

# 2025-35 Long Term Financial Plan



[fremantle.wa.gov.au](http://fremantle.wa.gov.au)









# Wanjoo Nidja Walyalup – Whadjuk Land.

Welcome, this is Fremantle, Whadjuk land.

In the Nyoongar language the Fremantle area is called Walyalup, meaning place of the Walyo or Woylie, a small brush-tailed bettong or kangaroo rat.

The local Whadjuk people, part of the larger Nyoongar Aboriginal nation in the southwest of Western Australia, have a connection to country that dates back over 50,000 years. Manjaree is the name Whadjuk people gave to the area around Fremantle, near the limestone hill at Arthur Head and Bathers Beach. In the local Whadjuk dialect it translates to 'fair exchange'.

The Manjaree Trail, starting near Kidogo Arthouse, explains Nyoongar seasons, bush tucker, trade, and other customs relevant to Manjaree.

Sites along this trail are of tremendous importance to the Whadjuk people as they were places where valuable items were traded, families gathered for kinship and law making, and where young men and women who had 'come of age' met their future husbands and wives.

While some of the sacred meeting places in and around Walyalup look very different in the present day, they still hold significance for local Whadjuk people.

The City of Fremantle acknowledges the Whadjuk people as the Traditional Owners of the great Fremantle / Walyalup area and we recognise that the cultural and heritage beliefs are still important today.

# Welcome

The 2025 Long Term Financial Plan is a way of communicating our 10-year outlook on future financial planning for the City and should be read in conjunction with information provided as part of the annual budget each year.

The City's Long Term Financial Plan must remain dynamic and adaptive to community need and as such is updated annually as part of the City's annual budget process.

This document provides a financial roadmap for City over the next 10 years and maps out the key financial strategies and principles the City has adopted in managing its finances over the longer term.

We always welcome input and feedback from our community and businesses. If you'd like to get in touch, or to know more about the City of Fremantle and how it runs, contact 1300 693 736 or visit [www.fremantle.wa.gov.au](http://www.fremantle.wa.gov.au)



# CEO's Message

Over the past ten years, the City of Fremantle has achieved significant milestones through the completion of a once-in-a-generation revitalisation of the City Centre. This was done while navigating unprecedented global economic conditions, such as the recent COVID-19 pandemic. During this challenging period, the City has pursued an approach to successfully rebuild our discretionary revenue sources.

With inflationary pressures now beginning to ease, the City is seeking to stabilise rate revenue while looking at ways to secure other discretionary revenue to support the services provided by the City.

We know that we need to strike a balance between raising revenue to meet rising costs today and planning for a financially secure future. That's why we are releasing this Long Term Financial Plan, which will look at our outlook on future financial planning for the City from 2025-35.

While this plan should be read in conjunction with information provided as part of the annual budget, it will allow us to deliver on what we believe are four pillars of sound financial management:

- Managing our capacity to deliver
- Prioritising renewal of our existing assets
- Planning for the future
- Growing our funding streams

Ratepayers, businesses and residents can have confidence that this Long Term Financial Plan will build Fremantle's financial capacity, allowing us to work towards investing annually in new projects that meet both the needs of our growing community and the ongoing operational requirements of service delivery.



**Glen Dougall**  
*Chief Executive Officer*









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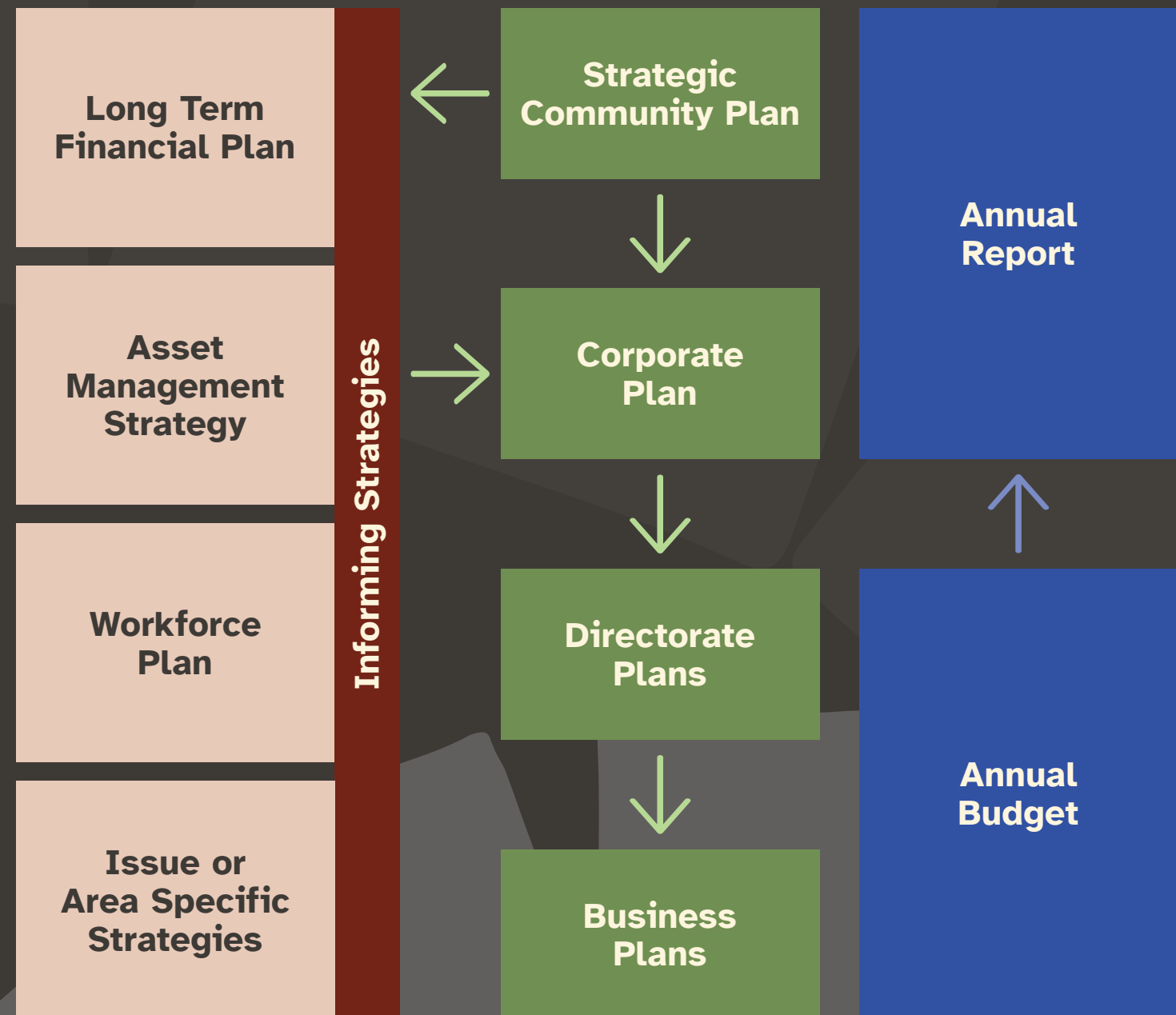


# Corporate Plan

In July, Council adopted the Corporate Plan 2025-29 which outlines the City's services and projects that will be delivered against the themes in the Strategic Community Plan 2024-34.

Strategies, services, projects and initiatives have been aligned to the five themes that define the City's strategic direction. Prioritising our services, projects and initiatives against these themes ensures the City effectively and sustainably delivers for the community.

**Liveable**  
**Thriving**  
**Creative**  
**Resilient**  
**Inclusive**





# Our Vision for Fremantle



## A Liveable City

A liveable city that is vibrant, socially connected and desirable

## A Thriving City

A thriving city with a prosperous and innovative economy

## A Creative City

A creative city that is inspiring, diverse and dares to be different

## A Resilient City

A resilient city that plans for the future and is empowered to take action

## An Inclusive City

An inclusive city that welcomes, celebrates and cares for all people, cultures and abilities



# Our City

Fremantle is the second metropolitan city in Perth, located 20km south-west of the Central Business District.

The City includes the Port of Fremantle and the suburbs of Fremantle, Beaconsfield, Hilton, North Fremantle, O'Connor, Samson, South Fremantle and White Gum Valley. Walyalup / Fremantle is located in Whadjuk Nyoongar Boodja (country).

The area has significant spiritual importance, informing dreamtime stories and being an historical area of importance for ceremonies, cultural practices and trade. The City includes a number of Aboriginal heritage sites under the Aboriginal Heritage Act 1972 (WA).

With a population of 36,349 (2024) Fremantle is small in comparison to other Local Governments in the Metropolitan Area, however as one of the most visited tourist destinations in WA and its role as a regional centre to the South-West Metropolitan Area, the City of Fremantle carries a large responsibility when it comes to delivering services for the community.

**19.3km<sup>2</sup>**

Geographical area

**36,349**

Population (2024)

**41.4**

Median age (2023)

**552 (1.7%)**

Aboriginal and Torres Strait Islander (2021)

**\$5.08million**

Gross Regional Product (2023–24)

**1.3million**

Tourist visitation (2023–24)

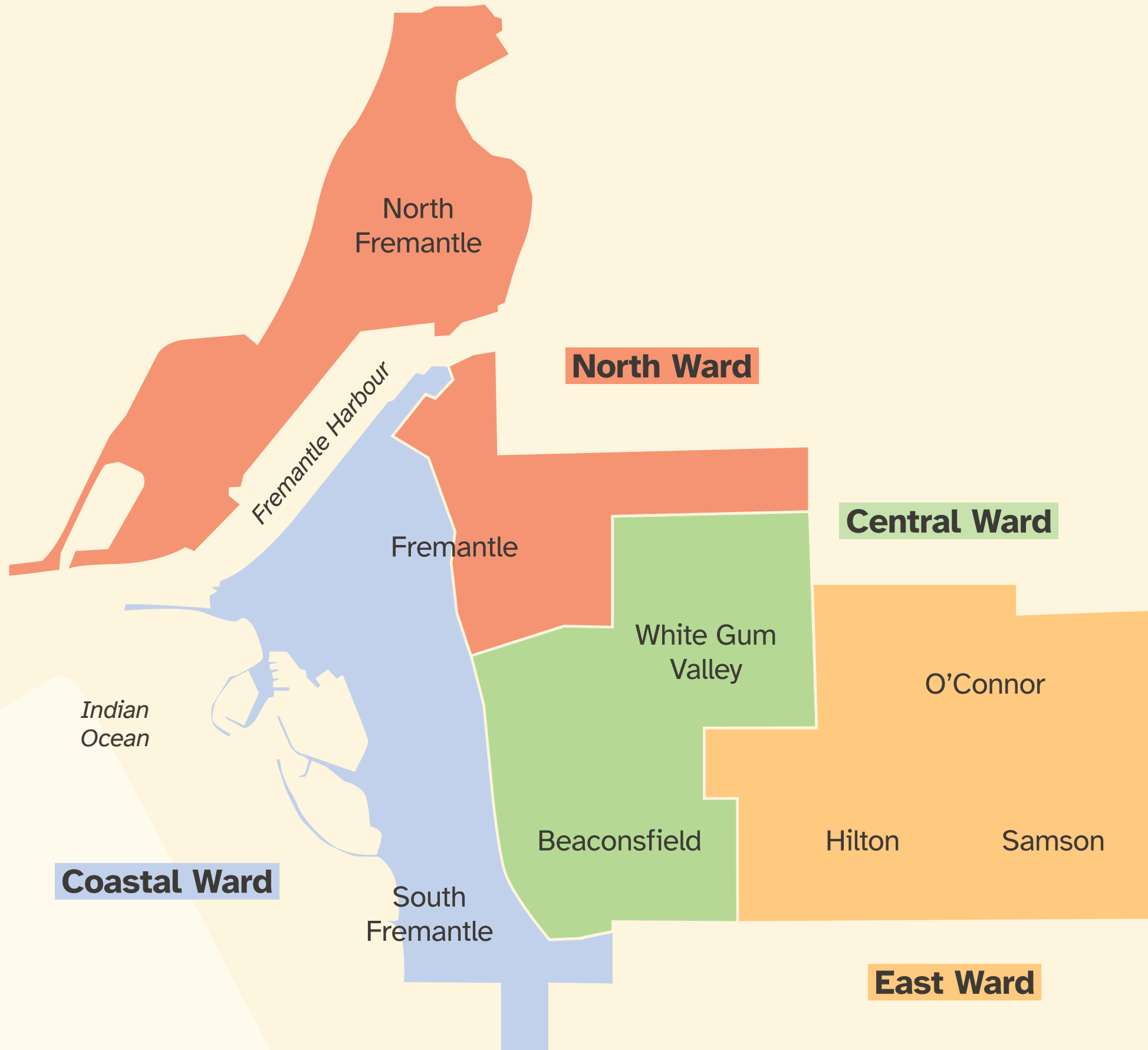
**20,171**

Locally employed residents (2023–24)

**5,065**

Businesses (2023)









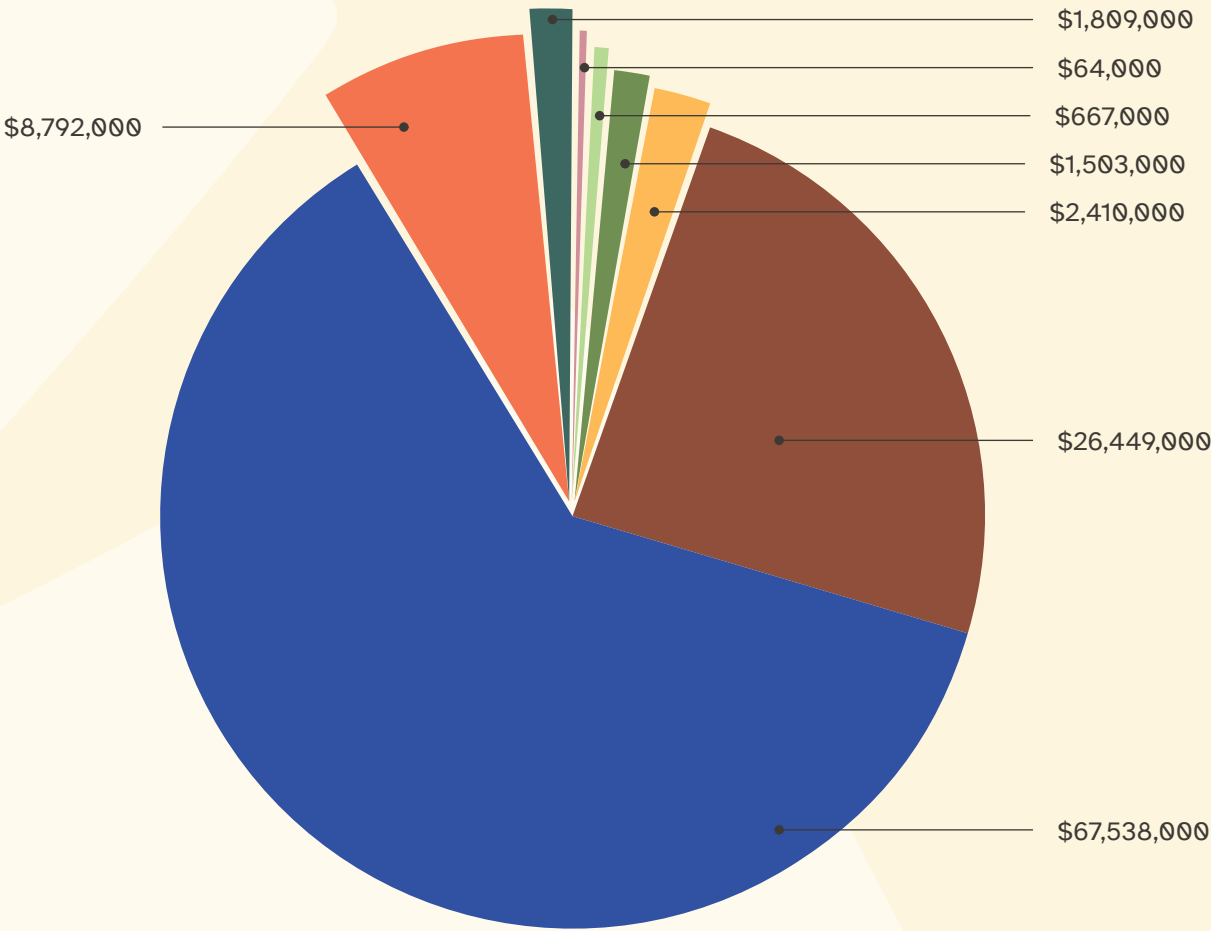
# Financial Snapshot

The City of Fremantle is a Tier 1 Metropolitan Local Government with operating expenditure of just over \$100 million. The City also budgets annually for a capital program ranging from between \$15-\$20 million. The City's reserve fund balance currently sits at just over \$15 million as at 30 June 2025.



# Operating Revenue 25-26

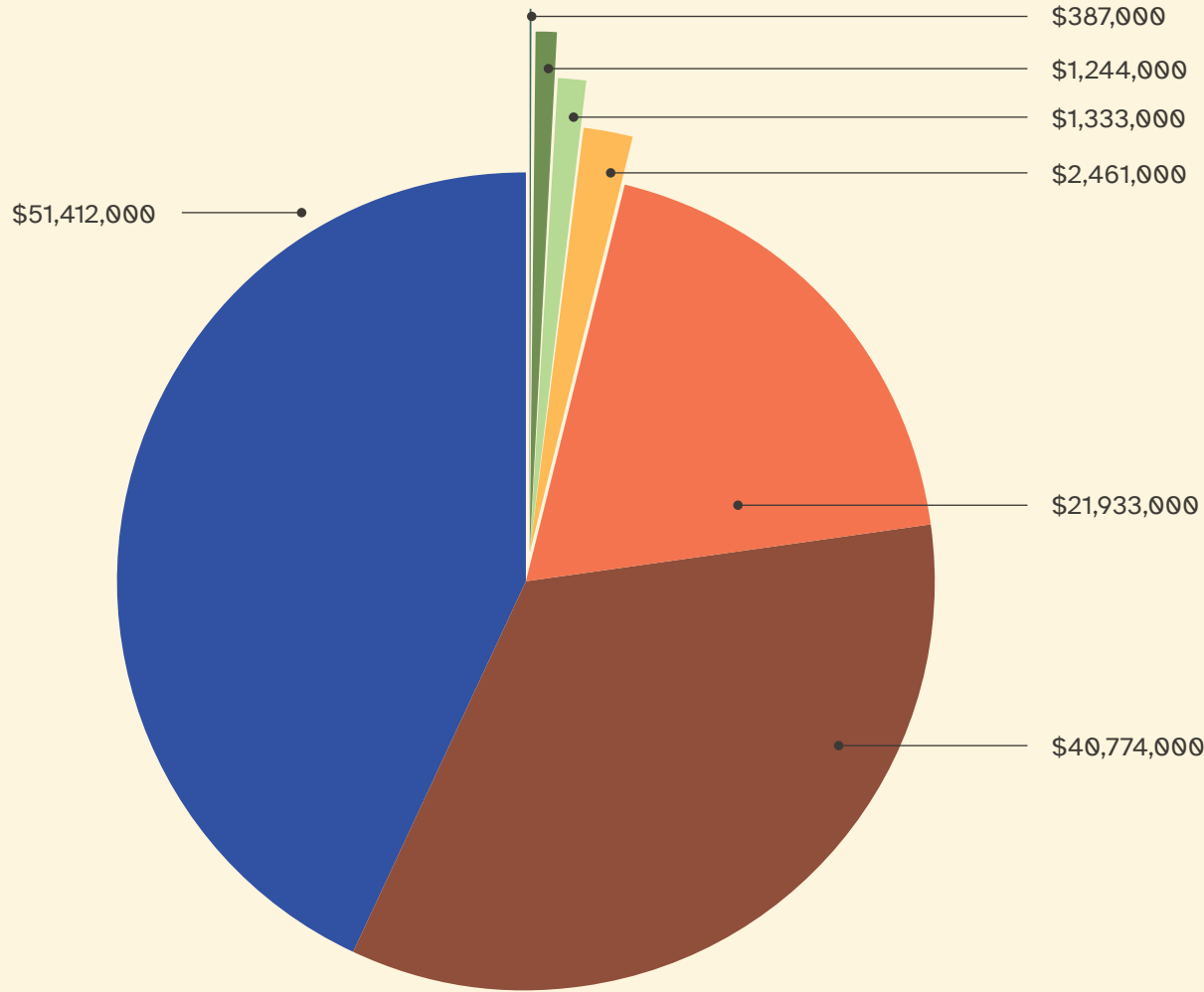
- Rates
- Fees and Charges
- Grants, Subsidies and Contributions
- Interest Earnings
- Service Charges
- Reimbursement Income
- Other Revenue
- Profit on Sale of Assets



\*Nearest '000s

# Operating Expenditure 25-26

- Employee Costs
- Materials and Contracts
- Depreciation
- Utility Charges
- Finance Cost
- Insurance Expenses
- Other Expenditure





# Economic Context

Western Australia's economy remains one of the strongest in the country, underpinned by its resources sector, population growth, and resilient domestic demand.

In 2023-24, WA accounted for 17.2% of the national economy, despite making up only 10.9% of Australia's population. The state's Gross State Product (GSP) grew by 0.5% in 2023-24, reaching its largest size on record of \$448.2 billion, highlighting its continued economic strength. In the year to January 2025, WA accounted for \$232.8 billion in goods exports, representing 45.1% of the nation's total exports, reinforcing its role as Australia's economic powerhouse.

Consumer price inflation in Perth has fallen significantly over the past two years, from a high of 8.3% in the December quarter 2022. Perth's annual inflation rate, as measured by year-on-year growth in the consumer price index (CPI), was 2.9% in the December quarter 2024, down from 3.8% in the previous quarter. However, Perth's annual CPI inflation has been above Australia's over the past three quarters.

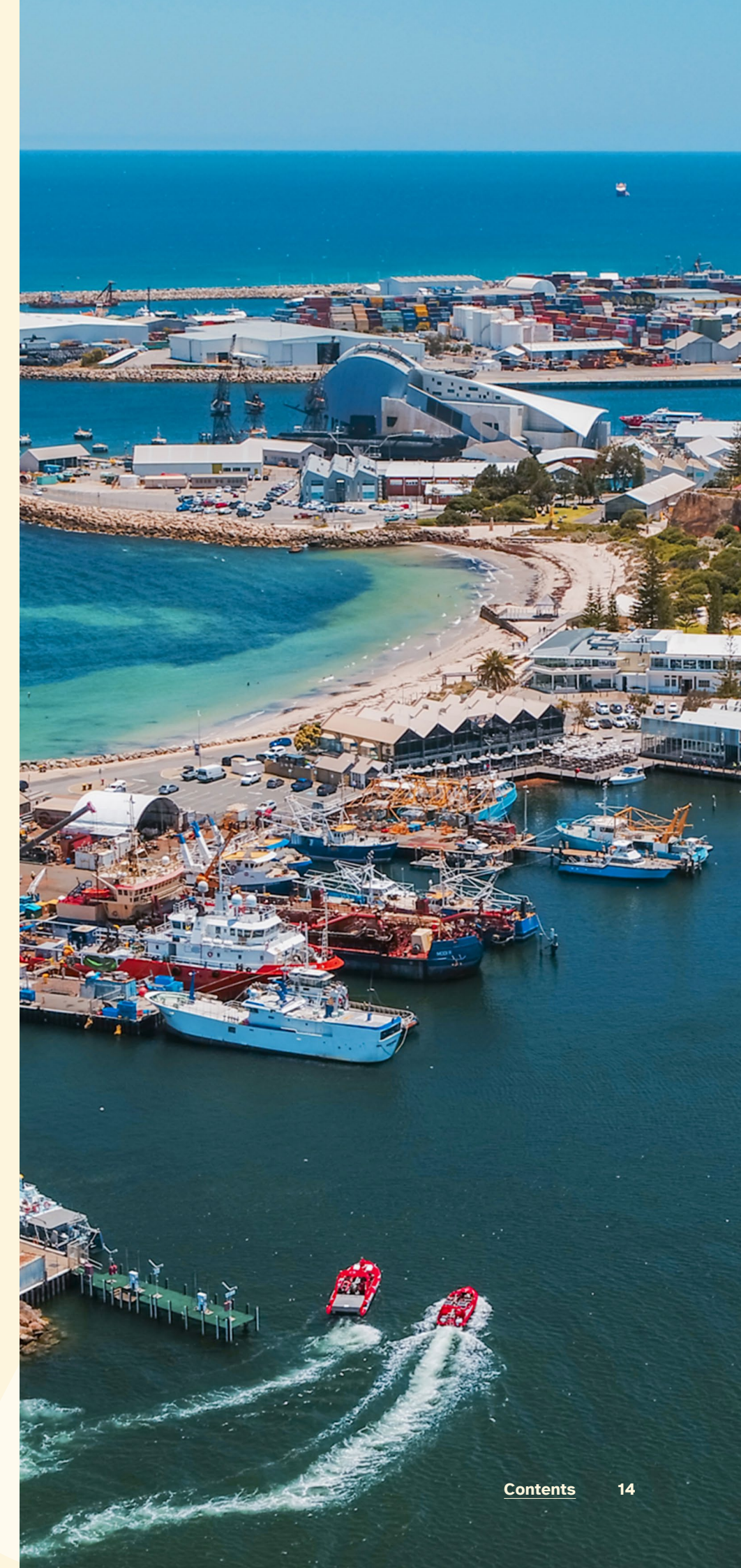
The Reserve Bank of Australia recently cut interest rates to 4.1% in March 2025, marking the first reduction in over four years, aimed at stimulating further economic activity.

Residential construction costs rose by 3.4% over the 12 months to December 2024. Since the onset of COVID-19, construction costs have cumulatively increased by 30.8% (Property Council WA).

Despite ongoing global uncertainties, Western Australia continues to benefit from sustained demand for its mineral resources, a growing tourism sector, and a diversified economy. While economic growth is expected to moderate compared to previous years, WA remains well-positioned for long-term expansion, supported by population growth, strategic infrastructure investment, and increasing economic diversification.

Gross State Product (GSP) is projected to grow modestly within the 2-3% range, reflecting the state's resilience amid evolving global market conditions. Investment in renewable energy, technology, and advanced manufacturing is set to accelerate, reinforcing WA's economic foundation and future competitiveness.

The labour market is expected to remain competitive, supported by strong international migration. While the unemployment rate may gradually rise, it is anticipated to remain relatively low. Wage growth is forecast to stay strong but is likely to moderate as the labour market adjusts.







Inflation is expected to gradually ease towards the Reserve Bank of Australia's target range (RBA, 2025), while interest rates may see further adjustments to support economic stability. Population growth, driven by interstate and international migration, will continue to drive demand for housing, infrastructure, and services, creating new opportunities in construction, retail, and related sectors.

While the second half of 2024/25 has indicated positive signs with the gradual return of inflation back towards the RBA's target band, the City remains focused on managing latent cost pressures associated with the lag of economic conditions from the last 3-4 years. Discretionary revenue sources are continuing to return to more manageable levels however cost of service delivery remains high due to those latent cost pressures.

WALGA's economic briefing for the March quarter of 2025 has identified the following key observations in relation to the Local Government Cost Index (LGCI). The LGCI is based on statewide cost data collected from across WA Local Governments.

- After a period of high increases in construction costs, followed by elevated wages growth, Local Government costs are starting to return to a more moderate level of growth across the board.
- While the rate of wage growth is beginning to ease, wages are expected to continue to grow as the WA labour market is the tightest in the nation and economic activity is forecast to support ongoing employment growth.
- Growth in construction costs has begun to stabilise however tight industry capacity and likely cost pressures in some components of construction raise the possibility of additional upward price pressures beyond current forecasts. Elevated levels of housing construction, encouraged by the State and Federal Governments, will increase demand for a limited supply of materials and labour.



# Our Financial Priorities

The past 5-10 years have seen the City achieve significant milestones in the completion of a once in a generation revitalisation of the City Centre, while navigating unprecedented global economic conditions.

Western Australia has not been immune to these global economic conditions, and Local Governments have had to absorb the resulting increases to the cost-of-service delivery and wage growth.

While the City has been able to successfully rebuild its discretionary revenue sources over this challenging period and inflationary pressures are now beginning to ease, the reality remains that rates revenue accounts for more than 60% of the City of Fremantle's income. As such a consistent approach to managing latent cost pressures and community demand for infrastructure and services will need to be considered as we continue to build on a sustainable financial future for the City.

In addition to managing and maintaining sustainable sources of revenue, the City must continue to invest in the maintenance and renewal of its existing assets in order to continue to make these assets and facilities available to the community.

These assets – parks, footpaths, buildings, library, roads, facilities etc – are worth well over \$700 million and the City needs to ensure an adequate program to maintain them, as any delay may present a financial burden for coming future generations.

Subsequently a key objective for the City's forward financial plan is to close the gap on current renewal requirements.

Notwithstanding this the City must also continue to plan for ongoing investment into new projects and initiatives that add value for local communities both in the City Centre and across our suburbs. As such it is intended that we continue to build our financial capacity so that we can work towards investing annually in new projects that meet both the needs of our growing community and the ongoing operational requirements of service delivery.

In response to this our approach to annual (and longer term) budgeting remains predicated on the achievement of the following core objectives.

- Continue to deliver core services that meet the needs of our growing community.
- Invest in the upgrade and renewal of public infrastructure and amenity.
- Manage and maintain our parks, reserves & community infrastructure.

In line with the City's vision Strong Reputation. Stronger Future - Four key intersecting priorities have been identified to aid the City in maintaining a strong financial future. These include:

1. **Manage our capacity to deliver**
2. **Prioritise Renewal of our existing assets**
3. **Plan for the future**
4. **Grow our funding streams**



# Our Financial Priorities

## Manage Capacity

Due to recent economic challenges and subsequent impacts to the Australian Economy the City has faced challenges with resourcing, increasing cost of delivery and cost of construction. While inflation appears to have peaked and is easing, it may still take some time for lagging inflationary pressures to pass and we must therefore focus on managing our capacity to deliver.

## Prioritise Renewal

As part of providing facilities and services to the community, the City manages well over \$700 million worth of assets. With such a large asset base the City must maintain a focus on increasing its investment into the renewal of its assets, so that they remain functional and accessible by the community and its future generations.

## Grow Funding Streams

As the City seeks to grow expenditure on the renewal of its assets, improve the operational capacity required to achieve this, and rebuild its reserves, it must do so via managing existing costs and generating revenue through multiple funding channels rather than relying solely on the City's rate base. To do so we must seek to grow discretionary revenue and funding sources while also more effectively prioritising existing operational expenditure in line with the City's strategic objectives and capacity to deliver.

## Plan for the Future

The City has now completed the delivery of community infrastructure that has driven a once in a generation renewal of Fremantle's City Centre. Notwithstanding the significant benefits that have been achieved as a result, the City must now continue to focus on planning for future investment into the community by growing the City Centre's residential population and investing in the outer suburbs. To do this we must rebuild the balance of financial reserves to fund the delivery of future capital investment into the suburbs, and delivery of capital projects that support and attract major residential development into the City Centre.





# Long Term Financial Plan

This plan presents a 10-year outlook on future financial planning for the City and should be considered in conjunction with capital project and operational information that corresponds with each budget year.

While it is intended that the City's forward financial plan remains dynamic and will be updated annually as part of the City's annual budget process, an overarching objective is to consistently maintain an accurate and balanced financial position for at least the first four years of a rolling 10-year outlook. This enables current and prospective projects to be considered within a clear set of financial targets and operational capacity, up to four years ahead of the current budget year.

Years 5-10 of the plan will then afford some level of adaptability noting that community needs and economic conditions can evolve over that longer period of time.





# Key Modelling Assumptions

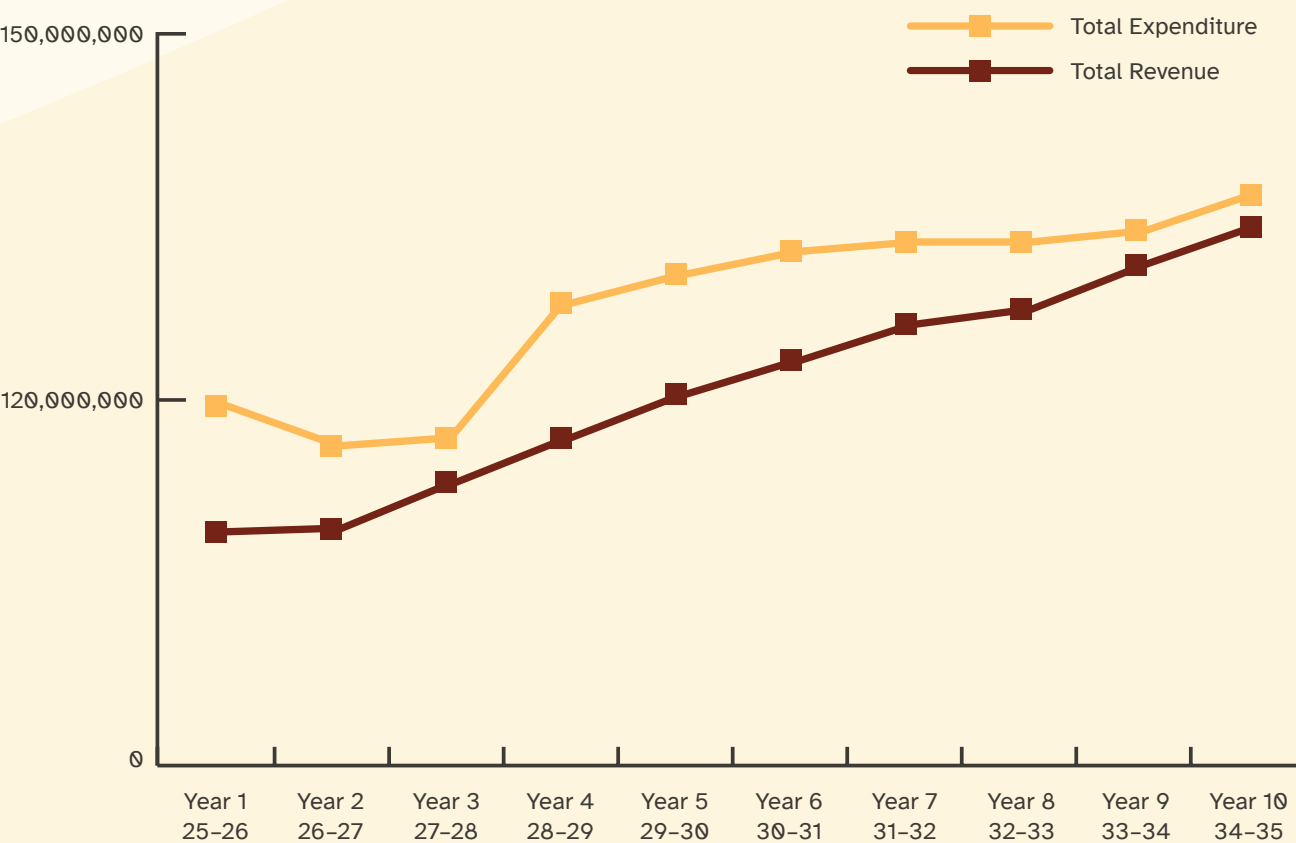
The Long Term (10 Year) Financial plan is modelled based on a series of assumptions that are set in line with current and forecast economic conditions as well as existing knowledge of project and program delivery, community need, and asset management planning. Assumptions will be updated annually to reflect key economic and financial data as it comes to hand. Year 1 of the plan is set as the adopted budget from each financial year, with future years modelled based on key assumptions captured within this table.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
<b>Operating Revenues</b>									
Growth in Rate Base	1.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.1%	1.0%
Operating Grants, Subsidies and Contributions	-	2.5%	2.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
<b>Fees and Charges</b>									
Increase in F&C	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Service Charge – Underground Power	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	-	-
Interest Earnings Growth	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Other Revenue	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
<b>Operating Expenses</b>									
<b>Employee Costs</b>									
Employee Cost (Enterprise Agreement)	2.5%	2.5%	2.5%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Materials and Contracts</b>									
Operating Projects ('000s)	901	970	1,056	1,077	811	1,420	938	208	625
Maintenance-related Costs	3.0%	3.0%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%
Contracts-related Costs	3.0%	3.0%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%
Utility Charges	3.5%	3.5%	3.5%	3.5%	4.0%	4.0%	4.0%	4.0%	4.0%
Interest Expense (based on estimated borrowings)	4.5%	4.5%	4.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Insurance Expense	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Other Expenditure	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Underground Power Project Cost ('000s)	-	-	-	\$(3,600)	\$(3,600)	\$(3,600)	\$(1,800)	-	-



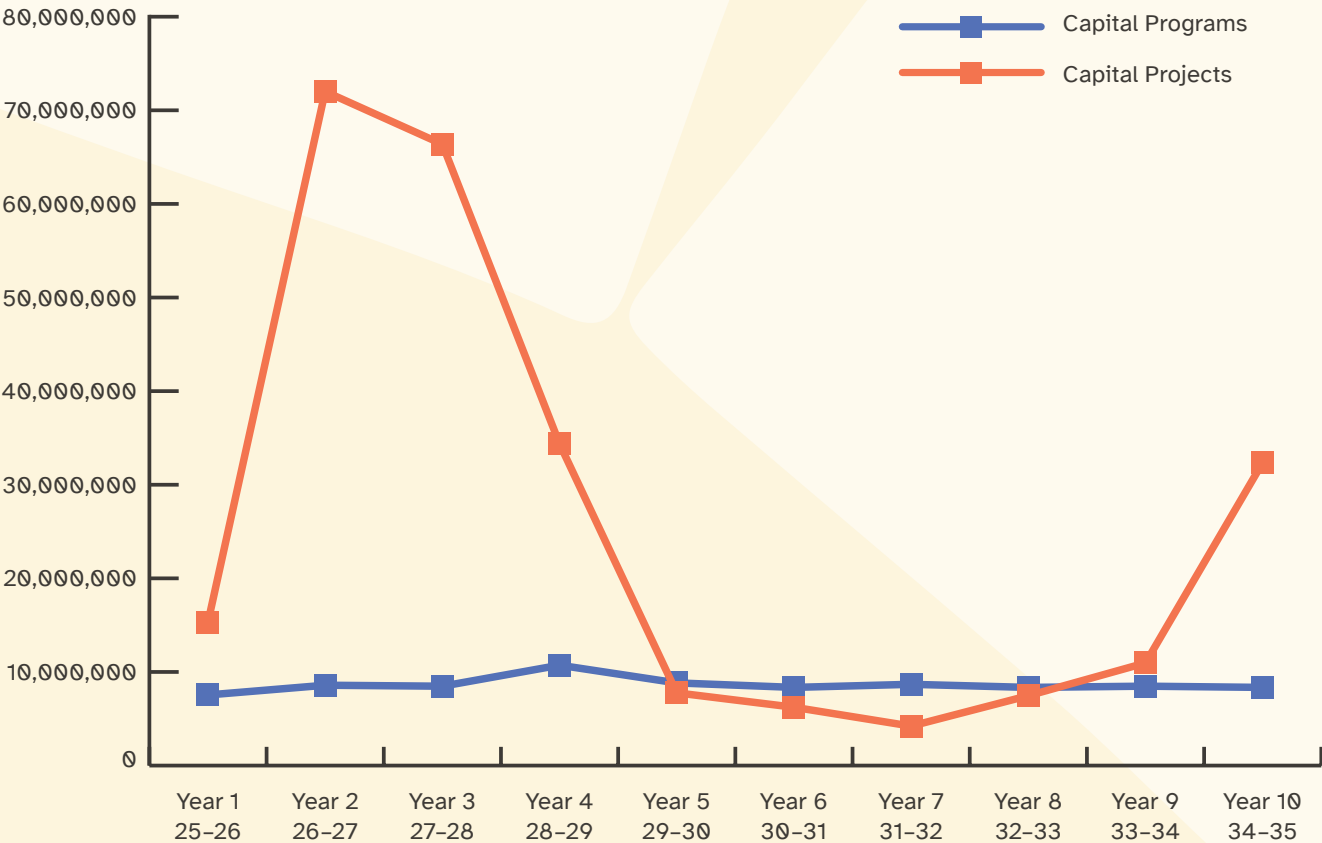
# Operating Trends Snapshot

The current 10-year outlook presents an increasing investment into service delivery across operating areas as well as a steady increase in operating revenue to support this growth.



# Capital Expenditure Trends Snapshot

Trends in capital expenditure demonstrate a focus on the delivery of existing projects that are currently planned for years 1-4 (including large transformational projects such as Fremantle Oval and the City Depot), with a return to more modest investment in new projects beyond year 4 to support the ongoing objective of increasing investment into renewal programs.



As a result a strong increase in renewal program expenditure is achieved year on year through to year 4 of the plan, with an easing in this increase in later years to allow for more capital projects to come online from year 7 as the community grows and evolves over the next 10 years.



# Statement of Comprehensive Income by Nature and Type

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income: Revenues from Ordinary Activities Excluding profit on Asset Disposal, Non-operating Grants, Subsidies & Contributions										
Rates	67,538	71,317	74,262	77,063	79,744	81,626	83,670	85,762	88,417	90,544
Operating Grants, Subsidies & Contributions	8,792	4,489	4,624	4,763	4,906	5,053	5,179	5,309	5,441	5,577
Fees & Charges	26,449	27,242	27,924	28,622	29,337	30,071	30,822	31,593	32,383	33,192
Service Charge	1,808	1,808	1,808	1,808	1,808	1,808	1,808	8	8	8
Interest Earnings	2,410	2,415	2,420	2,424	2,429	2,434	2,439	2,444	2,449	2,454
Reimbursement Income	1,503	1,506	1,509	1,512	1,515	1,518	1,521	1,524	1,527	1,530
Other Revenue	667	687	704	722	740	758	777	797	817	837
Total Revenue	109,167	109,464	113,251	116,913	120,479	123,268	126,217	127,436	131,041	134,143
Expenditure: Expenses from Ordinary Activities Excluding Loss on Asset Disposal										
Employee Costs	(51,412)	(52,310)	(53,433)	(54,778)	(56,155)	(57,284)	(58,436)	(59,611)	(60,509)	(61,425)
Materials & Contracts	(40,774)	(35,795)	(36,911)	(38,075)	(39,207)	(40,085)	(41,676)	(42,200)	(42,502)	(43,976)
Utilities	(2,461)	(2,547)	(2,637)	(2,729)	(2,824)	(2,937)	(3,055)	(3,177)	(3,304)	(3,436)
Depreciation	(21,933)	(22,617)	(23,600)	(24,669)	(24,365)	(24,027)	(23,633)	(23,272)	(23,027)	(23,311)
Interest Expenses	(387)	(292)	(270)	(1,143)	(1,091)	(1,041)	(990)	(930)	(880)	(850)
Insurance	(1,244)	(1,300)	(1,358)	(1,420)	(1,483)	(1,550)	(1,620)	(1,693)	(1,769)	(1,849)
Other Expenditure	(1,333)	(1,393)	(1,455)	(1,521)	(1,589)	(1,661)	(1,735)	(1,814)	(1,895)	(1,980)
Underground Power Expenditure	-	-	-	(3,600)	(3,600)	(3,600)	(1,800)	-	-	-
Total Expenditure	(119,544)	(116,254)	(119,664)	(127,935)	(130,315)	(132,186)	(132,945)	(132,696)	(133,885)	(136,827)
Sub-total	(10,377)	(6,789)	(6,414)	(11,022)	(9,836)	(8,918)	(6,728)	(5,260)	(2,844)	(2,684)
Non-Operating Grants, Subsidies & Contributions	9,650	64,007	53,481	3,337	2,430	1,027	1,017	1,017	1,117	26,117
Profit on Asset Disposals	-	-	-	-	-	-	-	-	-	-
Loss on Asset Disposals	(217)	-	-	-	-	-	-	-	-	-
Sub-total	9,433	64,007	53,481	3,337	2,430	1,027	1,017	1,017	1,117	26,117
Net Result	(944)	57,217	47,067	(7,685)	(7,406)	(7,891)	(5,712)	(4,243)	(1,727)	23,432
Other Comprehensive Income Changes in Valuation of non-current assets										
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	(944)	57,217	47,067	(7,685)	(7,406)	(7,891)	(5,712)	(4,243)	(1,727)	23,432



# Statement of Financial Activity

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Revenues										
Rates	67,538	71,317	74,262	77,063	79,744	81,626	83,670	85,762	88,417	90,544
Operating Grants, Subsidies & Contributions	8,792	4,489	4,624	4,763	4,906	5,053	5,179	5,309	5,441	5,577
Fees & Charges	26,449	27,242	27,924	28,622	29,337	30,071	30,822	31,593	32,383	33,192
Service Charge	1,808	1,808	1,808	1,808	1,808	1,808	1,808	8	8	8
Interest Earnings	2,410	2,415	2,420	2,424	2,429	2,434	2,439	2,444	2,449	2,454
Reimbursement Income	1,503	1,506	1,509	1,512	1,515	1,518	1,521	1,524	1,527	1,530
Other Revenue	667	687	704	722	740	758	777	797	817	837
Profit on Asset disposal	64									
Revenues Sub-total	109,231	109,464	113,251	116,913	120,479	123,268	126,217	127,436	131,041	134,143
Expenses										
Employee Costs	(51,412)	(52,310)	(53,433)	(54,778)	(56,155)	(57,284)	(58,436)	(59,611)	(60,509)	(61,425)
Materials & Contracts	(40,774)	(35,795)	(36,911)	(38,075)	(39,207)	(40,085)	(41,676)	(42,200)	(42,502)	(43,976)
Utilities	(2,461)	(2,547)	(2,637)	(2,729)	(2,824)	(2,937)	(3,055)	(3,177)	(3,304)	(3,436)
Depreciation	(21,933)	(22,617)	(23,600)	(24,669)	(24,365)	(24,027)	(23,633)	(23,272)	(23,027)	(23,311)
Interest Expenses	(387)	(292)	(270)	(1,143)	(1,091)	(1,041)	(990)	(930)	(880)	(850)
Insurance	(1,244)	(1,300)	(1,358)	(1,420)	(1,483)	(1,550)	(1,620)	(1,693)	(1,769)	(1,849)
Other Expenditure	(1,333)	(1,393)	(1,455)	(1,521)	(1,589)	(1,661)	(1,735)	(1,814)	(1,895)	(1,980)
Underground Power expenditure	-	-	-	(3,600)	(3,600)	(3,600)	(1,800)	-	-	-
Loss on Asset disposal	(281)									
Expenses Sub-total	(119,825)	(116,254)	(119,664)	(127,935)	(130,315)	(132,186)	(132,945)	(132,696)	(133,885)	(136,827)
Net Operating Profit/(Loss)	(10,594)	(6,789)	(6,414)	(11,022)	(9,836)	(8,918)	(6,728)	(5,260)	(2,844)	(2,684)
Non Cash Items										
(Profit)/Loss on Asset Disposals	217	-	-	-	-	-	-	-	-	-
Movement in Non Current Debtors	75	-	-	-	-	-	-	-	-	-
Depreciation on Assets	21,933	22,617	23,600	24,669	24,365	24,027	23,633	23,272	23,027	23,311
Sub-total	22,224	22,617	23,600	24,669	24,365	24,027	23,633	23,272	23,027	23,311
Capital Expenditure and Revenue										
Capital grants, subsidies and contributions	9,650	64,007	53,481	3,337	2,430	1,027	1,017	1,017	1,117	26,117
Purchase Land and Buildings	(8,534)	(6,945)	(12,930)	(11,490)	(3,540)	(1,415)	(1,990)	(1,090)	(1,090)	(26,090)
Infrastructure Assets - Roads	(5,301)	(3,173)	(3,103)	(3,399)	(3,315)	(3,315)	(3,865)	(3,815)	(3,315)	(3,315)
Infrastructure Assets - Other	(12,940)	(69,279)	(57,543)	(29,002)	(8,823)	(9,030)	(6,220)	(10,190)	(14,320)	(10,590)
Purchase Plant and Equipment	(2,279)	(1,130)	(1,200)	(1,200)	(800)	(700)	(700)	(600)	(600)	(600)
Purchase Furniture and Equipment	(122)	(63)	(77)	-	(120)	(120)	(120)	(120)	(120)	(120)
Proceeds Disposal of Assets	200	20,000	-	-	-	-	-	-	-	-
Repayment of Debentures	(1,338)	(1,173)	(1,306)	(1,647)	(1,697)	(1,747)	(1,743)	(1,793)	(1,854)	(1,900)
Repayment of Lease Liabilities	(712)	(720)	(727)	(546)	-	-	-	-	-	-
Proceeds from New Debentures	-	-	-	20,000	-	-	-	-	-	-
Transfers to Reserves	(1,898)	(22,094)	(2,781)	(2,300)	(3,764)	(3,409)	(5,084)	(1,420)	-	(4,129)
Transfers from Reserves	5,894	4,660	9,000	12,600	5,100	3,600	1,800	-	-	-
Subtotal	(17,380)	(15,909)	(17,186)	(13,647)	(14,529)	(15,109)	(16,906)	(18,012)	(20,182)	(20,627)
Estimated Surplus / (Deficit) July 1 B/FWD	5,830	80	0	0	0	0	0	0	0	0
Estimated Surplus / (Deficit) June 30 C/FWD	80	0	0	0	0	0	0	0	0	0



# Statement of Financial Position

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Assets</b>										
<b>Current Assets</b>										
Cash and Cash Equivalents Unrestricted	12,875	30,226	24,008	13,708	12,372	12,181	15,465	16,885	16,885	21,014
Other Financial Assets	12,628	12,628	12,628	12,628	12,628	12,628	12,628	12,628	12,628	12,628
Receivables	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454
Inventories	194	194	193	193	193	193	193	193	193	193
Other Assets	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974
<b>Total Current Assets</b>	<b>31,124</b>	<b>48,476</b>	<b>42,256</b>	<b>31,957</b>	<b>30,621</b>	<b>30,430</b>	<b>33,713</b>	<b>35,133</b>	<b>35,134</b>	<b>39,262</b>
<b>Non-current Assets</b>										
Receivables	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038
Other Non-current Assets	2,601	2,601	2,601	2,601	2,601	2,601	2,601	2,601	2,601	2,601
Right-of-use assets	1,939	1,234	529	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Property, Plant and Equipment	371,581	349,750	354,807	358,183	353,350	346,536	340,567	333,867	327,447	345,774
Infrastructure	325,669	386,177	433,078	450,653	447,720	445,086	440,317	439,560	442,399	441,475
<b>Total Non-Current Assets</b>	<b>702,827</b>	<b>740,800</b>	<b>792,053</b>	<b>812,475</b>	<b>804,708</b>	<b>795,261</b>	<b>784,523</b>	<b>777,066</b>	<b>773,485</b>	<b>790,888</b>
<b>Total Assets</b>	<b>733,951</b>	<b>789,275</b>	<b>834,309</b>	<b>844,432</b>	<b>835,329</b>	<b>825,691</b>	<b>818,236</b>	<b>812,199</b>	<b>808,618</b>	<b>830,150</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	7,520	7,520	7,520	7,520	7,520	7,520	7,520	7,520	7,520	7,520
Other liabilities	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269
Lease liabilities	720	727	546	-	-	-	-	-	-	-
Current Portion of Long Term Borrowings	1,173	1,306	1,647	1,697	1,747	1,743	1,793	1,854	1,900	1,095
Provisions	6,851	6,851	6,851	6,851	6,851	6,851	6,851	6,851	6,851	6,851
<b>Total Current Liabilities</b>	<b>17,532</b>	<b>17,673</b>	<b>17,833</b>	<b>17,337</b>	<b>17,387</b>	<b>17,383</b>	<b>17,433</b>	<b>17,494</b>	<b>17,540</b>	<b>16,735</b>
<b>Non-current Liabilities</b>										
Long Term Borrowings	14,385	13,080	11,432	29,736	27,988	26,245	24,452	22,598	20,698	19,603
Lease liabilities	1,273	546	-	-	-	-	-	-	-	-
Provisions	1,602	1,602	1,602	1,602	1,602	1,602	1,602	1,602	1,602	1,602
<b>Total Non-current Liabilities</b>	<b>17,260</b>	<b>15,227</b>	<b>13,034</b>	<b>31,338</b>	<b>29,590</b>	<b>27,847</b>	<b>26,054</b>	<b>24,200</b>	<b>22,300</b>	<b>21,205</b>
<b>Total Liabilities</b>	<b>34,792</b>	<b>32,900</b>	<b>30,867</b>	<b>48,674</b>	<b>46,977</b>	<b>45,230</b>	<b>43,487</b>	<b>41,694</b>	<b>39,840</b>	<b>37,940</b>
<b>Net Assets</b>	<b>699,159</b>	<b>756,376</b>	<b>803,442</b>	<b>795,758</b>	<b>788,352</b>	<b>780,460</b>	<b>774,749</b>	<b>770,506</b>	<b>768,779</b>	<b>792,211</b>



# Net Current Assets

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets										
Cash and Cash Equivalents	12,875	30,226	24,008	13,708	12,372	12,181	15,465	16,885	16,885	21,014
Other Financial Assets	12,628	12,628	12,628	12,628	12,628	12,628	12,628	12,628	12,628	12,628
Receivables	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454
Inventories	194	194	193	193	193	193	193	193	193	193
Other Assets	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974
Total Current Assets	31,124	48,476	42,256	31,957	30,621	30,430	33,713	35,133	35,134	39,262
Current Liabilities										
Payables	7,520	7,520	7,520	7,520	7,520	7,520	7,520	7,520	7,520	7,520
Other liabilities	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269
Lease liabilities	720	727	546	-	-	-	-	-	-	-
Current Portion of Long Term Borrowings	1,173	1,306	1,647	1,697	1,747	1,743	1,793	1,854	1,900	1,095
Provisions	6,851	6,851	6,851	6,851	6,851	6,851	6,851	6,851	6,851	6,851
Total Current Liabilities	17,532	17,673	17,833	17,337	17,387	17,383	17,433	17,494	17,540	16,735
Net Current Assets										
LESS: Restricted Reserves	(15,404)	(32,836)	(26,617)	(16,317)	(14,981)	(14,790)	(18,074)	(19,494)	(19,494)	(23,623)
LESS: Restricted Muni	-	-	-	-	-	-	-	-	-	-
ADD: Current Long Term Borrowings	1,173	1,306	1,647	1,697	1,747	1,743	1,793	1,854	1,900	1,095
ADD: Current Lease Liabilities	720	727	546	-	-	-	-	-	-	-
ADD: Cash-backed Leave Reserve	-	-	-	-	-	-	-	-	-	-
Opening/Closing Funds	80	-	-	-	-	-	-	-	-	-

# Depreciation Schedule

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Right of Use Assets	(705)	(705)	(705)	(529)	-	-	-	-	-	-
Land and Buildings (including investment properties)	(6,658)	(9,347)	(8,485)	(8,608)	(8,561)	(8,307)	(8,030)	(7,759)	(7,480)	(7,733)
Plant and Equipment	(415)	(452)	(498)	(544)	(573)	(585)	(592)	(596)	(596)	(596)
Furniture and Equipment	(132)	(170)	(166)	(162)	(159)	(158)	(157)	(155)	(154)	(153)
Infrastructure	(14,022)	(11,943)	(13,745)	(14,826)	(15,072)	(14,978)	(14,854)	(14,762)	(14,796)	(14,829)
	(21,933)	(22,617)	(23,600)	(24,669)	(24,365)	(24,027)	(23,633)	(23,272)	(23,027)	(23,311)



# Loan Repayment Schedule

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Loan Interest Repayments										
307 Walyalup Civic Centre and Library	303	285	267	249	230	210	190	170	150	150
Fremantle Oval	-		-	890	860	830	800	760	730	700
301 Leighton Beach Kiosk	1	-	-	-	-	-	-	-	-	-
303 Fremantle Boys School	4	1	-	-	-	-	-	-	-	-
308 Arthur Head - Wall stabilisation	5	4	3	5	2	1	-	-	-	-
300 Road Asset Program	2	-	-	-	-	-	-	-	-	-
305 Heavy Vehicles	3	1	-	-	-	-	-	-	-	-
Share of SMRC* Loans	17	17	-	-	-	-	-	-	-	-
Total Interest	335	292	270	1,143	1,091	1,041	990	930	880	850
Loan New and Principal Repayments										
307 Walyalup Civic Centre and Library										
Principal Paid	910	928	946	965	984	1,003	1,023	1,043	1,064	1,080
Fremantle Oval	-			20,000						
Principal Paid	-	-	-	630	660	690	720	750	790	820
298 Leighton Beach Kiosk & Changerooms										
Principal Paid	42	-	-	-	-	-	-	-	-	-
301 Leighton Beach Kiosk										
Principal Paid	42	11	-	-	-	-	-	-	-	-
303 Fremantle Boys School										
Principal Paid	77	79		-	-	-	-	-	-	-
308 Arthur Head - Wall stabilisation										
Principal Paid	50	50	51	52	53	54		-	-	-
295 Road Asset Program										
Principal Paid	26	-	-	-	-	-	-	-	-	-
296 Footpath Asset Program										
Principal Paid	8	-	-	-	-	-	-	-	-	-
297 Drainage Asset Program										
Principal Paid	9	-	-	-	-	-	-	-	-	-
300 Road Asset Program										
Principal Paid	96	25		-	-	-	-	-	-	-
305 Heavy Vehicles										
Principal Paid	55	57	-	-	-	-	-	-	-	-
Share of SMRC* Loans										
Principal Paid	23	23	308	-	-	-	-	-	-	-
Total All New Loans	-	-	-	20,000	-	-	-	-	-	-
Principal Paid	1,338	1,173	1,306	1,647	1,697	1,747	1,743	1,793	1,854	1,900
Principal Outstanding	15,558	14,385	13,080	31,432	29,736	27,988	26,245	24,452	22,598	20,698



# Projects and Programs

The City delivers a significant program of capital works annually comprising of project delivery and an ongoing program of upgrades and renewal for our existing assets.

A list of major capital projects and programs currently planned for the next 10 years have been provided in the pages to follow, as well as profiles on significant multi-year capital projects and programs being delivered across our community. It should be noted that timing and costs associated with projects listed in this section are estimates only and may be subject to change pending changes in community need or economic conditions.





# Highlights - Major Multi-Year Capital Projects

A number of multi-year master-planned projects have been scheduled over the next 10-year period in line with community need and asset management requirements. The projects listed in this section are in varying stages of scoping and development however the tables to follow provide an estimated time of delivery for each project along with the financial allocation currently included in the Long-Term Financial Plan. Where possible each multiyear program has also been broken down into individual projects.

## Overview

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Booyeembara Park Masterplan Projects	\$3.2m	\$0.4m	0.25m	\$0.7m	\$1.05m	\$0.64m				
Hilton Park Masterplan Projects	\$2.3m	\$5.75m				\$4.6m		\$3.6m	\$9.2m	\$5.6m
Samson Park Masterplan Projects	\$0.85m	\$1.79m								
Walyalup Koort Masterplan Projects	\$0.9m	\$1.55m		\$0.2m		\$0.05m	\$0.1m	\$2.05m	\$1.25m	\$1.25m
Stevens Reserve Masterplan Projects	\$0.5m					\$0.25m	\$0.9m			
Fremantle Town Hall Projects	\$0.9m	\$2.0m		\$1.4m	\$2.4m					
North Fremantle Foreshore Projects		\$1.0m	\$1.7m	\$0.9m						
Road Safety Projects	\$1.04m	\$0.3m	\$0.42m	\$0.25m	\$0.02m	\$0.02m	\$0.56m	\$0.52m	\$0.52m	\$0.52m
Cantonment Hill Masterplan Projects				\$0.13m	\$1.4m					
South Beach Masterplan Projects		\$2.15m					\$1.5m			
Bike Plan - Hampton Road and Ord Street					\$0.5m	\$0.5m	\$0.5m	\$0.5m		
Cantonment Street Urban Realm Improvements				\$1.5m	\$1.5m					



# Booyeembara Park Masterplan Project

## Location: White Gum Valley

Booyeembara Park is located approximately 1.5kms from the CBD in the south-western corner of a large reserve bounded by High Street to the north, Carrington Street to the east, Stevens Street to the south and Montreal Street to the west. The 85-hectare reserve includes both a public and private golf course along with the 16.7 hectare Booyeembara Park public open space.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Golf Course Building Upgrade	\$3.2m									
Ephemeral Wetland and Story Telling Circle		\$0.4m	\$0.25m							
Amphitheatre				\$0.7m						
Olive Grove Upgrades					\$1.05m					





# Hilton Park Masterplan Project

## Location: Hilton/Beaconsfield

The Hilton Park Precinct Masterplan aims to transform the park into a vibrant community asset addressing existing challenges like aging facilities and accessibility. The masterplan was developed through extensive community engagement, reflecting the aspirations of local sports clubs, stakeholders, and the broader community.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Northern Zone Projects	\$1.75m	\$5.75m								
Ken Allen Reserve Lighting Upgrades	\$0.12m									
Brad Hardie Pavillion Upgrades	\$0.43m									
Southern Zone Projects						\$1.8m		\$3.6m	\$3.6m	
Central Zone Projects						\$2.8m			\$5.6m	\$5.6m





# Samson Park Masterplan Project

## Location: Samson

The Samson Park Masterplan aims to enhance and manage Fremantle’s largest bush reserve, by addressing drainage, accessibility, recreation, and educational aspects while respecting its natural and cultural heritage.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Community engagement and concept planning	\$0.05m									
Seasonal wetland, drainage and boardwalks	\$0.8m									
Bushland paths and fencing upgrades		\$0.8m								
Toilet ordinance and education signage		\$0.14m								
Playground and infrastructure upgrades		\$0.8m								
Youth basketball area upgrade		\$0.05m								





# Walyalup Koort Public Realm

## Location: City Centre

Walyalup Koort is the civic heart of Fremantle’s City Centre, and the location of the City’s library, administration and other customer facing services. The update of the public realm forms part of the broader redevelopment of the area that has been undertaken.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Public Realm Upgrades	\$0.2m	\$1.3m								
Public Artwork (KBN Project)	\$0.7m	\$0.3m								
Urban Garden				\$0.2m						
Queen Street Upgrades (Cantonment to Henderson)						\$0.05m	\$0.1m	\$2.0m		
William Street Upgrades								\$0.05m	\$1.25m	\$1.25m





# Fremantle Town Hall

## Location: City Centre

Opened in 1887, Fremantle Town Hall is one of Fremantle’s most iconic heritage buildings. Located in Walyalup Koort the hall is used for community events, functions and many more activities. The City has developed a program of works to ensure ongoing investment into the maintenance of this community asset.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Performance Infrastructure Upgrades	\$0.94m									
Building Services Upgrades	\$2.0m									
Toilets, Auditorium, Toilets and Entrance	\$1.4m									
Kitchen, Backstage and First Floor	\$2.4m									





# North Fremantle Foreshore

## Location: North Fremantle

Extending from the Old traffic bridge down to Harvey Beach, the North Fremantle Foreshore provides numerous opportunities for the community to access and engage with the Derbarl Yerrigan, Swan River. A program of restorative and remedial works has been planned to ensure the protection of the foreshore and surrounding natural environments.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Natural Areas Projects		\$0.4m								
Prawn Bay Ecological Restoration		\$0.6m								
Northbank Foreshore Stabilisation			\$0.88m							
Prawn Bay Foreshore Renewal			\$0.8m							
Rule Street Park and Cypress Hill			\$0.02m	\$0.6m						
Prawn Bay River Journeys SCRIN				\$0.3m						





# Cantonment Street Urban Realm Improvements

## Location: City Centre

A core objective of the City is to increase the residential population within the City Centre. The City’s ‘East End’ neighbourhood has recently presented a number of significant opportunities to achieve this with two potential landmark residential developments planned for delivery within the Cantonment Street area. The City is intending to invest a portion of rates generated via these two significant developments into the upgrade of the surrounding urban realm as a means to supporting these important developments.

As such the City is planning for an investment of up to \$3 million into the Cantonment Street urban realm to be delivered in line with the completion of the two significant residential developments. This will be funded 50/50 by both the City and the developers, with the City’s contribution funded via rates collected from the developments and held in reserve until the development gets close to completion and urban realm works can commence.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Forward Works and Construction	-	-	-	\$1.5m	\$1.5m	-	-	-	-	-





# Road Safety Projects

## Location: Various

The City is delivering a focused program of road safety upgrades at varying locations over the coming years which will build upon the ongoing program of road maintenance delivered via both State and City funding.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Hampton Road Signalised Crossing	\$0.7m									
Hampton Road/South Street	\$0.04m									
Low Cost Urban Road Safety Upgrades	\$0.3m									
Parry Street / Queen Victoria Street		\$0.3m	\$0.3m							
McCabe Street			\$0.12m							
Maxwell Street				\$0.1m						
Montreal Street				\$0.15m						
South Tce and Orient Street Node							0.55m			
South Tce and Scott Street Node								\$0.5m		
South Tce and Charles Street Node									\$0.5m	
South Tce and Nelson Street Node										\$0.5m
Speed Reduction Signage					\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m





# Other Multi-year Masterplan Projects

## Conception Phase

### Location: Various

A number of other masterplan related projects are now being phased with forward financial allocations being made to ensure funds are made available in line with proposed high-level timelines, as more detailed scoping and costing is completed.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
South Beach Dog Beach Master Plan Projects		\$2.15m								
South Beach Access Projects							\$1.5m			
Stevens Reserve Masterplan Projects	\$0.5m					\$0.25m	\$0.9m			
Cantonment Hill Masterplan Projects				\$0.13m	\$1.4m					
Bike Plan – Hampton Road and Ord Street					\$0.5m	\$0.5m	\$0.5m	\$0.5m		





# Capital Projects Years 1–10

## All Projects

The City continually plans for and delivers a range of new capital initiatives and projects that aid in providing new facilities for the community as well as improving our public amenity, open spaces and supporting infrastructure. These projects are delivered in addition to the ongoing capital renewal program, and are driven by community need, growth and demand.

The 10-year list of projects incorporates the multi-year projects from the previous section and has been developed based on our core financial priorities. This includes appropriately managing our capacity to, and continuing to focus on, the delivery of future capital investment into the suburbs, and delivery of projects that support and attract major residential development into the City Centre.

The following project list is subject to change pending shifting community need over the longer term, however, it provides the City’s best estimate on the prioritisation and estimated cost of future projects that are in the pipeline.

Year 1 (2025–26 FY)	Est. Budget
38-40 Henry St - Façade Upgrades	\$1,150,000
Booyeembara Park Master Plan - Golf Course / Community Building	\$3,200,000
Douro Rd Traffic Calming	\$400,000
Forsyth Rd Widening	\$50,000
Fremantle Leisure Centre - Gym Extension	\$200,000
Fremantle Leisure Centre - Pool Structural & Mechanical Plant	\$600,000
Fremantle Town Hall - Performance Infrastructure Upgrade	\$942,000
Hilton Park Master Plan - Brad Hardie Pavilion Upgrades	\$430,000
Hilton Park Master Plan - Northern Zone Projects (Thriving Suburbs scope)	\$1,750,000
Johannah St / Fremantle Sailing Club - Drainage Works	\$588,162
Market St / Collie St - New Public Toilet	\$1,100,000
Milbourne St - New Path Connection	\$70,000
Old Fire Station - Electrical & Fire Works	\$300,000
Road Safety - Hampton Rd - Signalised Crossing	\$700,000
Road Safety - Hampton Rd / South St - [Scope]	\$40,000
Road Safety - Low Cost Urban Road Safety Upgrades	\$302,500
Samson Park - Seasonal Wetland, Boardwalks and Drainage	\$800,000
Samson Park - Community Engagement & Concept Plan	\$50,000
Stevens Reserve - Master Plan Projects	\$500,000
Sullivan Hall - Forward Works	\$35,000
Walyalup Civic Centre - Drainage	\$450,000
Walyalup Civic Centre - HVAC Upgrade (All Floors)	\$650,000
Walyalup Koort Public Realm - [Scope]	\$200,000
Walyalup Koort Public Realm - Public Artwork	\$700,000

Year 2 (2026–27 FY)	Est. Budget
Booyeembara Park Master Plan - Ephemeral Wetland & Storytelling Circle	\$400,000
Depot Development	\$2,000,000
Forsyth Rd Widening	\$100,000
Fremantle Town Hall - Building Services	\$2,000,000
Hilton Park Master Plan - Northern Zone Projects (Thriving Suburbs scope)	\$5,750,000
Johannah St / Fremantle Sailing Club - Drainage Works	\$604,000
Nannine Commons - Design & Construct	\$300,000
North Fremantle Foreshore - Natural Areas	\$400,000
North Fremantle Foreshore Phase 2 - Prawn Bay Ecological Restoration	\$600,000
Road Safety - Parry St / Queen Victoria St - [Scope]	\$300,000
Rule St Tunnel - Drainage Works	\$2,000,000
Samson Park - Bushland Paths & Fencing Upgrades	\$800,000
Samson Park - Toilet, Ordinance & Education Signage	\$140,000
Samson Park - Playground & Park Infrastructure Upgrades	\$800,000
Samson Park - Youth Basketball Area Upgrade	\$50,000
South Beach - Dog Beach Master Plan Projects	\$2,150,000
Sullivan Hall - Capital Works	\$1,065,000
Victoria Hall - Condition, Compliance & Function Refurbishment	\$1,000,000
Walyalup Koort Public Realm - [Scope]	\$1,300,000
Walyalup Koort Public Realm - Public Artwork	\$249,000

Year 3 (2027–28 FY)	Est. Budget
Arthurs Head - Cliff Stabilisation	\$1,200,000
Booyeembara Park Master Plan - Ephemeral Wetland & Storytelling Circle	\$250,000
East St - Cliff Stabilisation	\$350,000
Fremantle Education Centre - Replace Roof Materials	\$750,000
Fremantle Park - Floodlights	\$500,000
Naval Store - Render & Structural Works	\$1,500,000
North Fremantle Foreshore Phase 1 - Northbank Foreshore Stabilisation	\$880,000
North Fremantle Foreshore Phase 3 - Prawn Bay Foreshore Renewal	\$800,000
Road Safety - McCabe St	\$120,000
Road Safety - Parry St / Queen Victoria St	\$300,000
Round House Conservation Management Plan - Priority 1 & 2 Works	\$700,000
North Fremantle Foreshore Phase 5 - Rule St Park & Cypress Hill	\$25,000



# Capital Projects Years 1–10

## All Projects

Year 4 (2028–29 FY)	Est. Budget
Bathers Beach - Pontoon	\$250,000
Booyeembara Park Master Plan - Ampitheatre	\$700,000
Cantonment Hill Master Plan - Boardwalks, Pathways and Whadjuk Noongar Garden	\$131,830
Fremantle Town Hall - Toilets, Auditorium, Atrium and Entrance	\$1,400,000
North Fremantle Foreshore Phase 4 - Prawn Bay River Journeys SCRIN	\$300,000
North Fremantle Foreshore Phase 5 - Rule St Park and Cypress Hill	\$600,000
Road Safety - Maxwell St	\$100,000
Road Safety - Montreal St	\$150,000
Walyalup Koort Public Realm - Urban Garden	\$200,000
York St - Island Splitter	\$37,000
Cantonment Street Urban Realm Improvements	\$1,500,000

Year 5 (2029–30 FY)	Est. Budget
Bike Plan - Hampton Rd and Ord St	\$500,000
Booyeembara Park Master Plan - Olive Grove Upgrades	\$1,050,000
Cantonment Hill Master Plan - Boardwalks, Pathways & Whadjuk Noongar Garden	\$1,403,170
Esplanade Reserve - Playground	\$850,000
Fremantle Surf Life Saving Club - Bin Store & Paving	\$50,000
Fremantle Town Hall - Kitchen, Backstage & First Floor	\$2,400,000
Road Safety - Speed Reduction Signs	\$15,000
Cantonment Street Urban Realm Improvements	\$1,500,000

Year 6 (2030–31 FY)	Est. Budget
Bike Plan - Hampton Rd & Ord St	\$500,000
Booyeembara Park - Skate Park	\$640,000
Fremantle Surf Life Saving Club - Bin Store & Paving	\$75,000
Hilton Park Master Plan - Central Zone Projects	\$2,800,000
Hilton Park Master Plan - Southern Zone Projects	\$1,800,000
Princess May Reserve - Master Plan Projects	\$50,000
Road Safety - Speed Reduction Signs	\$15,000
Stevens Reserve - Master Plan Projects	\$250,000
Dog Exercise Area Improvement Projects	\$50,000
Walyalup Koort Public Realm - Queen St (Cantonment St to Henderson St)	\$50,000

Year 7 (2031–32 FY)	Est. Budget
Bike Plan - Hampton Rd and Ord St	\$500,000
Princess May Reserve - Master Plan Projects	\$650,000
Road Safety - South Tce and Orient St Node	\$550,000
Road Safety - Speed Reduction Signs	\$15,000
South Beach - Access	\$1,500,000
Stevens Reserve - Master Plan Projects	\$900,000
Walyalup Koort Public Realm - Queen St (Cantonment St to Henderson St)	\$100,000

Year 8 (2032–33 FY)	Est. Budget
Bike Plan - Hampton Rd & Ord St	\$500,000
Hilton Park Master Plan - Southern Zone Projects	\$3,600,000
Princess May Reserve - Master Plan Projects	\$650,000
Road Safety - South Tce & Scott St Node	\$500,000
Road Safety - Speed Reduction Signs	\$15,000
Dog Exercise Area Improvement Projects	\$150,000
Walyalup Koort Public Realm - Queen St (Cantonment St to Henderson St)	\$2,000,000
Walyalup Koort Public Realm - William St	\$50,000

Year 9 (2033–34 FY)	Est. Budget
Hilton Park Master Plan - Central Zone Projects	\$5,600,000
Hilton Park Master Plan - Southern Zone Projects	\$3,600,000
Road Safety - South Tce & Charles St Node	\$500,000
Road Safety - Speed Reduction Signs	\$15,000
Walyalup Koort Public Realm - William St	\$1,250,000

Year 10 (2034–35 FY)	Est. Budget
Hilton Park Master Plan - Central Zone Projects	\$5,600,000
Road Safety - South Tce & Nelson St Node	\$500,000
Road Safety - Speed Reduction Signs	\$15,000
Walyalup Koort Public Realm - William St	\$1,250,000



# Ongoing Capital Programs

The City's capital renewal program relates to the ongoing management and replacement of Council infrastructure and assets and is predominantly focused on maintaining, upgrading, or replacing assets like roads, buildings, and recreational facilities to ensure they remain accessible and functional for use by the community.

The City manages well over \$700 million worth of assets, and as previously mentioned a key focus area for the City's long term financial plan is to increase its investment into the renewal of its assets, so that they remain functional and accessible by the community and its future generations.

The table to follow outlines the City's planned investment into its ongoing renewal programs across the next decade, and indicates a near term growing investment into critical program areas such as:

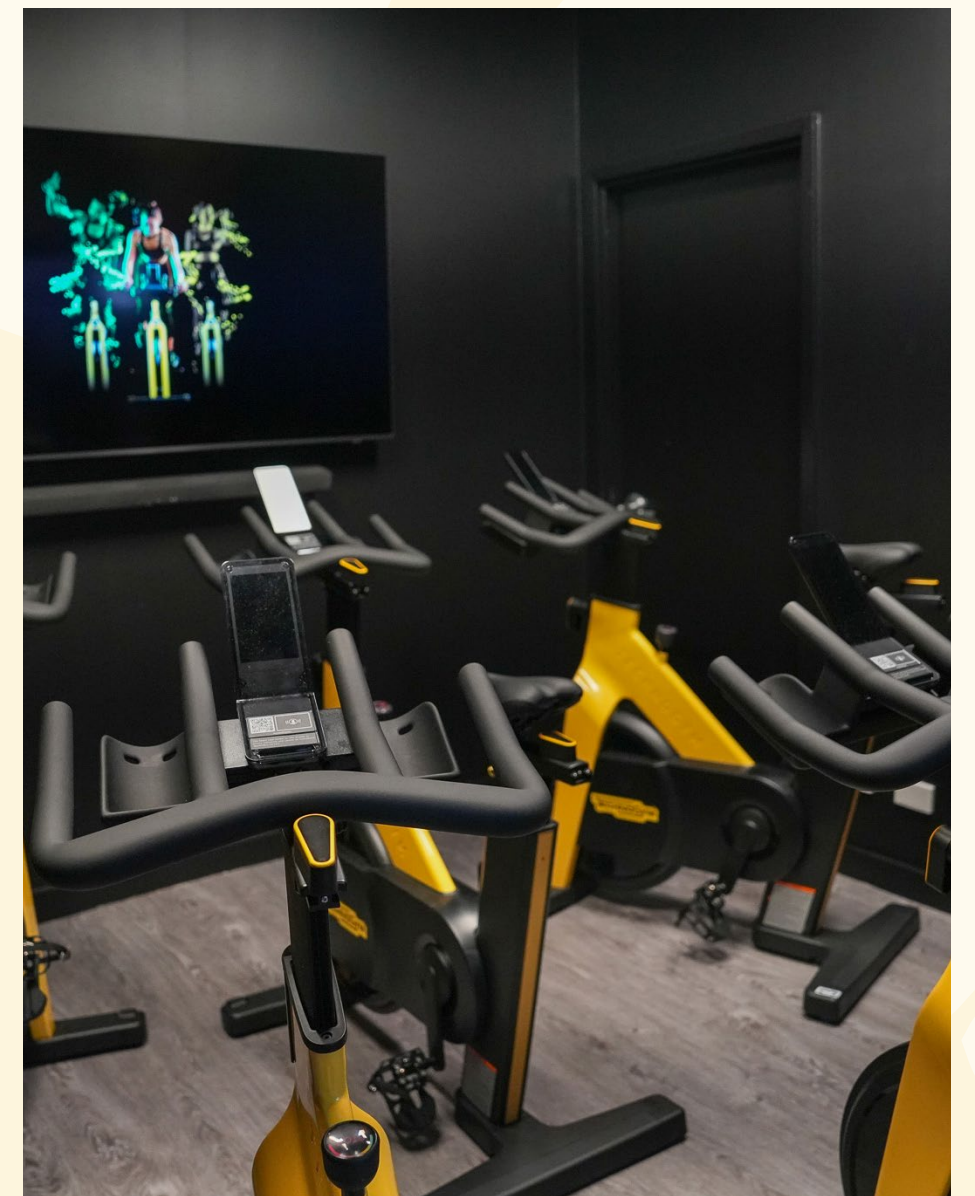
- Building Maintenance and Renewal
- Drainage
- Footpaths
- Parks & reserves
- Plant, Equipment and Vehicles, Road Safety and Maintenance
- Street Lighting

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
<b>Buildings</b>	\$0.68m	\$0.8m	\$0.9m	\$1.0m	\$1.0m	\$1.0m	\$1.0m	\$1.0m	\$1.0m	\$1.0m
<b>Irrigation</b>	\$1.09m	\$0.93m	\$0.75m	\$1.62m	\$0.85m	\$0.8m	\$0.8m	\$0.8m	\$0.8m	\$0.8m
<b>Playgrounds</b>	\$0.48m	\$0.91m	\$0.22m	\$0.59m	\$0.7m	\$0.7m	\$0.7m	\$0.7m	\$0.7m	\$0.7m
<b>Footpaths</b>	\$0.7m	\$0.8m	\$0.9m	\$1.0m	\$0.8m	\$0.7m	\$0.8m	\$0.8m	\$0.7m	\$0.8m
<b>Plant, Equipment &amp; Vehicles</b>	\$0.77m	\$1.1m	\$1.2m	\$1.2m	\$0.8m	\$0.7	\$0.7m	\$0.6m	\$0.6	\$0.6m
<b>Drainage</b>	\$0.2m	\$0.58m	\$0.92m	\$1.58m	\$0.75m	\$0.75m	\$0.75m	\$0.75m	\$0.75m	\$0.75m
<b>Street Lighting</b>	\$0.2m	\$0.25m	\$0.3m	\$0.3m	\$0.3m	\$0.3m	\$0.3m	\$0.3m	\$0.3m	\$0.3m
<b>Car Parks</b>	\$0.15m	\$0.09m	-	\$0.34m	\$0.15m	\$0.15m	\$0.15m	\$0.15m	\$0.15m	\$0.15m
<b>Furniture and Equipment</b>	\$0.07m	\$0.06m	\$0.07m	-	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m
<b>Bus Shelters</b>	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m
<b>Park Infrastructure</b>	\$0.05m	\$0.02m	\$0.27m	\$0.02m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m
<b>Traffic Calming Devices</b>	\$0.04m	\$0.03m	\$0.04m	\$0.08m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m
<b>Access and Inclusion Infrastructure</b>	\$0.05m	\$0.07m	\$0.07m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m
<b>Asbestos Removal</b>	\$0.05m	\$0.05m	\$0.05m	\$0.06m	\$0.06m	\$0.06m	\$0.06m	\$0.06m	\$0.06m	\$0.06m
<b>Bike Plan (2019) Initiatives</b>	\$0.13m	\$0.13m	\$0.13m	\$0.15m	\$0.15m	\$0.15m	\$0.15m	\$0.15m	\$0.15m	\$0.15m
<b>Greening Sumps</b>	\$0.02m	\$0.02m	\$0.05m	\$0.05m	\$0.25m	\$0.02m	\$0.25m	\$0.02m	\$0.25m	\$0.02m
<b>Line Marking</b>	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m
<b>MRRG Works</b>	\$1.8m	\$1.3m	\$1.38m	\$1.26m	\$1.3m	\$1.3m	\$1.3m	\$1.3m	\$1.3m	\$1.3m
<b>R2R Works</b>	\$0.75m	\$1.02m	\$1.0m	\$1.13m	\$1.0m	\$1.0m	\$1.0m	\$1.0m	\$1.0m	\$1.0m
<b>Sports Infrastructure</b>	\$0.07m	\$0.08m	-	-	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m
<b>Street Furniture</b>	-	-	-	-	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m
<b>Building Sustainability Initiatives</b>	\$0.03m	\$0.03m	\$0.03m	\$0.03m	\$0.03m	\$0.03m	\$0.03m	\$0.03m	\$0.03m	\$0.03m
<b>Solar Panels</b>	-	-	-	-	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m
<b>Road Reserve Structures</b>	-	-	-	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m
<b>Urban Realm Streetscape Upgrades</b>	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m



# Future Transformational Programs

While these projects are currently still in conception phase and are yet to be fully scoped, the City is currently undertaking feasibility and business case work on three significant projects. These projects are currently reflected within the Long-Term Financial Plan however following the completion of business cases and feasibility studies, the costings and timings may be subject to change and will require further consideration by Council before they progress.





# Fremantle Oval Redevelopment



A once in a generation redevelopment of Fremantle Oval is currently being developed in collaboration with key stakeholder groups and in response to community engagement to date. A Masterplan has been developed and endorsed by council and project partners are now seeking funding opportunities via the State and Federal Government.

While it is the intent that the development will be primarily externally funded, it is anticipated that a contribution of up to \$20 million will be required from the City of Fremantle in order to progress the project.

The City is currently assessing the most suitable options for funding this contribution which could include taking on borrowings in future years.

It is anticipated that the redevelopment may cost up to \$120 million, with a \$100 million contribution being sought from the State and Federal Governments as part of current advocacy work.

Fremantle Oval Contributions	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Forward Works and Construction	-	\$50m	\$50m	\$20m	-	-	-	-	-	-

To remain conservative, estimated costs associated with both principal and interest repayments (as per WATC interest rates) associated with taking on borrowings for the City’s \$20 million contribution have also been incorporated into the Long-term financial plan as per the table below.

Fremantle Oval Contributions	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Loan Interest Repayments	-	-	-	\$0.89m	\$0.86m	\$0.83m	\$0.8m	\$0.76m	\$0.73m	\$0.7m
Loan Principal Repayment	-	-	-	\$0.63m	\$0.66m	\$0.69m	\$0.72m	\$0.75m	\$0.79m	\$0.82m



# City of Fremantle Depot Redevelopment

The City of Fremantle Depot is currently located within the Knutsford Precinct to the east of the City Centre. This facility which is critical to the day-to-day operations of the City, is reaching end of life and work is currently being undertaken to identify suitable redevelopment options. An opportunity exists to unlock the large swathe of land that the current depot sits upon for residential development, as well as develop a state-of-the-art operations centre at the City’s 7 Jones Street site located in O-Connor.

Similar to the Fremantle Oval Redevelopment, this project has been included in the long-term financial plan however remains subject to the completion of a business case and further consideration by Council.

The City intends to dispose of the site that the depot currently sits upon and as such will fund the cost of any redevelopment via the proceeds of the sale. The table to follow outlines current anticipated timelines and estimated budgets related to this significant project.

Fremantle Depot Redevelopment	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Forward Works and Construction	-	\$2.0m	\$9.0m	\$9.0m	-	-	-	-	-	-





# Fremantle Leisure Centre Redevelopment

The Fremantle Leisure Centre is a much-loved community asset however has been identified as approaching end of life and will soon require redevelopment in order to ensure the City is delivering contemporary and fit for purpose recreation services.

Work is underway to determine the most suitable approach to redeveloping the Centre and will include a detailed business case and feasibility studies over the coming years.

Initial high-level assessments have determined that the City may be required to invest up to \$25 million to achieve these objectives and as such has included an allocation within the Long Term-Financial Plan. At this stage it is intended that a redevelopment of this nature would be predominantly externally funded.

Fremantle Leisure Centre Upgrade	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Forward Works and Construction	-	-	-	-	-	-	-	-	-	\$25m





## Contact

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Alternative formats available upon request.