# 2026–36 Long Term Financial Plan

CITY OF
Fremantle

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 greater Walyalup/Fremantle area and we recognise that the cultural and heritage beliefs are still important today.

# Welcome

The 2026 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

# CEO's Message

Despite ongoing economic headwinds, the City continues to remain focused on delivering financially responsible budgets that maintain the flexibility to be responsive to global economic volatility but continue to deliver on the objectives of our Strategic Community Plan and longer-term financial planning.

In doing so the City is required to anticipate and plan for increases to the cost-of service delivery but also recognises that parts of the community have been and will continue to be impacted by current cost of living pressures being faced across the Western Australian Economy.

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 continue to provide this Long Term Financial Plan, which will look at our outlook on future financial planning for the City from 2026-36.

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 continue to 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*


1897
MUNICIPAL
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NEC PRECE
NEC PRETIO
FREMANTLE
Crystals
Kites
Clothing
Corn on the Cob
RICHARD SMYTH
WILD EARTH IMAGES


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# Corporate Plan

In August, Council adopted the Corporate Plan 2026-30 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.

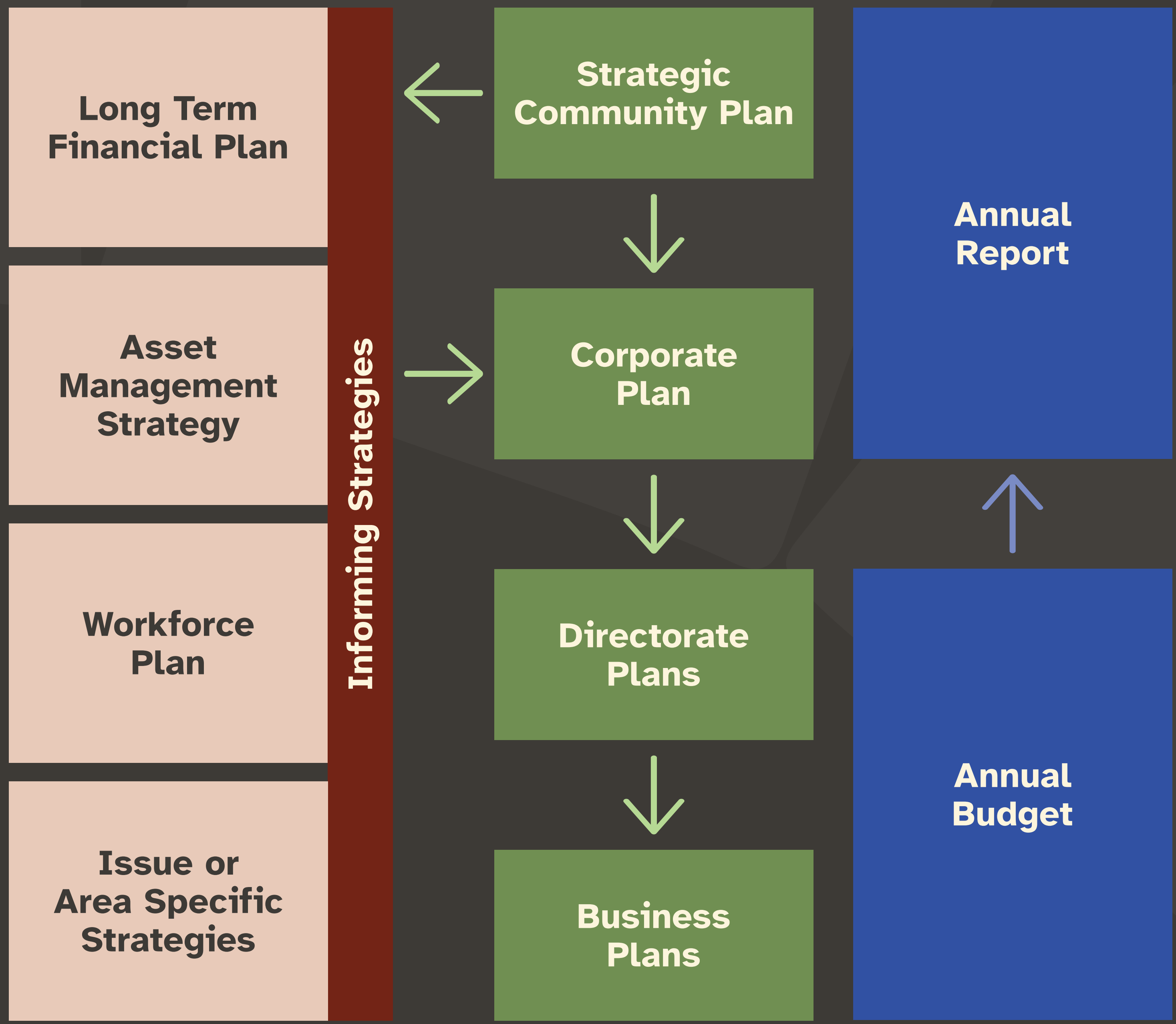
**Liveable**

**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.

**$19.3km^2$**

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)


North Fremantle
North Ward
Fremantle Harbour
Central Ward
Fremantle
White Gum Valley
O'Connor
Indian Ocean
Beaconsfield
Hilton
Samson
Coastal Ward
South Fremantle
East Ward

# Financial Snapshot

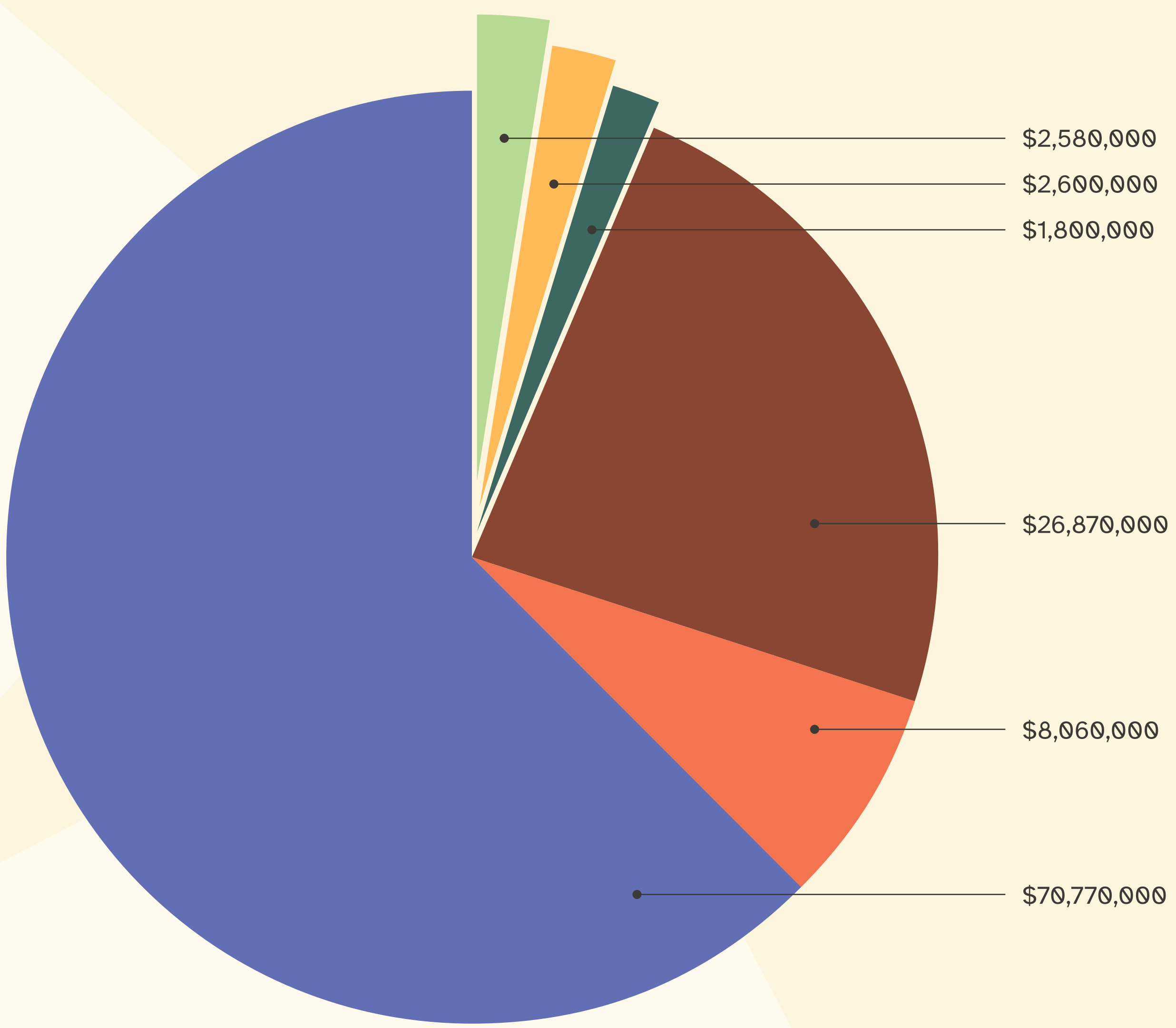
The City of Fremantle is a Band 1 Metropolitan Local Government with operating expenditure of just over $100 million. The City also budgets annually for a capital program ranging from between $15 to $20 million.

The City's reserve fund balance currently sits at just over $19 million as at 30 June 2026.

The Long-Term Financial Plan presents sustainable growth in this expenditure as major transformational projects are planned for across the next decade.

## Operating Revenue 26–27

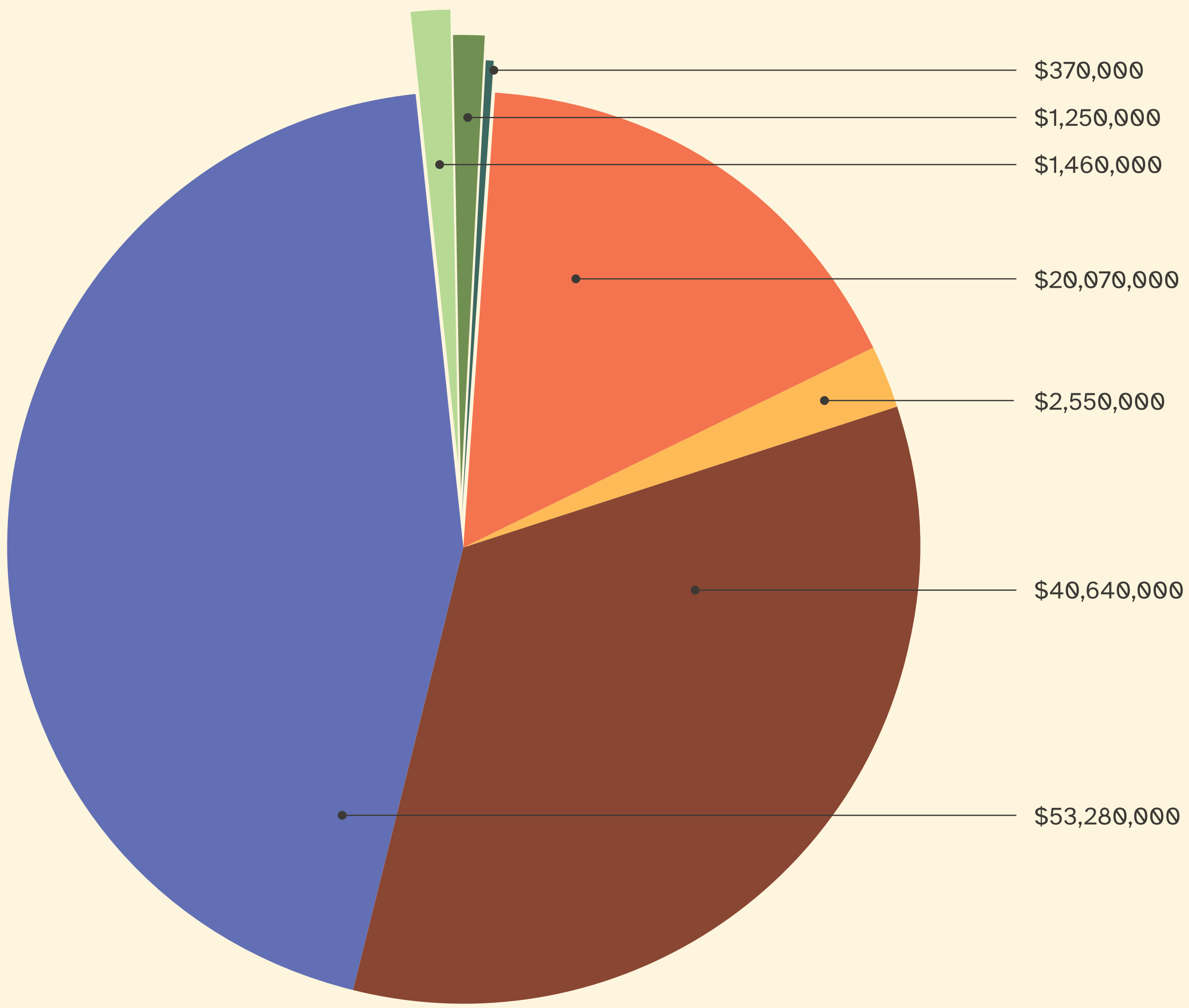
- Rates
- Fees and Charges
- Grants, Subsidies and Contributions
- Interest Earnings
- Service Charges
- Other Revenue




*Nearest ‘000s

## Operating Expenditure 26–27

- Employee Costs
- Materials and Contracts
- Depreciation
- Utilities
- Interest Expenses
- Insurance
- Other Expenditure

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# Economic Context

While the second half of 2025 began to indicate a path to more stable economic conditions, geopolitical tensions and the escalation of conflict in the Middle East saw volatility return in early 2026.

Global supply issues relating to the current conflict have triggered increases in fuel prices as well as uncertainty around future supply. This is widely expected to have flow on affects further throughout the supply chain and broader economy. The current situation has been broadly flagged as being likely to impact the WA State economy and the local government sector throughout 2026-27, which is reflected in State budget forecasts and the WALGA Local Government Cost index.

The state has reported growth in the domestic economy of 3.3% over 2025, which outpaced national growth. This was identified as being driven by the private sector, which accounted for 85% of this growth. This included a significant lift in business investment, the strongest level of dwelling investment since 2018, and solid growth in household spending. This has also driven strength in employment figures which reached a record 1.68 million persons in March 2026, resulting in the unemployment rate remaining at historical lows.

The State budget flags the re-emergence of inflationary pressures both nationally and internationally, due to higher prices for oil and refined products attributed to the Middle East conflict, which is expected to flow through to local inflation over the near-term. The State has cautioned that due to the considerable uncertainty regarding the scale and duration of the conflict, impacts outside of inflation are not reflected in their central forecasts. However, they represent a potential source of downside risk to the economic outlook.

The State Government's forecasts assume a spike in Perth CPI at the end of 2025-26 at 5.5%, which then softens and returns to the RBA target band for inflation in budget outyears. Wage growth has been estimated to remain strong well into outyears, while they estimate employment growth will soften and the unemployment rate will see a modest increase as the economy slows into budget outyears.

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

# Our Financial Priorities

## The past 5 to 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 there focus on managing our capacity to deliver.


## Prioritise Renewal

As part of providing facilities and services to the community, the City manages 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 to 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.

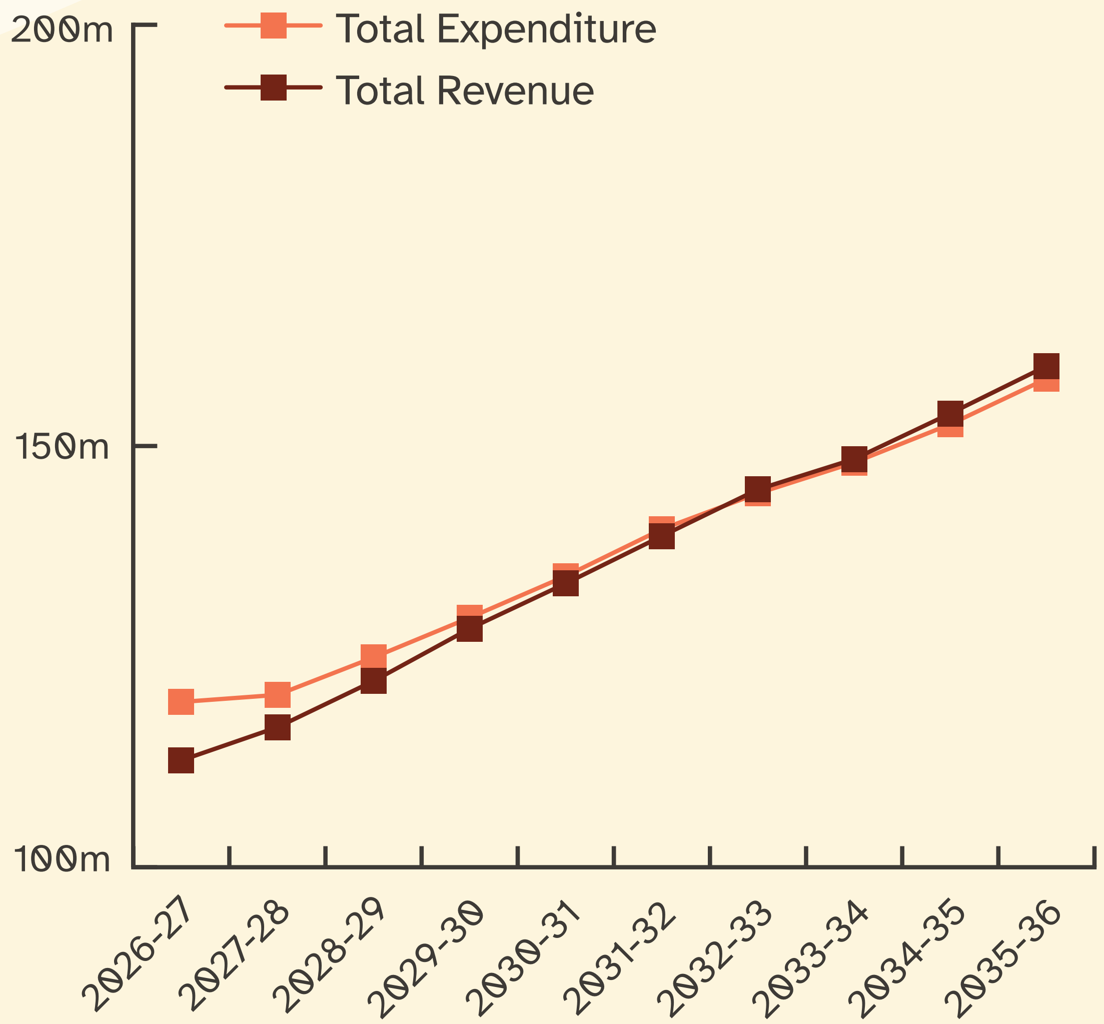
# Key Modelling Assumptions

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.

| | Sources | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Operating Revenues** | | | | | | | | | | |
| Growth in Rate Base | Stand Alone | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% |
| Operating Projects | Projects List | $2.86 | $0.66 | $0.26 | $0.15 | $- | $- | $- | $- | $- |
| Other | Perth CPI | 5.0% | 4.0% | 4.0% | 3.7% | 3.5% | 3.2% | 3.0% | 3.0% | 3.0% |
| Growth in Fees and Charges | Perth CPI | 5.0% | 4.0% | 4.0% | 3.7% | 3.5% | 3.2% | 3.0% | 3.0% | 3.0% |
| Service Charges | Projects List | $1.80 | $1.80 | $1.80 | $1.80 | $1.80 | $1.80 | $- | $- | $- |
| Interest Earnings | Perth CPI | 5.0% | 4.0% | 4.0% | 3.7% | 3.5% | 3.2% | 3.0% | 3.0% | 3.0% |
| Other Revenue | Perth CPI | 5.0% | 4.0% | 4.0% | 3.7% | 3.5% | 3.2% | 3.0% | 3.0% | 3.0% |
| **Operating Expenses** | | | | | | | | | | |
| Infrastructure OPEX | Projects List | $2.37 | $0.67 | $0.88 | $0.48 | $0.48 | $0.48 | $0.48 | $0.48 | $0.48 |
| Non-Infrastructure OPEX | Projects List | $1.31 | $1.49 | $1.44 | $0.76 | $1.32 | $0.59 | $0.75 | $0.85 | $0.41 |
| Underground Power South Fremantle | Projects List | $0.10 | $2.00 | $2.00 | $3.50 | $3.50 | $1.59 | $- | $- | $- |
| General | Perth CPI + 1% | 6.0% | 5.0% | 5.0% | 4.7% | 4.5% | 4.2% | 4.0% | 4.0% | 4.0% |
| Utilities and Charges | Stand Alone | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% |
| Average Depreciation - Buildings | Per Depreciation Schedule | 2.9% | 2.9% | 2.9% | 2.9% | 2.9% | 2.9% | 2.9% | 2.9% | 2.9% |
| Average Depreciation - P&E | Per Depreciation Schedule | 9.2% | 9.2% | 9.2% | 9.2% | 9.2% | 9.2% | 9.2% | 9.2% | 9.2% |
| Average Depreciation - Infrastructure | Per Depreciation Schedule | 3.6% | 3.6% | 3.6% | 3.6% | 3.6% | 3.6% | 3.6% | 3.6% | 3.6% |
| Right-of-Use Assets | Perth CPI | 5.0% | 4.0% | 4.0% | 3.7% | 3.5% | 3.2% | 3.0% | 3.0% | 3.0% |
| Insurance Expense | Perth CPI + 1% | 6.0% | 5.0% | 5.0% | 4.7% | 4.5% | 4.2% | 4.0% | 4.0% | 4.0% |
| Loans | Per Loan Schedule | $0.47 | $0.44 | $0.42 | $0.39 | $0.36 | $0.34 | $0.31 | $0.58 | $0.54 |
| Leases | Per Lease Schedule | $0.05 | $0.02 | $0.06 | $0.05 | $0.02 | $0.07 | $0.04 | $0.02 | $0.07 |
| Other Expenditure | Perth CPI | 5.0% | 4.0% | 4.0% | 3.7% | 3.5% | 3.2% | 3.0% | 3.0% | 3.0% |
| Non-operating Grants, Subsidies, Contributions | Perth CPI | 5.0% | 4.0% | 4.0% | 3.7% | 3.5% | 3.2% | 3.0% | 3.0% | 3.0% |

# Operating Trends Snapshot

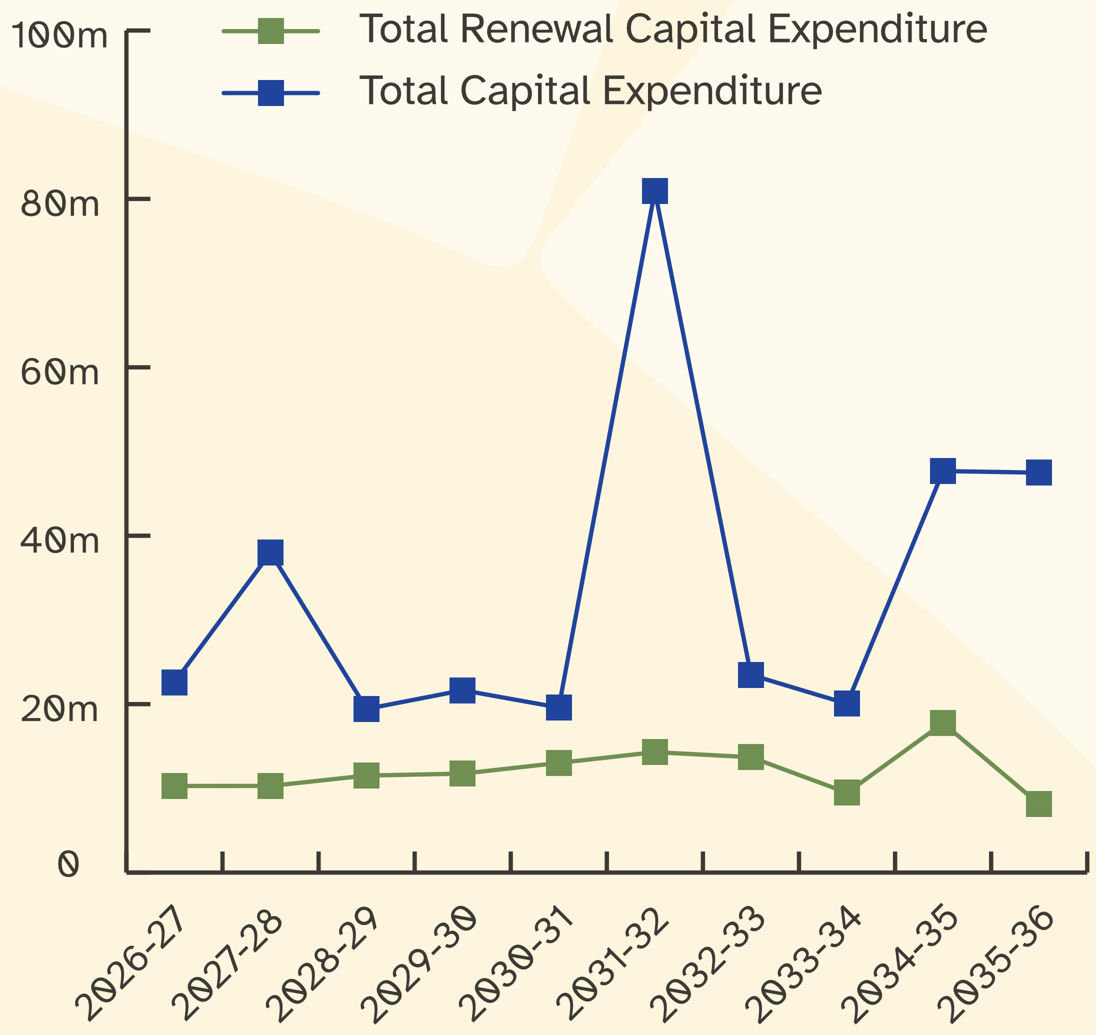
The current 10-year outlook presents an increasing investment into service delivery across operating areas as well as a steady increase in operating revenue to support this growth.




# Capital Expenditure Trends Snapshot

Trends in capital expenditure demonstrate a focus on the delivery of existing projects that are currently planned for year 1 to 4 as well as larger transformational projects such as Fremantle Oval and the Fremantle Leisure Centre beyond year 5.

A healthy increase in renewal program expenditure is achieved year-on-year through to year 9 of the plan.



# Statement of Comprehensive Income by Nature and Type

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| | $M | $M | $M | $M | $M | $M | $M | $M | $M | $M |
| **Income: Revenues from Ordinary Activities** Excluding profit on Asset Disposal, Non-operating Grants, Subsidies & Contributions | | | | | | | | | | |
| Rates | 70.77 | 75.05 | 79.59 | 84.41 | 88.49 | 92.68 | 96.89 | 100.99 | 105.06 | 109.29 |
| Operating Grants, Subsidies & Contributions | 8.06 | 6.12 | 5.93 | 6.05 | 6.12 | 6.33 | 6.54 | 6.73 | 6.93 | 7.14 |
| Fees & Charges | 26.87 | 28.21 | 29.25 | 30.42 | 31.55 | 32.65 | 33.70 | 34.71 | 35.75 | 36.82 |
| Service Charges | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | - | - | - |
| Interest Earnings | 2.60 | 2.73 | 2.70 | 2.70 | 2.70 | 2.69 | 2.68 | 2.68 | 2.68 | 2.68 |
| Other Revenue | 2.58 | 2.71 | 2.82 | 2.93 | 3.04 | 3.14 | 3.25 | 3.34 | 3.44 | 3.55 |
| **Total Revenue** | **112.68** | **116.62** | **122.10** | **128.32** | **133.69** | **139.31** | **144.85** | **148.45** | **153.86** | **159.48** |
| **Expenditure: Expenses from Ordinary Activities** Excluding Loss on Asset Disposal | | | | | | | | | | |
| Employee Costs | (53.28) | (55.24) | (57.00) | (59.37) | (61.66) | (63.92) | (66.07) | (68.15) | (70.40) | (72.61) |
| Materials & Contracts | (40.64) | (39.66) | (41.84) | (43.88) | (46.16) | (48.78) | (48.76) | (50.13) | (52.11) | (53.62) |
| Utilities | (2.55) | (2.61) | (2.68) | (2.75) | (2.81) | (2.89) | (2.96) | (3.03) | (3.11) | (3.18) |
| Depreciation | (20.07) | (19.56) | (19.92) | (20.03) | (20.23) | (20.78) | (22.71) | (22.75) | (22.63) | (24.08) |
| Interest Expenses | (0.37) | (0.52) | (0.47) | (0.48) | (0.44) | (0.38) | (0.40) | (0.35) | (0.60) | (0.61) |
| Insurance | (1.25) | (1.33) | (1.39) | (1.46) | (1.53) | (1.60) | (1.67) | (1.73) | (1.80) | (1.87) |
| Other Expenditure | (1.46) | (1.53) | (1.59) | (1.66) | (1.72) | (1.78) | (1.84) | (1.89) | (1.95) | (2.01) |
| **Total Expenditure** | **(119.62)** | **(120.46)** | **(124.90)** | **(129.62)** | **(134.56)** | **(140.13)** | **(144.39)** | **(148.04)** | **(152.58)** | **(157.98)** |
| **Sub-total (operating result)** | **(6.94)** | **(3.84)** | **(2.80)** | **(1.30)** | **(0.86)** | **(0.83)** | **0.46** | **0.41** | **1.28** | **1.50** |
| Non-Operating Grants, Subsidies & Contributions | 9.87 | 7.36 | 6.26 | 5.85 | 3.54 | 63.60 | 3.47 | 3.63 | 8.70 | 3.77 |
| Profit on Asset Disposals | 0.05 | 8.13 | 0.26 | 0.16 | 0.11 | 0.04 | 0.03 | 0.03 | 0.04 | 0.17 |
| Loss on Asset Disposals | (0.29) | (0.07) | (0.07) | (0.02) | (0.00) | (0.13) | (0.01) | (0.35) | - | (0.02) |
| **Sub-total** | **9.63** | **15.42** | **6.44** | **6.00** | **3.65** | **63.50** | **3.48** | **3.32** | **8.74** | **3.92** |
| **Net Result** | **2.68** | **11.58** | **3.64** | **4.70** | **2.78** | **62.68** | **3.94** | **3.73** | **10.02** | **5.42** |
| **Other Comprehensive Income** | | | | | | | | | | |
| Changes in Valuation of non-current assets | - | - | - | - | 8.07 | 12.13 | - | - | - | 9.44 |
| Total Other Comprehensive Income | - | - | - | - | 8.07 | 12.13 | - | - | - | 9.44 |
| **Total Comprehensive Income** | **2.68** | **11.58** | **3.64** | **4.70** | **10.86** | **74.80** | **3.94** | **3.73** | **10.02** | **14.86** |

# Statement of Financial Activity

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| | $M | $M | $M | $M | $M | $M | $M | $M | $M | $M |
| **Operating Activities** | | | | | | | | | | |
| **Revenues** | | | | | | | | | | |
| Rates | 70.77 | 75.05 | 79.59 | 84.41 | 88.49 | 92.68 | 96.89 | 100.99 | 105.06 | 109.29 |
| Operating Grants, Subsidies & Contributions | 8.06 | 6.12 | 5.93 | 6.05 | 6.12 | 6.33 | 6.54 | 6.73 | 6.93 | 7.14 |
| Fees & Charges | 26.87 | 28.21 | 29.25 | 30.42 | 31.55 | 32.65 | 33.70 | 34.71 | 35.75 | 36.82 |
| Service Charge | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | - | - | - |
| Interest Earnings | 2.60 | 2.73 | 2.70 | 2.70 | 2.70 | 2.69 | 2.68 | 2.68 | 2.68 | 2.68 |
| Other Revenue | 2.58 | 2.71 | 2.82 | 2.93 | 3.04 | 3.14 | 3.25 | 3.34 | 3.44 | 3.55 |
| Profit on Asset Disposal | 0.05 | 8.13 | 0.26 | 0.16 | 0.11 | 0.04 | 0.03 | 0.03 | 0.04 | 0.17 |
| **Revenues Sub-total** | **112.73** | **124.75** | **122.35** | **128.48** | **133.81** | **139.34** | **144.88** | **148.48** | **153.90** | **159.65** |
| **Expenses** | | | | | | | | | | |
| Employee Costs | (53.28) | (55.24) | (57.00) | (59.37) | (61.66) | (63.92) | (66.07) | (68.15) | (70.40) | (72.61) |
| Materials & Contracts | (40.64) | (39.66) | (41.84) | (43.88) | (46.16) | (48.78) | (48.76) | (50.13) | (52.11) | (53.62) |
| Utilities | (2.55) | (2.61) | (2.68) | (2.75) | (2.81) | (2.89) | (2.96) | (3.03) | (3.11) | (3.18) |
| Depreciation | (20.07) | (19.56) | (19.92) | (20.03) | (20.23) | (20.78) | (22.71) | (22.75) | (22.63) | (24.08) |
| Interest Expense | (0.37) | (0.52) | (0.47) | (0.48) | (0.44) | (0.38) | (0.40) | (0.35) | (0.60) | (0.61) |
| Insurance | (1.25) | (1.33) | (1.39) | (1.46) | (1.53) | (1.60) | (1.67) | (1.73) | (1.80) | (1.87) |
| Other Expenditure | (1.46) | (1.53) | (1.59) | (1.66) | (1.72) | (1.78) | (1.84) | (1.89) | (1.95) | (2.01) |
| Loss on Asset Disposal | (0.29) | (0.07) | (0.07) | (0.02) | (0.00) | (0.13) | (0.01) | (0.35) | - | (0.02) |
| **Expenses Sub-total** | **(119.92)** | **(120.54)** | **(124.98)** | **(129.65)** | **(134.57)** | **(140.27)** | **(144.42)** | **(148.40)** | **(152.59)** | **(158.01)** |
| **Net Operating Profit/(Loss)** | **(7.18)** | **4.22** | **(2.62)** | **(1.16)** | **(0.75)** | **(0.92)** | **0.47** | **0.10** | **1.32** | **1.65** |
| **Non Cash Items** | | | | | | | | | | |
| (Profit)/Loss on Asset Disposals | 0.24 | (8.06) | (0.19) | (0.14) | (0.11) | 0.10 | (0.01) | 0.31 | (0.04) | (0.15) |
| Movement in Non Current Assets & Liabilities | 0.08 | 2.18 | (0.21) | (0.07) | (0.10) | (0.10) | (0.10) | (0.05) | (0.02) | 0.11 |
| Depreciation on Assets | 20.07 | 19.56 | 19.92 | 20.03 | 20.23 | 20.78 | 22.71 | 22.75 | 22.63 | 24.08 |
| **Sub-total** | **20.39** | **13.68** | **19.53** | **19.81** | **20.02** | **20.78** | **22.59** | **23.01** | **22.56** | **24.04** |
| **Amount Attributable to Operating Activities** | **13.21** | **17.90** | **16.91** | **18.65** | **19.27** | **19.86** | **23.06** | **23.11** | **23.88** | **25.69** |
| **Investing Activities** | | | | | | | | | | |
| **Inflows from Investing Activities** | | | | | | | | | | |
| Capital Grants, Subsidies and Contributions | 9.87 | 7.36 | 6.26 | 5.85 | 3.54 | 63.60 | 3.47 | 3.63 | 8.70 | 3.77 |
| Proceeds from Disposal of Assets | 0.10 | 25.33 | 0.36 | 0.22 | 0.15 | 0.10 | 0.03 | 0.09 | 0.04 | 0.18 |
| **Sub-total** | **9.96** | **32.69** | **6.62** | **6.07** | **3.69** | **63.70** | **3.50** | **3.73** | **8.74** | **3.95** |
| **Outflows from Investing Activities** | | | | | | | | | | |
| Acquisition of investment properties | - | - | | (1.00) | | | | (1.00) | | |
| Acquisition of property, plant and equipment | (6.52) | (20.05) | (7.34) | (4.98) | (6.87) | (66.82) | (3.74) | (3.14) | (28.87) | (27.97) |
| Acquisition of infrastructure | (16.07) | (17.96) | (12.09) | (16.67) | (12.73) | (14.11) | (19.74) | (16.91) | (18.81) | (19.52) |
| **Sub-total** | **(22.58)** | **(38.01)** | **(19.43)** | **(22.65)** | **(19.60)** | **(80.93)** | **(23.48)** | **(21.05)** | **(47.68)** | **(47.49)** |
| **Non-Cash Amounts Excluded from Operating Activities** | | | | | | | | | | |
| Movement in Non-Current Unspent Capital Grants Liability | - | - | - | - | - | - | - | - | - | - |
| Right of Use Assets Recognised | - | - | - | - | - | - | - | - | - | - |
| **Amount Attributable to Investing Activities** | **(12.62)** | **(5.32)** | **(12.81)** | **(16.58)** | **(15.91)** | **(17.23)** | **(19.98)** | **(17.32)** | **(38.94)** | **(43.53)** |
| **Financing Activities** | | | | | | | | | | |
| **Inflows from Financing Activities** | | | | | | | | | | |
| Proceeds from New Leases | - | - | 0.15 | 1.47 | 0.39 | - | 1.87 | 0.15 | 0.39 | 1.56 |
| Proceeds from New Loans | - | 10.00 | - | - | - | - | - | - | 15.00 | - |
| Transfers from Reserves | 2.02 | 16.54 | 2.72 | 4.72 | 3.57 | 3.57 | 1.66 | 0.07 | 5.07 | 22.07 |
| **Sub-total** | **2.02** | **26.54** | **2.87** | **6.19** | **3.96** | **3.57** | **3.53** | **0.22** | **20.46** | **23.63** |
| **Outflows from Financing Activities** | | | | | | | | | | |
| Repayment of Borrowings | (1.15) | (1.39) | (1.40) | (1.41) | (1.43) | (1.37) | (1.38) | (1.39) | (2.02) | (2.04) |
| Payments for Principal Portion of Lease Liabilities | (0.76) | (0.77) | (0.62) | (0.75) | (0.79) | (0.61) | (0.75) | (0.77) | (0.62) | (0.77) |
| Transfers to Reserves | (3.75) | (36.45) | (4.95) | (4.45) | (4.95) | (4.45) | (2.43) | (3.90) | (2.15) | (1.65) |
| **Sub-total** | **(5.65)** | **(38.61)** | **(6.97)** | **(6.61)** | **(7.17)** | **(6.43)** | **(4.57)** | **(6.06)** | **(4.79)** | **(4.46)** |
| **Non-Cash Amounts Excluded from Investing Activities** | | | | | | | | | | |
| Lease Liabilities Recognised | - | - | (0.15) | (1.47) | (0.39) | - | (1.87) | (0.15) | (0.39) | (1.56) |
| **Amount Attributable to Investing Activities** | **(3.63)** | **(12.06)** | **(4.26)** | **(1.89)** | **(3.60)** | **(2.87)** | **(2.91)** | **(6.00)** | **15.27** | **17.60** |
| **Movement in Surplus or Deficit** | | | | | | | | | | |
| **Estimated Surplus/(Deficit) July 1 B/FWD** | 3.09 | 0.05 | 0.57 | 0.41 | 0.59 | 0.35 | 0.11 | 0.28 | 0.07 | 0.29 |
| Amount Attributable to Operating Activities | 13.21 | 17.90 | 16.91 | 18.65 | 19.27 | 19.86 | 23.06 | 23.11 | 23.88 | 25.69 |
| Amount Attributable to Investing Activities | (12.62) | (5.32) | (12.81) | (16.58) | (15.91) | (17.23) | (19.98) | (17.32) | (38.94) | (43.53) |
| Amount Attributable to Financial Activities | (3.63) | (12.06) | (4.26) | (1.89) | (3.60) | (2.87) | (2.91) | (6.00) | 15.27 | 17.60 |
| **Estimated Surplus/(Deficit) June 30 C/FWD** | **0.05** | **0.57** | **0.41** | **0.59** | **0.35** | **0.11** | **0.28** | **0.07** | **0.29** | **0.04** |

# Statement of Financial Position

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| | $M | $M | $M | $M | $M | $M | $M | $M | $M | $M |
| **Assets** | | | | | | | | | | |
| **Current Assets** | | | | | | | | | | |
| Cash and Cash Equivalents | 7.40 | 24.79 | 25.26 | 25.25 | 26.79 | 26.91 | 28.33 | 32.58 | 29.66 | 8.27 |
| Other Financial Assets | 27.33 | 28.48 | 29.71 | 29.50 | 28.93 | 29.30 | 28.63 | 27.84 | 27.97 | 28.59 |
| Receivables | 1.78 | 1.89 | 2.00 | 2.12 | 2.23 | 2.33 | 2.44 | 2.54 | 2.64 | 2.75 |
| Inventories | 0.32 | 0.37 | 0.36 | 0.36 | 0.36 | 0.35 | 0.35 | 0.35 | 0.35 | 0.35 |
| Other Assets | 1.46 | 1.51 | 1.50 | 1.50 | 1.49 | 1.49 | 1.49 | 1.49 | 1.49 | 1.49 |
| **Total Current Assets** | **38.29** | **57.04** | **58.83** | **58.74** | **59.79** | **60.39** | **61.24** | **64.80** | **62.11** | **41.45** |
| **Non-current Assets** | | | | | | | | | | |
| Other Financial Assets | 0.20 | 0.21 | 0.22 | 0.24 | 0.25 | 0.26 | 0.27 | 0.28 | 0.30 | 0.31 |
| Receivables | 0.97 | 1.07 | 1.12 | 1.17 | 1.22 | 1.27 | 1.32 | 1.36 | 1.41 | 1.46 |
| Investment properties | 34.13 | 34.13 | 34.13 | 35.13 | 35.13 | 35.13 | 35.13 | 36.13 | 36.13 | 36.13 |
| Right-of-use assets | 1.75 | 0.96 | 0.28 | 0.89 | 0.38 | 0.18 | 1.10 | 0.26 | 0.15 | 0.67 |
| Property, Plant and Equipment | 336.19 | 331.99 | 331.96 | 329.70 | 337.35 | 395.75 | 390.46 | 384.33 | 404.14 | 431.64 |
| Infrastructure | 320.71 | 326.88 | 327.07 | 331.75 | 332.39 | 346.28 | 353.28 | 357.26 | 362.96 | 369.16 |
| **Total Non-Current Assets** | **693.95** | **695.24** | **694.78** | **698.88** | **706.73** | **778.87** | **781.56** | **779.63** | **805.09** | **839.36** |
| **Total Assets** | **732.24** | **752.28** | **753.61** | **757.62** | **766.52** | **839.25** | **842.80** | **844.43** | **867.20** | **880.81** |
| **Liabilities** | | | | | | | | | | |
| **Current Liabilities** | | | | | | | | | | |
| Payables | 7.83 | 8.55 | 8.40 | 8.40 | 8.36 | 8.33 | 8.29 | 8.26 | 8.26 | 8.26 |
| Contract Liabilities | 0.30 | 0.31 | 0.24 | 0.24 | 0.23 | 0.21 | 0.20 | 0.18 | 0.18 | 0.18 |
| Capital grant liabilities | 0.53 | 0.37 | 0.29 | 0.29 | 0.27 | 0.26 | 0.24 | 0.22 | 0.22 | 0.22 |
| Lease Liabilities | 0.77 | 0.59 | 0.22 | 0.69 | 0.61 | 0.15 | 0.74 | 0.52 | 0.21 | 0.80 |
| Current Portion of Long Term Borrowings | 1.00 | 1.40 | 1.41 | 1.43 | 1.37 | 1.38 | 1.39 | 2.02 | 2.04 | 2.06 |
| Provisions | 7.52 | 7.57 | 7.56 | 7.56 | 7.56 | 7.56 | 7.55 | 7.55 | 7.55 | 7.55 |
| **Total Current Liabilities** | **17.94** | **18.78** | **18.13** | **18.62** | **18.40** | **17.90** | **18.40** | **18.76** | **18.47** | **19.08** |
| **Non-Current Liabilities** | | | | | | | | | | |
| Payables | 7.83 | 8.55 | 8.40 | 8.40 | 8.36 | 8.33 | 8.29 | 8.26 | 8.26 | 8.26 |
| Contract Liabilities | 0.30 | 0.31 | 0.24 | 0.24 | 0.23 | 0.21 | 0.20 | 0.18 | 0.18 | 0.18 |
| Capital grant liabilities | 0.53 | 0.37 | 0.29 | 0.29 | 0.27 | 0.26 | 0.24 | 0.22 | 0.22 | 0.22 |
| Lease Liabilities | 0.77 | 0.59 | 0.22 | 0.69 | 0.61 | 0.15 | 0.74 | 0.52 | 0.21 | 0.80 |
| Current Portion of Long Term Borrowings | 1.00 | 1.40 | 1.41 | 1.43 | 1.37 | 1.38 | 1.39 | 2.02 | 2.04 | 2.06 |
| Provisions | 7.52 | 7.57 | 7.56 | 7.56 | 7.56 | 7.56 | 7.55 | 7.55 | 7.55 | 7.55 |
| Lease Liabilities | 1.07 | 0.48 | 0.38 | 0.62 | 0.31 | 0.15 | 0.69 | 0.28 | 0.36 | 0.56 |
| Provisions | 1.74 | 1.79 | 1.78 | 1.78 | 1.78 | 1.78 | 1.77 | 1.77 | 1.77 | 1.77 |
| **Total Non-Current Liabilities** | **16.62** | **24.23** | **22.58** | **21.40** | **19.66** | **18.10** | **17.19** | **14.74** | **27.78** | **25.91** |
| **Total Liabilities** | **34.56** | **43.01** | **40.71** | **40.02** | **38.06** | **35.99** | **35.60** | **33.50** | **46.24** | **44.99** |
| **Net Assets** | **697.68** | **709.26** | **712.91** | **717.60** | **728.46** | **803.26** | **807.20** | **810.93** | **820.95** | **835.82** |
| **Assets** | | | | | | | | | | |
| **Current Assets** | | | | | | | | | | |
| Cash and Cash Equivalents | 7.40 | 24.79 | 25.26 | 25.25 | 26.79 | 26.91 | 28.33 | 32.58 | 29.66 | 8.27 |
| Other Financial Assets | 27.33 | 28.48 | 29.71 | 29.50 | 28.93 | 29.30 | 28.63 | 27.84 | 27.97 | 28.59 |
| Receivables | 1.78 | 1.89 | 2.00 | 2.12 | 2.23 | 2.33 | 2.44 | 2.54 | 2.64 | 2.75 |
| Inventories | 0.32 | 0.37 | 0.36 | 0.36 | 0.36 | 0.35 | 0.35 | 0.35 | 0.35 | 0.35 |
| Other Assets | 1.46 | 1.51 | 1.50 | 1.50 | 1.49 | 1.49 | 1.49 | 1.49 | 1.49 | 1.49 |
| **Total Current Assets** | **38.29** | **57.04** | **58.83** | **58.74** | **59.79** | **60.39** | **61.24** | **64.80** | **62.11** | **41.45** |
| **Liabilities** | | | | | | | | | | |
| **Current Liabilities** | | | | | | | | | | |
| Payables | 7.83 | 8.55 | 8.40 | 8.40 | 8.36 | 8.33 | 8.29 | 8.26 | 8.26 | 8.26 |
| Contract Liabilities | 0.30 | 0.31 | 0.24 | 0.24 | 0.23 | 0.21 | 0.20 | 0.18 | 0.18 | 0.18 |
| Capital grant liabilities | 0.53 | 0.37 | 0.29 | 0.29 | 0.27 | 0.26 | 0.24 | 0.22 | 0.22 | 0.22 |
| Lease Liabilities | 0.77 | 0.59 | 0.22 | 0.69 | 0.61 | 0.15 | 0.74 | 0.52 | 0.21 | 0.80 |
| Current Portion of Long Term Borrowings | 1.00 | 1.40 | 1.41 | 1.43 | 1.37 | 1.38 | 1.39 | 2.02 | 2.04 | 2.06 |
| Provisions | 7.52 | 7.57 | 7.56 | 7.56 | 7.56 | 7.56 | 7.55 | 7.55 | 7.55 | 7.55 |
| **Total Current Liabilities** | **17.94** | **18.78** | **18.13** | **18.62** | **18.40** | **17.90** | **18.40** | **18.76** | **18.47** | **19.08** |
| **Net Current Assets** | **20.36** | **38.26** | **40.70** | **40.11** | **41.39** | **42.49** | **42.84** | **46.04** | **43.64** | **22.37** |
| LESS: Restricted Reserves | (19.77) | (39.68) | (41.91) | (41.65) | (43.03) | (43.91) | (44.69) | (48.52) | (45.61) | (25.19) |
| LESS: Restricted Muni | (1.57) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| ADD: Current Portion of Loan Liabilities | 1.00 | 1.40 | 1.41 | 1.43 | 1.37 | 1.38 | 1.39 | 2.02 | 2.04 | 2.06 |
| ADD: Current Portion Lease Liabilities | 0.76 | 0.59 | 0.22 | 0.69 | 0.61 | 0.15 | 0.74 | 0.52 | 0.21 | 0.80 |
| LESS: Non-Current Contract Liabilities | (0.72) | (0.67) | (0.54) | (0.54) | (0.50) | (0.47) | (0.43) | (0.40) | (0.40) | (0.40) |
| **OPENING/CLOSING FUNDS** | **0.05** | **0.57** | **0.41** | **0.59** | **0.35** | **0.11** | **0.28** | **0.06** | **0.29** | **0.04** |

# Depreciation Schedule

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| | $M | $M | $M | $M | $M | $M | $M | $M | $M | $M |
| **BY ASSET CLASSES** | | | | | | | | | | |
| **Land and Buildings** | | | | | | | | | | |
| Land Purchased for Resale | - | - | - | - | - | - | - | - | - | - |
| Book Value of Land | 105.32 | 105.32 | 105.32 | 105.32 | 105.32 | 105.32 | 105.32 | 105.32 | 105.32 | 105.32 |
| Land Acquisition | - | - | - | - | - | - | - | - | - | - |
| Land Disposed | - | - | - | - | - | - | - | - | - | - |
| **Total Land** | **105.32** | **105.32** | **105.32** | **105.32** | **105.32** | **105.32** | **105.32** | **105.32** | **105.32** | **105.32** |
| Book Value of Buildings | 220.66 | 219.07 | 214.62 | 214.29 | 212.03 | 219.76 | 278.37 | 273.11 | 267.51 | 287.42 |
| Buildings Acquired | 5.05 | 18.78 | 6.07 | 4.11 | 6.10 | 66.05 | 2.97 | 2.47 | 28.20 | 27.30 |
| Buildings Disposed | - | -17.00 | - | - | - | - | - | - | - | |
| **Total Buildings** | **225.71** | **220.84** | **220.69** | **218.40** | **218.13** | **285.81** | **281.34** | **275.58** | **295.71** | **314.72** |
| Depreciation | (6.64) | (6.22) | (6.40) | (6.36) | (6.45) | (7.44) | (8.23) | (8.07) | (8.28) | (9.00) |
| Fair Value Adjustment | - | - | - | - | 8.07 | - | - | - | - | 9.44 |
| **Book Value of Buildings** | **219.07** | **214.62** | **214.29** | **212.03** | **219.76** | **278.37** | **273.11** | **267.51** | **287.42** | **315.17** |
| **Plant and Equipment** | | | | | | | | | | |
| Existing Heavy Plant - Book value | 6.10 | 6.62 | 6.91 | 7.26 | 7.29 | 7.25 | 7.07 | 7.08 | 6.58 | 6.51 |
| Plant & Equipment Acquisition | 1.43 | 1.20 | 1.20 | 0.80 | 0.70 | 0.70 | 0.70 | 0.60 | 0.60 | 0.60 |
| Plant & Equipment Disposal | (0.24) | (0.26) | (0.17) | (0.07) | (0.04) | (0.19) | (0.02) | (0.44) | (0.04) | (0.20) |
| **Total Plant & Equipment** | **7.29** | **7.56** | **7.94** | **7.99** | **7.95** | **7.76** | **7.76** | **7.24** | **7.14** | **6.91** |
| Depreciation | (0.67) | (0.65) | (0.68) | (0.70) | (0.70) | (0.69) | (0.68) | (0.66) | (0.63) | (0.62) |
| **Book Value of Plant & Equipment** | **6.62** | **6.91** | **7.26** | **7.29** | **7.25** | **7.07** | **7.08** | **6.58** | **6.51** | **6.29** |
| **Furniture and Fittings** | | | | | | | | | | |
| Existing Furniture & Equipment - Book value | 5.25 | 5.17 | 5.13 | 5.10 | 5.06 | 5.02 | 4.99 | 4.95 | 4.92 | 4.89 |
| Furniture and Equipment Acquired | 0.04 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 |
| Furniture and Equipment Disposed | - | - | - | - | - | - | - | - | - | - |
| **Total Furniture & Equipment** | **5.28** | **5.24** | **5.20** | **5.17** | **5.13** | **5.09** | **5.06** | **5.02** | **4.99** | **4.96** |
| Depreciation | (0.11) | (0.11) | (0.11) | (0.11) | (0.11) | (0.11) | (0.10) | (0.10) | (0.10) | (0.10) |
| **Book Value of Furniture & Fittings** | **5.17** | **5.13** | **5.10** | **5.06** | **5.02** | **4.99** | **4.95** | **4.92** | **4.89** | **4.85** |
| **Total Property, Plant, Furniture and Equipment** | | | | | | | | | | |
| New Property Plant and Equipment | 6.28 | 19.78 | 7.17 | 4.91 | 6.83 | 66.63 | 3.72 | 2.70 | 28.83 | 27.77 |
| Total | 343.61 | 338.97 | 339.15 | 336.88 | 336.53 | 403.98 | 399.47 | 393.16 | 413.15 | 431.91 |
| Depreciation | (7.42) | (6.98) | (7.19) | (7.17) | (7.25) | (8.23) | (9.02) | (8.83) | (9.02) | (9.71) |
| Fair Value Adjustment | - | - | - | - | 8.07 | - | - | - | - | 9.44 |
| **Book Value** | **336.19** | **331.99** | **331.96** | **329.70** | **337.35** | **395.75** | **390.46** | **384.33** | **404.14** | **431.64** |
| **Infrastructure** | | | | | | | | | | |
| Existing Infrastructure - book value | 316.53 | 320.71 | 326.88 | 327.07 | 331.75 | 332.39 | 346.28 | 353.28 | 357.26 | 362.96 |
| New Infrastructure Developed | 16.07 | 17.96 | 12.09 | 16.67 | 12.73 | 14.11 | 19.74 | 16.91 | 18.81 | 19.52 |
| **Total Infrastructure** | **332.60** | **338.67** | **338.98** | **343.74** | **344.48** | **346.50** | **366.02** | **370.19** | **376.07** | **382.48** |
| Depreciation | (11.89) | (11.79) | (11.90) | (11.99) | (12.09) | (12.35) | (12.73) | (12.93) | (13.11) | (13.32) |
| Fair Value Adjustment | - | - | - | - | - | 12.13 | - | - | - | |
| **Book Value Infrastructure** | **320.71** | **326.88** | **327.07** | **331.75** | **332.39** | **346.28** | **353.28** | **357.26** | **362.96** | **369.16** |
| **Total Assets** | **656.89** | **658.87** | **659.03** | **661.46** | **669.74** | **742.03** | **743.74** | **741.59** | **767.10** | **800.79** |
| **Total Depreciation** | **(19.31)** | **(18.77)** | **(19.09)** | **(19.16)** | **(19.34)** | **(20.58)** | **(21.75)** | **(21.76)** | **(22.13)** | **(23.04)** |
| Depreciation on New Assets | (0.43) | (0.65) | (0.36) | (0.40) | (0.35) | (1.26) | (0.43) | (0.37) | (0.78) | (0.78) |

# Loan Repayment Schedule

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| | $M | $M | $M | $M | $M | $M | $M | $M | $M | $M |
| **LOAN INTEREST REPAYMENTS** | | | | | | | | | | |
| **Recreation and Culture** | | | | | | | | | | |
| 303 Fremantle Boys School | 0.0014 | - | - | - | - | - | - | - | - | - |
| 308 Arthur Head - Wall stabilisation | 0.0040 | 0.0031 | 0.0024 | 0.0016 | 0.0001 | - | - | - | - | - |
| Fremantle Leisure Centre and Fremantle Park | - | - | - | - | - | - | - | - | 0.2940 | 0.2819 |
| New Carpark | - | 0.1960 | 0.1879 | 0.1796 | 0.1712 | 0.1626 | 0.1539 | 0.1450 | 0.1359 | 0.1266 |
| **Sub-total** | **0.0054** | **0.1991** | **0.1903** | **0.1812** | **0.1713** | **0.1626** | **0.1539** | **0.1450** | **0.4299** | **0.4084** |
| **Governance** | | | | | | | | | | |
| 307 Walyalup Civic Centre and Library | 0.2854 | 0.2717 | 0.2536 | 0.2358 | 0.2179 | 0.2000 | 0.1821 | 0.1642 | 0.1464 | 0.1284 |
| SMRC | - | - | - | - | - | - | - | - | - | - |
| **Sub-total** | 0.2854 | 0.2717 | 0.2536 | 0.2358 | 0.2179 | 0.2000 | 0.1821 | 0.1642 | 0.1464 | 0.1284 |
| **Transport** | | | | | | | | | | |
| 305 Heavy Vehicles | 0.0010 | - | - | - | - | - | - | - | - | - |
| **Sub-total** | **0.0010** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Total Council Loans** | **15.2269** | **24.0773** | **22.6856** | **21.2858** | **19.8792** | **18.4528** | **17.0781** | **15.6946** | **29.3022** | **27.2808** |
| **Total Interest** | **0.29190** | **0.47080** | **0.44390** | **0.41704** | **0.38922** | **0.36264** | **0.33598** | **0.30916** | **0.57626** | **0.53687** |
| **LOAN PRINCIPAL REPAYMENTS** | | | | | | | | | | |
| **Governance** | | | | | | | | | | |
| **307 Walyalup Civic Centre and Library** | | | | | | | | | | |
| Principal outstanding at 1 July | 14.80 | 13.87 | 12.94 | 12.01 | 11.08 | 10.16 | 9.23 | 8.30 | 7.37 | 6.44 |
| Principal Paid | 0.93 | 0.93 | 0.93 | 0.93 | 0.93 | 0.93 | 0.93 | 0.93 | 0.93 | 0.93 |
| Principal outstanding at 30 June | 13.87 | 12.94 | 12.01 | 11.08 | 10.16 | 9.23 | 8.30 | 7.37 | 6.44 | 5.51 |
| **SMRC** | | | | | | | | | | |
| Principal outstanding at 1 July | - | - | - | - | - | - | - | - | - | - |
| Principal Paid | - | - | - | - | - | - | - | - | - | - |
| Principal outstanding at 30 June | - | - | - | - | - | - | - | - | - | - |
| **Recreation and Culture** | | | | | | | | | | |
| **Fremantle Leisure Centre and Fremantle Park** | | | | | | | | | | |
| Principal outstanding at 1 July | - | - | - | - | - | - | - | - | 15.00 | 14.38 |
| Principal Paid | - | - | - | - | - | - | - | - | 0.62 | 0.63 |
| Principal outstanding at 30 June | - | - | - | - | - | - | - | - | 14.38 | 13.75 |
| **Parking Facility** | | | | | | | | | | |
| Principal outstanding at 1 July | | 10.00 | 9.59 | 9.17 | 8.74 | 8.30 | 7.85 | 7.40 | 6.93 | 6.46 |
| Principal Paid | | 0.41 | 0.42 | 0.43 | 0.44 | 0.45 | 0.46 | 0.46 | 0.47 | 0.48 |
| Principal outstanding at 30 June | | 9.59 | 9.17 | 8.74 | 8.30 | 7.85 | 7.40 | 6.93 | 6.46 | 5.98 |
| **301 Leighton Beach Kiosk** | | | | | | | | | | |
| Principal outstanding at 1 July | 0.01 | - | - | - | - | - | - | - | - | - |
| Principal Paid | 0.01 | - | - | - | - | - | - | - | | |
| Principal outstanding at 30 June | - | - | - | - | - | - | - | - | - | - |
| **Fremantle Boys School** | | | | | | | | | | |
| Principal outstanding at 1 July | 0.08 | - | - | - | - | - | - | - | - | - |
| Principal Paid | 0.08 | - | - | - | - | - | - | - | | |
| Principal outstanding at 30 June | - | - | - | - | - | - | - | - | - | - |
| **308 Arthur Head - Wall stabilisation** | | | | | | | | | | |
| Principal outstanding at 1 July | 0.26 | 0.21 | 0.16 | 0.11 | 0.06 | - | - | - | - | - |
| Principal Paid | 0.05 | 0.05 | 0.05 | 0.05 | 0.06 | | | | | |
| Principal outstanding at 30 June | 0.21 | 0.16 | 0.11 | 0.06 | - | - | - | - | - | - |
| **Transport** | | | | | | | | | | |
| **300 Road Asset Program** | | | | | | | | | | |
| Principal outstanding at 1 July | 0.02 | - | - | - | - | - | - | - | - | - |
| Principal Paid | 0.02 | - | - | - | - | - | - | - | | |
| Principal outstanding at 30 June | 0.00 | - | - | - | - | - | - | - | - | - |
| **305 Heavy Vehicles** | | | | | | | | | | |
| Principal outstanding at 1 July | 0.06 | - | - | - | - | - | - | - | - | - |
| Principal Paid | 0.06 | - | - | - | - | - | - | - | - | - |
| Principal outstanding at 30 June | - | - | - | - | - | - | - | - | - | - |
| **Total All Loans** | | | | | | | | | | |
| **Principal Paid** | **1.15** | **1.39** | **1.40** | **1.41** | **1.43** | **1.37** | **1.38** | **1.39** | **2.02** | **2.04** |
| **Principal outstanding at 30 June** | **14.08** | **22.69** | **21.29** | **19.88** | **18.45** | **17.08** | **15.69** | **14.30** | **27.28** | **25.24** |

# 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

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Booyeembara Park Masterplan Projects** | | | | $0.64 | | $1.45m | $0.55m | $0.4 | | |
| **Hilton Park Masterplan Projects** | $4.76 | $3.0 | | | | | $3.0m | $7.0m | $5.5m | $6.7m |
| **Samson Park Masterplan Projects** | $1.55m | $2.34m | | | | | | | | |
| **Walyalup Koort Masterplan Projects** | | $2.27m | $0.5m | $0.5m | $0.15 | $2.0 | $0.05 | $1.25m | $1.25m | $5.0m |
| **Fremantle Town Hall Projects** | | $0.5m | $1.5m | | $1.4m | $2.4m | | | | |
| **North Fremantle Foreshore Projects** | | $1.15m | $0.35m | $0.6m | | | | | | |
| **Road Safety Projects** | | $0.52 | $0.85m | $0.015m | $0.015m | $0.015m | $0.56m | $0.51m | $0.51m | $0.5m |
| **Cantonment Hill Masterplan Projects** | | | | $1.5m | | | | | | |
| **South Beach Masterplan Projects** | $0.25m | $1.9m | | | | | | | | |
| **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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| **Golf Course Building Upgrade** | $3.2m | | | | | | | | | |
| **Ephemeral Wetland and Story Telling Circle** | | | | | | | $0.4m | | | |
| **Amphitheatre** | | | | | $0.7m | | | | | |
| **Olive Grove Upgrades** | | | | | $0.5m | $0.55m | | | | |
| **Skate Park** | | $0.6m | | | | | | | | |

# 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| Northern Zone Projects | $4.76m | $3.0m | | | | | | | | |
| Southern Zone Projects | | | | | | | $3.0m | $6.0m | | |
| Central Zone Projects | | | | | | | | $1.0m | $5.5m | $6.7m |


# 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| **Masterplan: Stage 1, 2 and 3** | $1.55m | $2.34m | | | | | | | | |
| **Bushland Paths and Fencing Upgrades** | | | $0.8m | | | | | | | |
| **Toilet Ordinance and Education Signage** | | | $0.2m | | | | | | | |

# 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| **Public Realm Upgrades** | | $1.4m | | | | | | | | |
| **Public Artwork (KBN Project)** | | $0.87m | | | | | | | | |
| **Urban Garden** | | | $0.15m | $0.15m | | | | | | |
| **Queen Street Upgrades (Cantonment to Henderson)** | | | | | $0.15m | $2.0m | | | | |
| **Adelaide Street Paving** | | | $0.35m | $0.35m | | | | | | |
| **William Street Upgrades** | | | | | | | $0.05m | $1.25m | $1.25m | |
| **Courtyard Upgrade** | | | | | | | | | | $5.0m |

# 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| **Building Services Upgrades** | | $0.5m | $1.5m | | | | | | | |
| **Toilets, Auditorium, Toilets and Entrance** | | | | | $1.4m | | | | | |
| **Kitchen, Backstage and First Floor** | | | | | | $2.4m | | | | |

# North Fremantle Foreshore

## Location: North Fremantle

Extending from the Fremantle 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| **Natural Areas Projects** | | $0.4m | | | | | | | | |
| **Prawn Bay Foreshore Renewal** | | $0.75m | | | | | | | | |
| **Rule Street Park and Cypress Hill** | | | $0.5m | $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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| **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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| **Parry Street/Queen Victoria Street** | | $0.4m | $0.6m | | | | | | | |
| **McCabe Street** | | $0.12m | | | | | | | | |
| **Maxwell Street** | | | $0.1m | | | | | | | |
| **Montreal Street** | | | $0.15m | | | | | | | |
| **South Terrace and Orient Street Node** | | | | | | | $0.55m | | | |
| **South Terrace and Scott Street Node** | | | | | | | | $0.5m | | |
| **South Terrace and Charles Street Node** | | | | | | | | | $0.5m | |
| **South Terrace and Nelson Street Node** | | | | | | | | | | $0.5m |
| **Speed Reduction Signage** | | | | $0.015m | $0.015m | $0.015m | $0.015m | $0.015m | $0.015m | |
| **South Terrace and Charles Street Node** | | | | | | | | | | |
| **South Terrace and Nelson Street Node** | | | | | | | | | | |
| **Speed Reduction Signage** | | | | | | | | | | |


# 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| South Beach Dog Beach Masterplan Projects | $0.25m | $1.9m | | | | | | | | |
| South Beach Access Projects | | | | | | $1.5m | | | | |
| Cantonment Hill Masterplan Projects | | | | $1.5m | | | | | | |

# 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.


# Capital Projects Years 1–10 | All Projects

| Year 1 (2026–27 FY) | Est. Budget |
|---|---|
| Hilton Park Master Plan — North (Thriving Suburbs) | $4,762,192 |
| Respite Centre | $2,100,000 |
| Samson Park Master Plan | $1,550,000 |
| Johannah St/Fremantle Sailing Club — Drainage Works | $1,118,200 |
| Walyalup Civic Centre — Commercial Tenancy Fitout (L123) | $882,000 |
| South Tce & Douro Rd — Pedestrian Crossing Treatments | $600,000 |
| Walyalup Civic Centre/Town Hall - Drainage | $300,000 |
| South Beach — Dog Beach Facilities | $250,000 |
| Old Fire Station — Electrical & Fire Works | $220,000 |
| Pioneer Park — Public Toilet | $200,000 |
| Rule St Drainage Tunnel — Stabilisaton Works | $150,000 |
| Marine Terrace — Carpark 2 Upgrade | $70,000 |
| Fremantle Park — Floodlights | $25,000 |
| **Year 2 (2027–28 FY)** | **Est. Budget** |
| Hilton Park Master Plan — North (Thriving Suburbs) | $3,000,000 |
| Samson Park Master Plan | $2,338,000 |
| South Beach — Dog Beach Facilities | $1,900,000 |
| Walyalup Koort Public Realm (Public Realm Design) | $1,400,000 |
| Walyalup Koort Public Realm (KBN Artwork) | $871,000 |
| Fremantle Education Centre — Replace Roof Materials | $750,000 |
| North Fremantle Foreshore — Prawn Bay Foreshore Renewal | $750,000 |
| Manjaree Hub — Round House Conservation Works | $700,000 |
| Fremantle Town Hall — Building Services | $500,000 |
| Fremantle Park — Floodlights | $475,000 |
| North Fremantle Foreshore — Natural Areas | $400,000 |
| Road Safety — Parry St/Queen Victoria St Intersection Upgrade | $400,000 |
| East St — Cliff Stabilisation | $350,000 |
| Operations Centre — Preparatory Works | $200,000 |
| Road Safety — McCabe St Median | $120,000 |

| Year 3 (2028–29 FY) | Est. Budget |
|---|---|
| Fremantle Town Hall — Building Services | $1,500,000 |
| Cantonment Street Urban Realm Improvement | $1,500,000 |
| Naval Store — Render & Structural Works | $1,500,000 |
| Community Facility — Capital Works | $1,065,000 |
| Samson Park Master Plan — Bushland Paths & Fencing Upgrades | $800,000 |
| Booyeembara Park — Skate Park | $640,000 |
| Road Safety - Parry St/Queen Victoria St Intersection Upgrade | $600,000 |
| Operations Centre — Preparatory Works | $400,000 |
| Walyalup Koort Public Realm — Adelaide St Paving | $350,000 |
| Nannine Commons — Landscaping | $300,000 |
| North Fremantle Foreshore — Prawn Bay River Journeys SCRIN | $300,000 |
| Samson Park Master Plan — Toilet, Ordinance & Education Signage | $200,000 |
| Port Beach Coastal Adaptation | $152,117 |
| Road Safety — Montreal St | $150,000 |
| Walyalup Koort Public Realm — Urban Garden | $150,000 |
| Road Safety — Maxwell St | $100,000 |
| North Fremantle Foreshore — Rule St Park & Cypress Hill | $50,000 |
| York St — Island Splitter | $37,000 |
| **Year 4 (2029–30 FY)** | **Est. Budget** |
| Cantonment Street Urban Realm Improvement | $1,500,000 |
| Cantonment Hill — Boardwalks, Pathways & Whadjuk Noongar Garden | $1,500,000 |
| Manjaree Hub — Arthur Head Cliff Stabilisation | $1,200,000 |
| Victoria Hall — Condition, Compliance & Function Refurbishment | $1,000,000 |
| Esplanade Reserve — Playground | $850,000 |
| Henderson Mall/William St — Public Realm Upgrade | $645,000 |
| Operations Centre — Preparatory Works | $600,000 |
| North Fremantle Foreshore — Rule St Park & Cypress Hill | $600,000 |
| Walyalup Koort Public Realm — Adelaide St Paving | $350,000 |
| Forsyth Rd Widening | $300,000 |
| Harvey Beach — Swimming Enclosure | $300,000 |
| Rennie Crescent — Verge Parking | $250,000 |
| Walyalup Koort Public Realm — Urban Garden | $150,000 |
| Fremantle Surf Life Saving Club — Bin Store & Paving | $40,000 |
| Road Safety — Speed Reduction Signs | $15,000 |
| **Year 5 (2030–31 FY)** | **Est. Budget** |
| Fremantle Town Hall — Toilets, Auditorium, Atrium & Entrance | $1,400,000 |
| Booyeembara Park — Ampitheatre | $700,000 |
| Henderson Mall/William St — Public Realm Upgrade | $690,000 |
| Booyeembara Park — Olive Grove Upgrades | $500,000 |
| Operations Centre — Preparatory Works | $250,000 |
| Bathers Beach — Pontoon | $250,000 |
| Walyalup Koort Public Realm — Queen St Intersection & Resurfacing | $150,000 |
| Fremantle Surf Life Saving Club — Bin Store & Paving | $75,000 |
| Dog Exercise Area Improvements | $50,000 |
| Road Safety — Speed Reduction Signs | $15,000 |

| Year 6 (2031–32 FY) | Est. Budget |
|---|---|
| Fremantle Town Hall — Kitchen, Backstage & First Floor | $2,400,000 |
| Walyalup Koort Public Realm — Queen St Intersection & Resurfacing | $2,000,000 |
| South Beach — Access | $1,500,000 |
| Princess May Reserve Projects | $650,000 |
| Booyeembara Park — Olive Grove Upgrades | $550,000 |
| Road Safety — Speed Reduction Signs | $15,000 |
| **Year 7 (2032–33 FY)** | **Est. Budget** |
| Hilton Park Master Plan — Southern Projects | $3,000,000 |
| Henderson Mall/William St — Public Realm Upgrade | $1,000,000 |
| Princess May Reserve Projects | $650,000 |
| Road Safety — South Tce & Orient St Node | $550,000 |
| Booyeembara Park — Storytelling Circle | $250,000 |
| Dog Exercise Area Improvements | $150,000 |
| Booyeembara Park — Wetland | $150,000 |
| Walyalup Koort Public Realm — William St | $50,000 |
| Road Safety — Speed Reduction Signs | $15,000 |
| **Year 8 (2033–34 FY)** | **Est. Budget** |
| Hilton Park Master Plan — Southern Projects | $6,000,000 |
| Walyalup Koort Public Realm — William St | $1,250,000 |
| Hilton Park Master Plan — Central Projects | $1,000,000 |
| 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 (2034–35 FY)** | **Est. Budget** |
| Hilton Park Master Plan — Central Projects | $5,500,000 |
| Walyalup Koort Public Realm — William St | $1,250,000 |
| Road Safety — South Tce & Charles St Node | $500,000 |
| Road Safety — Speed Reduction Signs | $15,000 |
| **Year 10 (2035–36 FY)** | **Est. Budget** |
| Hilton Park Master Plan — Central Projects | $6,700,000 |
| Walyalup Koort Public Realm — William St | $5,000,000 |
| Road Safety — South Tce & Nelson St Node | $500,000 |

# 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.

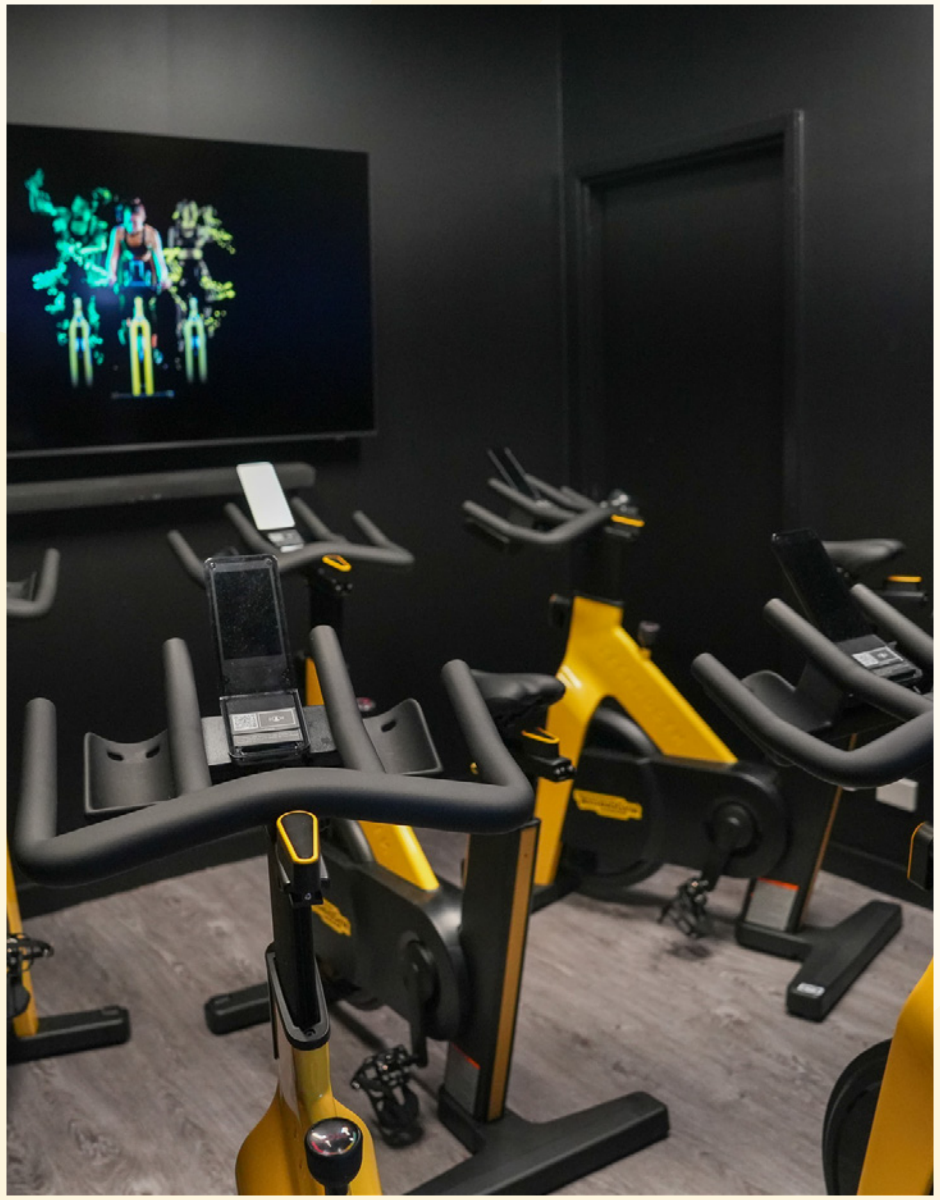
The table to follow outlines the City's planned investment into its ongoing renewal programs across the next decade, and indicates a near term growing investment into critical program areas such as:

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

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Buildings** | $0.91m | $1.0m | $1.1m | $2.2m | $3.2m | $3.2m | $2.5m | $2.0m | $2.7m | $1.8m |
| **Irrigation** | $0.48m | $0.75m | $1.0m | $0.9m | $1.0m | $0.8m | $1.0m | $0.9m | $1.0m | $0.8m |
| **Playgrounds** | $0.71m | $0.2m | $0.6m | $0.7m | $0.7m | $0.7m | $1.7m | $0.9m | $1.2m | $0.7m |
| **Footpaths** | $1.12m | $1.1m | $1.2m | $1.2m | $2.2m | $2.3m | $1.8m | $1.3m | $1.8m | $1.3m |
| **Plant Equipment & Vehicles** | $1.42m | $1.2m | $1.2m | $0.8m | $0.7m | $0.7m | $0.7m | $0.6m | $0.6m | $0.6m |
| **Drainage** | $0.35m | $0.8m | $1.0m | $2.2m | $1.4m | $1.5m | $3.2m | $1.4m | $2m | $1.2m |
| **Street Lighting** | $0.25m | $0.3m | $0.25m | $0.25m | $0.5m | $0.3m | $1.3m | $0.3m | $1.3m | $0.3m |
| **Car Parks** | $0.15m | $0.15m | $0.15m | $0.15m | $0.45m | $0.45m | $0.45m | $0.45m | $0.65m | $0.15m |
| **Furniture and Equipment** | $0.035m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m |
| **Bus Shelters** | - | $0.05m | $0.05m | $0.05m | $0.05m | $0.05m | $0.05m | $0.05m | $0.05m | $0.05m |
| **Park Infrastructure** | $0.02m | $0.27m | $0.05m | $0.05m | $0.35m | $0.08m | $0.08m | $0.13m | $0.4m | $0.1m |
| **Traffic Calming & Pedestrian Safety** | $0.1m | $0.05m | $0.05m | $0.05m | $0.3m | $0.3m | $0.55m | $0.05m | $0.05m | $0.05m |
| **Access and Inclusion Infrastructure** | - | $0.075m | $0.1m | $0.1m | $0.1m | $0.1m | $0.1m | $0.1m | $0.1m | $0.1m |
| **Asbestos Removal** | $0.25m | $0.05m | $0.05m | $0.06m | $0.1m | $0.1m | $0.12m | $0.12m | $0.15m | $0.15m |
| **Bike Plan Initiatives** | $0.26m | $0.13m | $0.13m | $0.15m | $0.4m | $0.4m | $0.65m | $0.15m | $0.15m | $0.15m |
| **Greening Sumps** | $0.02m | $0.02m | $0.05m | $0.05m | $0.25m | $0.02m | $0.25m | $0.02m | $0.25m | $0.02m |
| **MRRG Works** | 1.7m | $1.3m | $1.3m | $1.3m | $1.3m | $1.3m | $1.3m | $1.3m | $1.3m | $1.3m |
| **R2R Works** | $0.94m | $0.43m | $0.81m | $0.45m | $0.45m | $0.45m | $0.45m | $0.55m | $0.55m | $0.55m |
| **Sports Infrastructure** | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m | $0.07m |
| **Street Furniture** | - | - | - | - | $0.05m | $0.05m | $0.05m | $0.05m | $0.05m | $0.05m |
| **Building Sustainability Initiatives** | $0.03m | $0.1m | $0.15m | $0.15m | $0.25m | $0.25m | $0.25m | $0.25m | $0.25m | $0.25m |
| **Road Reserve Structures** | - | - | - | - | $0.25m | $0.25m | $0.25m | $0.25m | $0.25m | $0.25m |
| **Urban Realm Streetscape Upgrades** | - | - | - | $1.15m | $0.45m | $0.25m | $0.75m | $0.25m | $0.45m | $0.25m |
| **Road Reserve Structures** | - | - | - | $0.02m | $0.02m | $0.02m | $0.02m | $0.02m | $0.02m | $0.02m |
| **Urban Realm Streetscape Upgrades** | $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 via State and Federal Government.

The City has completed a business case which was funded by the State Government and is now seeking funding opportunities via the State and Federal Government.

It is anticipated the redevelopment may cost between $60 to $100 million. The intent is that the redevelopment will primarily be externally funded.

| Expenditure | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| Forward Works and Construction | - | - | - | - | $60m | - | - | - | - | - |

| Revenue | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| External Funding | - | - | - | - | $60m | - | - | - | - | - |

# 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.


| Expenditure | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| Forward Works and Construction | - | - | - | - | - | - | - | - | - | $25m |

# 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 high level estimates within the Long Term Financial Plan. At this stage it is intended that the project would be funded through a mix of municipal funds, borrowings and external funding.

| Expenditure | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| Forward Works and Construction | - | - | - | - | - | - | - | - | $25m | - |
| Reserve Allocations | - | $0.5m | $0.5m | $0.5m | $0.5m | $0.5m | $0.5m | $0.5m | - | - |

| Revenue | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| Borrowings | - | - | - | - | - | - | - | - | $15m | - |

| Borrowing Expense | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 | 2035-36 |
| Loan Interest | - | - | - | - | - | - | - | - | $0.29m | $0.29m |
| Loan Principal | - | - | - | - | - | - | - | - | $0.62m | $0.63 |

## Contact

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Alternative formats available upon request.