



shire of Ashburton
opportunity to community

Long Term

financial *plan*

July 2022



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opportunity to community

We will be a welcoming, sustainable, and socially active district, offering a variety of opportunities to community.



At the Shire of Ashburton, we are dedicated to developing vibrant, active, and connected communities.

We work closely with mining and other resource companies to identify areas to add value and contribute to people's health and wellbeing, both today and in the future.

In our unique Pilbara environment, opportunities can be found everywhere. We believe that social values are worth fighting for, and that everyone deserves to share in the richness created from where we choose to invest, live, and visit.

By delivering opportunity to community, we can all make a real and lasting difference.





I am pleased to present the Shire of Ashburton Long-Term Financial Plan, commencing 2022-2023.

This Plan forms part of the Shire's ongoing integrated approach to planning for the District's future.

It provides Council and the community with a picture of the management of the Shire's long-term resources, taking into account current uncertain times, and assists in understanding our financial, asset and workforce management circumstances and constraints, and guides Council to meet its strategic outcomes and objectives, both during and beyond the COVID-19 Pandemic.

The Shire has many exciting opportunities over the next 12 years. Changes in population levels and demographics bring with them changing community needs and expectations with regards to local government services.

Council has sought to obtain a clear understanding of its capacity to meet these service expectations as it maintains a strong focus on sound resource management.

Council welcomes community participation in the planning process as we develop the strategic direction for a promising future for our district.

The Shire of Ashburton continues to be committed to creating enduring connections to this truly unique place we call home. Located in an amazing and beautiful part of our country, from

rugged ranges to coastal corals, alongside one of the busiest mining regions in the state and nation, providing appropriate accommodation for employees is a challenge.

The Shire is taking the lead with an innovative long-term strategy, and working with international and multiple-million dollar resource companies, to create a more sustainable and responsive housing system, focusing on retaining and attracting employees, through the delivery of well-designed and located housing in this amazing location.

The Shire of Ashburton's Long-Term Financial Plan is an important planning tool as we strive to achieve the strategies set out in our Strategic Community Plan.

This Plan will be used with other key documents to achieve our goals and drive the Shire in embracing our unique Pilbara environment and lifestyle through the development of a diverse, vibrant, connected and active community.

The Shire has recently devoted significant resources to improving its strategic planning. This work continues as we constantly seek to improve our systems and service delivery.

Cr Kerry White
Shire President

The Shire of Ashburton has an estimated resident population in 2021 of 13,300, with a population density of 0.13 persons per square kilometre.

At over 100,000 square kilometres in size, the Shire is nearly half the size of the state of Victoria and considered one of the largest local governments in the world.

The Shire is located in the Pilbara region of Western Australia, about 1,400 kilometres from Perth, and is bounded by the City of Karratha and the Town of Port Hedland to the north, the Shire of East Pilbara to the East, the Shire of Meekatharra, the Shire of Upper Gascoyne and the Shire of Carnarvon to the south, and the Shire of Exmouth and the Indian Ocean to the west.

Settlement History

European settlement dates from the 1860s, with land used mainly for pastoral purposes. The township of Onslow was established as a coastal port in 1885. Significant development did not occur until the late 1960s when iron ore deposits were discovered and offshore gas and oil production commenced.

The inland townships of Pannawonica, Paraburdoo and Tom Price were established between 1966 and 1970 as company towns for the nearby iron ore mines. The enumerated population of the Shire declined during the late 1990s, falling from about 8,500 in 1991 to under 7,000 in 2001. The population then increased substantially, particularly from 2006, rising to nearly 15,000 in 2011.

Although growth is expected to continue, as natural gas and iron ore mining expands, the main employing industries in the Shire (being the resources sector) have moved a significant portion of the workforce to "fly in fly out" (FIFO). These workers only live in the Shire on a temporary basis and are not counted in official population statistics.

The accommodation of FIFO workers is varied, with some being housed at the site, or nearby, to the operational facilities, and others being housed in townships.

Land Use

The Shire of Ashburton is predominantly rural, with townships at Onslow, Pannawonica, Paraburdoo and Tom Price, and several small remote Aboriginal communities.

Iron ore mining, and oil and gas production are the main industries. Rural land is characterised by open cut mines, large pastoral leases and cattle stations. Salt processing, fishing and tourism are also important industries.

Major Features

Major features of the Shire include Karijini National Park, Millstream Chichester National Park, Cane River Conservation Park, various Nature Reserves, the Ashburton River, the Indian Ocean, Barrow Island and the Mackerel Islands.

Included Areas

The Shire includes the townships and localities of Cane, Chichester, Fortescue, Hamersley Range, Innawanga, Juna Downs, Karijini, Millstream, Mount Sheila, Mulga Downs, Nanutarra, Onslow, Pannawonica, Paraburdoo, Peedamulla, Rocklea, Talandji, Tom Price, Wittenoom and Yannarie.

Aboriginal Residency

The Shire is home to approximately 1,000 Aboriginal peoples, living in several Aboriginal communities including Bindi Bindi, Jundaru, Ngurawaana, Youngaleena, Bellary, Innawonga and Wakathuni.

Approximately 9% of the Aboriginal residents are older than 60 years of age, 53% children and youth (aged under 24 years old) and the remaining 38% being middle-aged (between 24 and 60 years of age).

Approximately 430 Aboriginal people are employed, 71% are working full-time and 29% part-time.

The district has a higher per capita employment status amongst Aboriginal peoples (65%) compared with the State average (54%).

Heritage

After tens of thousands of years of occupancy by Aboriginal peoples, colonial pastoralists moved into the Ashburton region following exploration by Frank Gregory in 1862. A shipping enterprise established at the mouth of the Ashburton River, to service wool output in the area, led to the gazettal of the Onslow town site in 1885, and the Ashburton Road Board was established there in 1887.



In 1888, proclamation of the Pilbara Goldfield brought many small-time prospectors to the region, and gold was discovered on the Ashburton River in 1889. The Ashburton Goldfield was a modest producer relative to other Western Australian goldfields. Among its consequences was an increase in government investment at Onslow. The port grew busier over the ensuing decades and, by the outbreak of the 1914-1918 war, four shipping companies were making regular calls.

Cyclonic weather gave rise to a cycle of battering down, destruction and reconstruction. The Onslow community proved resilient and retains this character still today.

In the 1930's Wittenoom became one of the first areas in WA to be the focus of large-scale, industrial mining. Wittenoom was established as a private town in 1947. It grew to become the Pilbara's largest town in the 1950's before the associated blue asbestos mine was closed in 1966.

The Ashburton Road Board became the Shire of Ashburton in 1961, and its Council merged with the Tableland Shire Council in 1972 to form the Shire of West Pilbara. This was an exciting time for the region, witnessing the commencement of iron ore mining at Mount Tom Price in 1966, the establishment of Tom

Price as a private town in 1967 (not gazetted until 1985) and the gazettal of Pannawonica and Paraburdoo in 1972 also as private towns.

Iron ore put the entire region firmly on the world's resources map. The Shire of West Pilbara was renamed the Shire of Ashburton in 1987, with Onslow retaining its mantle as the primary administrative centre until the transfer of the Council to Tom Price in 1990.

In the 21st century, the demand for iron ore and the development of offshore gas reserves promise the Shire continued economic prosperity.

In 2020 the Shire of Ashburton's Gross Regional Product was estimated at \$35 billion, which represented 12% of the Western Australian Gross State Product.

With continued expansion of iron ore mining, gas production and emerging mineral mining (such as lithium and tantalum) there is no signs of the Shire's economic importance slowing.



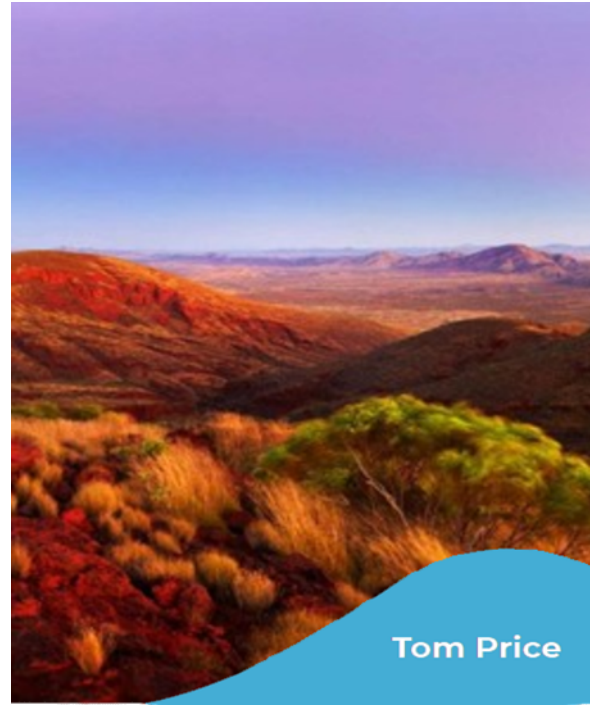


Onslow is a growing resource hub of the “Coral Coast”, supporting an active fishing and pearling industry, offshore oil works and a solar salt mine. Chevron Australia’s Wheatstone natural gas development and the Onslow airport expansion are raising the profile of this once sleepy coastal town. Onslow is fast become a vibrant town and a great place to work, live and play and a highly attractive tourist destination.

Pannawonica is undergoing a renaissance thanks to the recent increase in mining activity, with improved housing, services and community facilities. It comes alive every year for the Robe River Rodeo, with funds channelled back to the community. Pannawonica boasts a variety of social, sporting and community groups offering something of interest for everyone. As a closed town, Shire funding is restricted to a minor number of services.



Paraburdoo



Tom Price

Paraburdoo is a close-knit community, housing many of the workers from the nearby Rio Tinto Iron Ore mine. Back-to-back Tidy Town awards show how proud residents are of their community. The town's friendliness, natural beauty and fast-improving services are attracting more families to live in Paraburdoo. Paraburdoo boasts a variety of social, sporting and community groups offering something of interest for everyone.

Life in Tom Price - WA's highest town - is full of adventure. It is the gateway to the Hamersley Ranges and Karijini National Park. Tom Price residents love the great outdoors and take part in a huge range of activities, from arts and sport to volunteering. Tom Price boasts a variety of social, sporting and community groups offering something of interest for everyone.

Included Projects

Strategic Projects included in the Long-Term Financial Plan are estimated at over \$115 million. Some of those projects include -

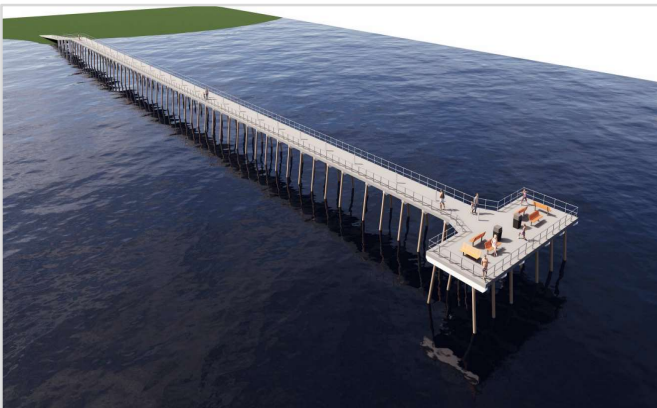
Onslow Town Jetty

As a major destination for locals and tourists, the old Onslow Jetty was a long-standing icon for the district with its breathtaking views and easy access.

However, since the old Onslow jetty was destroyed several years ago, rebuilding Onslow Jetty is now a priority with strong community sentiment to support the project evident from the recent community consultation.

This project will deliver a new, once-again iconic jetty, up to four metres wide, providing an easily accessible destination for people wanting a full day experience, fishing, viewing platform (day or night) or a place to just relax. Safe and family friendly, this community place will allow for new land-based experiences for residents and visitors and value-add in supporting overnight stays.

With no boat access and constructed using low maintenance material and solar bollard lighting only, access will be from



Cartoon Tank / Cultural Arts Centre

The intrinsic value the creative industries bring to people and communities is more than personal, with significant economic, tourism, health and social benefits to be gained. The creative industries also preserve culture and reflect our community's beliefs, cultural values and heritage. Currently there is limited capacity and coordinated support provided to local or regional artists, limited opportunities to showcase innovative and quality works or provide visitor access to a diverse range of arts and cultural experiences or activities. Demand is high in Onslow for a creative space for local artists as well as a venue for arts and cultural exhibitions and workshops so that performance, music, art and culture can be celebrated and enjoyed.

Along with proven economic and tourism benefits to be gained from the creative industries, having a strategic and coordinated approach to the arts will enable more collaboration and partnerships, increased levels of appreciation and belonging, improved physical and mental health and equality of opportunity for all people in the community to participate. Arts and cultural hubs are renowned for producing opportunities, innovation, community connection and new tourism experiences which will contribute to and foster a thriving local economy and cultural life in Onslow.



Onslow Foreshore Revitalisation

One of the unique qualities of Onslow is the breath-taking foreshore encompassing Sunset Beach. With spectacular views of the Indian Ocean and endless beach, it's an important part of the outdoor experience for both residents and visitors to Onslow.

The vision for the Onslow Foreshore and Sunset Beach Revitalisation project includes a coordinated design strategy that activates the beachfront and significantly improves the beach experience. Offering modern public amenities to locals and visitors alike, proposed outcomes of the project include way finding signage; cultural, heritage and biodiversity interpretive information; car parking; beautification of surrounds landscaping; public seating; shade structure; public art; boardwalk and pedestrian pathways; improved lighting; and multipurpose areas with capacity for events. A kiosk / tearoom is also proposed. Another main feature of the revitalisation project is a surge / retaining wall to offer storm protection and provide greater resilience along the foreshore.

Activation of this area will encourage healthy living and participation and align with Onslow's strong sense of place and identity, whilst catering to a variety of activities and experiences.

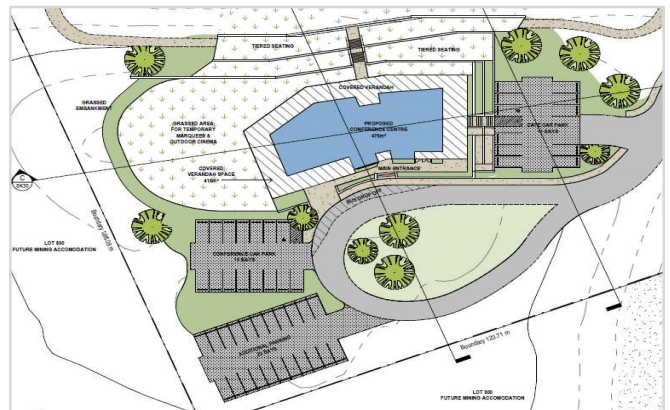


Dreamers Hill Convention Centre and Amphitheatre

A beautiful natural asset, Dreamers Hill is renowned for its spectacular 360-degree views over land and sea, with uninterrupted viewing of the sunset and the moon over the ocean. The ambiance and graceful setting of the peninsular is second to none. Designed as a destination for locals and visitors, the development of Dreamers Hill would be guided by the Traditional Owners and the cultural and heritage considerations of the land. This project will deliver -

Design and construction of Dreamers Hill Convention Centre as a state-of-the-art conference facility servicing the Shire of Ashburton and act as a central meeting place for the Pilbara, Gascoyne, and Kimberley regions. With capacity for up to 300 people and capability for conferences, break out meetings, exhibitions and events, the Centre would overlook both the Onslow townsite and enjoy vast ocean views.

An adjoining outdoor Amphitheatre will enable access for cultural experiences with Traditional Owners, Astro-tourism experiences, the staircase to the moon phenomenon and significant community events. Dreamers Hill amphitheatre will include terraced seating, local art, picnic area, walk-way, landscaping and connected space for events and functions with the convention centre.



Ocean View Caravan Park - Stages 3 and 4

Tourism is a key economic driver for the Shire with approximately 365,000 visitors to the Shire in 2019 (Tourism Research Australia, 2020) providing an economic benefit of more than \$150 million - almost 30% of the total output of the Pilbara region.

The Shire has experienced unprecedented visitor rates in 2020 and again in 2021.

With a number of tourism initiatives also in the pipeline, the Shire of Ashburton is investing in an additional expansion of the Ocean View Caravan Park, having purchased land which was previously used for overflow camping purposes.

With panoramic ocean views, stages 3 and 4 development of the caravan park is an estimated \$13.5 million construction project with works to include two-storey chalets and a further 80 caravan / camping sites, new amenities, landscaping, roads and services.



Paraburdoo and Tom Price Undercover Sports Courts

This initiative is supported by active campaigns from local sports groups who have lobbied to improve sports playing conditions, recognising the harsh climate as a barrier to children's sport, in particular, due to the need to play outside of sunlight hours for two-thirds of the year.

The project includes the design and construction of a modernised "fit for purpose" facility with the capacity to house multiple sports groups across both towns.

Both facilities will consider -

- Full engineered cover over all playing surfaces,
- Upgraded backboards and netball rings,
- Where necessary, new public amenities, and
- Consideration of club rooms and canteen amenities.

The facilities will be delivered as part of the Community Infrastructure and Services Partnership between the Shire of Ashburton and Rio Tinto.



Tom Price Emergency Services Precinct

The project, which is well on the way to completion, supports the desire to increase the liveability of the town of Tom Price by constructing a new "fit for purpose" co-located emergency services facility to house both the Bush Fire Brigade and State Emergency Services.

The site, located in a new precinct which will also house a new childcare facility and new hospital, is considered the most favourable to the operational constraints faced by the organisations.

The two organisations currently operate out of separate facilities. The growth of both operations, in terms of volunteer numbers and associated vehicles and equipment, has led to the existing facilities being unable to meet the basic requirements of either operation with the result being an adverse impact on the operational effectiveness of the volunteer emergency services and their ability to respond efficiently to emergency situations.

The volunteer service organisations have a combined total of over 50 active volunteers and respond to over 50 incidents each year, with over 10,000 volunteer hours accumulated each year.



Tom Price Childcare

Additional childcare services have been long sought after by Tom Price residents, and the development of a new childcare centre will provide much needed additional spaces for day-care, after school care, and vacation care, whilst providing the children attending with a modern, "built for purpose" facility.

Once completed, the facility will run under the operation of Nintirri Centre Inc, who have been providing childcare services in Tom Price for over 30 years.

The facility will be delivered as part of the Community Infrastructure and Services Partnership between the Shire of Ashburton and Rio Tinto.



Financial Sustainability

Several statutory Key Performance Indicators have been prescribed in the *Local Government (Financial Management) Regulations 1996* to measure the financial sustainability of local governments. This Plan has been assessed against these Indicators. The prescribed ratios, and the preferred targets, are shown below.

Current Ratio

This is a measure of a local government's liquidity and its ability to meet its short term financial obligations out of unrestricted current assets.

	2023	2024	2025	2026
	\$	\$	\$	\$
Current Assets	48,998,000	49,092,000	46,739,000	35,155,000
Restricted Assets	40,831,745	40,910,345	38,949,745	29,296,615
Adjusted Current Assets	8,166,255	8,181,655	7,789,255	5,858,385
Current Liabilities	5,430,560	5,440,801	5,179,855	3,895,826
Current Liabilities Associated with Restricted Assets	-	-	-	-
Adjusted Current Liabilities	5,430,560	5,440,801	5,179,855	3,895,826

Target Ratio	- Greater than or equal to 100%	150%	150%	150%	150%
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Operating Surplus Ratio

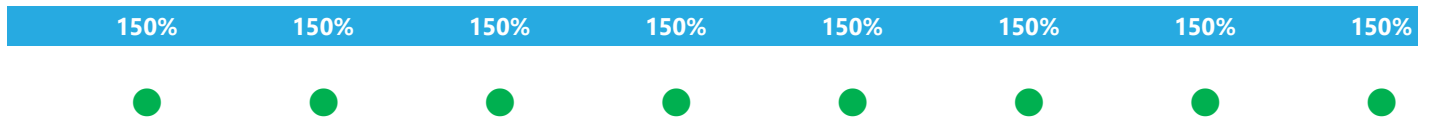
This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes.

	2023	2024	2025	2026
	\$	\$	\$	\$
Operating Revenue	70,083,300	71,555,000	73,057,000	74,591,000
Operating Expense (including interest and depreciation)	70,861,200	71,569,000	72,284,000	73,006,000
Net Current Assets	(777,900)	(14,000)	773,000	1,585,000
Own Source Operating Revenue	68,542,000	69,539,000	71,038,000	72,630,000

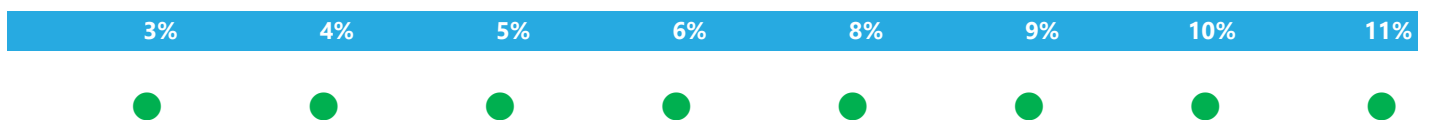
Target Ratio	- Greater than or equal to 1%	-1%	0%	1%	2%
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2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
34,481,000	48,393,000	65,005,000	83,344,000	102,776,000	125,096,000	150,521,000	179,188,000
28,734,515	40,327,515	54,171,115	69,453,415	85,647,215	104,247,215	125,434,815	149,323,845
5,746,485	8,065,485	10,833,885	13,890,585	17,128,785	20,848,785	25,086,185	29,864,155
3,821,413	5,363,548	7,204,534	9,237,239	11,390,642	13,864,442	16,682,313	19,859,663
-	-	-	-	-	-	-	-
3,821,413	5,363,548	7,204,534	9,237,239	11,390,642	13,864,442	16,682,313	19,859,663



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
76,157,000	77,756,000	79,388,000	81,055,000	82,757,000	84,494,000	86,268,000	88,079,000
73,736,000	74,473,000	75,217,000	75,969,000	76,728,000	77,495,000	78,269,000	79,051,000
2,421,000	3,283,000	4,171,000	5,086,000	6,029,000	6,999,000	7,999,000	9,028,000
74,484,000	76,099,000	77,381,000	78,632,000	79,874,000	81,123,000	82,339,000	83,513,000



Own Source Revenue Coverage Ratio

This is an indicator of a local government's ability to cover its costs through its own revenue efforts.

	2023	2024	2025	2026
	\$	\$	\$	\$
Own Source Revenue	68,542,000	69,539,000	71,038,000	72,630,000
Operating Expense	70,861,200	71,569,000	72,284,000	73,006,000
Target Ratio - Greater than or equal to 40%	97%	97%	98%	99%
	●	●	●	●

Debt Service Cover Ratio

This is an indicator of a local government's ability to produce enough cash to cover its debt payments.

	2023	2024	2025	2026
	\$	\$	\$	\$
Total Operating Revenue	70,083,300	71,555,000	73,057,000	74,591,000
Total Operating Expense	70,861,200	71,569,000	72,284,000	73,006,000
Interest Expense and Depreciation	14,361,000	12,943,600	13,199,200	13,896,300
Operating Surplus Before Interest and Depreciation	13,583,100	12,929,600	13,972,200	15,481,300
Principal and Interest	551,000	466,600	1,063,500	689,230
Target Ratio - Greater than or equal to 200%	2,465%	2,771%	1,314%	2,246%
	●	●	●	●

2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
74,484,000	76,099,000	77,381,000	78,632,000	79,874,000	81,123,000	82,339,000	83,513,000
73,736,000	74,473,000	75,217,000	75,969,000	76,728,000	77,495,000	78,269,000	79,051,000
101%	102%	103%	104%	104%	105%	105%	106%







2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
76,157,000	77,756,000	79,388,000	81,055,000	82,757,000	84,494,000	86,268,000	88,079,000
73,736,000	74,473,000	75,217,000	75,969,000	76,728,000	77,495,000	78,269,000	79,051,000
14,684,000	14,997,300	14,999,700	15,040,600	15,109,500	15,177,500	15,243,300	15,311,900
17,105,000	18,280,300	19,170,700	20,126,600	21,138,500	22,176,500	23,242,300	24,339,900
662,500	662,500	662,600	662,500	662,500	662,500	595,900	596,870

2,582%	2,759%	2,893%	3,038%	3,191%	3,347%	3,900%	4,078%
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Asset Sustainability Ratio

This is an indicator of the extent to which assets managed by a local government are being replaced as they reach the end of their useful lives.

	2023	2024	2025	2026
	\$	\$	\$	\$
Capital Renewal Expense	9,945,000	12,391,000	12,617,000	12,792,000
Depreciation Expense	14,302,900	12,903,500	13,001,700	13,725,800
Target Ratio - Greater than or equal to 90%	70%	96%	97%	93%
				




Asset Consumption Ratio

This ratio highlights the aged condition of a local government's physical assets.

	2023	2024	2025	2026
	\$	\$	\$	\$
Depreciated Replacement Cost of Depreciable Assets	593,700,100	621,229,100	639,998,200	675,932,800
Current Replacement Cost of Depreciable Assets	673,409,900	715,440,900	749,057,900	800,559,900
Target Ratio - Greater than or equal to 50%	88%	87%	85%	84%
				

Asset Renewal Funding Ratio

Indicates whether the local government has capacity to fund asset renewal at continued existing service levels.

	2023	2024	2025
	\$	\$	\$
Net Present Value of Renewal Expense (Financial Plan)	104,311,000	110,514,000	114,628,000
Net Present Value of Renewal Requirements (Asset Plans)	98,812,000	97,374,000	95,121,000
Target Ratio - Between 95% and 125%	106%	113%	121%
			



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
13,994,000	15,154,000	16,889,000	13,899,000	14,659,000	14,734,000	17,809,000	17,884,000
14,532,000	14,863,200	14,884,100	14,944,200	15,033,000	15,121,400	15,209,200	15,296,600
96%	102%	113%	93%	98%	97%	117%	117%



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
715,057,900	730,921,300	731,598,200	734,229,200	739,535,700	744,832,900	750,121,500	755,401,600
856,053,900	888,613,000	906,002,000	925,401,000	947,560,000	969,794,000	992,103,000	1,014,487,000
84%	82%	81%	79%	78%	77%	76%	74%



2034

Financial Health Indicator

State-wide Benchmark - 70 / 100

98 / 100

Financial Summary

	2023	2024	2025	2026
	\$	\$	\$	\$
Opening Balance - (Surplus) / Deficit	(11,464,289)	-	-	-
Key Initiatives - Net				
Accommodation Strategy	1,000,000	3,020,000	3,070,000	3,150,000
Airport	204,300	1,048,400	1,049,400	1,050,400
Asset Management - Assets	2,213,700	2,100,000	2,100,000	2,100,000
Asset Management - Infrastructure	10,299,100	6,900,000	6,900,000	6,900,000
Regional Waste Facility	2,701,600	(1,100,000)	(850,000)	(850,000)
Total Key Initiatives - Net	16,418,700	11,968,400	12,269,400	12,350,400
Strategic Projects - Net				
Onslow	4,405,000	7,867,000	9,528,000	1,857,000
Paraburdoo	98,700	90,000	90,000	90,000
Tom Price	4,649,000	110,000	110,000	8,965,200
Total Strategic Projects - Net	9,152,700	8,067,000	9,728,000	10,912,200
Service Delivery - Net				
Chief Executive Office	5,773,400	5,888,700	6,006,100	6,125,900
Corporate Services	2,795,300	2,850,700	2,907,400	2,965,100
Infrastructure Services	13,161,100	13,423,800	13,691,800	13,965,200
People and Place	6,664,600	6,797,300	6,932,500	7,070,500
Projects and Procurement	8,159,900	8,322,800	8,488,900	8,658,100
Total Service Delivery - Net	36,554,300	37,283,300	38,026,700	38,784,800
Corporate Funds - Net				
Corporate Funds	(1,541,256)	(2,015,100)	(2,019,000)	(1,960,900)
Loan Funds	559,000	474,600	1,071,500	695,730
Reserve Funds	2,576,445	(1,944,500)	(3,617,200)	(3,648,130)
Rate Revenue	(52,255,600)	(53,833,700)	(55,459,400)	(57,134,100)
Total Corporate Funds - Net	(50,661,411)	(57,318,700)	(60,024,100)	(62,047,400)
Closing Balance - (Surplus) / Deficit	-	-	-	-



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
3,230,000	3,300,000	3,338,000	3,338,000	3,398,000	3,458,000	3,518,000	3,518,000
4,187,100	1,447,300	1,466,200	1,485,500	1,505,200	1,525,300	1,545,800	1,566,700
2,150,000	2,150,000	2,150,000	2,150,000	2,200,000	2,200,000	2,200,000	2,200,000
7,400,000	7,400,000	7,400,000	7,400,000	8,050,000	8,050,000	8,050,000	8,050,000
(850,000)	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)
16,117,100	13,447,300	13,504,200	13,523,500	14,303,200	14,383,300	14,463,800	14,484,700
1,060,000	1,384,000	1,858,000	2,882,000	3,756,000	3,906,000	4,056,000	4,206,000
90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
1,510,000	1,834,000	2,308,000	3,332,000	4,206,000	4,356,000	4,506,000	4,656,000
6,248,100	6,372,800	6,500,000	6,629,700	6,761,900	6,897,000	7,034,700	7,175,100
3,023,900	3,084,000	3,145,300	3,207,600	3,271,300	3,336,200	3,402,700	3,470,400
14,244,100	14,528,300	14,818,400	15,114,500	15,416,400	15,724,300	16,038,300	16,358,500
7,211,200	7,354,500	7,500,800	7,650,000	7,802,500	7,957,700	8,116,000	8,277,800
8,830,800	9,007,100	9,186,900	9,370,200	9,557,300	9,748,100	9,942,600	10,141,100
39,558,100	40,346,700	41,151,400	41,972,000	42,809,400	43,663,300	44,534,300	45,422,900
(1,672,900)	(1,656,800)	(2,006,900)	(2,423,000)	(2,882,200)	(3,370,300)	(3,928,300)	(4,565,400)
667,500	667,500	667,600	667,500	667,500	667,500	598,900	599,870
2,679,600	5,998,100	6,843,600	7,282,300	7,193,800	8,600,000	10,187,600	11,889,030
(58,859,400)	(60,636,800)	(62,467,900)	(64,354,300)	(66,297,700)	(68,299,800)	(70,362,300)	(72,487,100)
(57,185,200)	(55,628,000)	(56,963,600)	(58,827,500)	(61,318,600)	(62,402,600)	(63,504,100)	(64,563,600)
-	-	-	-	-	-	-	-

Community Lifestyle and Infrastructure Plan

The Shire of Ashburton showed rapid population growth to 2016, and this growth has slowed considerably since then. This is especially evident in the towns of Tom Price and Paraburdoo.

The Community Lifestyle and Infrastructure Plan (CLIP) is being developed by the Shire of Ashburton to look at how infrastructure can be improved, and how life in the towns can be enhanced in the future.

The CLIP will be a fundamental guiding document in shaping the future of Tom Price and in developing opportunities for the future of Paraburdoo. It will form the basis of partnership between the Shire of Ashburton, Rio Tinto Iron Ore, and the Australian Government. The CLIP is set to include plans to upgrade community facilities, infrastructure development, residential development, economic growth, and employment opportunities.

In 2022-2023 the Shire will formalise what CLIP is and what it includes, and then the projects and programs emerging will be included in future versions of the Long-Term Financial Plan.





Key Initiatives - Net

	2023	2024	2025	2026
	\$	\$	\$	\$
Accommodation Strategy				
Buildings - New	1,000,000	2,500,000	4,000,000	4,000,000
Buildings - Renewal	-	500,000	-	-
Property - Service Delivery	-	20,000	70,000	150,000
From Reserve - Property Development	-	-	(1,000,000)	(1,000,000)
Total Accommodation Strategy	1,000,000	3,020,000	3,070,000	3,150,000
Airport				
Airport - New	1,835,000	-	-	-
Airport - Upgrade	23,000	-	-	-
Airport - Renewal	46,000	650,000	500,000	500,000
Airport - Service Delivery	858,200	875,300	892,800	910,600
Airport - Capital Funding	-	-	-	-
From Reserve - Airport	(2,557,900)	(476,900)	(343,400)	(360,200)
Total Airport	204,300	1,048,400	1,049,400	1,050,400
Asset Management - Assets				
Buildings - New	66,000	-	-	-
Buildings - Upgrade	317,200	-	-	-
Buildings - Renewal	15,000	750,000	750,000	750,000
Furniture and Equipment - New	310,000	-	-	-
Furniture and Equipment - Renewal	79,500	350,000	350,000	350,000
Plant and Machinery - Renewal	2,365,000	2,000,000	2,000,000	2,000,000
Plant and Machinery - Sales	(939,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Asset Management - Assets	2,213,700	2,100,000	2,100,000	2,100,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
3,500,000	1,905,100	-	3,000,000	3,000,000	3,000,000	-	-
500,000	1,500,000	3,000,000	-	-	-	3,000,000	3,000,000
230,000	300,000	338,000	338,000	398,000	458,000	518,000	518,000
(1,000,000)	(405,100)	-	-	-	-	-	-
3,230,000	3,300,000	3,338,000	3,338,000	3,398,000	3,458,000	3,518,000	3,518,000
-	-	-	-	-	-	-	-
30,000,000	-	-	-	-	-	-	-
500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
928,800	947,300	966,200	985,500	1,005,200	1,025,300	1,045,800	1,066,700
(20,000,000)	-	-	-	-	-	-	-
(7,241,700)	-	-	-	-	-	-	-
4,187,100	1,447,300	1,466,200	1,485,500	1,505,200	1,525,300	1,545,800	1,566,700
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
800,000	800,000	800,000	800,000	850,000	850,000	850,000	850,000
-	-	-	-	-	-	-	-
350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
2,150,000	2,150,000	2,150,000	2,150,000	2,200,000	2,200,000	2,200,000	2,200,000



	2023	2024	2025	2026
	\$	\$	\$	\$
Asset Management - Infrastructure				
Coastal Infrastructure - New	777,000	-	-	-
Drainage - Upgrade	-	-	-	-
Drainage - Renewal	200,000	400,000	400,000	400,000
Parks and Recreation - New	1,075,400	-	-	-
Parks and Recreation - Upgrade	2,778,000	-	-	-
Parks and Recreation - Renewal	2,170,000	800,000	800,000	800,000
Parks and Recreation - Capital Funding	(2,004,800)			
Pathways - Renewal	-	300,000	300,000	300,000
Roads - Renewal	5,029,500	6,000,000	6,000,000	6,000,000
Roads - Capital Funding	(971,200)	(1,000,000)	(1,000,000)	(1,000,000)
Town Infrastructure - New	1,130,200	-	-	-
Town Infrastructure - Upgrade	-	-	-	-
Town Infrastructure - Renewal	40,000	300,000	300,000	300,000
Waste - New	75,000	-	-	-
Waste - Renewal	-	100,000	100,000	100,000
Total Asset Management - Infrastructure	10,299,100	6,900,000	6,900,000	6,900,000
Regional Waste Facility				
Regional Waste Facility - New	3,462,500	10,000,000	-	-
Regional Waste Facility - Renewal	-	-	750,000	750,000
Regional Waste Facility - Upgrade	-	-	-	-
Regional Waste Facility - Service Delivery	1,260,000	(3,600,000)	(4,600,000)	(5,600,000)
Regional Waste Facility - Capital Funding	-	(5,000,000)	-	-
New Loan - Liquid Waste Facility	-	(5,000,000)	-	-
From Reserve - Waste Services and Site Rehabilitation	(2,020,900)	-	-	-
To Reserve - Regional Waste Facility	-	2,500,000	3,000,000	4,000,000
Total Regional Waste Facility	2,701,600	(1,100,000)	(850,000)	(850,000)
Total Key Initiatives - Net	16,418,700	11,968,400	12,269,400	12,350,400



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
400,000	400,000	400,000	400,000	450,000	450,000	450,000	450,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
800,000	800,000	800,000	800,000	900,000	900,000	900,000	900,000
300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
6,500,000	6,500,000	6,500,000	6,500,000	7,000,000	7,000,000	7,000,000	7,000,000
(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
-	-	-	-	-	-	-	-
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
7,400,000	7,400,000	7,400,000	7,400,000	8,050,000	8,050,000	8,050,000	8,050,000
-	-	-	-	-	-	-	-
750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
-	-	-	-	-	-	-	-
(6,600,000)	(7,600,000)	(8,600,000)	(9,600,000)	(10,600,000)	(11,600,000)	(12,600,000)	(13,600,000)
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
5,000,000	6,000,000	7,000,000	8,000,000	9,000,000	10,000,000	11,000,000	12,000,000
(850,000)	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)
16,117,100	13,447,300	13,504,200	13,523,500	14,303,200	14,383,300	14,463,800	14,484,700

Strategic Projects - Net

Onslow

	2023	2024	2025	2026
	\$	\$	\$	\$
Onslow Men's Shed				
Buildings - New	800,000	-	-	-
Buildings - Renewal	-	12,000	12,000	12,000
Facilities - Onslow - Service Delivery	-	12,000	12,000	12,000
Projects and Procurement - Capital Funding	(800,000)	-	-	-
Total Onslow Men's Shed	-	24,000	24,000	24,000
Ocean View Caravan Park - Stage 3				
Town Infrastructure - New	3,260,000	5,240,000	-	-
Town Infrastructure - Renewal	-	32,000	84,000	84,000
Facilities - Onslow - Service Delivery	-	16,000	42,000	42,000
Ocean View Caravan Park	-	16,000	42,000	42,000
Ocean View Caravan Park - Fees and Charges	-	(65,000)	(170,000)	(170,000)
Total Ocean View Caravan Park - Stage 3	3,260,000	5,239,000	(2,000)	(2,000)
Ocean View Caravan Park - Stage 4				
Town Infrastructure - New	-	-	5,000,000	-
Town Infrastructure - Renewal	-	-	-	50,000
Facilities - Onslow - Service Delivery	-	-	-	25,000
Ocean View Caravan Park	-	-	-	25,000
Ocean View Caravan Park - Fees and Charges	-	-	-	(100,000)
Total Ocean View Caravan Park - Stage 4	-	-	5,000,000	-
Town Jetty				
Town Infrastructure - New	-	5,000,000	7,500,000	-
Town Infrastructure - Renewal	-	-	-	75,000
Town Maintenance - Onslow - Service Delivery	-	-	-	45,000
Projects and Procurement - Capital Funding	-	(5,000,000)	(5,750,000)	-
Total Town Jetty	-	-	1,750,000	120,000
Drainage - Townsite Activation and Revitalisation				
Drainage - Upgrade	-	2,400,000	-	-
Drainage - Renewal	-	-	24,000	24,000
Town Maintenance - Onslow - Service Delivery	-	-	24,000	24,000
Projects and Procurement - Capital Funding	-	(2,400,000)	-	-
Total Drainage - Townsite Activation and Revitalisation	-	-	48,000	48,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
-	-	-	-	-	-	-	-
24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
-	-	-	-	-	-	-	-
84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000
42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)
(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
-	-	-	-	-	-	-	-
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
-	-	-	-	-	-	-	-
120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
-	-	-	-	-	-	-	-
24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
-	-	-	-	-	-	-	-
48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000



	2023	2024	2025	2026
	\$	\$	\$	\$
Dreamers Hill Convention Centre and Amphitheatre				
Buildings - New	-	-	-	7,500,000
Buildings - Renewal	-	-	-	-
Facilities - Onslow - Service Delivery	-	-	-	-
Projects and Procurement - Capital Funding	-	-	-	(7,500,000)
Total Dreamers Hill Convention Centre and Amphitheatre	-	-	-	-
Cartoon Tank / Cultural Arts Centre				
Buildings - New	-	-	-	-
Buildings - Renewal	-	-	-	-
Facilities - Onslow - Service Delivery	-	-	-	-
Projects and Procurement - Capital Funding	-	-	-	-
Total Cartoon Tank / Cultural Arts Centre	-	-	-	-
Seawall				
Coastal Infrastructure - New	290,000	4,000,000	4,000,000	1,710,000
Coastal Infrastructure - Renewal	-	2,000	42,000	82,000
Town Maintenance - Onslow - Service Delivery	-	2,000	42,000	82,000
Projects and Procurement - Capital Funding	(145,000)	(2,000,000)	(2,000,000)	(855,000)
Total Seawall	145,000	2,004,000	2,084,000	1,019,000
Foreshore Promenade				
Parks and Recreation - New	1,000,000	-	-	-
Parks and Recreation - Renewal	-	25,000	25,000	25,000
Town Maintenance - Onslow - Service Delivery	-	25,000	25,000	25,000
Projects and Procurement - Capital Funding	(1,000,000)	-	-	-
Total Foreshore Promenade	-	50,000	50,000	50,000
Sun Chalets Improvement Program				
Buildings - Upgrade	1,000,000	500,000	500,000	500,000
Buildings - Renewal	-	20,000	30,000	40,000
Facilities - Onslow - Service Delivery	-	20,000	30,000	40,000
Sun Chalets	-	5,000	7,000	9,000
Sun Chalets - Fees and Charges	-	5,000	7,000	9,000
Total Sun Chalets Improvement Program	1,000,000	550,000	574,000	598,000
Total Onslow Strategic Projects - Net	4,405,000	7,867,000	9,528,000	1,857,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
7,500,000	-	-	-	-	-	-	-
-	150,000	150,000	150,000	150,000	150,000	150,000	150,000
-	150,000	150,000	150,000	150,000	150,000	150,000	150,000
(7,500,000)	-	-	-	-	-	-	-
-	300,000	300,000	300,000	300,000	300,000	300,000	300,000
-	15,000,000	-	-	-	-	-	-
-	-	225,000	225,000	225,000	225,000	225,000	225,000
-	-	225,000	225,000	225,000	225,000	225,000	225,000
-	(15,000,000)	-	-	-	-	-	-
-	-	450,000	450,000	450,000	450,000	450,000	450,000
-	-	-	-	2,500,000	2,500,000	2,500,000	2,500,000
99,000	99,000	99,000	99,000	99,000	124,000	149,000	174,000
99,000	99,000	99,000	99,000	99,000	124,000	149,000	174,000
-	-	-	-	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)
198,000	198,000	198,000	198,000	1,448,000	1,498,000	1,548,000	1,598,000
-	-	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
25,000	25,000	25,000	25,000	75,000	125,000	175,000	225,000
25,000	25,000	25,000	25,000	75,000	125,000	175,000	225,000
-	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
50,000	50,000	50,000	1,050,000	1,150,000	1,250,000	1,350,000	1,450,000
500,000	500,000	500,000	500,000	-	-	-	-
50,000	60,000	70,000	80,000	90,000	90,000	90,000	90,000
50,000	60,000	70,000	80,000	90,000	90,000	90,000	90,000
11,000	13,000	15,000	17,000	19,000	19,000	19,000	19,000
11,000	13,000	15,000	17,000	19,000	19,000	19,000	19,000
622,000	646,000	670,000	694,000	218,000	218,000	218,000	218,000
1,060,000	1,384,000	1,858,000	2,882,000	3,756,000	3,906,000	4,056,000	4,206,000

Paraburdoo

	2023	2024	2025	2026
	\$	\$	\$	\$
Paraburdoo Undercover Sports Courts				
Parks and Recreation - New	6,000,000	-	-	-
Parks and Recreation - Renewal	-	45,000	45,000	45,000
Facilities - Paraburdoo - Service Delivery	-	45,000	45,000	45,000
From Reserve - Future Projects	(750,000)	-	-	-
Projects and Procurement - Capital Funding	(5,151,300)	-	-	-
Total Paraburdoo Undercover Sports Courts	98,700	90,000	90,000	90,000
Total Paraburdoo Strategic Projects - Net	98,700	90,000	90,000	90,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000



Tom Price

	2023	2024	2025	2026
	\$	\$	\$	\$
Tom Price Undercover Sports Courts				
Parks and Recreation - New	5,944,400	-	-	-
Parks and Recreation - Renewal	-	44,000	44,000	44,000
Facilities - Tom Price - Service Delivery	-	44,000	44,000	44,000
From Reserve - Future Projects	(750,000)	-	-	-
Projects and Procurement - Capital Funding	(1,600,000)	-	-	-
Total Tom Price Undercover Sports Courts	3,594,400	88,000	88,000	88,000
Emergency Services Precinct				
Buildings - New	3,275,400	-	-	-
Buildings - Renewal	-	16,000	16,000	16,000
Facilities - Tom Price - Service Delivery	-	16,000	16,000	16,000
From Reserve - Future Projects	(849,300)	-	-	-
Projects and Procurement - Capital Funding	(1,776,400)	-	-	-
Total Emergency Services Precinct	649,700	32,000	32,000	32,000
Tom Price Childcare				
Buildings - New	3,093,300	-	-	-
Buildings - Renewal	-	30,000	30,000	30,000
Facilities - Tom Price - Service Delivery	-	15,000	15,000	15,000
From Reserve - Future Projects	(962,100)	-	-	-
Projects and Procurement - Capital Funding	(2,131,200)	-	-	-
Property - Lease Revenue	-	(100,000)	(100,000)	(100,000)
Total Tom Price Childcare	-	(55,000)	(55,000)	(55,000)
Bicycle Park				
Parks and Recreation - New	1,578,500	-	-	-
Parks and Recreation - Renewal	-	15,000	15,000	15,000
Facilities - Tom Price - Service Delivery	-	7,000	7,000	7,000
Town Maintenance - Tom Price - Service Delivery	-	23,000	23,000	23,000
From Reserve - Future Projects	(832,000)	-	-	-
Projects and Procurement - Capital Funding	(341,600)	-	-	-
Total Bicycle Park	404,900	45,000	45,000	45,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000
44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000

-	-	-	-	-	-	-	-
16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000

-	-	-	-	-	-	-	-
30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)

-	-	-	-	-	-	-	-
15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000



	2023	2024	2025	2026
	\$	\$	\$	\$
Administration Facility				
Buildings - New	-	-	-	25,000,000
Buildings - Renewal	-	-	-	-
Facilities - Tom Price - Service Delivery	-	-	-	-
From Reserve - Tom Price Administration Facility	-	-	-	(8,644,800)
Projects and Procurement - Capital Funding	-	-	-	(7,500,000)
Total Administration Facility	-	-	-	8,855,200
Total Tom Price Strategic Projects - Net	4,649,000	110,000	110,000	8,965,200



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000



Service Delivery - Net

Chief Executive Office

	2023	2024	2025	2026
	\$	\$	\$	\$
Chief Executive Office				
CEO Office	233,000	237,600	242,300	247,100
Total Chief Executive Office	233,000	237,600	242,300	247,100
Business and Economic Development				
Business and Economic Development	2,370,300	2,417,700	2,466,000	2,515,300
Visitor Centre - Tom Price	329,500	336,000	342,700	349,500
Total Business and Economic Development	2,699,800	2,753,700	2,808,700	2,864,800
Land and Asset Compliance				
Land and Asset Compliance	821,500	837,900	854,600	871,600
Property - Overheads	(388,300)	(396,000)	(403,900)	(411,900)
Property	1,840,000	1,876,800	1,914,300	1,952,500
Total Land and Asset Compliance	2,273,200	2,318,700	2,365,000	2,412,200
Media and Communications				
Media and Communications	210,400	214,600	218,800	223,100
Total Media and Communications	210,400	214,600	218,800	223,100
Organisational Development				
Organisational Development	357,000	364,100	371,300	378,700
Total Organisational Development	357,000	364,100	371,300	378,700
Total Chief Executive Office - Net	5,773,400	5,888,700	6,006,100	6,125,900



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
252,000	257,000	262,100	267,300	272,600	278,000	283,500	289,100
252,000	257,000	262,100	267,300	272,600	278,000	283,500	289,100
2,565,600	2,616,900	2,669,200	2,722,500	2,776,900	2,832,400	2,889,000	2,946,700
356,400	363,500	370,700	378,100	385,600	393,300	401,100	409,100
2,922,000	2,980,400	3,039,900	3,100,600	3,162,500	3,225,700	3,290,100	3,355,800
889,000	906,700	924,800	943,200	962,000	981,200	1,000,800	1,020,800
(420,100)	(428,500)	(437,000)	(445,700)	(454,600)	(463,600)	(472,800)	(482,200)
1,991,500	2,031,300	2,071,900	2,113,300	2,155,500	2,198,600	2,242,500	2,287,300
2,460,400	2,509,500	2,559,700	2,610,800	2,662,900	2,716,200	2,770,500	2,825,900
227,500	232,000	236,600	241,300	246,100	251,000	256,000	261,100
227,500	232,000	236,600	241,300	246,100	251,000	256,000	261,100
386,200	393,900	401,700	409,700	417,800	426,100	434,600	443,200
386,200	393,900	401,700	409,700	417,800	426,100	434,600	443,200
6,248,100	6,372,800	6,500,000	6,629,700	6,761,900	6,897,000	7,034,700	7,175,100

Corporate Services

	2023	2024	2025	2026
	\$	\$	\$	\$
Corporate Services				
Corporate Services	168,100	171,400	174,800	178,200
Total Corporate Services	168,100	171,400	174,800	178,200
Finance				
Finance	558,900	570,000	581,400	593,000
Rates	136,000	138,700	141,400	144,200
Total Finance	694,900	708,700	722,800	737,200
Governance				
Customer Service	93,400	95,200	97,100	99,000
Elected Members	574,600	586,000	597,700	609,600
Governance	821,100	837,500	854,200	871,200
Records	243,600	248,400	253,300	258,300
Total Governance	1,732,700	1,767,100	1,802,300	1,838,100
ICT Services				
ICT Services	199,600	203,500	207,500	211,600
Total ICT Services	199,600	203,500	207,500	211,600
Total Corporate Services - Net	2,795,300	2,850,700	2,907,400	2,965,100



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
181,700	185,300	189,000	192,700	196,500	200,400	204,400	208,400
181,700	185,300	189,000	192,700	196,500	200,400	204,400	208,400
604,800	616,800	629,100	641,600	654,400	667,400	680,700	694,300
147,000	149,900	152,800	155,800	158,900	162,000	165,200	168,500
751,800	766,700	781,900	797,400	813,300	829,400	845,900	862,800
100,900	102,900	104,900	106,900	109,000	111,100	113,300	115,500
621,700	634,100	646,700	659,600	672,700	686,100	699,800	713,700
888,600	906,300	924,400	942,800	961,600	980,800	1,000,400	1,020,400
263,400	268,600	273,900	279,300	284,800	290,400	296,200	302,100
1,874,600	1,911,900	1,949,900	1,988,600	2,028,100	2,068,400	2,109,700	2,151,700
215,800	220,100	224,500	228,900	233,400	238,000	242,700	247,500
215,800	220,100	224,500	228,900	233,400	238,000	242,700	247,500
3,023,900	3,084,000	3,145,300	3,207,600	3,271,300	3,336,200	3,402,700	3,470,400

Infrastructure Services

	2023	2024	2025	2026
	\$	\$	\$	\$
Infrastructure Services				
Infrastructure Services	1,764,400	1,799,600	1,835,500	1,872,200
Public Works	-	-	-	-
Total Infrastructure Services	1,764,400	1,799,600	1,835,500	1,872,200
Assets and Programming				
Assets and Programming	280,900	286,500	292,200	298,000
Total Assets and Programming	280,900	286,500	292,200	298,000
Plant				
Plant - Overheads	22,600	23,000	23,400	23,800
Plant Operations	(751,300)	(766,300)	(781,600)	(797,200)
Total Plant	(728,700)	(743,300)	(758,200)	(773,400)
Roads and Civil Projects				
Roads and Civil Projects - Overheads	(3,181,300)	(3,244,900)	(3,309,700)	(3,375,800)
Roads and Civil Projects	7,265,400	7,410,700	7,558,900	7,710,000
Total Roads and Civil Projects	4,084,100	4,165,800	4,249,200	4,334,200
Town Maintenance				
Town Maintenance - Overheads	53,700	54,700	55,700	56,800
Town Maintenance - Onslow	1,417,600	1,445,900	1,474,800	1,504,200
Town Maintenance - Paraburdoo	1,287,300	1,313,000	1,339,200	1,365,900
Town Maintenance - Tom Price	2,838,000	2,894,700	2,952,500	3,011,500
Depots - Overheads	10,300	10,500	10,700	10,900
Total Town Maintenance	5,606,900	5,718,800	5,832,900	5,949,300
Waste Services				
Waste Services - Overheads	1,279,200	1,304,700	1,330,700	1,357,300
Waste Services - Onslow	1,156,900	1,180,000	1,203,600	1,227,600
Waste Services - Paraburdoo	997,900	1,017,800	1,038,100	1,058,800
Waste Services - Tom Price	(1,280,500)	(1,306,100)	(1,332,200)	(1,358,800)
Total Waste Services	2,153,500	2,196,400	2,240,200	2,284,900
Total Infrastructure Services - Net	13,161,100	13,423,800	13,691,800	13,965,200



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
1,909,600	1,947,700	1,986,600	2,026,300	2,066,800	2,108,100	2,150,200	2,193,200
-	-	-	-	-	-	-	-
1,909,600	1,947,700	1,986,600	2,026,300	2,066,800	2,108,100	2,150,200	2,193,200
303,900	309,900	316,000	322,300	328,700	335,200	341,900	348,700
303,900	309,900	316,000	322,300	328,700	335,200	341,900	348,700
24,200	24,600	25,000	25,500	26,000	26,500	27,000	27,500
(813,100)	(829,300)	(845,800)	(862,700)	(879,900)	(897,400)	(915,300)	(933,600)
(788,900)	(804,700)	(820,800)	(837,200)	(853,900)	(870,900)	(888,300)	(906,100)
(3,443,300)	(3,512,100)	(3,582,300)	(3,653,900)	(3,726,900)	(3,801,400)	(3,877,400)	(3,954,900)
7,864,200	8,021,400	8,181,800	8,345,400	8,512,300	8,682,500	8,856,100	9,033,200
4,420,900	4,509,300	4,599,500	4,691,500	4,785,400	4,881,100	4,978,700	5,078,300
57,900	59,000	60,100	61,300	62,500	63,700	64,900	66,100
1,534,200	1,564,800	1,596,000	1,627,900	1,660,400	1,693,600	1,727,400	1,761,900
1,393,200	1,421,000	1,449,400	1,478,300	1,507,800	1,537,900	1,568,600	1,599,900
3,071,700	3,133,100	3,195,700	3,259,600	3,324,700	3,391,100	3,458,900	3,528,000
11,100	11,300	11,500	11,700	11,900	12,100	12,300	12,500
6,068,100	6,189,200	6,312,700	6,438,800	6,567,300	6,698,400	6,832,100	6,968,400
1,384,400	1,412,000	1,440,200	1,469,000	1,498,300	1,528,200	1,558,700	1,589,800
1,252,100	1,277,100	1,302,600	1,328,600	1,355,100	1,382,200	1,409,800	1,437,900
1,079,900	1,101,400	1,123,400	1,145,800	1,168,700	1,192,000	1,215,800	1,240,100
(1,385,900)	(1,413,600)	(1,441,800)	(1,470,600)	(1,500,000)	(1,530,000)	(1,560,600)	(1,591,800)
2,330,500	2,376,900	2,424,400	2,472,800	2,522,100	2,572,400	2,623,700	2,676,000
14,244,100	14,528,300	14,818,400	15,114,500	15,416,400	15,724,300	16,038,300	16,358,500

People and Place

	2023	2024	2025	2026
	\$	\$	\$	\$
People and Place				
People and Place	895,000	912,900	931,100	949,700
Total People and Place	895,000	912,900	931,100	949,700
Communities				
Communities	1,250,000	1,275,000	1,300,500	1,326,500
Communities - Onslow	650,200	663,200	676,400	689,900
Communities - Pannawonica	488,700	498,400	508,300	518,400
Communities - Paraburdoo	216,300	220,600	225,000	229,500
Communities - Tom Price	(277,800)	(283,300)	(288,900)	(294,600)
Communities - Support	297,300	303,200	309,200	315,300
Total Communities	2,624,700	2,677,100	2,730,500	2,785,000
Development Services				
Development Services	660,900	674,100	687,500	701,200
Total Development Services	660,900	674,100	687,500	701,200
Libraries				
Libraries	234,800	239,400	244,100	248,900
Libraries - Onslow	127,100	129,600	132,100	134,700
Libraries - Pannawonica	118,800	121,100	123,500	125,900
Libraries - Paraburdoo	223,500	227,900	232,400	237,000
Libraries - Tom Price	215,400	219,700	224,000	228,400
Total Libraries	919,600	937,700	956,100	974,900
Regulatory Services				
Environmental Health	252,900	257,900	263,000	268,200
Rangers	933,000	951,600	970,600	990,000
Regulatory Services	378,500	386,000	393,700	401,500
Total Regulatory Services	1,564,400	1,595,500	1,627,300	1,659,700
Total People and Place - Net	6,664,600	6,797,300	6,932,500	7,070,500



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
968,600	987,900	1,007,600	1,027,700	1,048,200	1,069,100	1,090,400	1,112,200
968,600	987,900	1,007,600	1,027,700	1,048,200	1,069,100	1,090,400	1,112,200
1,353,000	1,380,000	1,407,600	1,435,700	1,464,400	1,493,600	1,523,400	1,553,800
703,600	717,600	731,900	746,500	761,400	776,600	792,100	807,900
528,700	539,200	549,900	560,800	572,000	583,400	595,000	606,900
234,000	238,600	243,300	248,100	253,000	258,000	263,100	268,300
(300,400)	(306,400)	(312,500)	(318,700)	(325,000)	(331,500)	(338,100)	(344,800)
321,600	328,000	334,500	341,100	347,900	354,800	361,800	369,000
2,840,500	2,897,000	2,954,700	3,013,500	3,073,700	3,134,900	3,197,300	3,261,100
715,200	729,500	744,000	758,800	773,900	789,300	805,000	821,100
715,200	729,500	744,000	758,800	773,900	789,300	805,000	821,100
253,800	258,800	263,900	269,100	274,400	279,800	285,300	291,000
137,300	140,000	142,800	145,600	148,500	151,400	154,400	157,400
128,400	130,900	133,500	136,100	138,800	141,500	144,300	147,100
241,700	246,500	251,400	256,400	261,500	266,700	272,000	277,400
232,900	237,500	242,200	247,000	251,900	256,900	262,000	267,200
994,100	1,013,700	1,033,800	1,054,200	1,075,100	1,096,300	1,118,000	1,140,100
273,500	278,900	284,400	290,000	295,800	301,700	307,700	313,800
1,009,800	1,029,900	1,050,400	1,071,400	1,092,800	1,114,600	1,136,800	1,159,500
409,500	417,600	425,900	434,400	443,000	451,800	460,800	470,000
1,692,800	1,726,400	1,760,700	1,795,800	1,831,600	1,868,100	1,905,300	1,943,300
7,211,200	7,354,500	7,500,800	7,650,000	7,802,500	7,957,700	8,116,000	8,277,800

Projects and Procurement

	2023	2024	2025	2026
	\$	\$	\$	\$
Projects and Procurement				
Aquatic Facility - Onslow	605,400	617,500	629,800	642,300
Aquatic Facility - Paraburdoo	675,600	689,100	702,800	716,800
Aquatic Facility - Tom Price	735,100	749,800	764,700	779,900
Ocean View Caravan Park	(129,900)	(132,400)	(135,000)	(137,700)
Procurement	(110,100)	(112,300)	(114,500)	(116,700)
Projects and Procurement	859,700	876,800	894,300	912,100
Sun Chalets	84,000	85,600	87,300	89,000
Total Projects and Procurement	2,719,800	2,774,100	2,829,400	2,885,700
Facilities				
Facilities - Overheads	41,100	41,900	42,700	43,500
Facilities - Onslow	2,405,700	2,453,800	2,502,800	2,552,800
Facilities - Pannawonica	6,600	6,700	6,800	6,900
Facilities - Paraburdoo	1,588,400	1,620,100	1,652,500	1,685,500
Facilities - Tom Price	1,398,300	1,426,200	1,454,700	1,483,700
Total Facilities	5,440,100	5,548,700	5,659,500	5,772,400
Total Projects and Procurement - Net	8,159,900	8,322,800	8,488,900	8,658,100



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
655,100	668,200	681,500	695,100	709,000	723,100	737,500	752,200
731,100	745,700	760,600	775,800	791,300	807,100	823,200	839,600
795,400	811,300	827,500	844,000	860,800	878,000	895,500	913,400
(140,400)	(143,200)	(146,000)	(148,900)	(151,800)	(154,800)	(157,800)	(160,900)
(119,000)	(121,300)	(123,700)	(126,100)	(128,600)	(131,100)	(133,700)	(136,300)
930,300	948,900	967,800	987,100	1,006,800	1,026,900	1,047,400	1,068,300
90,700	92,500	94,300	96,100	98,000	99,900	101,800	103,800
2,943,200	3,002,100	3,062,000	3,123,100	3,185,500	3,249,100	3,313,900	3,380,100
44,300	45,100	46,000	46,900	47,800	48,700	49,600	50,500
2,603,800	2,655,800	2,708,900	2,763,000	2,818,200	2,874,500	2,931,900	2,990,500
7,000	7,100	7,200	7,300	7,400	7,500	7,600	7,700
1,719,200	1,753,500	1,788,500	1,824,200	1,860,600	1,897,800	1,935,700	1,974,400
1,513,300	1,543,500	1,574,300	1,605,700	1,637,800	1,670,500	1,703,900	1,737,900
5,887,600	6,005,000	6,124,900	6,247,100	6,371,800	6,499,000	6,628,700	6,761,000
8,830,800	9,007,100	9,186,900	9,370,200	9,557,300	9,748,100	9,942,600	10,141,100

Loan Funds

	Outstanding At Start	2023 \$	2024 \$	2025 \$	2026 \$
Loan 117 - Staff Housing					
Principal		80,100	-	-	-
Principal Outstanding	80,100	-	-	-	-
Interest		3,300	-	-	-
Loan 119 - Airport					
Principal		21,100	22,500	23,900	25,600
Principal Outstanding	93,100	72,000	49,500	25,600	-
Interest		5,600	4,200	2,800	1,100
Loan 122 - Onslow Waste Transfer Site					
Principal		344,100	354,800	365,700	-
Principal Outstanding	1,064,600	720,500	365,700	-	-
Interest		30,200	19,500	8,600	-
Loan 124 - Onslow Administration Centre					
Principal		47,600	49,200	50,800	52,500
Principal Outstanding	554,100	506,500	457,300	406,500	354,000
Interest		19,000	16,400	14,800	13,100
Loan 231 - Regional Liquid Waste Facility					
Principal		-	-	425,600	440,630
Principal Outstanding	-	-	5,000,000	4,574,400	4,133,770
Interest		-	-	171,300	156,300
Summary					
Principal		492,900	426,500	866,000	518,730
Principal Outstanding	1,791,900	1,299,000	5,872,500	5,006,500	4,487,770
Interest		58,100	40,100	197,500	170,500
Loan Guarantee Payments		8,000	8,000	8,000	6,500
Total Annual Cost		559,000	474,600	1,071,500	695,730



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
54,300	56,100	58,000	59,900	61,900	63,800	-	-
299,700	243,600	185,600	125,700	63,800	-	-	-
11,300	9,500	7,600	5,700	3,700	1,800	-	-
456,200	472,300	489,000	506,200	524,100	542,600	561,800	581,570
3,677,570	3,205,270	2,716,270	2,210,070	1,685,970	1,143,370	581,570	-
140,700	124,600	108,000	90,700	72,800	54,300	34,100	15,300
510,500	528,400	547,000	566,100	586,000	606,400	561,800	581,570
3,977,270	3,448,870	2,901,870	2,335,770	1,749,770	1,143,370	581,570	-
152,000	134,100	115,600	96,400	76,500	56,100	34,100	15,300
5,000	5,000	5,000	5,000	5,000	5,000	3,000	3,000
667,500	667,500	667,600	667,500	667,500	667,500	598,900	599,870

Reserve Funds

	2023	2024	2025	2026
	\$	\$	\$	\$
Airport				
<i>To contribute towards operational deficits and improvements, and receive operational surpluses, for the Onslow Airport.</i>				
Opening Balance	9,816,100	7,552,200	7,301,300	7,176,900
To Reserve - Interest Earnings	294,000	226,000	219,000	215,000
To Reserve - Municipal Funds	-	-	-	-
From Reserve	-	-	-	-
Sub Total	10,110,100	7,778,200	7,520,300	7,391,900
Movement (To) / From Initiatives	(2,557,900)	(476,900)	(343,400)	(360,200)
Total Airport	7,552,200	7,301,300	7,176,900	7,031,700
Assets and Infrastructure				
<i>To contribute towards funding new, upgrade and renewal initiatives associated with Council assets and infrastructure.</i>				
Opening Balance	535,400	19,300	19,300	19,300
To Reserve - Interest Earnings	16,000	-	-	-
To Reserve - Municipal Funds	-	-	-	-
From Reserve	(532,100)	-	-	-
Sub Total	19,300	19,300	19,300	19,300
Movement (To) / From Initiatives	-	-	-	-
Total Assets and Infrastructure	19,300	19,300	19,300	19,300
COVID-19 Relief and Stimulus				
<i>To contribute towards support and relief initiatives for those impacted by COVID-19.</i>				
Opening Balance	367,500	194,600	199,600	204,600
To Reserve - Interest Earnings	11,000	5,000	5,000	6,000
To Reserve - Municipal Funds	-	-	-	-
From Reserve	(183,900)	-	-	-
Sub Total	194,600	199,600	204,600	210,600
Movement (To) / From Initiatives	-	-	-	-
Total COVID-19 Relief and Stimulus	194,600	199,600	204,600	210,600



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
7,031,700	-	-	-	-	-	-	-
210,000	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
7,241,700	-	-	-	-	-	-	-
(7,241,700)	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-

19,300	19,300	19,300	19,300	19,300	19,300	19,300	19,300
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
19,300	19,300	19,300	19,300	19,300	19,300	19,300	19,300
-	-	-	-	-	-	-	-
19,300	19,300	19,300	19,300	19,300	19,300	19,300	19,300

210,600	216,600	222,600	228,600	234,600	241,600	248,600	255,600
6,000	6,000	6,000	6,000	7,000	7,000	7,000	7,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
216,600	222,600	228,600	234,600	241,600	248,600	255,600	262,600
-	-	-	-	-	-	-	-
216,600	222,600	228,600	234,600	241,600	248,600	255,600	262,600



	2023	2024	2025	2026
	\$	\$	\$	\$

Financial Risk

To contribute towards mitigating, or funding, significant adverse financial impacts through legal, rate revenue reductions, or other reasons.

Opening Balance	5,550,700	5,716,700	5,887,700	6,063,700
To Reserve - Interest Earnings	166,000	171,000	176,000	181,000
To Reserve - Municipal Funds	-	-	-	-
From Reserve	-	-	-	-
Sub Total	5,716,700	5,887,700	6,063,700	6,244,700
Movement (To) / From Initiatives	-	-	-	-
Total Financial Risk	5,716,700	5,887,700	6,063,700	6,244,700

Future Projects

To contribute towards funding higher-cost projects, as identified in the Long-Term Financial Plan, which could not otherwise be afforded from general revenue.

Opening Balance	16,485,800	14,715,945	11,593,445	6,701,245
To Reserve - Interest Earnings	494,000	441,000	347,000	201,000
To Reserve - Municipal Funds	3,723,645	-	-	-
From Reserve	(1,844,100)	(3,563,500)	(5,239,200)	(5,211,130)
Sub Total	18,859,345	11,593,445	6,701,245	1,691,115
Movement (To) / From Initiatives	(4,143,400)	-	-	-
Total Future Projects	14,715,945	11,593,445	6,701,245	1,691,115

Joint Venture Housing

To contribute towards Council's contribution for repairs and maintenance to Joint Venture Housing which Council has a contractual obligation to meet.

Opening Balance	5,100	5,100	5,100	5,100
To Reserve - Interest Earnings	-	-	-	-
To Reserve - Municipal Funds	-	-	-	-
From Reserve	-	-	-	-
Sub Total	5,100	5,100	5,100	5,100
Movement (To) / From Initiatives	-	-	-	-
Total Joint Venture Housing	5,100	5,100	5,100	5,100



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
6,244,700	6,431,700	6,623,700	6,821,700	7,025,700	7,235,700	7,452,700	7,675,700
187,000	192,000	198,000	204,000	210,000	217,000	223,000	230,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
6,431,700	6,623,700	6,821,700	7,025,700	7,235,700	7,452,700	7,675,700	7,905,700
-	-	-	-	-	-	-	-
6,431,700	6,623,700	6,821,700	7,025,700	7,235,700	7,452,700	7,675,700	7,905,700
1,691,115	3,146,715	7,981,815	13,458,415	19,122,715	24,410,515	30,776,515	38,364,115
50,000	94,000	239,000	403,000	573,000	732,000	923,000	1,150,000
1,405,600	4,741,100	5,237,600	5,261,300	4,714,800	5,634,000	6,664,600	7,730,030
-	-	-	-	-	-	-	-
3,146,715	7,981,815	13,458,415	19,122,715	24,410,515	30,776,515	38,364,115	47,244,145
-	-	-	-	-	-	-	-
3,146,715	7,981,815	13,458,415	19,122,715	24,410,515	30,776,515	38,364,115	47,244,145
5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100
-	-	-	-	-	-	-	-
5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100

	2023	2024	2025	2026
	\$	\$	\$	\$

Onslow Community Infrastructure

To contribute towards the development of infrastructure projects and community facilities in Onslow.

Opening Balance	199,100	204,100	210,100	216,100
To Reserve - Interest Earnings	5,000	6,000	6,000	6,000
To Reserve - Municipal Funds	-	-	-	-
From Reserve	-	-	-	-
Sub Total	204,100	210,100	216,100	222,100
Movement (To) / From Initiatives	-	-	-	-
Total Onslow Community Infrastructure	204,100	210,100	216,100	222,100

Plant Replacement

To contribute towards the funding of new and replacement plant, fleet and machinery.

Opening Balance	1,330,700	1,008,500	1,038,500	1,069,500
To Reserve - Interest Earnings	39,000	30,000	31,000	32,000
To Reserve - Municipal Funds	848,000	1,000,000	1,000,000	1,000,000
From Reserve	(1,209,200)	(1,000,000)	(1,000,000)	(1,000,000)
Sub Total	1,008,500	1,038,500	1,069,500	1,101,500
Movement (To) / From Initiatives	-	-	-	-
Total Plant Replacement	1,008,500	1,038,500	1,069,500	1,101,500

Property Development

To contribute towards purchasing, developing and selling property for economic benefit.

Opening Balance	3,009,100	3,099,100	3,191,100	2,286,100
To Reserve - Interest Earnings	90,000	92,000	95,000	68,000
To Reserve - Municipal Funds	-	-	-	-
From Reserve	-	-	-	-
Sub Total	3,099,100	3,191,100	3,286,100	2,354,100
Movement (To) / From Initiatives	-	-	(1,000,000)	(1,000,000)
Total Property Development	3,099,100	3,191,100	2,286,100	1,354,100



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
222,100	228,100	234,100	241,100	248,100	255,100	262,100	269,100
6,000	6,000	7,000	7,000	7,000	7,000	7,000	8,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
228,100	234,100	241,100	248,100	255,100	262,100	269,100	277,100
-	-	-	-	-	-	-	-
228,100	234,100	241,100	248,100	255,100	262,100	269,100	277,100

1,101,500	1,134,500	1,168,500	1,203,500	1,239,500	1,276,500	1,314,500	1,353,500
33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
1,134,500	1,168,500	1,203,500	1,239,500	1,276,500	1,314,500	1,353,500	1,393,500
-	-	-	-	-	-	-	-
1,134,500	1,168,500	1,203,500	1,239,500	1,276,500	1,314,500	1,353,500	1,393,500

1,354,100	394,100	-	-	-	-	-	-
40,000	11,000	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
1,394,100	405,100	-	-	-	-	-	-
(1,000,000)	(405,100)	-	-	-	-	-	-
394,100	-	-	-	-	-	-	-

	2023	2024	2025	2026
	\$	\$	\$	\$
Regional Waste Facility				
<i>To contribute towards initiatives, upgrades and modifications to the Regional Waste Management Facility.</i>				
Opening Balance	-	270,100	2,778,100	5,861,100
To Reserve - Interest Earnings	-	8,000	83,000	175,000
To Reserve - Municipal Funds	270,100	-	-	-
From Reserve	-	-	-	-
Sub Total	270,100	278,100	2,861,100	6,036,100
Movement (To) / From Initiatives	-	2,500,000	3,000,000	4,000,000
Total Regional Waste Facility	270,100	2,778,100	5,861,100	10,036,100

Tom Price Administration Facility

To contribute towards the funding of a new Council Administration Facility in Tom Price.

Opening Balance	7,682,800	7,912,800	8,149,800	8,393,800
To Reserve - Interest Earnings	230,000	237,000	244,000	251,000
To Reserve - Municipal Funds	-	-	-	-
From Reserve	-	-	-	-
Sub Total	7,912,800	8,149,800	8,393,800	8,644,800
Movement (To) / From Initiatives	-	-	-	(8,644,800)
Total Tom Price Administration Facility	7,912,800	8,149,800	8,393,800	-

Waste Services and Site Rehabilitation

To contribute towards initiatives, upgrades, modifications and rehabilitation of Council's General Waste Facilities.

Opening Balance	1,995,200	133,300	536,300	952,300
To Reserve - Interest Earnings	59,000	3,000	16,000	28,000
To Reserve - Municipal Funds	100,000	400,000	400,000	400,000
From Reserve	-	-	-	-
Sub Total	2,154,200	536,300	952,300	1,380,300
Movement (To) / From Initiatives	(2,020,900)	-	-	-
Total Waste Services and Site Rehabilitation	133,300	536,300	952,300	1,380,300



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
10,036,100	15,337,100	21,797,100	29,450,100	38,333,100	48,482,100	59,936,100	72,734,100
301,000	460,000	653,000	883,000	1,149,000	1,454,000	1,798,000	2,182,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
10,337,100	15,797,100	22,450,100	30,333,100	39,482,100	49,936,100	61,734,100	74,916,100
5,000,000	6,000,000	7,000,000	8,000,000	9,000,000	10,000,000	11,000,000	12,000,000
15,337,100	21,797,100	29,450,100	38,333,100	48,482,100	59,936,100	72,734,100	86,916,100

-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-

1,380,300	1,821,300	2,275,300	2,743,300	3,225,300	3,721,300	4,232,300	4,758,300
41,000	54,000	68,000	82,000	96,000	111,000	126,000	142,000
400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
-	-	-	-	-	-	-	-
1,821,300	2,275,300	2,743,300	3,225,300	3,721,300	4,232,300	4,758,300	5,300,300
-	-	-	-	-	-	-	-
1,821,300	2,275,300	2,743,300	3,225,300	3,721,300	4,232,300	4,758,300	5,300,300

	2023	2024	2025	2026
	\$	\$	\$	\$
Reserve Fund Summary				
Opening Balance	46,977,500	40,831,745	40,910,345	38,949,745
To Reserve - Interest Earnings	1,404,000	1,219,000	1,222,000	1,163,000
To Reserve - Municipal Funds	4,941,745	1,400,000	1,400,000	1,400,000
From Reserve	(3,769,300)	(4,563,500)	(6,239,200)	(6,211,130)
Sub Total	49,553,945	38,887,245	37,293,145	35,301,615
Movement (To) / From Initiatives	(8,722,200)	2,023,100	1,656,600	(6,005,000)
Total Reserve Fund Summary	40,831,745	40,910,345	38,949,745	29,296,615



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
29,296,615	28,734,515	40,327,515	54,171,115	69,453,415	85,647,215	104,247,215	125,434,815
874,000	857,000	1,206,000	1,621,000	2,079,000	2,566,000	3,123,000	3,759,000
2,805,600	6,141,100	6,637,600	6,661,300	6,114,800	7,034,000	8,064,600	9,130,030
(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
31,976,215	34,732,615	47,171,115	61,453,415	76,647,215	94,247,215	114,434,815	137,323,845
(3,241,700)	5,594,900	7,000,000	8,000,000	9,000,000	10,000,000	11,000,000	12,000,000
28,734,515	40,327,515	54,171,115	69,453,415	85,647,215	104,247,215	125,434,815	149,323,845



Rate Revenue

	2023	2024	2025	2026
	\$	\$	\$	\$
Forecast Development Growth				
% increase		1.00%	1.00%	1.00%
<i>Although Council rates comprise a combination of Residential, Commercial, Industrial, Mining and Pastoral rate assessments, each of which have a distinct forecast growth pattern, an average growth rate is assumed.</i>				
Forecast Rating Effort				
% increase	2.00%	2.00%	2.00%	2.00%
Rates - Initial Levy (inclusive of concessions)	52,127,300	53,300,700	54,910,300	56,568,500
Rates - Interim (aligned with Forecast Development Growth)	128,300	533,000	549,100	565,600
Total Rate Revenue	52,255,600	53,833,700	55,459,400	57,134,100



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
58,276,700	60,036,500	61,849,500	63,717,200	65,641,300	67,623,600	69,665,700	71,769,500
582,700	600,300	618,400	637,100	656,400	676,200	696,600	717,600
58,859,400	60,636,800	62,467,900	64,354,300	66,297,700	68,299,800	70,362,300	72,487,100



Asset Acquisitions - Assets

	2023	2024	2025	2026
	\$	\$	\$	\$
Land				
Renewal	-	-	-	-
Upgrade	-	-	-	-
New	-	-	-	-
Total Land	-	-	-	-
Buildings				
Renewal	15,000	1,328,000	838,000	848,000
Upgrade	1,317,200	500,000	500,000	500,000
New	8,234,700	2,500,000	4,000,000	36,500,000
Total Buildings	9,566,900	4,328,000	5,338,000	37,848,000
Furniture and Equipment				
Renewal	79,500	350,000	350,000	350,000
Upgrade	-	-	-	-
New	310,000	-	-	-
Total Furniture and Equipment	389,500	350,000	350,000	350,000
Plant and Machinery				
Renewal	2,365,000	2,000,000	2,000,000	2,000,000
Upgrade	-	-	-	-
New	-	-	-	-
Total Plant and Machinery	2,365,000	2,000,000	2,000,000	2,000,000
Total Asset Value - Assets	12,321,400	6,678,000	7,688,000	40,198,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
1,533,000	2,693,000	4,428,000	1,438,000	1,498,000	1,498,000	4,498,000	4,498,000
500,000	500,000	500,000	500,000	-	-	-	-
11,000,000	16,905,100	-	3,000,000	3,000,000	3,000,000	-	-
13,033,000	20,098,100	4,928,000	4,938,000	4,498,000	4,498,000	4,498,000	4,498,000
350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
15,383,000	22,448,100	7,278,000	7,288,000	6,848,000	6,848,000	6,848,000	6,848,000



Asset Acquisitions - Infrastructure

	2023	2024	2025	2026
	\$	\$	\$	\$
Airport				
Renewal	46,000	650,000	500,000	500,000
Upgrade	23,000	-	-	-
New	1,835,000	-	-	-
Total Airport	1,904,000	650,000	500,000	500,000
Bridges				
Renewal	-	-	-	-
Upgrade	-	-	-	-
New	-	-	-	-
Total Bridges	-	-	-	-
Coastal Infrastructure				
Renewal	-	2,000	42,000	82,000
Upgrade	-	-	-	-
New	1,067,000	4,000,000	4,000,000	1,710,000
Total Coastal Infrastructure	1,067,000	4,002,000	4,042,000	1,792,000
Drainage				
Renewal	200,000	400,000	424,000	424,000
Upgrade	-	2,400,000	-	-
New	-	-	-	-
Total Drainage	200,000	2,800,000	424,000	424,000
Parks and Recreation				
Renewal	2,170,000	929,000	929,000	929,000
Upgrade	2,778,000	-	-	-
New	15,598,300	-	-	-
Total Parks and Recreation	20,546,300	929,000	929,000	929,000
Pathways				
Renewal	-	300,000	300,000	300,000
Upgrade	-	-	-	-
New	-	-	-	-
Total Pathways	-	300,000	300,000	300,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
30,000,000	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
30,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
99,000	99,000	99,000	99,000	99,000	124,000	149,000	174,000
-	-	-	-	-	-	-	-
-	-	-	-	2,500,000	2,500,000	2,500,000	2,500,000
99,000	99,000	99,000	99,000	2,599,000	2,624,000	2,649,000	2,674,000
424,000	424,000	424,000	424,000	474,000	474,000	474,000	474,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
424,000	424,000	424,000	424,000	474,000	474,000	474,000	474,000
929,000	929,000	929,000	929,000	1,079,000	1,129,000	1,179,000	1,229,000
-	-	-	-	-	-	-	-
-	-	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
929,000	929,000	929,000	2,929,000	3,079,000	3,129,000	3,179,000	3,229,000
300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000



	2023	2024	2025	2026
	\$	\$	\$	\$
Regional Waste Facility				
Renewal	-	-	750,000	750,000
Upgrade	-	-	-	-
New	3,462,500	10,000,000	-	-
Total Regional Waste Facility	3,462,500	10,000,000	750,000	750,000
Roads				
Renewal	5,029,500	6,000,000	6,000,000	6,000,000
Upgrade	-	-	-	-
New	-	-	-	-
Total Roads	5,029,500	6,000,000	6,000,000	6,000,000
Town Infrastructure				
Renewal	40,000	332,000	384,000	509,000
Upgrade	-	-	-	-
New	4,390,200	10,240,000	12,500,000	-
Total Town Infrastructure	4,430,200	10,572,000	12,884,000	509,000
Waste - General				
Renewal	-	100,000	100,000	100,000
Upgrade	-	-	-	-
New	75,000	-	-	-
Total Waste - General	75,000	100,000	100,000	100,000
Total Asset Acquisitions - Infrastructure	36,714,500	35,353,000	25,929,000	11,304,000



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
6,500,000	6,500,000	6,500,000	6,500,000	7,000,000	7,000,000	7,000,000	7,000,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
6,500,000	6,500,000	6,500,000	6,500,000	7,000,000	7,000,000	7,000,000	7,000,000
509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
40,111,000	10,111,000	10,111,000	12,111,000	15,311,000	15,386,000	15,461,000	15,536,000

Asset Value - Assets

	2023	2024	2025	2026
	\$	\$	\$	\$
Land				
Book Value	16,201,500	16,201,500	16,201,500	16,201,500
Acquisitions	-	-	-	-
Disposals	-	-	-	-
Book Value of Land	16,201,500	16,201,500	16,201,500	16,201,500
Buildings				
Book Value	108,537,600	114,668,000	116,616,100	119,515,100
Acquisitions	9,566,900	4,328,000	5,338,000	37,848,000
Disposals	-	-	-	-
Sub- Total	118,104,500	118,996,000	121,954,100	157,363,100
Depreciation	2.0% per annum (average)	(3,436,500)	(2,379,900)	(2,439,000)
Book Value of Buildings	114,668,000	116,616,100	119,515,100	154,215,900
Furniture and Equipment				
Book Value	1,405,500	1,643,100	1,793,800	1,929,500
Acquisitions	389,500	350,000	350,000	350,000
Disposals	-	-	-	-
Sub- Total	1,795,000	1,993,100	2,143,800	2,279,500
Depreciation	10.0% per annum (average)	(151,900)	(199,300)	(214,300)
Book Value of Furniture and Equipment	1,643,100	1,793,800	1,929,500	2,051,600
Plant and Machinery				
Book Value	9,636,600	9,956,400	9,860,800	9,774,800
Acquisitions	2,365,000	2,000,000	2,000,000	2,000,000
Disposals	(939,000)	(1,000,000)	(1,000,000)	(1,000,000)
Sub- Total	11,062,600	10,956,400	10,860,800	10,774,800
Depreciation	10.0% per annum (average)	(1,106,200)	(1,095,600)	(1,086,000)
Book Value of Plant and Machinery	9,956,400	9,860,800	9,774,800	9,697,400
Total Asset Value - Assets	142,469,000	144,472,200	147,420,900	182,166,400



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
16,201,500	16,201,500	16,201,500	16,201,500	16,201,500	16,201,500	16,201,500	16,201,500
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
16,201,500	16,201,500	16,201,500	16,201,500	16,201,500	16,201,500	16,201,500	16,201,500
154,215,900	163,904,000	180,322,100	181,545,100	182,753,500	183,506,500	184,244,500	184,967,700
13,033,000	20,098,100	4,928,000	4,938,000	4,498,000	4,498,000	4,498,000	4,498,000
-	-	-	-	-	-	-	-
167,248,900	184,002,100	185,250,100	186,483,100	187,251,500	188,004,500	188,742,500	189,465,700
(3,344,900)	(3,680,000)	(3,705,000)	(3,729,600)	(3,745,000)	(3,760,000)	(3,774,800)	(3,789,300)
163,904,000	180,322,100	181,545,100	182,753,500	183,506,500	184,244,500	184,967,700	185,676,400
2,051,600	2,161,500	2,260,400	2,349,400	2,429,500	2,501,600	2,566,500	2,624,900
350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
-	-	-	-	-	-	-	-
2,401,600	2,511,500	2,610,400	2,699,400	2,779,500	2,851,600	2,916,500	2,974,900
(240,100)	(251,100)	(261,000)	(269,900)	(277,900)	(285,100)	(291,600)	(297,400)
2,161,500	2,260,400	2,349,400	2,429,500	2,501,600	2,566,500	2,624,900	2,677,500
9,697,400	9,627,700	9,565,000	9,508,500	9,457,700	9,412,000	9,370,800	9,333,800
2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
10,697,400	10,627,700	10,565,000	10,508,500	10,457,700	10,412,000	10,370,800	10,333,800
(1,069,700)	(1,062,700)	(1,056,500)	(1,050,800)	(1,045,700)	(1,041,200)	(1,037,000)	(1,033,300)
9,627,700	9,565,000	9,508,500	9,457,700	9,412,000	9,370,800	9,333,800	9,300,500
191,894,700	208,349,000	209,604,500	210,842,200	211,621,600	212,383,300	213,127,900	213,855,900

Asset Value - Infrastructure

	2023	2024	2025	2026
	\$	\$	\$	\$
Airport				
Book Value	48,668,100	49,432,500	49,080,900	48,589,300
Acquisitions	1,904,000	650,000	500,000	500,000
Disposals	-	-	-	-
Sub- Total	50,572,100	50,082,500	49,580,900	49,089,300
Depreciation	2.0% per annum (average)	(1,139,600)	(991,600)	(981,700)
Book Value of Airport	49,432,500	49,080,900	48,589,300	48,107,600
Bridges				
Book Value	1,410,300	1,353,200	1,299,100	1,247,200
Acquisitions	-	-	-	-
Disposals	-	-	-	-
Sub- Total	1,410,300	1,353,200	1,299,100	1,247,200
Depreciation	4.0% per annum (average)	(57,100)	(51,900)	(49,800)
Book Value of Bridges	1,353,200	1,299,100	1,247,200	1,197,400
Coastal Infrastructure				
Book Value	-	1,067,000	5,018,400	8,969,800
Acquisitions	1,067,000	4,002,000	4,042,000	1,792,000
Disposals	-	-	-	-
Sub- Total	1,067,000	5,069,000	9,060,400	10,761,800
Depreciation	1.0% per annum (average)	-	(90,600)	(107,600)
Book Value of Coastal Infrastructure	1,067,000	5,018,400	8,969,800	10,654,200
Drainage				
Book Value	31,055,000	30,689,400	32,987,100	32,910,000
Acquisitions	200,000	2,800,000	424,000	424,000
Disposals	-	-	-	-
Sub- Total	31,255,000	33,489,400	33,411,100	33,334,000
Depreciation	1.5% per annum (average)	(565,600)	(502,300)	(500,000)
Book Value of Drainage	30,689,400	32,987,100	32,910,000	32,834,000
Parks and Recreation				
Book Value	36,059,000	55,717,300	55,513,400	55,313,600
Acquisitions	20,546,300	929,000	929,000	929,000
Disposals	-	-	-	-
Sub- Total	56,605,300	56,646,300	56,442,400	56,242,600
Depreciation	2.0% per annum (average)	(888,000)	(1,132,900)	(1,124,800)
Book Value of Parks and Recreation	55,717,300	55,513,400	55,313,600	55,117,800



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
48,107,600	77,035,500	75,984,800	74,955,200	73,946,100	72,957,200	71,988,100	71,038,400
30,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
-	-	-	-	-	-	-	-
78,607,600	77,535,500	76,484,800	75,455,200	74,446,100	73,457,200	72,488,100	71,538,400
(1,572,100)	(1,550,700)	(1,529,600)	(1,509,100)	(1,488,900)	(1,469,100)	(1,449,700)	(1,430,700)
77,035,500	75,984,800	74,955,200	73,946,100	72,957,200	71,988,100	71,038,400	70,107,700
1,197,400	1,149,600	1,103,700	1,059,600	1,017,300	976,700	937,700	900,200
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
1,197,400	1,149,600	1,103,700	1,059,600	1,017,300	976,700	937,700	900,200
(47,800)	(45,900)	(44,100)	(42,300)	(40,600)	(39,000)	(37,500)	(36,000)
1,149,600	1,103,700	1,059,600	1,017,300	976,700	937,700	900,200	864,200
10,654,200	10,645,700	10,637,300	10,629,000	10,620,800	13,087,700	15,554,600	18,021,600
99,000	99,000	99,000	99,000	2,599,000	2,624,000	2,649,000	2,674,000
-	-	-	-	-	-	-	-
10,753,200	10,744,700	10,736,300	10,728,000	13,219,800	15,711,700	18,203,600	20,695,600
(107,500)	(107,400)	(107,300)	(107,200)	(132,100)	(157,100)	(182,000)	(206,900)
10,645,700	10,637,300	10,629,000	10,620,800	13,087,700	15,554,600	18,021,600	20,488,700
32,834,000	32,759,200	32,685,500	32,612,900	32,541,400	32,520,200	32,499,300	32,478,800
424,000	424,000	424,000	424,000	474,000	474,000	474,000	474,000
-	-	-	-	-	-	-	-
33,258,000	33,183,200	33,109,500	33,036,900	33,015,400	32,994,200	32,973,300	32,952,800
(498,800)	(497,700)	(496,600)	(495,500)	(495,200)	(494,900)	(494,500)	(494,200)
32,759,200	32,685,500	32,612,900	32,541,400	32,520,200	32,499,300	32,478,800	32,458,600
55,117,800	54,925,900	54,737,900	54,553,600	56,333,000	58,223,800	60,125,800	62,038,800
929,000	929,000	929,000	2,929,000	3,079,000	3,129,000	3,179,000	3,229,000
-	-	-	-	-	-	-	-
56,046,800	55,854,900	55,666,900	57,482,600	59,412,000	61,352,800	63,304,800	65,267,800
(1,120,900)	(1,117,000)	(1,113,300)	(1,149,600)	(1,188,200)	(1,227,000)	(1,266,000)	(1,305,300)
54,925,900	54,737,900	54,553,600	56,333,000	58,223,800	60,125,800	62,038,800	63,962,500

	2023	2024	2025	2026
	\$	\$	\$	\$
Pathways				
Book Value	10,198,200	10,005,900	10,099,800	10,191,900
Acquisitions	-	300,000	300,000	300,000
Disposals	-	-	-	-
Sub- Total	10,198,200	10,305,900	10,399,800	10,491,900
Depreciation	2.0% per annum (average)	(192,300)	(206,100)	(207,900)
Book Value of Pathways	10,005,900	10,099,800	10,191,900	10,282,100
Regional Waste Facility				
Book Value	21,714,000	25,176,500	34,473,000	34,518,600
Acquisitions	3,462,500	10,000,000	750,000	750,000
Disposals	-	-	-	-
Sub- Total	25,176,500	35,176,500	35,223,000	35,268,600
Depreciation	2.0% per annum (average)	-	(703,500)	(704,400)
Book Value of Regional Waste Facility	25,176,500	34,473,000	34,518,600	34,563,300
Roads				
Book Value	274,618,800	272,882,600	273,305,000	273,718,900
Acquisitions	5,029,500	6,000,000	6,000,000	6,000,000
Disposals	-	-	-	-
Sub- Total	279,648,300	278,882,600	279,305,000	279,718,900
Depreciation	2.0% per annum (average)	(6,765,700)	(5,577,600)	(5,586,100)
Book Value of Roads	272,882,600	273,305,000	273,718,900	274,124,600
Town Infrastructure				
Book Value	9,656,400	13,804,500	23,889,000	36,037,600
Acquisitions	4,430,200	10,572,000	12,884,000	509,000
Disposals	-	-	-	-
Sub- Total	14,086,600	24,376,500	36,773,000	36,546,600
Depreciation	2.0% per annum (average)	(282,100)	(487,500)	(730,900)
Book Value of Town Infrastructure	13,804,500	23,889,000	36,037,600	35,815,700
Waste - General				
Book Value	7,228,700	7,303,700	7,292,700	7,281,900
Acquisitions	75,000	100,000	100,000	100,000
Disposals	-	-	-	-
Sub- Total	7,303,700	7,403,700	7,392,700	7,381,900
Depreciation	1.5% per annum (average)	-	(111,000)	(110,700)
Book Value of Waste - General	7,303,700	7,292,700	7,281,900	7,271,200
Total Asset Value - Infrastructure	467,432,600	492,958,400	508,778,800	509,967,900



2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
10,282,100	10,370,500	10,457,100	10,542,000	10,625,200	10,706,700	10,786,600	10,864,900
300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
-	-	-	-	-	-	-	-
10,582,100	10,670,500	10,757,100	10,842,000	10,925,200	11,006,700	11,086,600	11,164,900
(211,600)	(213,400)	(215,100)	(216,800)	(218,500)	(220,100)	(221,700)	(223,200)
10,370,500	10,457,100	10,542,000	10,625,200	10,706,700	10,786,600	10,864,900	10,941,700
34,563,300	34,607,100	34,650,000	34,692,000	34,733,200	34,773,600	34,813,200	34,852,000
750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
-	-	-	-	-	-	-	-
35,313,300	35,357,100	35,400,000	35,442,000	35,483,200	35,523,600	35,563,200	35,602,000
(706,200)	(707,100)	(708,000)	(708,800)	(709,600)	(710,400)	(711,200)	(712,000)
34,607,100	34,650,000	34,692,000	34,733,200	34,773,600	34,813,200	34,852,000	34,890,000
274,124,600	275,012,200	275,882,000	276,734,400	277,569,800	278,878,500	280,161,000	281,417,800
6,500,000	6,500,000	6,500,000	6,500,000	7,000,000	7,000,000	7,000,000	7,000,000
-	-	-	-	-	-	-	-
280,624,600	281,512,200	282,382,000	283,234,400	284,569,800	285,878,500	287,161,000	288,417,800
(5,612,400)	(5,630,200)	(5,647,600)	(5,664,600)	(5,691,300)	(5,717,500)	(5,743,200)	(5,768,300)
275,012,200	275,882,000	276,734,400	277,569,800	278,878,500	280,161,000	281,417,800	282,649,500
35,815,700	35,598,300	35,385,200	35,176,400	34,971,700	34,771,100	34,574,500	34,381,900
509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000
-	-	-	-	-	-	-	-
36,324,700	36,107,300	35,894,200	35,685,400	35,480,700	35,280,100	35,083,500	34,890,900
(726,400)	(722,100)	(717,800)	(713,700)	(709,600)	(705,600)	(701,600)	(697,800)
35,598,300	35,385,200	35,176,400	34,971,700	34,771,100	34,574,500	34,381,900	34,193,100
7,271,200	7,260,700	7,250,300	7,240,100	7,230,000	7,220,100	7,210,300	7,200,700
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
-	-	-	-	-	-	-	-
7,371,200	7,360,700	7,350,300	7,340,100	7,330,000	7,320,100	7,310,300	7,300,700
(110,500)	(110,400)	(110,200)	(110,100)	(109,900)	(109,800)	(109,600)	(109,500)
7,260,700	7,250,300	7,240,100	7,230,000	7,220,100	7,210,300	7,200,700	7,191,200
539,364,700	538,773,800	538,195,200	539,588,500	544,115,600	548,651,100	553,195,100	557,747,200



Asset Initiatives (Financial Plan vs Asset Plans)

	2023	2024	2025	2026
	\$	\$	\$	\$
Asset Initiatives - Renewal - from the Financial Plan				
Assets	2,459,500	3,678,000	3,188,000	3,198,000
Infrastructure	7,485,500	8,713,000	9,429,000	9,594,000
Total Asset Initiatives - Renewal - from the Financial Plan	9,945,000	12,391,000	12,617,000	12,792,000
10-Year Net Present Value of Renewal Works - 5% Rate - Financial Plan	104,311,000	110,514,000	114,628,000	
Asset Initiatives - Renewal - from Asset Plans				
Assets	4,595,500	4,859,000	4,891,000	4,826,000
Infrastructure	9,629,500	9,607,500	7,634,000	7,747,500
Total Asset Initiatives - Renewal - from Asset Plans	14,225,000	14,466,500	12,525,000	12,573,500
10-Year Net Present Value of Renewal Works - 5% Rate - Asset Plans	98,812,000	97,374,000	95,121,000	

Depreciable Assets	
Depreciated Replacement at Fair Value (excluding Land) at Start (From Asset Plans)	
Buildings	108,537,600
Furniture and Equipment	1,405,500
Plant and Machinery	9,636,600
Airport	48,668,100
Bridges	1,410,300
Coastal	-
Drainage	31,055,000
Parks and Recreation	36,059,000
Pathways	10,198,200
Regional Waste Facility	21,714,000
Roads	274,618,800
Towns	9,656,400
Waste - General	7,228,700
	560,188,200

2027	2028	2029	2030	2031	2032	2033	2034
\$	\$	\$	\$	\$	\$	\$	\$
3,883,000	5,043,000	6,778,000	3,788,000	3,848,000	3,848,000	6,848,000	6,848,000
10,111,000	10,111,000	10,111,000	10,111,000	10,811,000	10,886,000	10,961,000	11,036,000
13,994,000	15,154,000	16,889,000	13,899,000	14,659,000	14,734,000	17,809,000	17,884,000

4,809,000	4,716,400	4,711,000	4,809,000	4,426,000	4,561,000	4,564,000	4,362,000
7,479,300	7,100,700	7,598,200	8,194,300	7,428,800	7,399,700	8,216,900	7,601,100
12,288,300	11,817,100	12,309,200	13,003,300	11,854,800	11,960,700	12,780,900	11,963,100

Depreciable Assets	
Current Replacement at Fair Value (excluding Land) at Start (From Asset Plans)	
Buildings	93,100,000
Furniture and Equipment	1,157,000
Plant and Machinery	7,370,000
Airport	50,626,000
Bridges	1,000,000
Coastal	-
Drainage	51,411,000
Parks and Recreation	33,995,000
Pathways	10,560,000
Regional Waste Facility	22,000,000
Roads	338,605,000
Towns	8,315,000
Waste - General	6,235,000
	624,374,000