | \$50,097 | |
| | | | | Pavement |
| | | | | \$70,177 |
| 2036 | Surface Renewal | | | |
| Unidentified | Unidentified | Unidentified | \$375,772 | |
| | Total - Surface renewal without pavement Reconstruction | | \$375,772 | |
| | Total - Surface renewal with pavement Reconstruction | | \$0 | |
| | | | | Surface Total |
| | | | | \$375,772 |
| | Repair | | 0 | |
| | Rejuvenation | | 240,880 | |
| | Crack Sealing | | 43,928 | \$284,807 |
| | Reactive Maintenance | | | \$28,863 |

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 |



It was previously anticipated that it would take three years funds to correct the backlog of unrepaired footpath faults after the bitumen footpath replacement program was completed. Since the end of this program is being extended further and further, a "planned maintenance" program has now been introduced alongside of the replacement program so catch-up work can start on the backlog of tripping points. This will reduce Council's Claims-exposure from tripping accidents.

Based on the 40 year estimated life of the asset, it will be necessary to continue to reconstruct 4.75km of footpath per year at the cost shown to keep the asset in a fit-for-purpose condition.

"Reactive" Maintenance - will have to continue indefinitely to repair unpredictable failures in brick paved and in-situ concrete paths. This is additional to the "planned" maintenance.

Ongoing "planned" maintenance of footpaths will be necessary to repair damage to brick paved and in-situ concrete paths caused by soil-movement, tree-roots trench subsidence etc.

FORWARD PROGRAM - FOOTPATHS

| Road_Name | from | to | Length in m. | Estimate @ current \$/m | Side | | |
|-------------------------------------|---------------------|-------------------|--------------|----------------------------|------|-----|-----|
| Reconstruction | | | | \$637,636 | | | |
| 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 |
| Total Length in Km | | | 4.538 | | | | |
| Driveway upgrade | | | | \$108,748 | | | |
| Kerb-Ramp construction | | | | \$25,850 | | | |
| Planned Footpath Maintenance | | | | \$160,000 | | | |
| Reactive Maintenance | | | | \$94,372 | | | |

FORWARD PROGRAM - FOOTPATHS

| Road Name | from | to | Length in m. | Estimate @ current \$/m | Side | | |
|--|-------------------|--------------------|--------------|-------------------------|------------|-------|----------|
| Reconstruction | | | | \$330,199 | | | |
| 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 |
| Millner 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 |
| Millner 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 |
| 2018 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 |
| Total Length is | | | 2.350 | | | | |
| Driveway upgrade | | | | \$123,010 | | | |
| Kerb-Ramp construction | | | | \$25,850 | | | |
| Planned Footpath Maintenance | | | | \$230,000 | | | |
| Reactive Maintenance | | | | \$42,040 | | | |
| Reconstruction | | | | \$483,970 | | 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 |
| 2019 Wilson Street | Bradford Street | Argyle Street | 175.3 | \$24,631 | Nth & east | K | LHS |
| END OF BITUMINOUS FOOTPATH RECONSTRUCTION PROGRAM | | | | | | | |
| Rosetta Street | Derlanger Avenue | Howard Street | 185.0 | \$25,994 | Sth | K | RHS |
| 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 |
| Total Length in Km | | | 3.444 | | | | |
| Driveway upgrade | | | | \$130,141 | | | |
| Kerb-Ramp construction | | | | \$25,850 | | | |
| Planned Footpath Maintenance | | | | \$286,000 | | | |
| Reactive Maintenance | | | | \$32,040 | | | |
| Reconstruction | | | | 665,483 | | | |
| 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-- |
| 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 | Millner 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 | | | | |
| | | | | | \$650,201 | | | | |
| 2021 | Reconstruction | | | | | | | | |
| | 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 | | | | |
| | | | | | \$643,143 | | | | |
| 2022 | Reconstruction | | | | | | | | |
| | 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 | | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$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 |
| Total Length in Km | | | 4.605 | | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |

2025

FORWARD PROGRAM - FOOTPATHS

| Road Name | from | to | Length in m. | Estimate @ current \$/m | Side |
|-------------------------------------|----------------------|---------------------|--------------|-------------------------|----------|
| Reconstruction | | | | \$646,740 | |
| 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 |
| Total Length in Km | | | 4.603 | | |
| 2026 Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |
| Reconstruction | | | | \$644,861 | |
| 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-- |
| Total Length in Km | | | 4.589 | | |
| 2027 Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |
| Reconstruction | | | | \$658,787 | |
| 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-- |
| Total Length in Km | | | 4.689 | | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |

2028

FORWARD PROGRAM - FOOTPATHS

| Road Name | from | to | Length in m. | Estimate @ current \$/m | Side |
|-------------------------------------|----------------------|----------------------|---------------------------|-------------------------|----------|
| Reconstruction | | | | \$638,193 | |
| 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 |
| 2029 | | | Total Length in Km | 4.542 | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |
| Reconstruction | | | | \$638,198 | |
| 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 |
| 2030 | | | Total Length in Km | 4.542 | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |

FORWARD PROGRAM - FOOTPATHS

| Road Name | from | to | Length in m. | Estimate @ current \$/m | Side |
|-------------------------------------|--------------------|--------------------|---------------------------|-------------------------|----------|
| Reconstruction | | | | \$644,103 | |
| 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 |
| 2031 | | | Total Length in Km | 4.584 | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |

FORWARD PROGRAM - FOOTPATHS

| Road_Name | from | to | Length in m. | Estimate @ current \$/m | Side |
|-------------------------------------|---------------------|---------------------|---------------------------|----------------------------|----------|
| Reconstruction | | | | \$627,138 | |
| 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-- |
| | | | Total Length in Km | 4.463 | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$165,440 | |
| Reactive Maintenance | | | | \$10,340 | |

2032

FORWARD PROGRAM - FOOTPATHS

| Road_Name | from | to | Length in m. | Estimate @ current \$/m | Side |
|-------------------------------------|----------------|------------------|--------------|----------------------------|----------|
| Reconstruction | | | | \$640,435 | |
| 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-- |
| Total Length in Km | | | 4.558 | | |
| Kerb-Ramp construction | | | | \$25,850 | |
| Planned Footpath Maintenance | | | | \$100,000 | |
| Reactive Maintenance | | | | \$104,372 | |

2033

FORWARD PROGRAM - FOOTPATHS

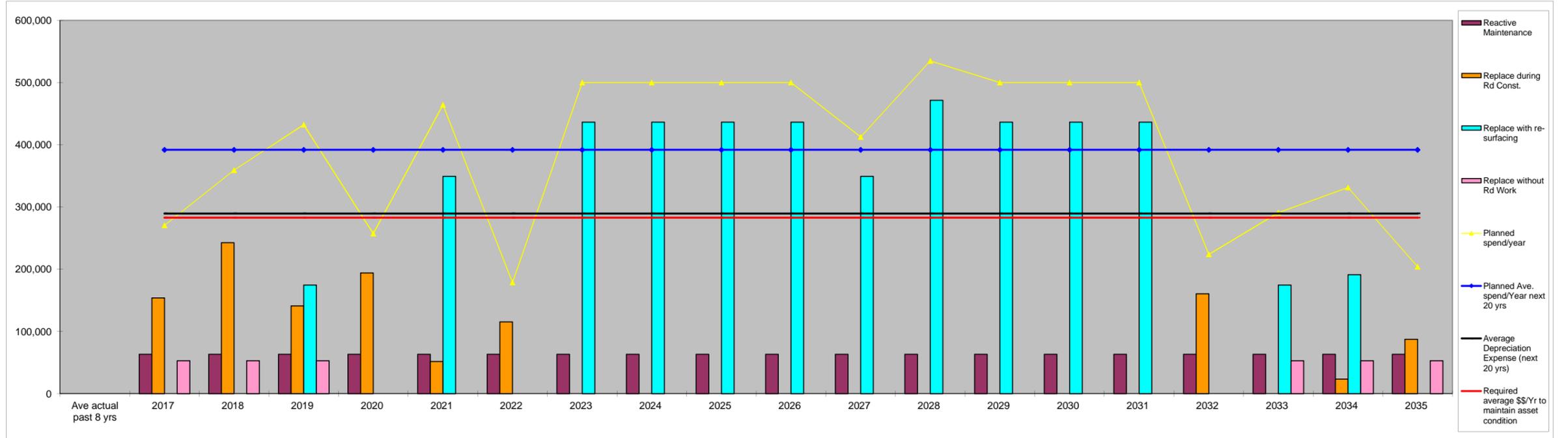
| Road_Name | from | to | Length in m. | Estimate @ current \$/m | Side | | |
|-------------------------------------|-------------------|------------------|---------------------------|----------------------------|---------|-----|-----|
| Reconstruction | | | | \$681,194 | | | |
| French Street | Sturdee 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 |
| | | | Total Length in Km | 4.848 | | | |
| Driveway upgrade | | | | \$105,183 | | | |
| Kerb-Ramp construction | | | | \$25,850 | | | |
| Planned Footpath Maintenance | | | | \$110,000 | | | |
| Reactive Maintenance | | | | \$104,372 | | | |

FORWARD PROGRAM - FOOTPATHS

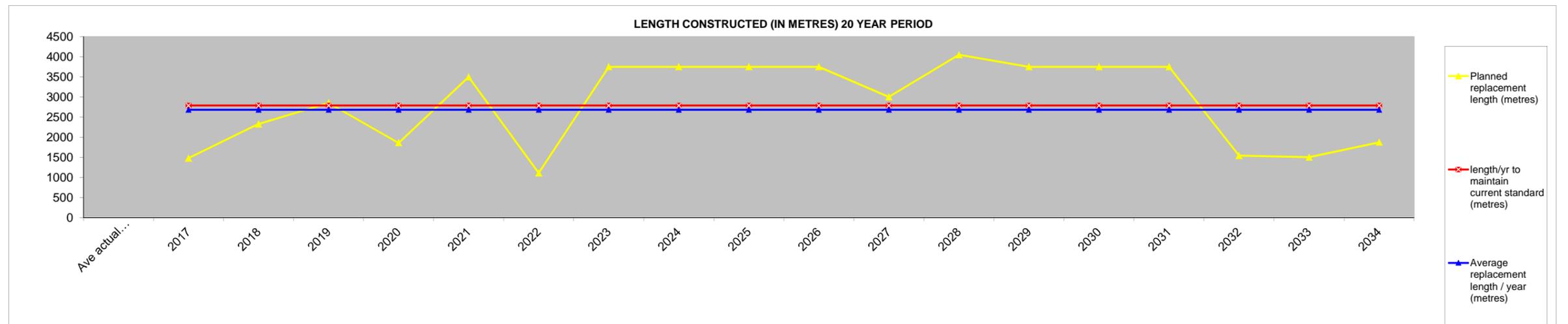
| Road Name | from | to | Length in m. | Estimate @ current \$/m | Side | | | |
|-------------------------------------|--------------------|---------------------|--------------|-------------------------|------------------|-----|-----|-------|
| Reconstruction | | | | | \$496,015 | | | |
| Jones Street | 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 | |
| 2035 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 | |
| Total Length in Km | | | 3.530 | | | | | |
| Driveway upgrade | | | | | \$114,097 | | | |
| Kerb-Ramp construction | | | | | \$25,850 | | | |
| Planned Footpath Maintenance | | | | | \$150,000 | | | |
| Reactive Maintenance | | | | | \$104,372 | | | 40000 |
| Reconstruction | | | | | \$774,590 | | | |
| 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 | |
| 2036 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 | |
| Total Length in Km | | | 4.801 | | | | | |
| Driveway upgrade | | | | | \$143,748 | | | |
| Kerb-Ramp construction | | | | | \$35,850 | | | |
| Planned Footpath Maintenance | | | | | \$150,000 | | | |
| Reactive Maintenance | | | | | \$104,372 | | | |

LONG TERM MANAGEMENT PROGRAM - KERB & GUTTERS

| Year | Ave actual past 8 yrs | 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 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

| | | | | | | |
|-------------|---|---|-----------------|-------|-----------|------------|
| | | | | | | 840 |
| | Replace without Rd Work | | | | | \$53,064 |
| | Construct concrete crossover inverts | Approx. 60 Concrete crossover inverts - part of footpath reconstruction | | | \$53,064 | |
| | Replace with re-surfacing | | | | | \$0 |
| 2035 | Unidentified | Unidentified | Unidentified | | | \$87,704 |
| | Replace during Rd Const. | | | 840 | \$87,704 | |
| | Reactive Maintenance | | | | | \$63,387 |
| <hr/> | | | | | | |
| | Replace without Rd Work | | | | | 2,250 |
| | Construct concrete crossover inverts | Approx. 60 Concrete crossover inverts - part of footpath reconstruction | | | \$53,064 | \$53,064 |
| 2036 | Replace with re-surfacing | | | | | \$261,903 |
| | Unidentified | Unidentified | Unidentified | 2,250 | \$261,903 | |
| | Replace during Rd Const. | | | | | \$0 |
| | Reactive Maintenance | | | | | \$63,387 |
| <hr/> | | | | | | |
| | Replace without Rd Work | | | | | 1,277 |
| | Construct concrete crossover inverts | Approx. 60 Concrete crossover inverts - part of footpath reconstruction | | | \$53,064 | 53064.3506 |
| 2017 | 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 |
| <hr/> | | | | | | |
| | Replace without Rd Work | | | | | 2,328 |
| | Construct concrete crossover inverts | Approx. 60 Concrete crossover inverts - part of footpath reconstruction | | | \$53,064 | 53064 |
| 2018 | 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 |
| <hr/> | | | | | | |
| | Replace without Rd Work | | | | | 2,453 |
| | Construct concrete crossover inverts | Approx. 60 Concrete crossover inverts - part of footpath reconstruction | | | \$53,064 | 53064 |
| 2019 | 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 |
| <hr/> | | | | | | |
| 2021 | Replace without Rd Work | | | | | 3,404 |
| | | | | | | \$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 |
| <hr/> | | | | | | |
| 2022 | Replace without Rd Work | | | | | 1,104 |
| | | | | | | \$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 |
| <hr/> | | | | | | |
| 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 |
| <hr/> | | | | | | |
| 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 |
| <hr/> | | | | | | |
| 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

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

FORWARD PROGRAM - KERB & GUTTER

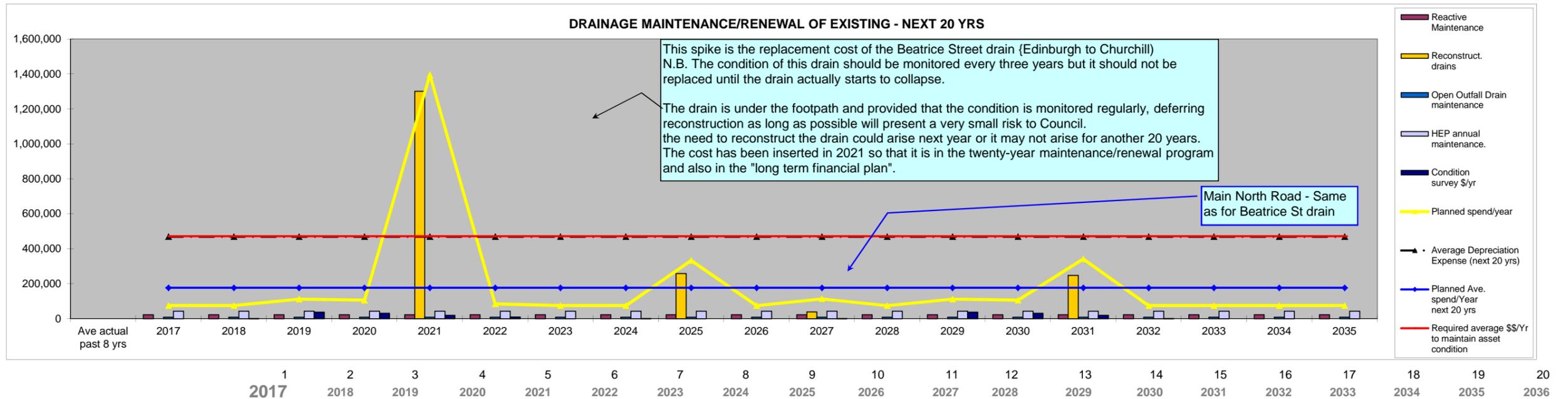
| | | | | | | | |
|------|--------------------------------------|---|--------------|--|-------|-----------|--|
| | Replace without Rd Work | | | | | 3,750 | |
| | | | | | | \$0 | |
| 2029 | Replace with re-surfacing | | | | | \$436,505 | |
| | Unidentified | Unidentified | Unidentified | | 3,750 | \$436,505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

FORWARD PROGRAM - KERB & GUTTER

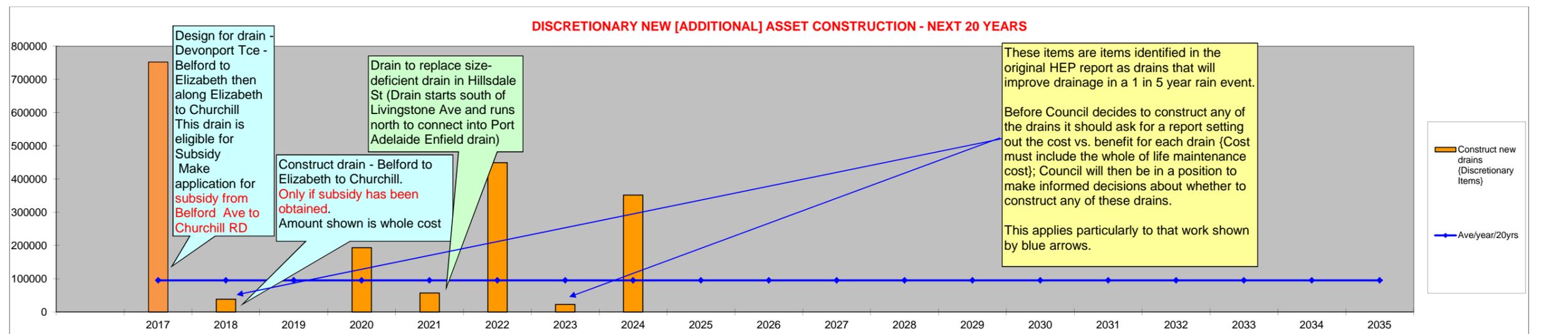
| | | | | | | |
|-------------|---|---|---------------|-------|----------|-----------|
| | | | | | | 1,871 |
| | Replace without Rd Work | | | | | \$53,064 |
| | Construct concrete crossover inverts | Approx. 60 Concrete crossover inverts - part of footpath reconstruction | | | \$53,064 | |
| 2034 | 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 | Willcox Avenue | Alpha Road | 227.8 | \$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 |



| Year No. | 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 | |
| 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 |
| | 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 | | | |
| | - | | | |
| 2020 | Construct new drains {Discretionary} | | | 194042.01 |
| | 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 | | | 31,528 | |

FORWARD PROGRAM DRAINAGE MANAGEMENT

| | Street | From | to | cost \$ |
|------|--|-----------|----|-----------|
| | Construct new drains {Discretionary} | | | 57,431 |
| | Devonport tce Drain stage 2. Design & Obtain Cost estimates for subsidy application | | | 57,431 |
| 2021 | Re-Construct drains | | | 1,301,318 |
| | Prospect Road (Drain Replacement) Design Only | | | 18,917 |
| | Barker | Johns | | |
| | Main North Road (Drain Replacement) Design Only | | | 18,917 |
| | Harvey | Newbon | | |
| | Beatrice Street Drain Replacement | | | 1,263,484 |
| | Churchill | Edinburgh | | |
| | 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 | | | 18,917 |
| | Construct new drains {Discretionary} | | | 449,644 |
| | Devonport Tce - Stage 2 Construct Along Churchill from Elizabeth to Clifton | | | 449,644 |
| 2022 | 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 | | | 10,000 |
| | Construct new drains {Discretionary} | | | 23,285 |
| | Devonport Tce Stage 3 - Braund Rd & Cotton St Drains Design | | | \$23,285 |
| 2023 | 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 |

FORWARD PROGRAM DRAINAGE MANAGEMENT

| | Street | From | to | cost \$ |
|--|--|--------------------------------------|---------|---------|
| 2024 | Construct new drains {Discretionary} | | | 352221 |
| | 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 | |
| 2025 | Construct new drains {Discretionary} | | | 0 |
| | Re-Construct drains | | | 258,723 |
| | 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 |
| 2026 | Construct new drains {Discretionary} | | | 0 |
| | Re-Construct drains | | | 0 |
| | Prospect Contribution to general maintenance of HEP scheme | | 0 | 42,499 |
| | Open Outfall Drain maintenance | | | 9,055 |
| | Reactive Maintenance | | | 22,648 |
| | Camera-survey to determine condition of drains | | | 0 |
| | 2027 | Construct new drains {Discretionary} | | |
| 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

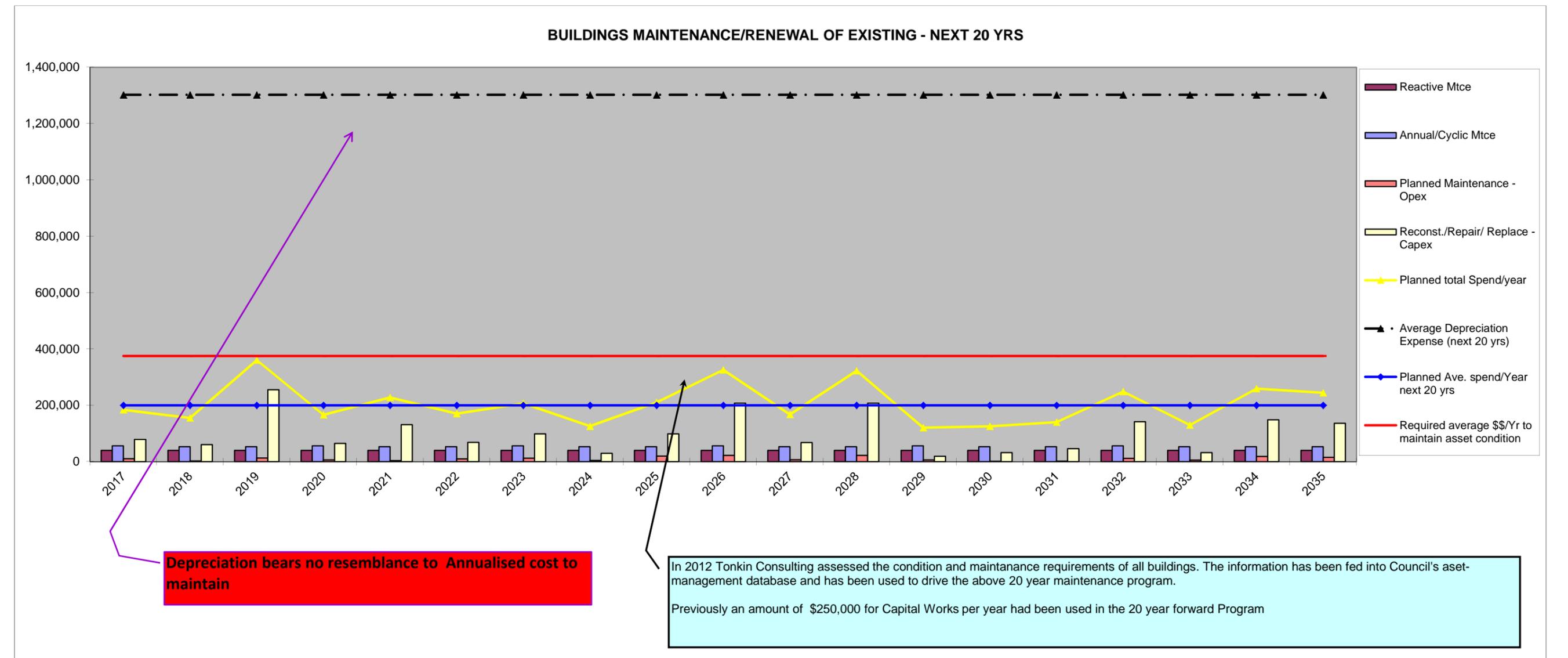
| | Street | From | to | cost \$ |
|--|--|--------------------------------------|-------------------|---------|
| 2029 | Construct new drains {Discretionary} | | | 0 |
| | Re-Construct drains | | | 0 |
| | Prospect Contribution to general maintenance of HEP scheme | | | 42,499 |
| | Open Outfall Drain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

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 |
| | 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 |

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 as 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.

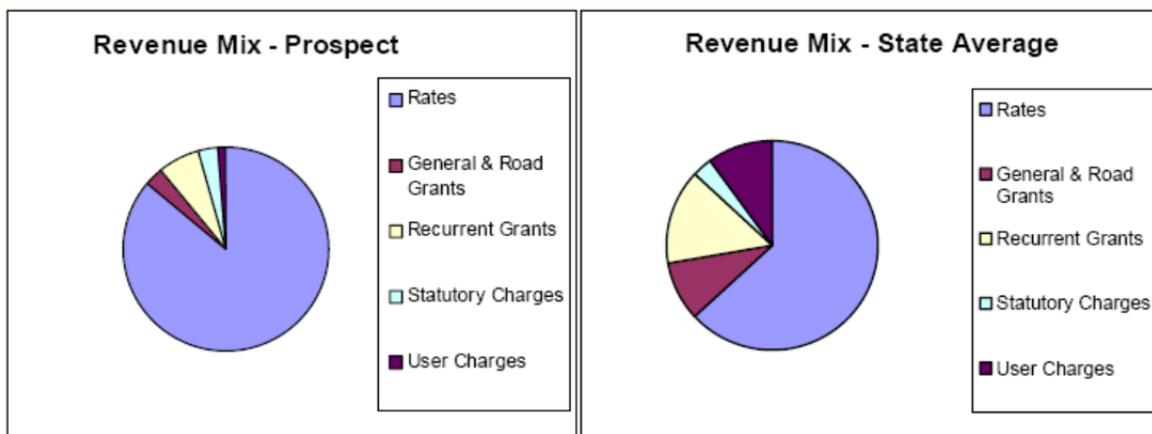
| Year | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|---|------------|------------|------------|------------|------------|------------|------------|
| Total Valuation | 4,598 mil | 4,939 mil | 4,729 mil | 4,783 mil | 4,877 mil | 4,962 mill | 5,205 mill |
| % Inc Total Val | 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 |
| Total Rates | 85 | 87 |
| 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 |
| Total Income | 100 | 100 |

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

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% |
| Total all suburbs | 8,984 | | |

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.

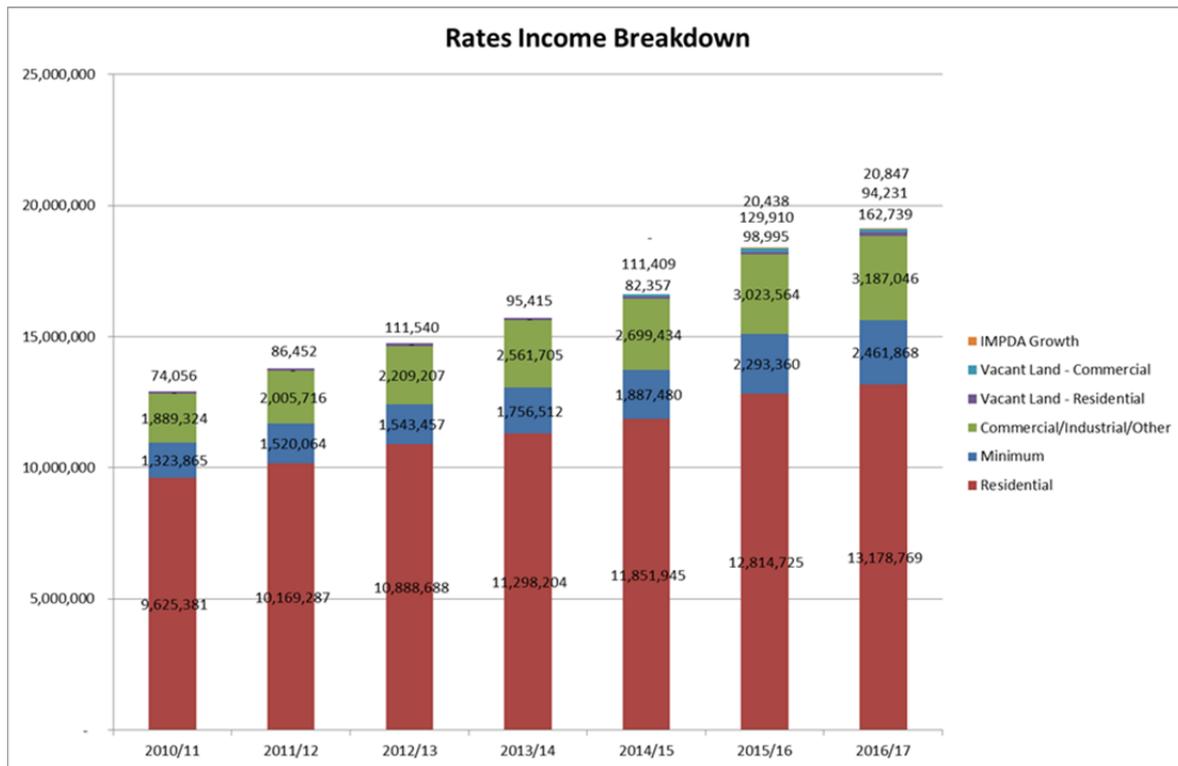
It is important to note that the lodgement of an objection to land use (change of use prior to 1 July assessment) does not change the due date or amount owing for payment of rates. If an objection is granted, an adjustment of rates will be made. Until written confirmation is provided, the current land 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% |
| | | | 9,746 | 100% |

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.

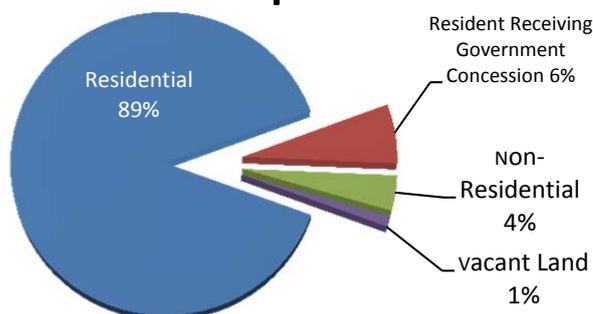
| Classification | No. Ass | No. On Min | % on Min | Proportion of Min (Tot Min = 2,156) | Rates Collected | % of Total Rates |
|-----------------------------|--------------|--------------|---------------|-------------------------------------|-------------------|------------------|
| Residential | 8,984 | 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% |
| Total | 9,746 | 2,156 | 22.12% | 100% | 19,047,827 | 100.00% |

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 1st 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.

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 combined with 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.