March 2013

Final

# METROPOLITAN LOCAL GOVERNMENT REVIEW
# Exploring Potential Metropolitan Local Government Amalgamations

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PLANNING CONTEXT

RESEARCH, POLICY AND GOVERNANCE

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# Executive Summary

Planning Context and sub-consultants Conway Highbury and RJ Back were commissioned by the City of Armadale, acting on behalf of a group of twenty metropolitan local governments ("G20"), to assist in the preparation of potential submissions for individual local councils on the Metropolitan Local Government Reform (MLGR) process initiated by the State Government.

The purpose of the brief was to develop and present alternative models for a possible future local government structure for the Perth Metropolitan Region and that one model was to be selected by the G20 as being preferred.

It should be noted that the G20 Councils strongly support a process of voluntary amalgamations. They believe, however, that if the State Government pursues a process of compulsory amalgamations they wish to propose a preferred map.

Following a process of consultation with individual Councils, six options for local government amalgamation were developed, together with six variations to boundaries within those options as follows:

**Option A** - **22** Councils (Two suggested boundary adjustments)
**Option B** - **20** Councils (One suggested boundary adjustment)
**Option C** - **18** Councils (Two suggested boundary adjustments).
**Option D** - **16** Councils (Two suggested boundary adjustments)
**Option E** - **15** Councils (One suggested boundary adjustment).
**Option F** - **9** Councils (Could include the Panel's **12** Council option).

These options and variations were presented to a workshop attended by the Mayors and Chief Executive Officers of the G20 at the City of Stirling on 11 March 2013 and a vote was held to select a preferred option.

## Preferred Option and Variations

The voting process resulted in **Option D (16 Councils)** being selected as the most preferred option for amalgamation. The second preferred option was 18 Councils and the third was 15 Councils.

### Amalgamations

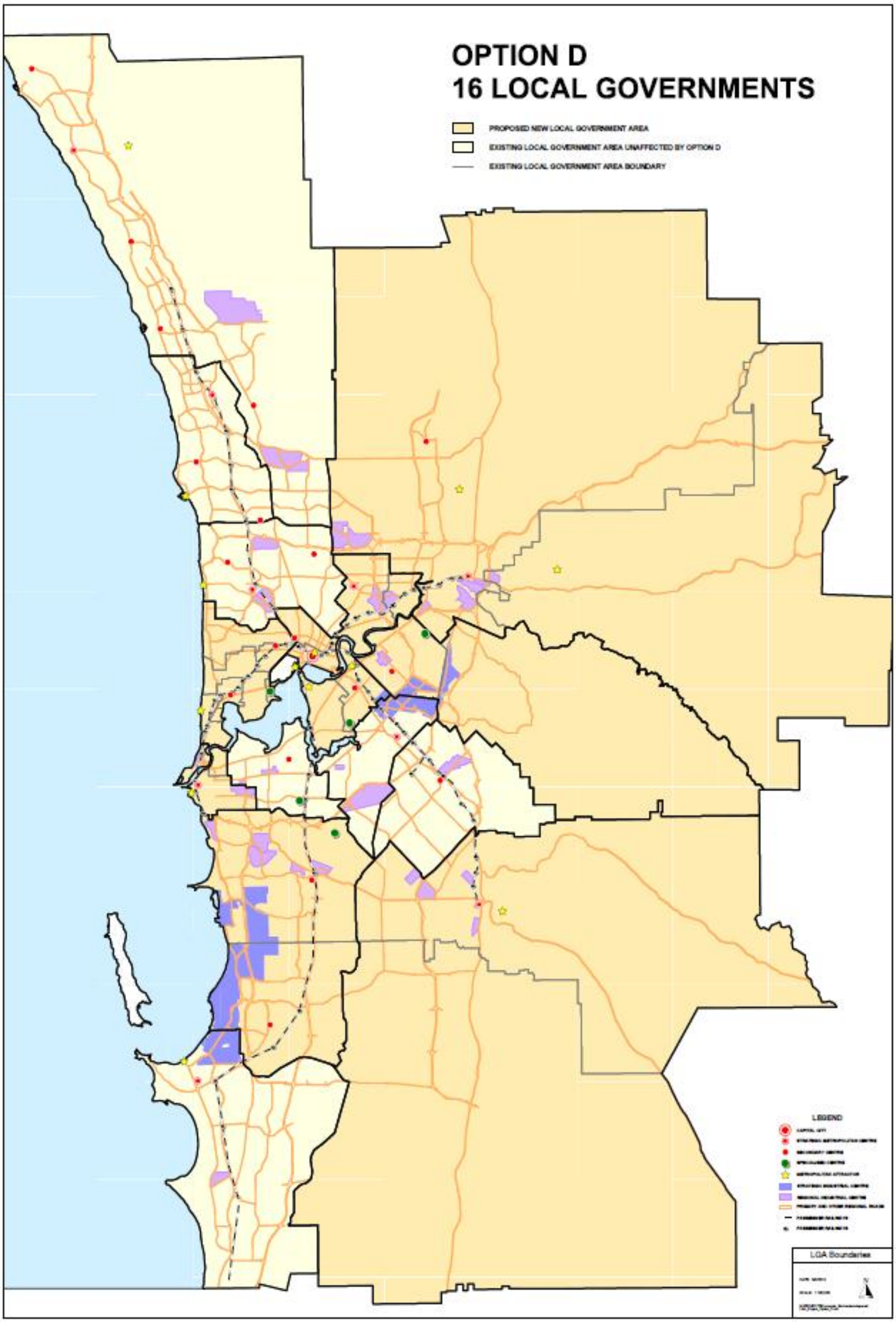
Option D involves the amalgamation of 14 Councils with the following being directly affected:

**LOCAL GOVERNMENTS AFFECTED**

1. Armadale & Serpentine-Jarrahdale
2. Fremantle & East Fremantle
3. Bayswater & Bassendean
4. Vincent & Perth
5. South Perth & Victoria Park
6. Cambridge, Subiaco, Nedlands, Claremont, Cottesloe, Peppermint Grove & Mosman Park
7. Cockburn & Kwinana
8. Swan & Mundaring
9. Belmont & Kalamunda

Option D is shown in the following Figure 1.

**Figure 1- Option D depicting 16 Local Governments**



## Population

Option D for 16 Councils sees the local governments of Wanneroo, Joondalup, Stirling, Melville, Canning, Gosnells and Rockingham unaffected. It results in all local governments having a population of about 100,000 or more by 2026, with the exception of the amalgamated local governments of Fremantle and East Fremantle, and Perth and Vincent as shown in Table 1.

**Table 1 - Summary of Option D (16 Councils)**

| | ERP 2011 | Adj. WA Tomorrow 2026 Pop[1] | Total Equity ($'000) 2011/2012 | Total Rate Revenue ($'000) 2012/2013 |
|---|---|---|---|---|
| Armadale & Serpentine-Jarrahdale | 83,800 | 155,000 | 368,700 | 54,700 |
| Fremantle & East Fremantle | 36,000 | 49,000 | 425,800 | 39,800 |
| Bayswater & Bassendean | 80,100 | 100,000 | 312,000 | 42,500 |
| Vincent & Perth | 52,400 | 107,900 | 1,095,400 | 90,900 |
| South Perth & Victoria Park | 78,400 | 115,600 | 407,400 | 55,600 |
| Cockburn & Kwinana | 126,000 | 221,800 | 1,000,400 | 80,500 |
| Nedlands, Claremont, Cottesloe, Peppermint Grove Mosman Park, Cambridge & Subiaco | 97,000 | 126,700 | 540,700 | 84,400 |
| Swan & Mundaring | 152,600 | 253,800 | 1,033,100 | 102,000 |
| Belmont and Kalamunda | 93,800 | 119,700 | 694,200 | 61,900 |

### Rates and Financial Information

The average rate revenue collected by the 16 local governments under Option D is $61 million (M) per Council ($36M in 2013). The spread of rate income under this scenario is more 'compressed' ranging from $39M by Fremantle/East Fremantle and $42M by Bayswater/Bassendean to $110M by Stirling and closely followed by Mundaring/Swan with $102M. Wanneroo becomes third largest with $99M, with others such as Perth/Vincent with $91M and the western suburbs local governments on $84M.

In terms of financial information for Option D, all proposed amalgamated local governments except for the Fremantle/East Fremantle combined Council would have debt service coverage ratios at five and above. The proposal also provides for a greater rating base to support the hills communities of Mundaring and Kalamunda.

## Workshop Comments

At the workshop of Mayors and CEOs, concerns were expressed about Option D in terms of the small size of Fremantle and East Fremantle when combined. Other comments included

[1] The adjusted WA Tomorrow Forecasts incorporate the Housing Targets identified in the WAPC (2012) Scorecard Directions 2031 and Beyond. An occupancy ratio of 1.8 is assumed for all dwellings and this has been used to calculate an additional population beyond the Series C WA Tomorrow Forecasts.

the lack of apparent community connection between Belmont and Kalamunda and the large size of a combined Swan and Mundaring Council. It was suggested by some that a "Hills" Council be investigated.

A sub-model given support was the potential amalgamation of the southern part of Serpentine-Jarrahdale with the Shire of Murray, as this area has a closer tie to that Shire than it does with Armadale. The area in the northern part of the Shire would be joined with the City of Armadale.

In regard to Fremantle and East Fremantle, a sub-model was supported by most workshop participants that would allow for its expansion with the incorporation of Mosman Park and the northern part of Cockburn, creating a Council of 61,180 residents at the 2011 Census.

## Implications of Fewer Local Governments

In putting forward Option D for 16 Councils, a number of advantages can be identified in relation to the significant amount of change being proposed. These advantages include:

- Better able to manage rapid metropolitan growth (expansion) and change (infill).
- Economies of scale and cost savings.
- Potential to have more alignment on regional planning policies
- Potential for a broader set of land uses and diversified rate bases.
- Could see some restrictions and controls on local governments removed and less duplication.
- Capable of taking on larger scale enterprise activities.
- Less future restructuring.
- Better resource of administration and ability to remunerate Elected Members.
- "Step change" not just amalgamations.

The disadvantages could be seen as including:

- Much greater disruption and short term costs through the amalgamation process.
- Potential for loss of connection to local communities.
- Subsidiary representation system such as Local Advisory Boards may be required and could result in duplication and issues of empowerment.
- May become more political in nature.
- High potential for conflict with the State.

## Further investigation

In reporting the results of the workshop and the amalgamation preference of the G20 group of Councils, it is stressed that a recommendation for 16 Councils should be further investigated in terms of the full strategic and financial impacts. It is also suggested that if the decision is made for 16 Councils, there should be a process of boundary reviews and adjustments as a second phase of reform.

# Background to the Project

In June 2011, the then Minister for Local Government, Hon John Castrilli MLA, announced the appointment of a three-member, independent panel to examine "boundaries and governance models for local governments in the Perth metropolitan area." The Minister tabled the final report of the Metropolitan Local Government Review Panel in Parliament on Thursday, 25 October 2012. The Panel's Final Report is currently open for public comment with submissions to be made to the Department of Local Government by Friday, 5 April 2013.

Recommendation 15 of the Final Report proposes a new structure of local government in Metropolitan Perth be created through specific legislation which:

a) Incorporates all of the Swan and Canning Rivers within applicable local government areas;
b) Transfers Rottnest Island to the proposed local government centred around the City of Fremantle;
c) Reduces the number of local governments in metropolitan Perth from thirty (30) to twelve (12), with boundaries as detailed in Appendix 1 of this report.

Initiated by the City of Armadale, a group of up to twenty metropolitan local governments (G20) met on two occasions to discuss the development of an alternative model of amalgamations.

It should be noted that the G20 Councils strongly support a process of voluntary amalgamations. They believe, however, that if the State Government pursues a process of compulsory amalgamations they wish to propose a preferred map.

Planning Context and sub-consultants Conway Highbury and RJ Back were commissioned by the City of Armadale, acting on behalf of the G20 to assist in the preparation of potential submissions for individual local councils on Recommendation 15 (c) of the final Panel's report

The G20 was made up of the Mayors (supported by the CEOs) of the following local governments:

1. City of Armadale
2. City of Belmont
3. Town of Cambridge
4. City of Canning
5. Town of Claremont
6. City of Cockburn
7. City of Fremantle
8. City of Gosnells
9. City of Joondalup
10. Shire of Kalamunda
11. City of Kwinana
12. City of Melville
13. Shire of Mundaring
14. City of Rockingham
15. City of South Perth
16. City of Stirling
17. City of Subiaco
18. City of Swan
19. Town of Victoria Park
20. City of Wanneroo

It was acknowledged by the G20 participants that when they were participating in the workshops that they were providing their individual opinions on the potential amalgamations of councils. Each participant was free to remove themselves from the process and the Town of Claremont chose to do this. It is up to each individual Council to determine its own position on a preferred model on amalgamations should they decide to make a submission.

# Project Methodology

The project involved the following methodology:

**G20 Comment**

- Comment and input was sought from the G20 Councils (14 comments were received).

**Meetings with Mayors & CEOs**

- Meetings held with Mayors and CEOs as requested.

**Non-G20 Input**

- Written input was sought from the ten non-G20 Councils (3 comments were received).

**Gathering Data & Analysis**

- Strategic analysis - completed by Charles Johnson (Planning Context);
- Non-financial (populations, growth forecasts, self-sufficiency ratios) – completed by Katrina Elliott (Katrina Elliott);
- Financial data (assets, operational expenditure, revenue and expenditure) - completed by Ron Back;
- Financial data (rate impacts) - completed by Chris Liversage (Conway Highway).

**Options Developed**

- Six options were developed with variations to a number of the models also included.

**Workshop & Vote**

- The options and variations were presented and discussed at a workshop attended by the G20 Mayors and Chief Executive Officers (CEOs). The Mayors of each local government were invited to vote on a preferred model.

**Final report**

- Report to individual Local Governments of the outcomes

It is recognised that there are some shortcomings in relation to the project methodology, namely:

- The time frame has been very short so detailed analysis is not possible.
- Financial data is general in nature as there is some difficulty in comparing Councils, due to use of different financial systems and rating methods. Financial information is at a summarised level for 2011/12 (audited information). Details for boundary adjustments need to be on a locality basis. The same applies to rate information.
- No financial data or population projections relating to boundary adjustments can be provided at this level of analysis.
- It is possible to do more work if a preferred option is developed, however, this cannot be accommodated within the current timeframe or budget.

# Evaluation Considerations

It needs to be acknowledged that there is no perfect solution or "magic number" to amalgamations. Each option has its advantages and disadvantages.

The following general considerations were provided to the workshop participants to assist in the consideration of the range of amalgamation options being considered:

| | **Advantages** | **Disadvantages** |
|---|---|---|
| **Less change**<br><br>**(Greater number of Councils)** | • Less short term disruption.<br>• Retains local history and identity.<br>• Retains a focus for councils on local service delivery.<br>• Some potential economies of scale and cost savings. | • Less economies of scale.<br>• Less focus on regional issues<br>• Less strategic capacity.<br>• Further adjustments will need to be made as the Region grows.<br>• May not change current State attitudes to local government autonomy. |
| **More change**<br><br>**(Fewer number of Councils)** | • Better able to manage rapid metropolitan growth (expansion) and change (infill).<br>• Economies of scale and cost savings.<br>• Potential to have more alignment on regional planning policies<br>• Potential for a broader set of land uses and diversified rate bases.<br>• Could see some restrictions and controls on local governments removed and less duplication.<br>• Capable of taking on larger scale enterprise activities.<br>• Less future restructuring.<br>• Better resource of administration and ability to remunerate Elected Members.<br>• "Step change" not just amalgamations. | • Much greater disruption and short term costs through the amalgamation process.<br>• Potential for loss of connection to local communities.<br>• Subsidiary representation system such as Local Advisory Boards may be required and could result in duplication and issues of empowerment.<br>• May become more political in nature.<br>• High potential for conflict with State. |

In preparing the range of options for amalgamation the following principles were used:

- Joining up the smaller Councils to increase scale;
- Consideration of the Council's ability to look after regional assets;
- Improved employment self-sufficiency;
- Regional planning objectives supporting development of Centres, Corridors and Gateways;
- Share of a community of interest; and
- Logical physical or road /rail boundaries.

It is generally considered that structural reform of local government boundaries is best undertaken with a two phase process:

1. Firstly, straight amalgamations provide the least administrative disruption and communication problems. The resources and timeframes required to undertake an amalgamation process, however, should not be underestimated. The initial governance process can be undertaken over a relatively short time, however the process of merging administration systems and processes within local governments usually takes a number of years to resolve.
2. Secondly, minor adjustments to boundaries can potentially further complicate the issue of structural reform. For example the excising of commercial and industrial properties from one local government to the other can have a substantial impact on the financial sustainability of either local government. Financial modelling of the impact of proposed changes is not readily available without detailed access to each local government's revenues and expenditure by physical location.

It should be noted that local governments in areas of high development are usually faced with the dual funding process of meeting new needs plus the renewal of existing infrastructure. This places financial pressures on the revenues during the period of this development. The mix of rating and fees and charges is also critical to the financial strength of many local governments.

Those local governments with a strong rating mix of commercial/industrial compared to residential usually provide the best funding options to ensure a financially strong local government. Those councils with the ability to raise fees and charges from alternative revenue streams such as inner-city parking also have a high yield in their revenue capacity.

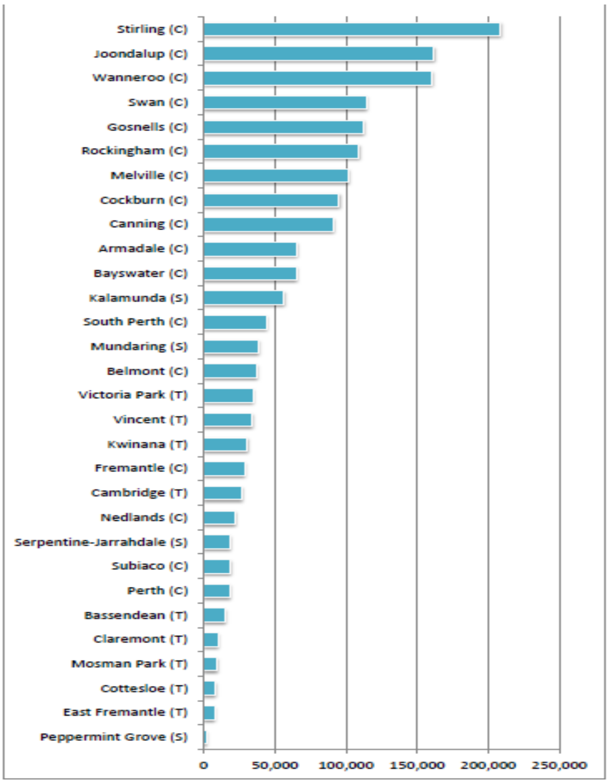
# General Features of Current Metropolitan Local Governments

## Population

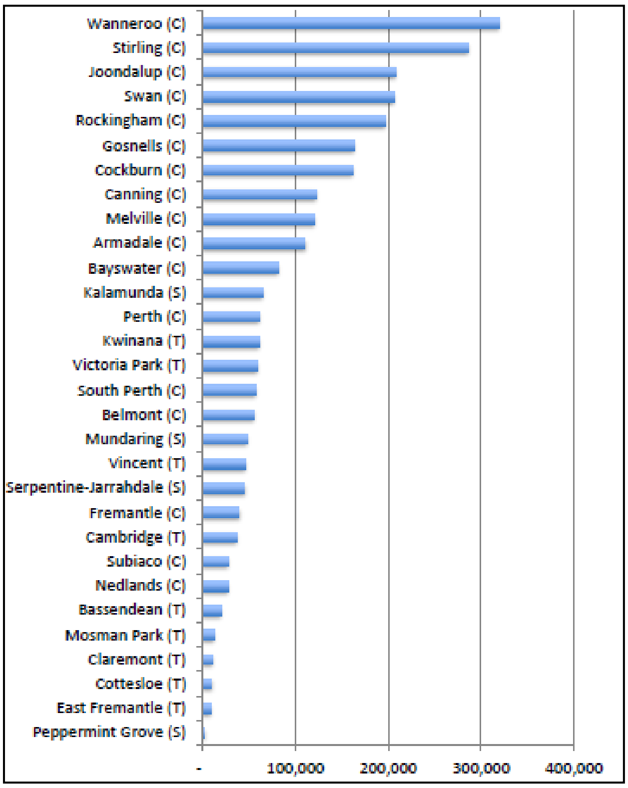
The estimated residential population figures from the Australian Bureau of Statistics (ABS) show that only seven of the thirty local governments within the Perth Metropolitan Region had a population of more than 100,000 people in 2011 (refer to Figure 2). Of the twenty three local governments with less than 100,000 people in 2011, a total of nine had an estimated resident population of less than 20,000.

**Figure 2 – Current and Forecast Population**

**Estimated Resident Population 2011**




**WA Tomorrow Forecasts 2026**




*Source: Australian Bureau of Statistics (ERP) and WAPC's WA Tomorrow Forecasts (adjusted)*

Using the WA Tomorrow adjusted forecasts[2], it is estimated that by 2026 only three additional local governments will have a population exceeding 100,000, taking the total to ten (refer to Figure 2). This still leaves twenty local governments with an estimated forecast population of less than 100,000 in 2026.

Of the twenty (20) local governments with a forecast of less than 100,000 in 2026, a total of six (6) are forecast to have a population of less than 20,000.

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[2] The adjusted WA Tomorrow Forecasts incorporate the Housing Targets identified in the WAPC (2012) Scorecard Directions 2031 and Beyond. An occupancy ratio of 1.8 is assumed for all dwellings and this has been used to calculate an additional population beyond the Series C WA Tomorrow Forecasts.

## Inner versus Outer Metropolitan

Generally metropolitan local governments are classified as inner metropolitan or outer metropolitan. Those outer metropolitan councils border country local governments and in a sense are in many cases a hybrid of urban and country Councils. In some cases they still service broad acre farming as well as addressing urban density issues in other parts of their locality. They still have a very strong sense of self help and self-determination in that there is a commitment to voluntary services such as Fire Brigade and ambulance services within those local communities. These are not a consideration for inner metropolitan urban centric councils.

Outer metropolitan local governments are also the growth sector for the urban sprawl of the Perth metropolitan area. Consequently they do not have access to higher yielding commercial and industrial sectors yet are faced with delivering increasing services and facilities to a smaller population over a larger area.

Rating structures in the Metropolitan area are usually based on gross rental values (GRV). The exception applies where local governments have property that is used for rural purposes and therefore unimproved values are applied. An exception is in the Town of Cambridge where the area known as the endowment lands is rated on an unimproved value basis.

This structure was put in place under the previous City of Perth Endowment Lands Act in 1920. This has the effect of not taxing improvements on the land. However in determining rates to the area the equivalent gross rental values are used to determine the level of rates to be raised. This in turn is recalculated as an unimproved value rate (UV) in the dollar. The effect is the rate burden is borne by the residential sector with lower capital values. This rating arrangement may not be appropriate for the Perth metropolitan area.

## Financial data 2011/12

The financial information for this review has been drawn from the audited financial reports of the 30 local governments as at 30 June 2012. The following comments are made with regard to the key financial indicators pertaining to the operating performance, debt and reserves:

### Operating Surplus Ratio

The current proposed benchmark is for local governments to meet breakeven or above. For 2011/12 the following local governments failed (had a negative indicator) to meet the proposed benchmark: Town of Bassendean, City of Canning, City of Joondalup, Town of Mosman Park, City of Nedlands, Shire of Peppermint Grove, City of Rockingham, City of Subiaco and the City of Vincent. Of these local governments, Bassendean, Joondalup, Nedlands, and Subiaco are within 1% of breakeven and therefore, whilst negative are of no major concern.

### Debt Service Coverage Ratio

The minimum benchmark proposed will be a factor of 2. The following local governments currently do not meet the benchmark: Town of Mosman Park and the Shire of Peppermint Grove.

However when the existing benchmarks (pre 1 July 2012) are applied the debt service ratio and gross debt to revenue, only the Town of Mosman Park could be considered at risk.

These factors in themselves do not deem any local government as financially unsustainable. They simply identify that the current processes may put at risk the long-term financial structure of the organisation.

The 30 local governments, as at 30 June 2012, had $794 million in cash backed reserves with some $78 million relating to town planning schemes and endowment lands funds.

Some of the remaining reserves will be specifically restricted as they relate to grants received in advance, specified area rates, service charges and other legal restrictions. The same group had long-term debt totalling $346 million (annual debt servicing cost of $45 million). Some local governments such as Bayswater, Cockburn, Melville and Stirling are municipal debt free. The City of Wanneroo has an interest only component debt which is due and payable in the year 2026.

## Rates Information - Overall

Specific attention has been focussed on rates information as it tends to be a sensitive area, and in particular rates levied on domestic or residential properties. (Note that rates data where it appears separately is drawn from the 2012/13 financial year and therefore differs slightly from the general financial information, which is drawn from the 2011/12 financial statements of the local governments).

It is possible to obtain from Landgate for a fee the GRVs of areas possibly affected by boundary adjustments. Similarly when also analysing expenditure, estimates can be made using cost drivers such as population, rateable properties, hectares of parks, kilometres of roads and the like. However, doing this is beyond the time available for this project and as such 'whole of local government' mergers is the primary focus.

A small number of local governments include a fee for domestic refuse collection in their general rate. Others also include service charges such as security levies. As such, the information is of a general nature only and individual cases should be determined in more detail than in the time available for this study.

The rating regimes used by individual local governments also vary in complexity, from a single rate in the dollar applied across all properties, and only using Gross Rental values and one minimum rate. At the other extreme, one local government has some 23 different categories, a mixture of Gross Rental and Unimproved values, plus different minimum rates across a number of these categories.

Further complexities arise via different discount and incentive schemes, interest amounts charged, and the overall position of the individual local government in terms of timing of significant projects or issues, other sources of revenue, and more.

The precise composition of a rate base and in particular the presence (or lack of) a significant number of non-residential rateable properties in a local government district also plays a part, particularly where those properties might have a relatively high Gross Rental Value (such as commercial office space or industrial users). At the other extreme, the presence of a large number of non-rateable properties such as hospitals, universities or government entities can narrow a rate base.

As such, comparisons of rates collected per head of population or property are somewhat simplistic, and there are exceptions to every rule. Although the sample base of 30 local governments is relatively small, the trend for rates collected per head of population appears to reduce along with the size of the local government. This could represent a measure of the economies of scale (but **not** efficiency, or 'units' of output divided by input) basically depicting the ability to spread fixed costs and overheads over a larger base, that a larger local government might enjoy.

The 30 local governments budgeted in 2012/13 to collect some $1,098M in rates. The highest was Stirling at $110M, and the lowest was Peppermint Grove at $2.3M, with an average of $36M across the 30 local governments.

### Rates Considerations when Merging Local Governments

Most metropolitan local governments use Gross Rental Values as the basis for rate levies. This assists in reducing complexity in a merger scenario.

The redistribution of the rate burden (i.e. who pays for what), however, can be affected where formerly separate local governments using a significantly different rate in the dollar are merged and a single uniform rate is applied to raise the same amount of money. For some, this can cause a 'rates shock' and could immediately affect the view the ratepayer may take of the new local government.

Using the following simple example in Table 2, the local governments concerned have identical number of rateable properties, and raise a similar amount of rate revenue. The GRVs in Local Government A are higher than Local Government B, so it levies a lower rate in the dollar:

**Table 2 – Pre-merger rates in the dollar**

| | | Rate in $ | Number of properties | Rateable value | Average rateable value per property | Rate revenue | Average rates paid per property |
|---|---|---|---|---|---|---|---|
| Pre-merger | Local Government A | 6.125 | 35,000 | $630,000,000 | $18,000 | $38,587,500 | $1,103 |
| | Local Government B | 7.35 | 35,000 | $525,000,000 | $15,000 | $38,587,500 | $1,103 |
| | Totals | | 70,000 | 1,155,000,000 | | $77,175,000 | $1,103 |

The average amount paid by each ratepayer is identical. In order to raise exactly the same amount of revenue post-merger, a new local government would need to adopt the rate regime shown in Table 3:Table 3

**Table 3 – Post-merger rate in the dollar**

| | | Rate in $ | Number of properties | Rateable value | Average rateable value per property | Rate revenue | Average rates paid per property |
|---|---|---|---|---|---|---|---|
| Post-merger | Total combined | 6.682 | 70,000 | $1,155,000,000 | $16,500 | $77,175,000 | $1,103 |

Whilst the average amount paid by ratepayer is also identical, the average Gross Rental Values change. This effect on properties in the former area of Local Government A is somewhat negative, whereas Local Government B experiences a reduction in rates paid as shown in Table 4.

**Table 4 – Rate changes post-merger**

| | Number of properties | Rateable value | Average rateable value per property | Rate revenue | Average rates paid per property | Change in $ paid | % change in $ paid |
|---|---|---|---|---|---|---|---|
| Local Government A | 35,000 | $630,000,000 | $18,000 | $42,095,455 | $1,203 | $100 | 9.09% |
| Local Government B | 35,000 | $525,000,000 | $15,000 | $35,079,545 | $1,002 | -$100 | -9.09% |

The effects of possible changes would also vary by individual property, and are further exacerbated by the variation in rating structures used by individual local governments.

This is not easily explained or likely to be readily understood by residents.

### Amelioration of the Effects of Potential 'Rates Shock'

As previously noted, each case requires individual consideration, which is beyond the scope of this project.

Arguably, the amounts involved of local government rates when compared to other taxes paid are small. The Council of a merged local government might decide to simply 'bite the bullet' and deal with all required changes in one financial year.

However, the effects of a merger could be ameliorated by 'phasing in' of any changes to rates in the dollar over time if considered necessary, which may involve the need for legislative change.

Other ways of dealing with the impact could include adjustments to minimum rates, differential rating, amendments to (or deferral of) the timing of significant projects, use of Reserve Funds or borrowings to cushion possible effects.

# Workshop Involving G20 Mayors and Chief Executive Officers

On Monday, 11 March 2013, Planning Context facilitated a workshop at the City of Stirling involving the G20 mayors and CEOs. Full details of the workshop are shown in Appendix 2. Six options (accompanied by six boundary variations) were developed for consideration:

1. **Option A** - **22** Councils (Two suggested boundary adjustments)
2. **Option B** - **20** Councils (One suggested boundary adjustments)
3. **Option C** - **18** Councils (Two suggested boundary adjustments).
4. **Option D** - **16** Councils. (Two suggested boundary adjustments).
5. **Option E** - **15** Councils (One suggested boundary adjustments).
6. **Option F** - **9** Councils (Could include the Panel's **12** Council option).

The options for possible amalgamations were presented and a workshop session allowed participates to comment on each option. An indication of the level of support or otherwise for each option was gained through a preference based voting process involving 19 out of the 20 Mayors who attended.

Prior to the voting process it was stressed that:

- It was not expected for all of the G20 Councils to reach a consensus on which is the best option, but rather gain an indication of which is the more preferred (least undesirable) option.
- There will be a need for future reviews and adjustments as the region grows including splitting up very large Councils.
- Generally this is considered to be a two step process with amalgamations initially, then boundary adjustments to follow.
- There is no perfect solution or "magic number" to amalgamations. Each option has its advantages and disadvantages.
- The process of amalgamation is not panacea for reform.

Feedback from the workshop tables where each of the options and boundary variations were displayed has been summarised and is shown in Appendix 3. This feedback was reported back to the workshop and further discussion was invited from the floor.

For the six options, the primary vote was recorded (that is the number of votes for the options preferred as number 1) together with the preferential vote (that is the total vote score where the lowest score equals the most preferred option).

For the six variations to the boundaries, "Yes" and "No" votes were calculated to give a tally for each.

A summary table of the voting results is shown below:

**Table 5 – Voting results from the workshop**

## Number of Councils

| OPTIONS | COUNCILS | PRIMARY VOTE | PREFERENCE SCORE | PREFERENCE RANKING |
|---|---|---|---|---|
| **A** | 22 | 3 | 80 | 5 |
| **B** | 20 | 2 | 65 | 4 |
| **C** | 18 | 3 | 52 | 2 |
| **D** | 16 | 3 | 50 | 1 |
| **E** | 15 | 7 | 54 | 3 |
| **F** | 9 | 1 | 98 | 6 |

## Boundary Changes

| | BOUNDARY REFORM MAP | YES | NO |
|---|---|---|---|
| **A1** | 3 Western Suburbs | 6 | 13 |
| **A2** | Armadale & Serpentine-Jarrahdale (Murray) | 17 | 2 |
| **B1** | 2 Western Suburbs | 13 | 6 |
| **C1** | Fremantle with Mosman Park & Melville/Cockburn adjustments | 15 | 4 |
| **C2** | Belmont expanded | 8 | 11 |
| **E1** | Canning, Victoria Park & South Perth adjusted boundaries with neighbours | 13 | 6 |

The options with the lowest score (thus signifying **highest preference**) was **Option D (16 Councils)** at a score of 50. This was closely followed by Option C (18 Councils) with score of 52, then Option E (15 Councils) at 54, Option B (20 Councils) at 65, Option A (22 Councils) at 80 and least preferred being Option F (9 Councils) at 98.

The option with the most **primary votes** at 36.8% was **Option E (15 Councils)**, followed equally by Option A (22 Councils), Option C (18 Councils) and Option D (16 Councils) each at 15.8%, then Option B (20 Councils) at 10.5% and Option F (9 Councils) at 5.3%.

From the consultation process held before the workshop, a number of boundary variations were identified as detailed in Appendix 4. The proposed boundary changes within the options are as follows with the level of support indicated:

- **A1 Relates to 22 Councils Option** (Cambridge/Stirling boundary adjustment and expand Subiaco to include QE II/UWA Strategic Centre) was **not agreed** with 68.4% "No" votes;
- **A2 Relates to all options** (include part of Serpentine-Jarrahdale in Armadale and possible part to Murray) was **agreed** with 89.5% "Yes" votes;
- **B1 Relates to 20 Council Option** (North part of Subiaco to Cambridge, No impact on Stirling, south part of Subiaco amalgamated with others to allow single Council control of the QE II/UWA Strategic Centre) was **agreed** with 68.4% "Yes" votes;
- **C1 Relates to all options from 18 Council down** (Expand Fremantle to include Mosman Park and northern part of Cockburn, Melville/Fremantle boundary adjusted and Melville to expand south to possible Roe Highway extension, assumes Cockburn and Kwinana amalgamation) was **agreed** with 78.9% "Yes" votes;

- **C2 Relates to 18 Councils Option** (Expand Belmont to control more of the frame area around Perth Airport and affects Kalamunda, Swan and Canning) was **not agreed** with 57.9% “No” votes; and
- **E1 Relates to 15 Councils Option** (Gosnells to include part of Canning Vale and boundary change to the south around the Cannington Activity Centre, part of the western portion of Canning to be included in Melville) was **agreed** with 68.4% “Yes” votes.

# Preferred Options

This section focuses on the three most preferred options and boundary variations selected at the workshop of the G20 Councils, being Options D, C and E (in that order).

The remaining non-preferred Options A, B and F are shown in Appendix 5. Data relating to population, rates and finances for all of the options can be found at Appendix 6.

## Option D - 16 Councils

### Amalgamations

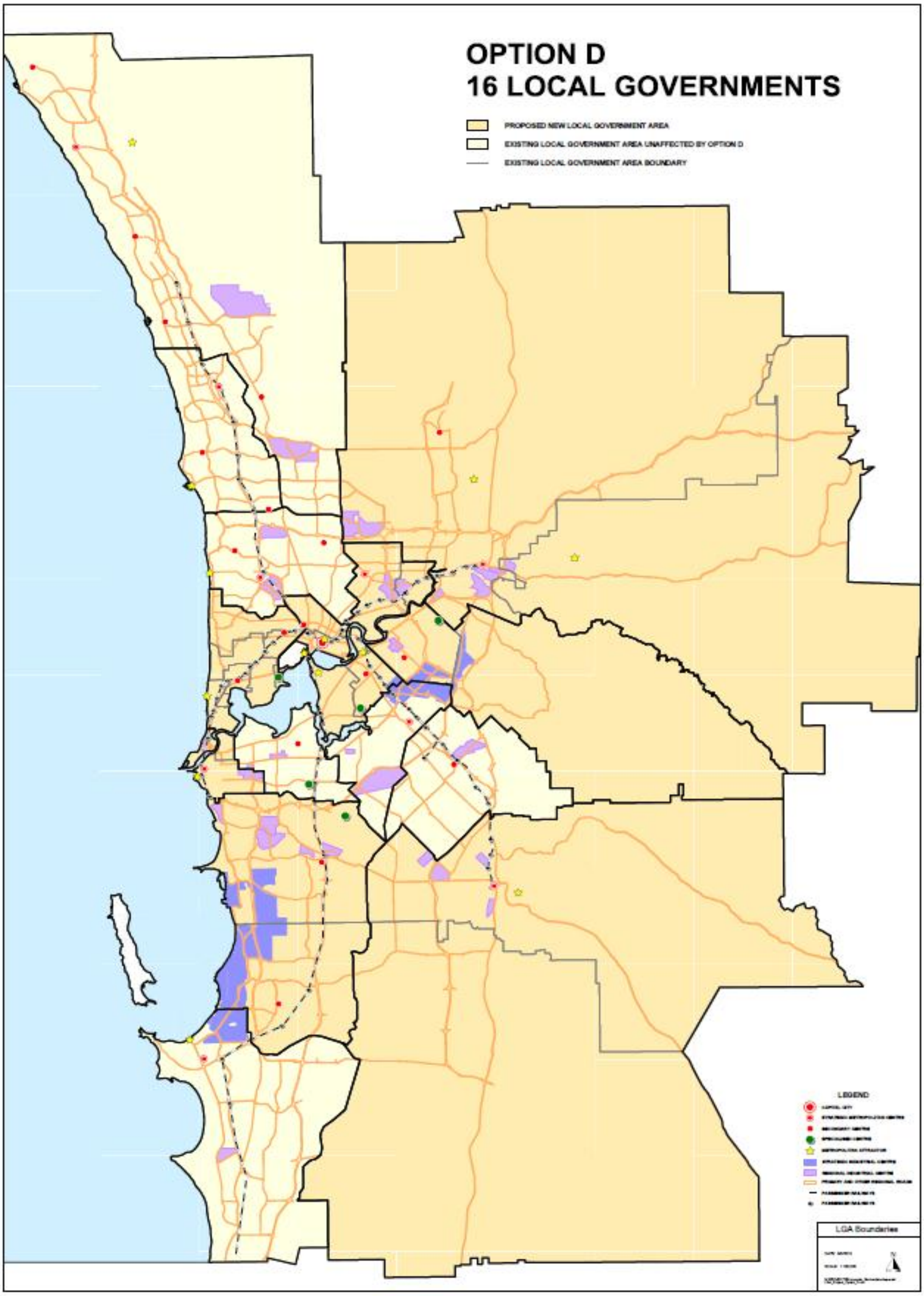
Option D (Figure 3) involves the amalgamation of 14 Councils with the following being directly affected.

1. Armadale & Serpentine-Jarrahdale
2. Fremantle & East Fremantle
3. Bayswater & Bassendean
4. Vincent & Perth
5. South Perth & Victoria Park
6. Cambridge, Subiaco, Nedlands, Claremont, Cottesloe, Peppermint Grove & Mosman Park
7. Cockburn & Kwinana
8. Swan & Mundaring
9. Belmont & Kalamunda

A summary of key characteristics is shown below.

| | ERP 2011 | Adj. WA Tomorrow 2026 Pop | Total Equity ($'000) 2011/2012 | Total Rate Revenue ($'000) 2012/2013 |
|---|---|---|---|---|
| Armadale & Serpentine-Jarrahdale | 83,800 | 155,000 | 368,700 | 54,700 |
| Fremantle & East Fremantle | 36,000 | 49,000 | 425,800 | 39,800 |
| Bayswater & Bassendean | 80,100 | 100,000 | 312,000 | 42,500 |
| Vincent & Perth | 52,400 | 107,900 | 1,095,400 | 90,900 |
| South Perth & Victoria Park | 78,400 | 115,600 | 407,400 | 55,600 |
| Cockburn & Kwinana | 126,000 | 221,800 | 1,000,400 | 80,500 |
| Nedlands, Claremont, Cottesloe, Peppermint Grove Mosman Park, Cambridge & Subiaco | 97,000 | 126,700 | 540,700 | 84,400 |
| Swan & Mundaring | 152,600 | 253,800 | 1,033,100 | 102,000 |
| Belmont and Kalamunda | 93,800 | 119,700 | 694,200 | 61,900 |

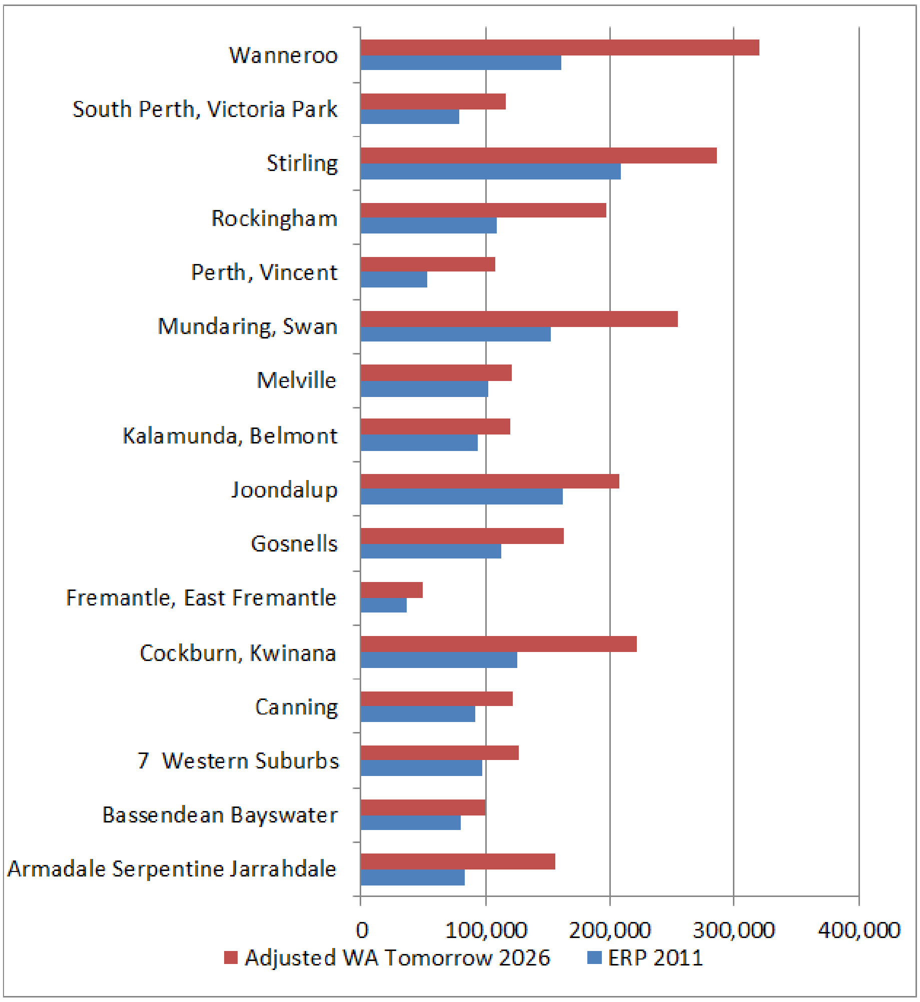
**Figure 3 - Option D depicting 16 Local Governments**



### Population

Option D for 16 Councils sees the local governments of Wanneroo, Joondalup, Stirling, Melville, Canning, Gosnells and Rockingham unaffected. It results in all local governments having a population of 100,000 by 2026, with the exception of the amalgamated local governments of Fremantle and East Fremantle, and Perth and Vincent as shown in Figure 4.

**Figure 4 - Estimated Resident Population and Adjusted WA Tomorrow Forecast for Option D (16 Local Governments)**




Option D results in a better distribution of population throughout the metropolitan area. Two local governments – the new capital city and port city local government areas have relatively low current and forecast populations. Boundary adjustments around Fremantle, as proposed in Option C 1 would allow for a greater population for the port city. It should be remembered that these two local government areas support activities that are economically significant for Greater Perth and the State as a whole and their future configuration should consider factors beyond just population. Further key factors can be seen in Table 6.

Most of the scenarios see merger of the City of Perth and the City of Vincent. There is a wide difference between their 2013 rating regimes. This arises due to the concentration of properties with relatively high Gross Rental Values in Perth when compared to Vincent (and for that matter, all other local governments in the metropolitan area. It is noted that the same issues arise in Option F – 9 Councils, which would see Perth, Vincent, South Perth and Victoria Park combined).

Some concerns have been expressed that  the new local government could lose its 'focus' on the central business district, and/or use rates levied from high GRV properties to subsidise others. In terms of 'focus', the present City of Perth is small and merger with Vincent would still see it as a relatively small local government in WA terms, but with a rate base approaching that of the present City of Wanneroo.

The merged Cities would have an estimated population of only 46,200 by 2026 however as the centre of the regional it has the major employment and governance functions which warrant its treatment as a special case.

If considered necessary given the unusual situation, legislation could also dispense with one vote/one value principles in this case and require half of the Council to be elected from the present City of Perth area, and half from the present City of Vincent area, with a Mayor 'at large'. In terms of rates paid, note that there is always a measure of cross subsidisation in all local governments from higher to lower gross rental value properties anyway. That aside, any concerns about the effect of a merger on rates paid by the present ratepayers of the City of Perth could be dealt with by legislative change to require the new local government to raise the same proportion of rates from the present local government areas (approximately $67M or 75% from Perth versus $24M or around 25% from Vincent).

**Table 6 Population and other key factors for Option D**

| | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove Subiaco | Canning | Cockburn, Kwinana | Fremantle, East Fremantle | Gosnells | Joondalup | Kalamunda, Belmont | Melville | Mundaring, Swan |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Factors** | 0 | 0 | | | | 0 | | | | | |
| **Area (WALGA Directory)** | 1465.4 | 43.7 | 64 | 65.4 | 266 | 22.1 | 127 | 99 | 389 | 52.7 | 1687 |
| **Population 2011 Census** | 80,042 | 75,668 | 90,086 | 85,515 | 118,911 | 33,512 | 106,585 | 152,406 | 88,778 | 95,700 | 144,990 |
| **Persons per sq km** | 55 | 1,732 | 1,399 | 1,308 | 447 | 1,516 | 839 | 1,539 | 228 | 1,815 | 86 |
| **Estimated Resident Population** | 83,755 | 80,130 | 96,977 | 90,892 | 125,987 | 36,046 | 112,244 | 161,783 | 93,812 | 101,664 | 152,627 |
| **Persons per sq km** | 57 | 1,834 | 1,506 | 1,390 | 474 | 1,631 | 884 | 1,634 | 241 | 1,928 | 90 |
| **WA Tomorrow Population** | 131,700 | 83,500 | 108,800 | 105,700 | 182,900 | 42,300 | 139,000 | 188,400 | 103,900 | 104,500 | 221,000 |
| **Adjusted WA Tomorrow** | 155,478 | 100,042 | 126,980 | 121,576 | 221,816 | 49,050 | 162,814 | 207,210 | 119,686 | 120,304 | 253,814 |
| **People who work within LG (2011 Census)** | 16,135 | 23,651 | 62,993 | 51,545 | 40,591 | 26,423 | 20,573 | 38,275 | 46,256 | 31,387 | 54,591 |
| **Workforce in LGA (2011 Census)** | 40,624 | 40,936 | 45,820 | 45,542 | 62,017 | 17,710 | 54,013 | 86,364 | 46,438 | 50,450 | 74,447 |
| **Self Sufficiency** | 40% | 58% | 137% | 113% | 65% | 149% | 38% | 44% | 100% | 62% | 73% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 31,481 | 34,204 | 39,930 | 33,528 | 47,105 | 16,545 | 40,345 | 58,525 | 37,236 | 40,087 | 55,307 |

| Factors | Perth, Vincent | Rockingham | Stirling | South Perth, Victoria Park | Wanneroo |
|---|---|---|---|---|---|
| **Area (WALGA Directory)** | 19.4 | 261 | 109.4 | 37.9 | 685.8 |
| **Population 2011 Census** | 48,263 | 104,106 | 195,701 | 73,173 | 152,078 |
| **Persons per sq km** | 2,488 | 399 | 1,789 | 1,931 | 222 |
| **Estimated Resident Population** | 52,393 | 109,101 | 208,399 | 78,405 | 160,332 |
| **Persons per sq km** | 2,701 | 418 | 1,905 | 2,069 | 234 |
| **WA Tomorrow Population** | 83,300 | 172,900 | 236,200 | 92,600 | 278,100 |
| **Adjusted WA Tomorrow** | 107,870 | 196,462 | 285,844 | 115,640 | 319,446 |
| **People who work within LG (2011 Census)** | 141,794 | 24,012 | 67,681 | 34,903 | 31,438 |
| **Workforce in LGA (2011 Census)** | 28,739 | 51,119 | 103,345 | 40,102 | 77,134 |
| **Self Sufficiency** | 493% | 47% | 65% | 87% | 41% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 26,251 | 42,421 | 89,494 | 35,503 | 56,334 |

## Rates Information

The average rate revenue collected by the 16 local governments under Option D is $61 million (M) per Council ($36M in 2013). The spread of rate income under this scenario is more 'compressed' ranging from $39M by Fremantle/East Fremantle and $42M by Bayswater/Bassendean to $110M by Stirling and closely followed by Mundaring/Swan with $102M. Wanneroo becomes third largest with $99M, with others such as Perth/Vincent with $91M and the western suburbs local governments on $84M.

Detailed rates information is shown in Table 7.

**Table 7 –Option D: Rates Information**

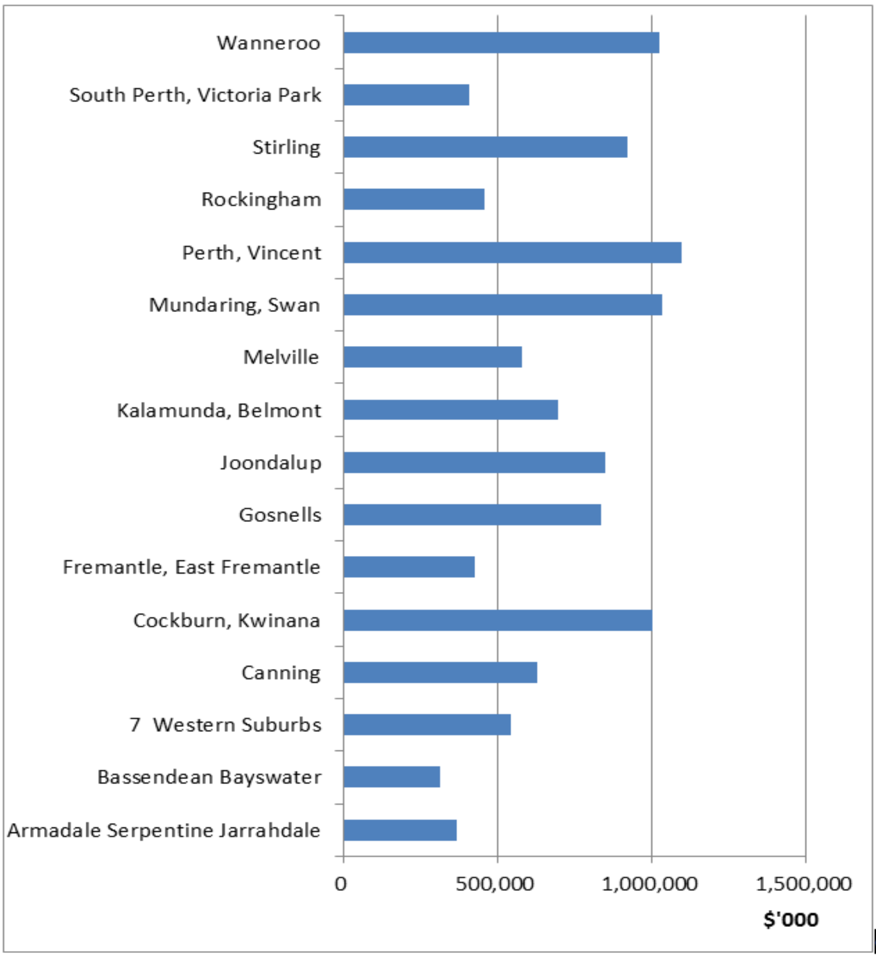
| | Option D - 16 Councils | Armadale Serpentine Jarrahdale | Bassendean, Bayswater | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Subiaco | Canning | Cockburn, Kwinana | Fremantle, East Fremantle | Gosnells | Joondalup | Kalamunda, Belmont | Melville |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Overall Rates data | Rates collected per head of population | 684 | 562 | 937 | 504 | 677 | 1,188 | 489 | 514 | 697 | 549 |
| | Total rate revenue | 54,720,270 | 42,518,402 | 84,394,175 | 43,073,282 | 80,493,745 | 39,802,804 | 52,138,333 | 78,387,804 | 61,902,774 | 52,530,050 |
| | Total rateable properties | 35,930 | 35,507 | 41,956 | 35,598 | 45,827 | 17,907 | 42,600 | 55,013 | 39,856 | 41,612 |
| | Rates collected per rateable property | 1,523 | 1,197 | 2,011 | 1,210 | 1,756 | 2,223 | 1,224 | 1,425 | 1,553 | 1,262 |
| GRVs | Properties | 32,398 | 35,507 | 37,435 | 35,598 | 45,209 | 17,907 | 42,524 | 55,008 | 39,513 | 41,612 |
| | 2013 Revenue | 47,002,430 | 41,361,121 | 74,341,265 | 42,826,292 | 71,856,677 | 39,661,607 | 51,524,814 | 76,782,782 | 61,124,696 | 52,292,160 |
| | % of Total Rate Revenue | 86% | 97% | 88% | 99% | 89% | 100% | 99% | 98% | 99% | 100% |
| | Average amount paid | 1,451 | 1,165 | 1,986 | 1,203 | 3,185 | 2,215 | 1,212 | 1,396 | 3,223 | 1,257 |
| UVs | Properties | 3,532 | - | 4,521 | - | 618 | - | 76 | 5 | 343 | - |
| | 2013 Revenue | 6,987,814 | - | 9,388,000 | - | 6,429,264 | - | 314,731 | 90,124 | 572,474 | - |
| | % of Total | 13% | 0% | 11% | 0% | 8% | 0% | 1% | 0% | 2% | 0% |
| | Average amount paid | 1,978.430 | - | 2,076.532 | N/A | 10,403.340 | - | 4,141.197 | 18,024.800 | - | N/A |
| SA | Specified Area Rates, other (excludes service charges) | 730,026 | 1,157,281 | 664,910 | 246,990 | 2,207,804 | 141,197 | 298,788 | 1,514,898 | 205,604 | 237,890 |

| | Option D - 16 Councils | Perth, Vincent | Mundaring, Swan | Rockingham | Stirling | South Perth, Victoria Park | Wanneroo |
|---|---|---|---|---|---|---|---|
| Overall Rates data | Rates collected per head of population | 1,882 | 704 | 489 | 561 | 760 | 652 |
| | Total rate revenue | 90,853,881 | 102,002,556 | 50,901,620 | 109,863,768 | 55,605,848 | 99,191,645 |
| | Total rateable properties | 31,939 | 58,043 | 28,462 | 90,495 | 37,718 | 63,160 |
| | Rates collected per rateable property | 2,845 | 1,757 | 1,788 | 1,214 | 1,474 | 1,570 |
| GRVs | Properties | 31,939 | 53,720 | 28,280 | 90,495 | 37,718 | 61,482 |
| | 2013 Revenue | 89,242,018 | 92,936,850 | 50,553,014 | 109,851,675 | 55,505,848 | 89,665,260 |
| | % of Total Rate Revenue | 98% | 91% | 99% | 100% | 100% | 90% |
| | Average amount paid | 2,794 | 1,730 | 1,788 | 1,214 | 1,472 | 1,458 |
| UVs | Properties | - | 4,323 | 182 | - | - | 1,678 |
| | 2013 Revenue | - | 8,953,205 | 348,606 | - | - | 7,326,385 |
| | % of Total | 0% | 9% | 1% | 0% | 0% | 7% |
| | Average amount paid | - | 2,071.063 | 1,915.418 | N/A | - | 4,366.141 |
| SA | Specified Area Rates, other (excludes service charges) | 1,611,863 | 112,501 | - | 12,093 | 100,000 | 2,200,000 |

## Financial Information

All local governments created through the development of the 16 Option model have an equity base that will help them to maintain long term sustainability as depicted in Figure 5.

**Figure 5 - Total Equity for Option D (16 Local Governments)**




All proposed amalgamated local governments except for the Fremantle/East Fremantle combined Council would have debt service coverage ratios at five and above. The proposal also provides for a greater rating base to support the hills communities of Mundaring and Kalamunda. Detailed financial information is shown in Table 8

.

## Table 8 – Option D: Financial Information

| Option D 16 Councils | Armadale/ Serpentine-Jarrahdale | Bayswater/ Bassendean | Subiaco/ Cambridge/ Nedlands/ Claremont/ Cottesloe/ Peppermint Grove/ Mosman Park | City of Canning | Cockburn/ Kwinana | Fremantle/ East Fremantle | City of Gosnells | City of Joondalup | Belmont/ Kalamunda | City of Melville |
|---|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | | |
| **Rates** | 52,147 | 40,478 | 79,180 | 40,982 | 75,134 | 37,801 | 49,444 | 74,297 | 59,394 | 49,414 |
| **Operating revenue** | 94,989 | 89,401 | 147,001 | 95,735 | 165,693 | 75,508 | 80,975 | 121,006 | 101,849 | 102,360 |
| **Operating expense** | 87,519 | 86,154 | 141,955 | 97,478 | 146,877 | 74,290 | 75,315 | 121,538 | 93,543 | 87,674 |
| **Operating result (excluding Capital)** | 7,471 | 3,247 | 5,046 | (1,744) | 18,816 | 1,218 | 5,660 | (532) | 8,306 | 14,686 |
| **Balance Sheet $'000** | | | | | | | | | | |
| **Assets** | 405,651 | 352,102 | 613,758 | 660,842 | 1,071,860 | 450,773 | 862,124 | 879,054 | 723,483 | 599,347 |
| **Liabilities** | 36,913 | 40,186 | 73,081 | 34,524 | 71,409 | 24,955 | 28,385 | 30,993 | 29,258 | 22,197 |
| **Total EQUITY** | 368,738 | 311,916 | 540,677 | 626,318 | 1,000,451 | 425,819 | 833,738 | 848,061 | 694,225 | 577,150 |
| **Other Information** | | | | | | | | | | |
| **Reserves** | 43,978 | 16,862 | 57,653 | 33,934 | 84,904 | 11,039 | 46,198 | 55,275 | 29,320 | 64,450 |
| **TPS/Endowment Lands** | 0 | 0 | 8,972 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total LT Debt** | 24,249 | 3,926 | 47,663 | 6,503 | 18,156 | 10,245 | 12,612 | 10,457 | 12,340 | 3,763 |
| **Key Performance indicators** | | | | | | | | | | |
| **Operating Surplus Ratio** | 9.6% | 4.7% | 3.7% | -2.1% | 12.8% | 1.8% | 7.6% | -0.5% | 9.5% | 15.5% |
| **Debt Service Coverage Ratio** | 7 | 33 | 5 | 121 | 50 | 4 | 3 | 11 | 16 | 50 |
| **Own source revenue coverage ratio** | 87% | 81% | 94% | 84% | 97% | 95% | 99% | 95% | 93% | 108% |

| Option D 16 Councils | Perth/ Vincent | Swan/ Mundaring | City of Rockingham | City of Stirling | South Perth/ Victoria Park | City of Wanneroo |
|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | |
| Rates | 83,157 | 98,945 | 45,635 | 104,290 | 51,532 | 90,704 |
| **Operating revenue** | 197,979 | 167,815 | 101,132 | 187,035 | 91,546 | 158,235 |
| Operating expense | 183,920 | 147,395 | 108,619 | 169,123 | 94,753 | 140,944 |
| **Operating result (excluding Capital)** | 14,059 | 20,421 | (7,486) | 17,912 | (3,208) | 17,292 |
| **Balance Sheet $'000** | | | | | | |
| **Assets** | 1,194,047 | 1,089,856 | 495,070 | 943,233 | 478,882 | 1,113,156 |
| Liabilities | 98,602 | 56,706 | 38,097 | 24,254 | 71,189 | 91,338 |
| **Total EQUITY** | 1,095,445 | 1,033,149 | 456,973 | 918,979 | 407,694 | 1,021,818 |
| **Other Information** | | | | | | |
| **Reserves** | 90,718 | 51,619 | 37,203 | 61,434 | 38,724 | 71,118 |
| TPS/Endowment Lands | 0 | 0 | 0 | 0 | 0 | 69,884 |
| **Total LT Debt** | 57,923 | 28,529 | 22,185 | 0 | 26,871 | 60,778 |
| **Key Performance indicators** | | | | | | |
| **Operating Surplus Ratio** | 7.2% | 14.2% | -7.9% | 10.4% | -3.7% | 12.0% |
| Debt Service Coverage Ratio | 8 | 21 | 5 | 3,630 | 5 | 14 |
| **Own source revenue coverage ratio** | 99% | 94% | 87% | 102% | 93% | 103% |

## Workshop Comments

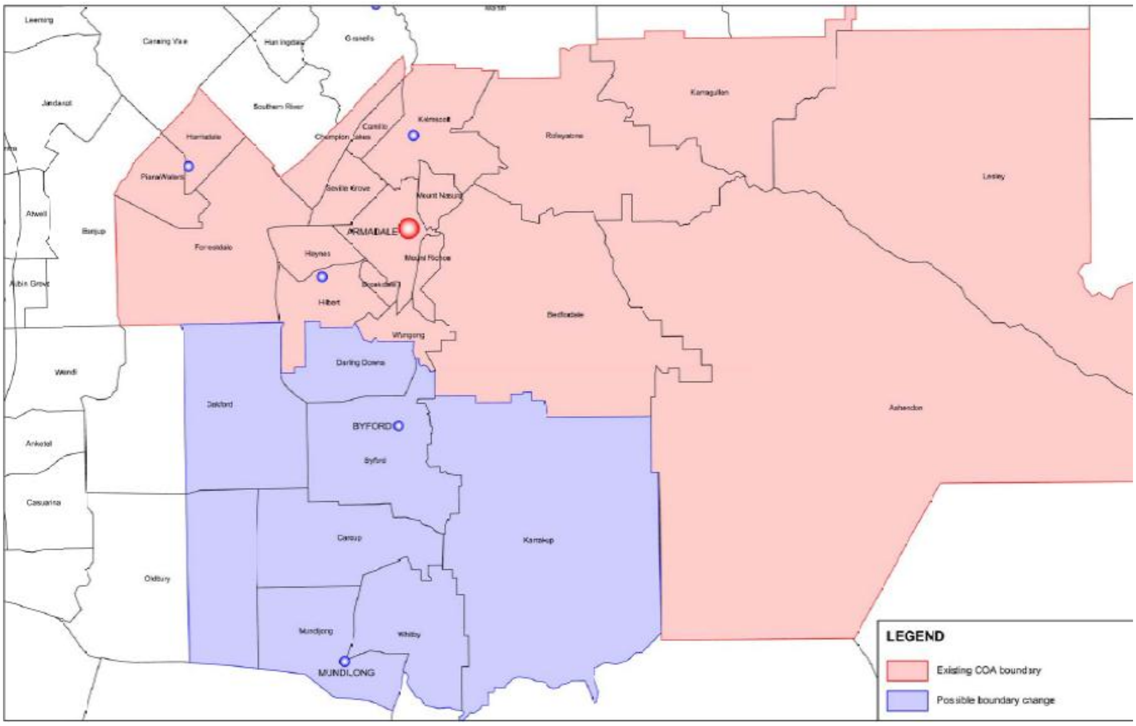
At the workshop of Mayors and CEOs, concerns were also expressed about Option D in terms of the small size of Fremantle and East Fremantle when combined. Other comments included the lack of apparent community connection between Belmont and Kalamunda and the large size of a combined Swan and Mundaring Council. It was suggested by some that a "Hills" Council be investigated.

This option would be increased to 17 should a Hills local government be established. The funding issue that arises for a hills local government is the level of financial assistance provided by rateable properties below the Darling escarpment.

Should boundaries be realigned so that the Hills local government does not have access to rating capacity from the "flats" serious doubts will be placed on their ability to provide services and facilities from their rate base in the "rural" communities? That would then only leave Belmont and a merged Fremantle/East Fremantle below 70,000.

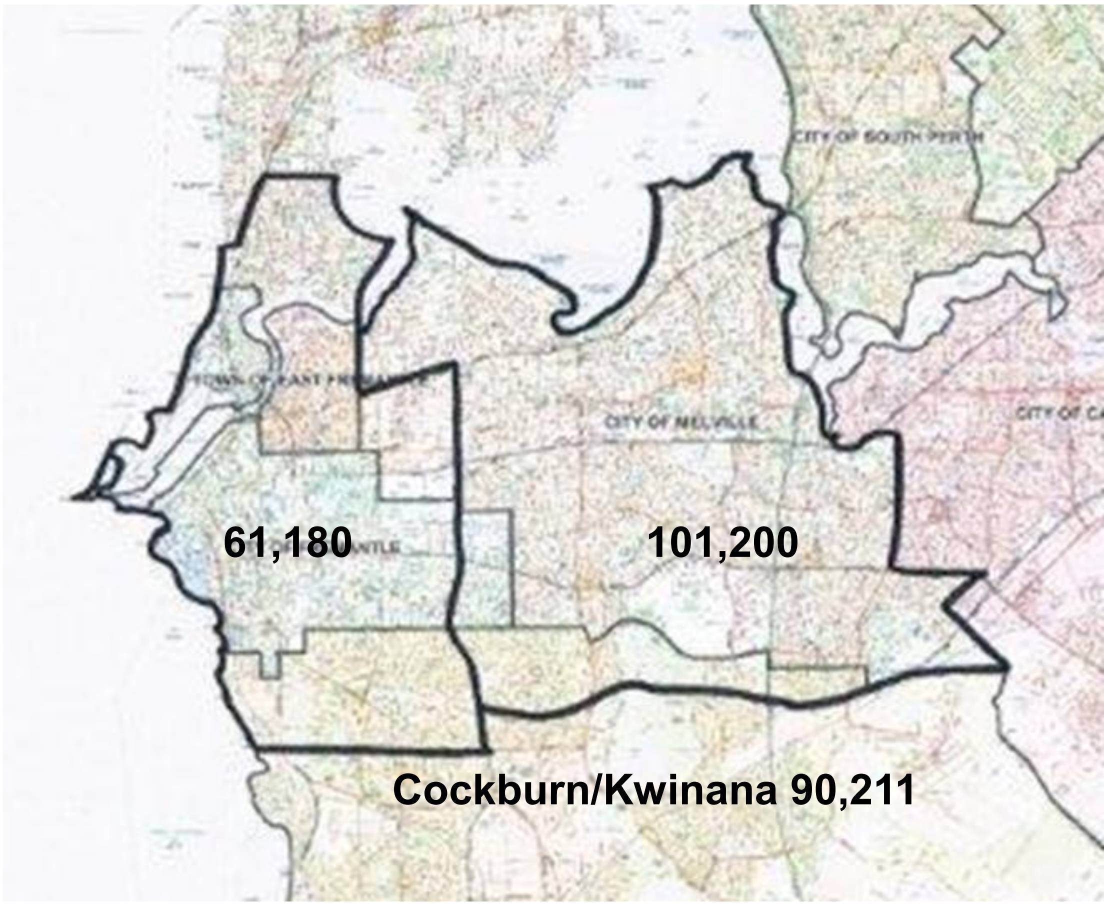
A sub-model **(Boundary Adjustment A2)** given support was the potential amalgamation of the southern part of Serpentine-Jarrahdale with the Shire of Murray, as this area has a closer tie to that Shire than it does with Armadale. The area in the northern part of the Shire would be joined with the City of Armadale as shown in Figure 6.

**Figure 6 – Boundary Adjustment A2 – Serpentine-Jarrahdale, Murray and Armadale**



In regard to Fremantle and East Fremantle, a sub-model **(Boundary Adjustment C1 )** was supported by most workshop participants that allowing for expansion with the incorporation of Mosman Park and the northern part of Cockburn, creating a Council of 61,180 residents at the 2011 Census as shown in Figure 7.

**Figure 7 - Boundary Adjustment C1 – Fremantle/Melville Cockburn and Mosman Park.**




*Population based on 2011 Census*

## Option C - 18 Councils

### Amalgamations

Option C (Figure 8) involves the amalgamation of 12 Councils with the following being directly affected:

1. Armadale & Serpentine-Jarrahdale
2. Fremantle & East Fremantle
3. Bayswater & Bassendean
4. Vincent & Perth
5. South Perth & Victoria Park
6. Cambridge, Subiaco, Nedlands, Claremont, Cottesloe, Peppermint Grove & Mosman Park
7. Cockburn & Kwinana

A summary of key characteristics can be seen below. More details can be found at Appendix 6.

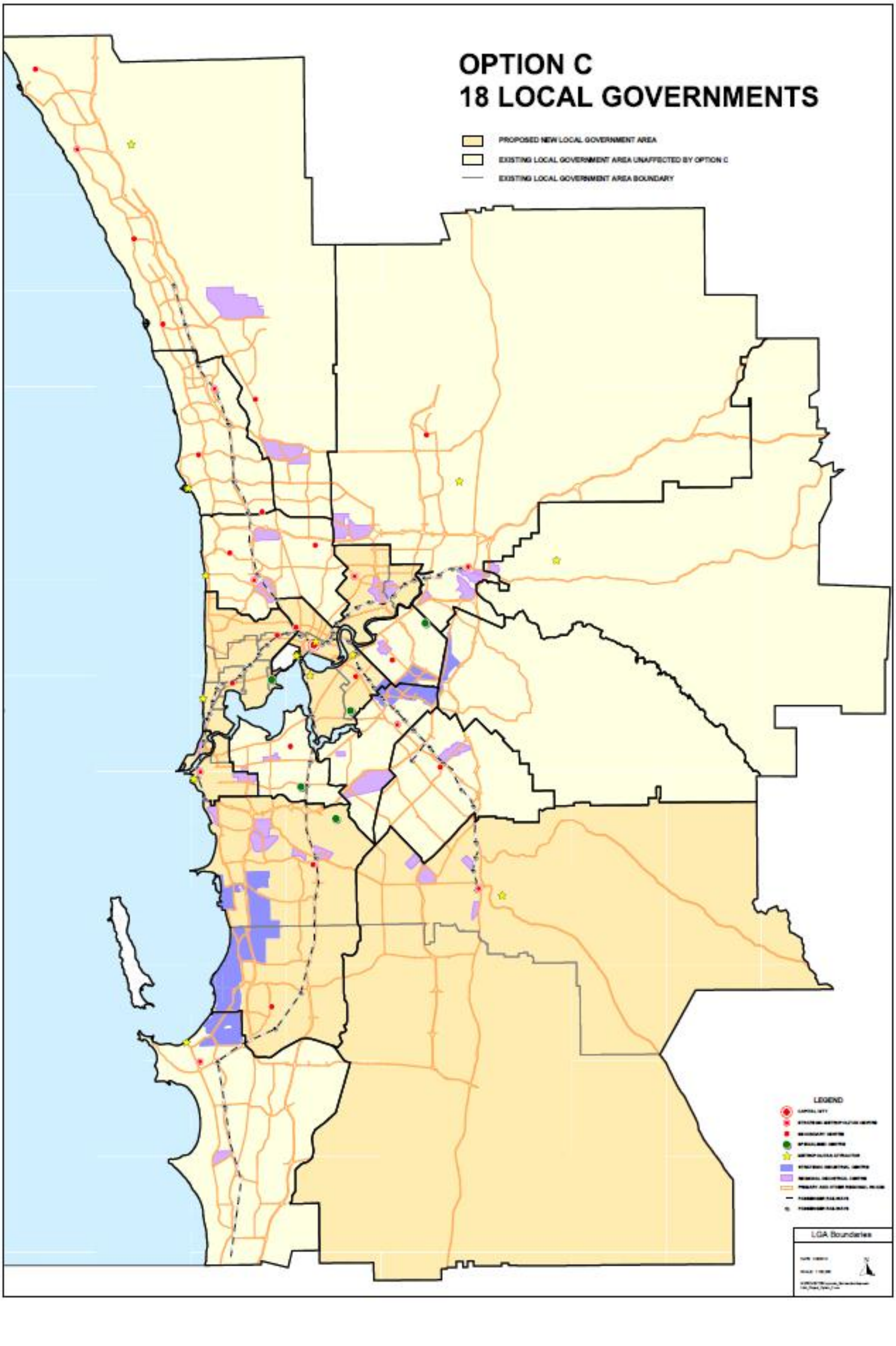
| | ERP 2011 | Adj. WA Tomorrow 2026 Pop | Total Equity ($'000) 2011/2012 | Total Rate Revenue ($'000) 2012/2013 |
|---|---|---|---|---|
| Armadale & Serpentine Jarrahdale | 83,800 | 155,000 | 368,700 | 54,700 |
| Fremantle & East Fremantle | 36,000 | 49,000 | 425,800 | 39,800 |
| Bayswater & Bassendean | 80,100 | 100,00 | 312,000 | 42,500 |
| Vincent & Perth | 52,400 | 107,900 | 1,095,400 | 90,900 |
| South Perth & Victoria Park | 78,400 | 115,600 | 407,400 | 55,600 |
| Cockburn & Kwinana | 126,000 | 182,900 | 1,000,400 | 80,500 |
| Nedlands, Claremont, Cottesloe, Peppermint Grove Mosman Park, Cambridge & Subiaco | 97,000 | 127,000 | 540,700 | 84,400 |

### Population

The local governments of Wanneroo, Joondalup, Stirling, Swan, Mundaring, Kalamunda, Belmont, Melville, Canning and Gosnells are unaffected by this proposal.

Three local governments (Mundaring, Kalamunda, Belmont, Fremantle/East Fremantle) still remain with populations under 70,000. The merger of seven western suburbs councils provides a new locality with a population of 99,200 by 2026.

**Figure 8 - Option C depicting 18 Local Governments**



### Rates Information

The average rate revenue collected by the 18 local governments under this scenario is $61M per Council ($36M in 2013). Rate income under this scenario is less varied, from $22M collected by Mundaring, $25M by Kalamunda, and $39M by Fremantle/East Fremantle. Stirling and Wanneroo are again the highest with $110M and $99M.

### Financial Information

This option leaves 11 local governments in the existing form. These range from net community assets of over $1 billion down to $200 million. Financially this option does not address the financial capacity of a number of smaller local governments that remain unchanged. The option focuses on locality rather than financial configurations. The options that consider amalgamated local governments again do not result in some form of equity when considering that financial capacity and capability. For example the merger between Fremantle and East Fremantle does not result in a larger more capable local government in some of those existing local governments that are unchanged. A number of the proposed mergers provide reasonable results based on a stronger financial local government combining with a less financially performing neighbour.

The following comments are made on the proposed merger of local governments in this option:

- **Vincent and Perth** – in financial terms the City of Perth is five times the size of the City of Vincent. The merged local government will result in a financial entity with over $1 billion in net community assets. It has rate revenue of $83 million, and operating surplus ratio of 7%, debt of $16 million (debt service coverage ratio of eight), and unencumbered reserves of $87 million. The financial capacity of Perth will dominate the resultant local government.
- **Bayswater and Bassendean -** provides a new local government with an asset base of $350m, a marginal operating position (combined operating surplus ratio of 0%), combined rates of $40m, moderate debt ($3.6m and debt service coverage 25) and a reasonable level of reserves. The City of Bayswater is the financially stronger of the two local governments.
- **South Perth and Victoria Park** – whilst South Perth is financially larger the Town of Victoria Park has a stronger operating position. The merged local government will have rate revenue of $51 million, and operating surplus ratio of -3.5%, net community assets of $408 million, Both carry sizeable debt (combined $25 million and a debt coverage ratio of six) and unencumbered cash backed reserves of $16.4 million. Based on the 2011 12 financial results the merged local government would be considered marginal in terms of its operating results.
- **Combination of seven local government districts in the Western suburbs** (Subiaco, Nedlands, Cambridge, Claremont, Cottesloe, Mosman Park and will Peppermint Grove) – this will result in a larger local government of around 126,000 population by 2026. The combined rating revenue in 2011/12 was $79 million. It would produce a local government with a marginal operating position as the combined operating surplus ratio would be positive at 1.6%. It would carry debt of $47.6 million (debt service coverage ratio of 5) and unencumbered cash backed reserves of $56.7 million.
- **Fremantle and East Fremantle –** the merged entity does not produce a sizeable local government relative to the previous amalgamations. The new entity would have rate revenue of $38 million, a combined operating surplus ratio of 0%, combined community assets of $425 million, debt of $9.5 million (debt coverage ratio of 4) and unencumbered reserves of $10.8 million. The resultant entity would be considered a marginal in terms of its operating results.

- **Cockburn and Kwinana** - financially the City of Cockburn is about four times greater than the Town of Kwinana. The merged entity would have rate revenue of $75 million, a strong operating surplus ratio of 10% (both local governments perform strongly), combined debt of $18.1 million (debt service coverage ratio of 45), and unencumbered reserves of $75 million. The combined community assets would be over $1 billion. The combination of these two local governments which both have strong operating results would result in an equally strong amalgamated local government.
- **Armadale and Serpentine-Jarrahdale** - the merged local government will have rate revenue of $52 million and net community assets of $370 million. The operating results from Armadale are far stronger than the smaller Serpentine Jarrahdale. A combined operating surplus ratio of 9% will be carried by the far stronger Armadale. The entity would have $24 million of debt (debt service coverage ratio of 7) and unencumbered reserves of $29 million.

## Workshop Comments

In regard to Fremantle and East Fremantle, a sub-model was supported **(Boundary Adjustment C1 )** by most workshop participants that would allow for its expansion with the incorporation of Mosman Park and the northern part of Cockburn, creating a Council of 61,180 residents at the 2011 Census.

A second sub-model model **(Boundary Adjustment A2)** was given support was the potential amalgamation of the southern part of Serpentine-Jarrahdale with the Shire of Murray, as this area has a closer tie to that Shire than it does with Armadale. The area in the northern part of the Shire would be joined with the City of Armadale.

## Option E- 15 Councils

### Amalgamations

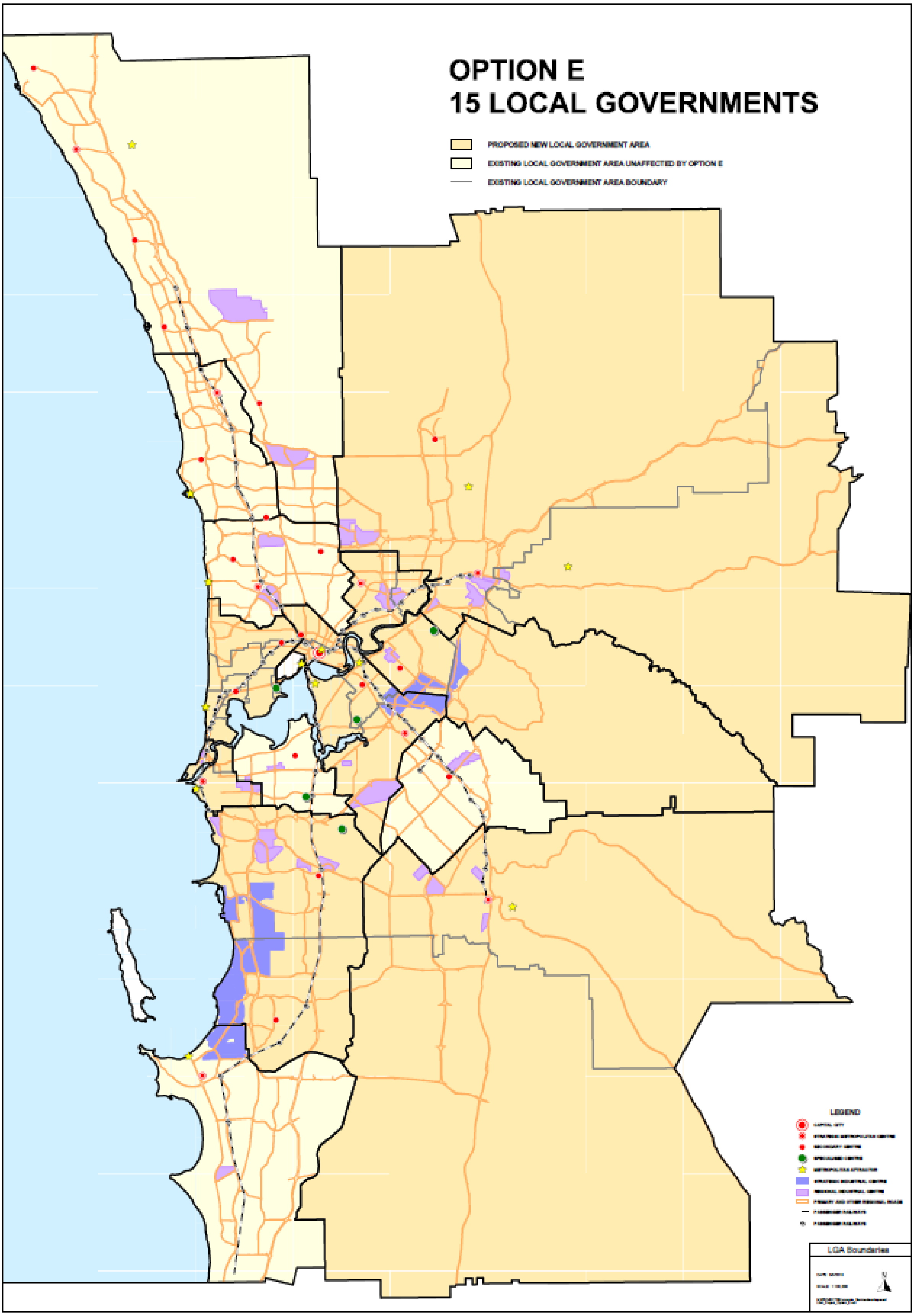
Option E (Figure 9) involves the amalgamation of 15 Councils with the following being directly affected:

1. Armadale & Serpentine-Jarrahdale
2. Fremantle & East Fremantle
3. Bayswater & Bassendean
4. Vincent & Perth
5. South Perth, Victoria Park & Canning
6. Cambridge, Subiaco, Nedlands, Claremont, Cottesloe, Peppermint Grove & Mosman Park
7. Cockburn & Kwinana
8. Swan & Mundaring
9. Belmont & Kalamunda

A summary of key characteristics can be seen below. More details can be found at Appendix 6.

| | ERP 2011 | Adj. WA Tomorrow 2026 Pop | Total Equity ($'000) 2011/2012 | Total Rate Revenue ($'000) 2012/2013 |
|---|---|---|---|---|
| Armadale & Serpentine Jarrahdale | 83,800 | 155,000 | 368,700 | 54,700 |
| Fremantle & East Fremantle | 36,000 | 49,000 | 425,800 | 39,800 |
| Bayswater & Bassendean | 80,100 | 100,00 | 312,000 | 42,500 |
| Vincent & Perth | 52,400 | 107,900 | 1,095,400 | 90,900 |
| South Perth, Victoria Park &Canning | 169,300 | 237,200 | 1,034,000 | 98,700 |
| Cockburn & Kwinana | 126,000 | 182,900 | 1,000,400 | 80,500 |
| Nedlands, Claremont, Cottesloe, Peppermint Grove Mosman Park, Cambridge & Subiaco | 97,000 | 127,000 | 540,700 | 84,400 |
| Swan & Mundaring | 152,600 | 221,000 | 1,033,100 | 102,000 |
| Belmont and Kalamunda | 93,800 | 119,700 | 694,225 | 61,900 |

**Figure 9 - Option E depicting 15 Local Governments**



### Population

Local governments unaffected by this proposal include Wanneroo, Joondalup, Stirling, Melville, Gosnells and Rockingham.

Again the amalgamation of Fremantle and East Fremantle provide for a small local government with a population of 49,000. All amalgamated local governments show an improved position

### Rates Information

The average rate revenue collected by the 15 local governments under this scenario is $73M per Council ($36M in 2013). This option is similar to Option D except that Canning/South Perth/Victoria Park becomes a high rate revenue local government on $99M, as well as $110M by Stirling, Mundaring/Swan with $102M, Wanneroo with $99M as well. Others such as Perth/Vincent with $91M and the western suburbs local governments on $84M are identical to Option D. The lower end of the scale is again represented by Fremantle/East Fremantle with $39M and $42M by Bayswater/Bassendean.

### Financial Information

This option results in six local governments remaining unchanged. It does not address the size and capacity issue related to Fremantle merger. It does however provide a financially stronger local government by merging Canning, South Perth and Victoria Park. Again the Darling escarpment local governments of Mundaring and Kalamunda are linked to the financially stronger City of Swan and City of Belmont.

## Workshop Comments

There was general support for the amalgamation of Canning with South Perth and Victoria Park.  Fifteen is a good number of local governments and it represents an almost 50% reduction of local governments

**E1 Relates to 15 Councils Option** (Gosnells to include part of Canning Vale and boundary change to the south around the Cannington Activity Centre, part of the western portion of Canning to be included in Melville) This option was agreed to by 68.4% “Yes” votes. Whilst there was general support for this variation, .there was differing views about where the new boundaries should be, particularly in relation to Canning Vale and Cannington.

**Figure 10 - Boundary adjustment for Option E (15 Local Governments)**

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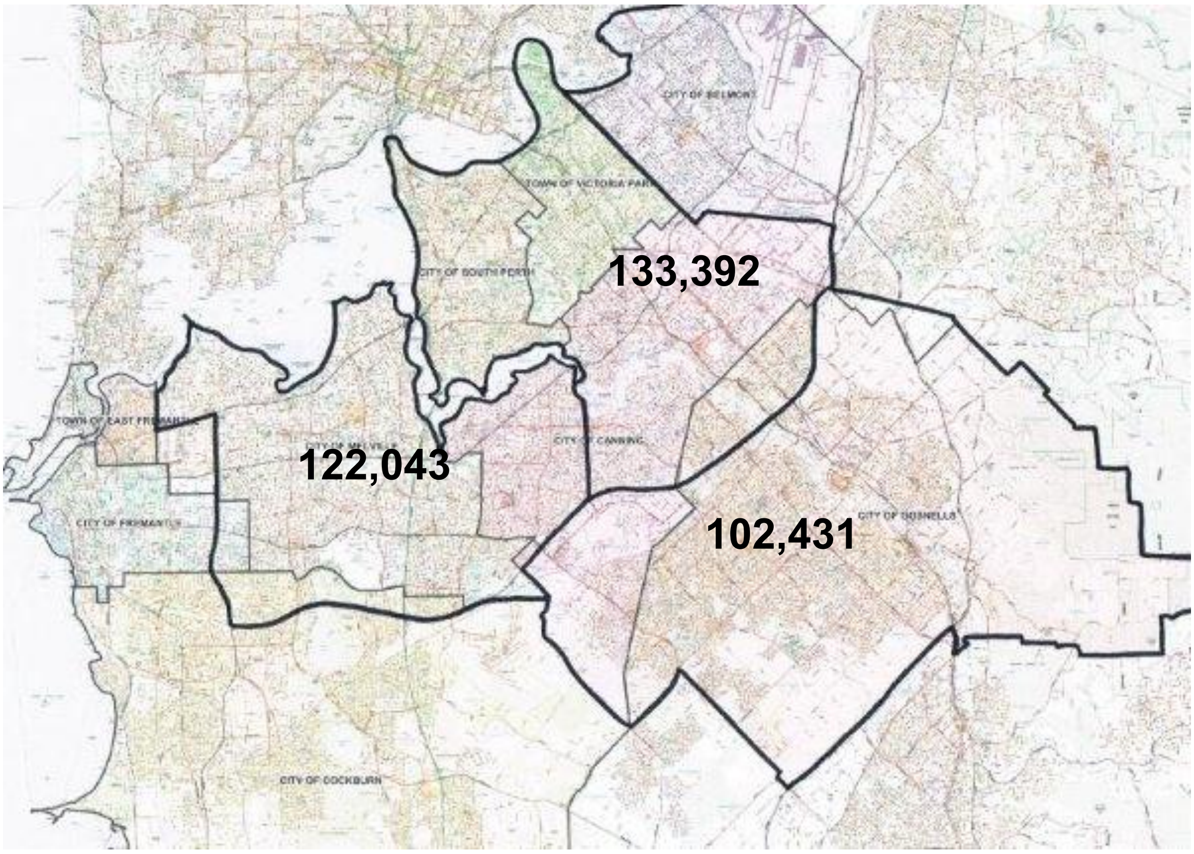



*Population based on 2011 Census*

In regard to Fremantle and East Fremantle, a sub-model was supported **(Boundary Adjustment C1 )** by most workshop participants that would allow for its expansion with the incorporation of Mosman Park and the northern part of Cockburn, creating a Council of 61,180 residents at the 2011 Census.

A second sub-model model **(Boundary Adjustment A2)** was given support was the potential amalgamation of the southern part of Serpentine-Jarrahdale with the Shire of Murray, as this area has a closer tie to that Shire than it does with Armadale. The area in the northern part of the Shire would be joined with the City of Armadale.

## Concluding Comments

As acknowledged in the Independent Panel Report Perth's metropolitan area is experiencing an unprecedented rate of growth. The population is expected to reach 2.3 million by 2026, and may be as high as 3.5 million by 2050.

The City is on the cusp of a period of transformational change due to population growth and economic development, and its strategic location relative to the Asian economies. Perth is strategically closer to the Asian economic powerhouses than other Australian cities, and is increasingly engaged with the world economy as a locale of decision-making and power. It is also becoming one of the global headquarters for the energy and mining sectors.

Despite this context of growth and economic, social and technological change, Perth's local government structure has remained unchanged since the early 1900s. Perth is one of the few major Australian cities that have not seen major local government reform.
Nationally and internationally, major cities have recently reviewed or are currently reviewing their local government structures and governance models to better deal with similar issues and challenges that Perth is facing.

Based on the research work carried out on earlier reform options for WALGA and on the three preferred models, it would appear that any model selected needs to capable of ensuring:

- Protection of liveability with an improvement in the environmental sustainability of the region.
- A more resilient and productive Metropolitan economy.
- Improved advocacy and representation of the region.
- A simple and clear system of governance.
- Improving efficiency and cost savings.
- Eliminating duplication.
- Improved community engagement.

Metropolitan Perth has governance structures that were developed more than a century ago when the city form and functions were vastly different and the population was significantly less. Many issues now extend across jurisdictional boundaries which results in difficulties in policy development and compliance. Therefore, it will be important for Perth, like other cities, to embrace regional governance mechanisms to overcome urban challenges and take advantage of future opportunities.

It is also evident that the functions provided by local governments need to be reviewed as part of the reform process to assess whether they may be better provided by the State Government. In general, however, they should be delivered by the sphere of government that has the capacity to effectively deliver them. While some functions may be best undertaken at a regional, state or federal level of government, higher levels of government should not perform functions that can be provided at a lower level.

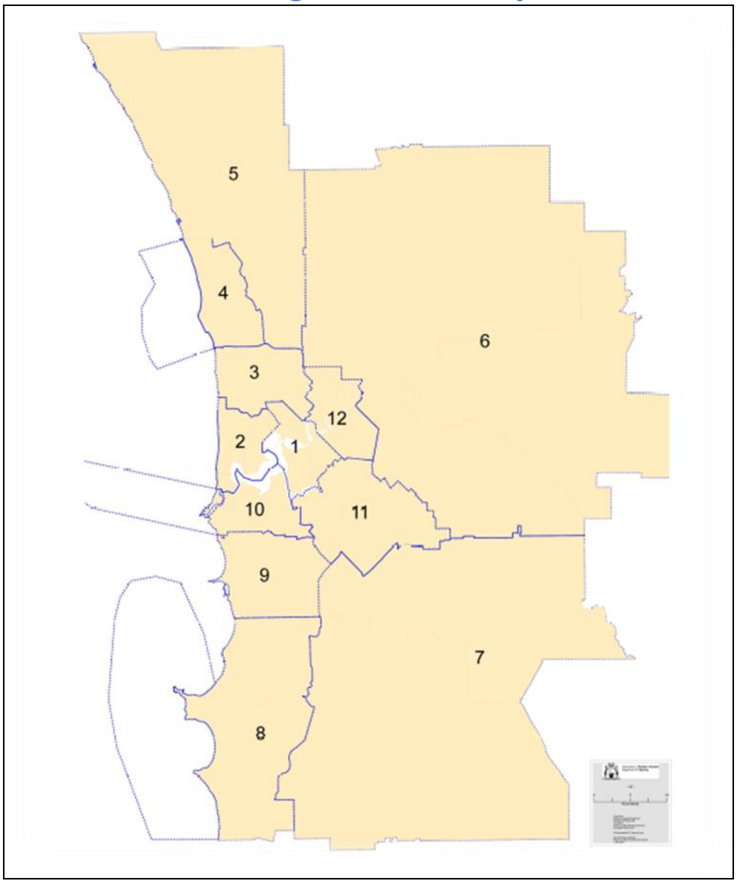
The State Government should work with the local government sector as a priority to agree on the roles and responsibilities of both Local and State Government at the time of drawing up appropriate structures of Local Government. Any discussions about improved governance must also include the principles and agreements which must be reached in relation to financing of local government and revenue sharing.

It is essential that the State Government undertakes its own reforms as it needs to be more suitably organised for their involvements in metropolitan growth management.

Currently there appears to be a lack of coordination in policy-making and service delivery that adds to problems in the reform process. Effective inter-government relations are crucial and this requires mechanisms to foster and support cooperative efforts such as joint metropolitan plans and appropriate allocation of roles, responsibilities and decision-making to the different levels of government.

# Appendix 1 – Recommendation 15 of Robson Report

## Amalgamations Only

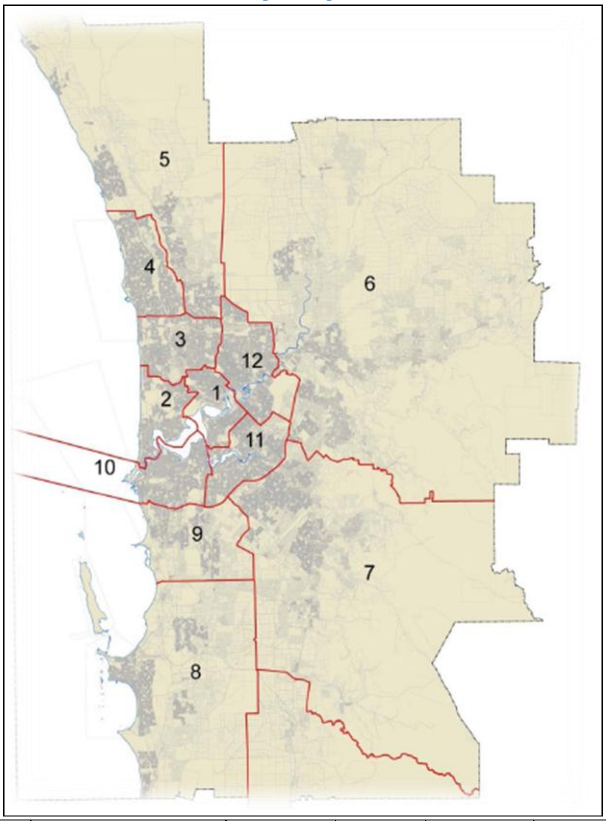



| | Strategic Metropolitan Centre (local governments included) | Population 2011 | Population (projected) 2026 | Total Rates Levied (2009/10) | Total Operating Expenditure (2009/10) |
|---|---|---|---|---|---|
| 7 | **Armadale** (Armadale, Serpentine- Jarrahdale) | 82,679 | 131,700 | 40,071,583 | 72,555,332 |
| 11 | **Cannington** (Canning, Gosnells) | 198,920 | 244,700 | 77,719,086 | 145,803,790 |
| 2 | **Claremont*** (Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Subiaco, Peppermint Grove) | 80,043 | 86,200 | 51,837,313 | 90,727,578 |
| 9 | **Cockburn*** (Cockburn) | 94,003 | 131,000 | 40,122,744 | 82,665,314 |
| 10 | **Fremantle** (East Fremantle, Fremantle, Melville (includes Rottnest)) | 140,901 | 146,800 | 75,891,170 | 137,508,600 |
| 4 | **Joondalup** (Joondalup) | 167,634 | 188,400 | 62,789,709 | 107,723,161 |
| 6 | **Midland** (Swan, Mundaring, Kalamunda) | 212,299 | 283,300 | 97,449,641 | 166,192,290 |
| 12 | **Morley** (Bassendean, Bayswater, Belmont) | 113,606 | 125,100 | 58,402,498 | 108,126,062 |
| 8 | **Rockingham** (Kwinana, Rockingham) | 138,455 | 224,800 | 56,051,946 | 139,520,833 |
| 1 | **Perth** (Perth, South Perth, Victoria Park, Vincent) | 147,969 | 198,500 | 132,270,721 | 259,724,654 |
| 3 | **Stirling** (Stirling) | 205,961 | 236,200 | 88,718,467 | 159,963,129 |
| 5 | **Wanneroo**** (Wanneroo) | 156,337 | 278,100 | 71,797,100 | 123,268,357 |

* Secondary centre

** Based on Wanneroo as a secondary centre, but with future boundary review based on the future growth of Yanchep as a Strategic Metropolitan Centre.

## Boundary Adjustments




| | Strategic Metropolitan Centre | Comprising Local Governments | Projected Population 2006 | Population 2011 | Population (projected) 2016 | Population (projected) 2021 | Population (projected) 2026 |
|---|---|---|---|---|---|---|---|
| 7 | Armadale | Armadale, with most of Gosnells, most of Serpentine-Jarrahdale# | 157,287 | 189,569 | 224,145 | 258,569 | 291,569 |
| 12 | Morley | Bassendean, Bayswater, Belmont, plus part Swan, Stirling | 160,789 | 171,483 | 176,901 | 181,572 | 186,210 |
| 11 | Cannington | Canning (less Canning Vale) plus part South Perth, part Melville, part Victoria Park | 115,681 | 120,854 | 127,647 | 132,769 | 137,902 |
| 2 | Claremont* | Cambridge (less West Leederville), Claremont, Cottesloe, Fremantle (part), Mosman Park, Nedlands, Peppermint Grove, Subiaco | 90,582 | 94,212 | 100,988 | 106,333 | 110,093 |
| 9 | Cockburn* | Cockburn (less Coolbellup, part Hamilton Hill, North Lake) | 65,750 | 78,849 | 92,234 | 103,351 | 110,204 |
| 10 | Fremantle | Fremantle (less part North Fremantle), East Fremantle, most Melville, part Cockburn | 109,890 | 118,069 | 123,639 | 128,269 | 132,682 |
| 4 | Joondalup | Joondalup | 157,900 | 167,900 | 175,600 | 181,900 | 188,400 |
| 6 | Midland | Swan (less Ballajura, Beechboro, Kiara, Lockridge, Malaga), Kalamunda, Mundaring | 145,012 | 165,858 | 191,920 | 220,533 | 247,024 |
| 8 | Rockingham | Rockingham, Kwinana | 111,955 | 136,595 | 159,285 | 181,251 | 202,312 |
| 1 | Perth | Perth, part Cambridge, part Stirling, part South Perth, part Victoria Park, Vincent | 103,217 | 116,500 | 127,721 | 134,956 | 143,169 |
| 3 | Stirling | Stirling (less Coolbinia, Dianella (50%), Inglewood, Menora, Mount Lawley) | 157,668 | 169,147 | 179,483 | 188,588 | 196,321 |
| 5 | Wanneroo** | Wanneroo | 115,892 | 156,329 | 199,148 | 237,851 | 272,216 |

* Secondary centre
** Based on Wanneroo as a secondary centre, but with future boundary review based on the future growth of Yanchep as a Strategic Metropolitan Centre.
\# Balance of Shire of Serpentine-Jarrahdale to the Shire of Murray.

(The population projections, a broad indicator of the future size of the proposed local governments, have been derived from a combination of sources, including the WAPC publication *Western Australia Tomorrow* (Population Report No.7, February 2012) and those produced for most metropolitan local governments by the demographic company *.id.*)

# Appendix 2 - Workshop Involving G20 Mayors and Chief Executive Officers

On Monday, 11 March 2013, Planning Context led a workshop at the City of Stirling to present a number of possible options for discussion and to gain an indication of support or otherwise by voting on the preferred ranking for every option.

As a general comment, it is important to note that:

- It was not expected for all of the G20 Councils to reach a consensus on which is the best option, but rather gain an indication of which is the more preferred (least undesirable) option.
- There will be a need for future reviews and adjustments as the region grows including splitting up very large Councils.
- Generally this is considered to be a two step process with amalgamations initially, then boundary adjustments to follow.
- There is no perfect solution or "magic number" to amalgamations. Each option has its advantages and disadvantages.
- The process of amalgamation is not panacea for reform.

## Attendees

High level representatives of the twenty metropolitan local governments (G20) were invited to participate at the workshop. The workshop was attended by the Mayors and CEOs (or other nominated representative) of the G20 local governments:

## Context

Prior to the commencement of the workshop, it was generally acknowledged that:

- Councils strongly support a process of voluntary amalgamations and boundary adjustments.
- Most Councils do not support recommendation 15 of the Review Panels Report relating to the creation of 12 Councils.
- If compulsory amalgamations are now to occur, then it is considered that a better plan could be developed.
- State Government is interested in what comes out of the work of the G20.
- A report on the outcome of the workshop and the options being considered will be given to participating Councils by 27 March 2013.
- The outcomes of the workshop will only relate to recommendation 15 of the Panel's Report.
- Each Council will need to decide on what they wish to submit to the Government in response to the Panel's report by 5 April 2013.
- A Special Meeting of Council may need to be held to consider the results of the workshop.

## Workshop Agenda and Facilitation

The half-day workshop was presented and facilitated by **Planning Context** under the lead of the principal **Charles Johnson**. The workshop was run on the following agenda:

| | |
|---|---|
| Welcome | |
| 8.35 am | Project background and methodology |
| 9.00 am | Presentation of amalgamation options |
| 9.30 am | Questions of Clarification |
| 9.45 am | Workshop on the options |
| 10.45 am | Feedback from workshop tables |
| 11.00 am | Open discussion on the options |
| 11.30 am | Mayors hand in voting on preferred option |
| 11.45 am | Results of voting and 'where to from here'. |
| 12 noon | Finish |

Others providing assistance and facilitation throughout the workshop included:

| | | |
|---|---|---|
| Katrina Elliott | - | Planning Context |
| Stacey Towne | - | Planning Context |
| Johan Biermann | - | Planning Context |
| Nav Sunner | - | Planning Context |
| John Bonker | - | Sub-consultant |
| Ron Back | - | Sub-consultant |
| Chris Liversage | - | Sub-consultant |
| Damien Martin | | Shire of Mundaring |

## Workshop Attendees

| **Local Government** | **Mayor** | **CEO** |
|---|---|---|
| City of Armadale | Henry Zelones | Ray Tame |
| City of Belmont | Phil Marks | (Acting) Ric Lutley |
| Town Of Cambridge | Simon Withers | Jason Buckley |
| City of Canning | (Commissioner) Linton Reynolds | (Acting) Andrew Sharpe |
| Town of Claremont | Jock Barker | Steve Goode |
| City of Cockburn | Logan Howlett | Stephen Caine |
| City of Fremantle | John Strachan for Brad Pettitt | Graham Mackenzie |
| City of Gosnells | Dave Griffiths | Ian Cowie |
| City of Joondalup | Troy Pickard | Garry Hunt |
| Shire of Kalamunda | (President) Sue Bilich | (Acting) Rhonda Hardy |
| City of Kwinana | Carol Adams Apology | Neil Hartley |
| City of Melville | Russel Aubrey | Shayne Silcox<br>Martin Tiemann (observer) |
| Shire of Mundaring | (President) Helen Dulard | Jonathan Throssell |
| City of Rockingham | Barry Sammels | John Pearson |
| City of South Perth | Sue Dougherty | Cliff Frewing |
| City of Stirling | David Boothman (left early) | Dylan Griffiths for Stewart Jardine |
| City of Subiaco | Heather Henderson Apology | Stephen Tindale |
| City of Swan | Charlie Zannino | Mike Foley |
| Town of Victoria Park | John Bissett for Trevor Vaughan | Arthur Kyron |
| City of Wanneroo | Tracey Roberts | Daniel Simms |

## Workshop Outcomes

Feedback from the workshop tables where each of the options and boundary variations were displayed has been summarised and is shown in Appendix 3, together with notes from the additional discussion.

## Voting Methodology

Attendees were invited to vote for each of the six options by ranking each of them in preference, with “1” being the most preferred option and “6” being the least preferred option. A ranking was required for every option for the vote to be valid.

Attendees were also invited to indicate agreement or otherwise to six variations to boundary changes within the options by circling “Yes” or “No”.

One vote was permitted from each of the local governments represented at the workshop, with the Mayor casting the vote (unless otherwise arranged). Voting was held by secret ballot.

Votes were counted in two parts – one for the six options and the other for the six variations to the boundaries.

For the six options, the primary vote was recorded (that is the number of votes for the options preferred as number 1) together with the preferential vote (that is the total vote score where the lowest score equals the most preferred option).

For the six variations to the boundaries, “Yes” and “No” votes were calculated to give a tally for each.

## Voting Results

A total of nineteen representatives took part in the voting. A summary table of the voting results is shown below:

### Number of Councils

| OPTIONS | COUNCILS | PRIMARY VOTE | PREFERENCE SCORE | PREFERENCE RANKING |
|---|---|---|---|---|
| **A** | 22 | 3 | 80 | 5 |
| **B** | 20 | 2 | 65 | 4 |
| **C** | 18 | 3 | 52 | 2 |
| **D** | 16 | 3 | 50 | 1 |
| **E** | 15 | 7 | 54 | 3 |
| **F** | 9 | 1 | 98 | 6 |

### Boundary Changes

| | BOUNDARY REFORM MAP | YES | NO |
|---|---|---|---|
| **A1** | 3 Western Suburbs | 6 | 13 |
| **A2** | Armadale & Serpentine-Jarrahdale (Murray) | 17 | 2 |
| **B1** | 2 Western Suburbs | 13 | 6 |
| **C1** | Fremantle with Mosman Park & Melville/Cockburn adjustments | 15 | 4 |
| **C2** | Belmont expanded | 8 | 11 |
| **E1** | Canning, Victoria Park & South Perth adjusted boundaries with neighbours | 13 | 6 |

The options with the lowest score (thus signifying **highest preference**) was **Option D (16 Councils)** at a score of 50. This was closely followed by Option C (18 Councils) with score of 52, then Option E (15 Councils) at 54, Option B (20 Councils) at 65, Option A (22 Councils) at 80 and least preferred being Option F (9 Councils) at 98.

The option with the most **primary votes** at 36.8% was **Option E (15 Councils)**, followed by Option A (22 Councils), Option C (18 Councils) and Option D (16 Councils) each at 15.8%, then Option B (20 Councils) at 10.5% and Option F (9 Councils) at 5.3%.

With regard to the proposed boundary changes within the options:

- **A1** (Cambridge/Stirling boundary adjustment and expand Subiaco to include QE II/UWA Strategic Centre) was **not agreed** with 68.4% “No” votes;
- **A2** (include part of Serpentine-Jarrahdale in Armadale and possible part to Murray) was **agreed** with 89.5% “Yes” votes;
- **B1** (North part of Subiaco to Cambridge, No impact on Stirling, south part of Subiaco amalgamated with others to allow single Council control of the QE II/UWA Strategic Centre) was **agreed** with 68.4% “Yes” votes;

**C1** (Expand Fremantle to include Mosman Park and northern part of Cockburn, Melville/Fremantle boundary adjusted and Melville to expand south to possible Roe Highway extension, assumes Cockburn and Kwinana amalgamation) was **agreed** with 78.9% “Yes” votes;

- **C2** (Expand Belmont to control more of the frame area around Perth Airport and affects Kalamunda, Swan and Canning) was **not agreed** with 57.9% “No” votes; and
- **E1** (Gosnells to include part of Canning Vale and boundary change to the south around the Cannington Activity Centre, part of the western portion of Canning to be included in Melville) was **agreed** with “68.4% “Yes” votes.

# Appendix 3 - Feedback from Workshop Option Tables and General Discussion

## Feedback

OPTION A – 22 Councils

| Positives | Negatives | Other Comments |
|---|---|---|
| | Doesn't go far enough<br>Still too many LGs | Each LG needs appropriate mix of residential, industrial and commercial to support growth |
| | Concerns that agreement to Options, then LG start making boundary changes without opportunity for others to view/comment | Reinforces current system |
| | Higher rate base needed across the board. Approximately 120,000 pop | Doesn't reflect reality |

A1 – 3 Western Suburbs

- Doesn't go far enough for Western Suburbs – All Western Suburbs should amalgamate as one.
- A1 option to include part of Stirling in Cambridge was not supported by residents previously, if it went ahead, there would be a lot of disappointed residents (not sure if Cambridge or Stirling).
- Support for Stirling into Cambridge.
- Doesn't give Fremantle critical mass that it needs.
- Doesn't deliver any outcomes.
- Perth should only include CBD.
- Victoria Park should stay same.
- Least disruptive.
- Strong support for 3 Western Suburbs.
- 3 Councils in Western Suburbs better than 2, more equal – otherwise North/South divide.

A2 – Armadale and Serpentine Jarrahdale

- Push for A2 boundary change – i.e. Northern part of Serpentine-Jarrahdale to Armadale etc., part of Serpentine-Jarrahdale to Murray.
- How will it affect Metro boundary?
- Preferred to do boundary adjustment first up, but might need to do as second phase.
- A Hills Option would be difficult to sustain.
- Bassendean and Swan, instead of Bassendean and Bayswater

## OPTION B – 20 Councils

| Positives | Negatives | Other Comments |
|---|---|---|
| Represents a better outcome than Option A | Doesn't go far enough. Absolute minimum to consider.<br>Same as Option A.<br>Need to do more | Armadale is happy to take Serpentine-Jarrahdale, but it's a bit too much to take on. Would like to see their boundary model being applied. |
| Heading in the right direction. Good. Nothing to out there. Boundary changes can come later | Need to look at larger population numbers. Too small at the moment | Victoria Park's second most preferred option. Gives them a larger pop. South Perth and Victoria Park is good if Burswood remains with them, not viable without it. Loss of ate revenue. |
| Reducing the number of Local Governments without causing too much trouble | Scope of size is not what Government is looking for. What's to stop another Government pushing further? | Scope of size comment. Doesn't go far enough. Vincent and Perth are the exception. |
| Smooth amalgamation of Western Suburbs without causing too much disruption | Western Suburbs can become 1 Council just based on population. Therefore making this a 19 Council option | Claremont is not capable of being the centre in this two Western Suburbs proposal with that kind of pop. No problems with Subiaco and Cambridge |
| B1 Boundary Reform Map – good strategic positioning of boundaries | Doesn't necessarily address sustainability | Fremantle needs more. East Fremantle is simply not enough for population alone |
| B1 Boundary Reform Map – should become permanent in the Option B model | | Nedlands has problems with personalities. Put it with anyone and you'll poison them. Subiaco and Nedlands – Nedlands = financial problems. N + G4 = ruin the model. Financial liability.<br>-Subiaco some of Nedlands<br>-Cambridge and Stirling |

## OPTION C – 18 Councils

| Positives | Negatives | Other Comments |
|---|---|---|
| Burswood peninsula to remain with South Perth and Victoria Park. Perth should remain a CBD Council | Doesn't go far enough<br>Too many still too small | 5th boundary of South Perth and Victoria Park should extend to Leach Hwy |
| Belmont to have all Airport, merge with Kalamunda, shift north boundary to Great Eastern Hwy. Remainder of Mundaring to Swan | Opposed to amalgamation of Armadale and Serpentine-Jarrahdale | Too include A2, C1 and E1 |

C1

- Current boundary between Cockburn, Melville and Fremantle reasonably well defined
- Population data questionable (not 90,000 > 133K)
- Still does not give Fremantle a desirable 100K population
- Communities of interest not a factor
- Continue Stock Rd boundary north to river to balance population
- Doesn't go far enough. Fremantle should expand South and East to be more viable

C2

- Advantage to have Airport under 1 Local Government
- Opposed to transfer of Kalamunda to Belmont as it would make Kalamunda unsustainable (removal of industrial land)
- Need "Hills" Council. For example Mundaring, Kalamunda and part of Gosnells

## OPTION D – 16 Councils

| Positives | Negatives | Other Comments |
|---|---|---|
| Vincent and Perth works well | Fremantle and East Fremantle – low population | Swan and Mundaring – concern about large area |
| South Perth and Park – keep boundaries as they relate to Burswood Peninsula | Belmont and Kalamunda – not a good idea – good idea | Link Fremantle and East Fremantle with Melville |
| Logic of linking Belmont and Kalamunda queried – address by including Perth Airport in Belmont | Fremantle too small – make boundary between Fremantle and Melville continuing along Stock Rd | Combine Option D with C1 plus E1 |
| Good base model – logic and merit based on Strategic Regional Planning Centres | | Mundaring/Kalamunda – Adjust boundary along Great Eastern Hwy. Hills Council should be considered |
| From South Perth point of view it gives South Perth and Victoria Park protection if Burswood Peninsula gets moved to Perth | | Armadale – concern about taking on entire Serpentine-Jarrahdale. Hills option should be considered |

### OPTION E – 15 Councils

| Positives | Negatives | Other Comments |
|---|---|---|
| General support for the amalgamation of Canning with South Perth and Victoria Park | South Perth and Victoria Park have nothing in common with Canning | Should include A1, C1 and E1 |
| Fifteen is a good number of local governments | Loss of Burswood will still remain an issue for the consolidated local government | Suggestion that the boundary between Mundaring and Kalamunda be changed to the Great Eastern Highway |
| Represents an almost 50% reduction of local governments | | If Belmont and Kalamunda are amalgamated, then the C2 proposal (Airport land all in the City of Belmont) is preferred. |

E1

- Dissolving the City of Canning to create larger South Perth/Victoria Park, Melville and Gosnells local government areas was generally supported. However, there was differing views about where the new boundaries should be, particularly in relation to Canning Vale and Cannington.

### OPTION F – 9 Councils

- Obviates the need for Regional Councils
- Long term strategic outcome
- Incremental reform is not preferred and will not result in sustainable councils
- Mandurah must be included in strategic view of SW Corridor (Kwinana, Rockingham…)
- Model doesn't comprehend strategic management of SW industrial precinct
- Western suburbs and Eastern suburbs councils will be too large
- Creates large inequities and disparities
- Doesn't facilitate strategic management of airport precinct or SW industrial precinct
- Kwinana/Rockingham combination could be supported provided had it accommodated further adjustments to facilitate strategic management of SW industrial precinct
- Rockingham strongly supports alignment with Directions 2031 and the Robson model
- Concerns with Armadale taking the rural portion of SW
- More logical for South Perth and Victoria Park to join with Perth and Vincent
- City of Perth should only be CBD
    - ➢ Re-amalgamating would give rise to suburban – CBD tension. Suburban representation would dominate CBD representation – return to pre '93 situation of conflicted representation
- Model too radical – goes too far
- Leaves many councils too big
- Support for Option F
    - ➢ One council supports Option F
    - ➢ Nine councils expressed Option F as their least preferred option

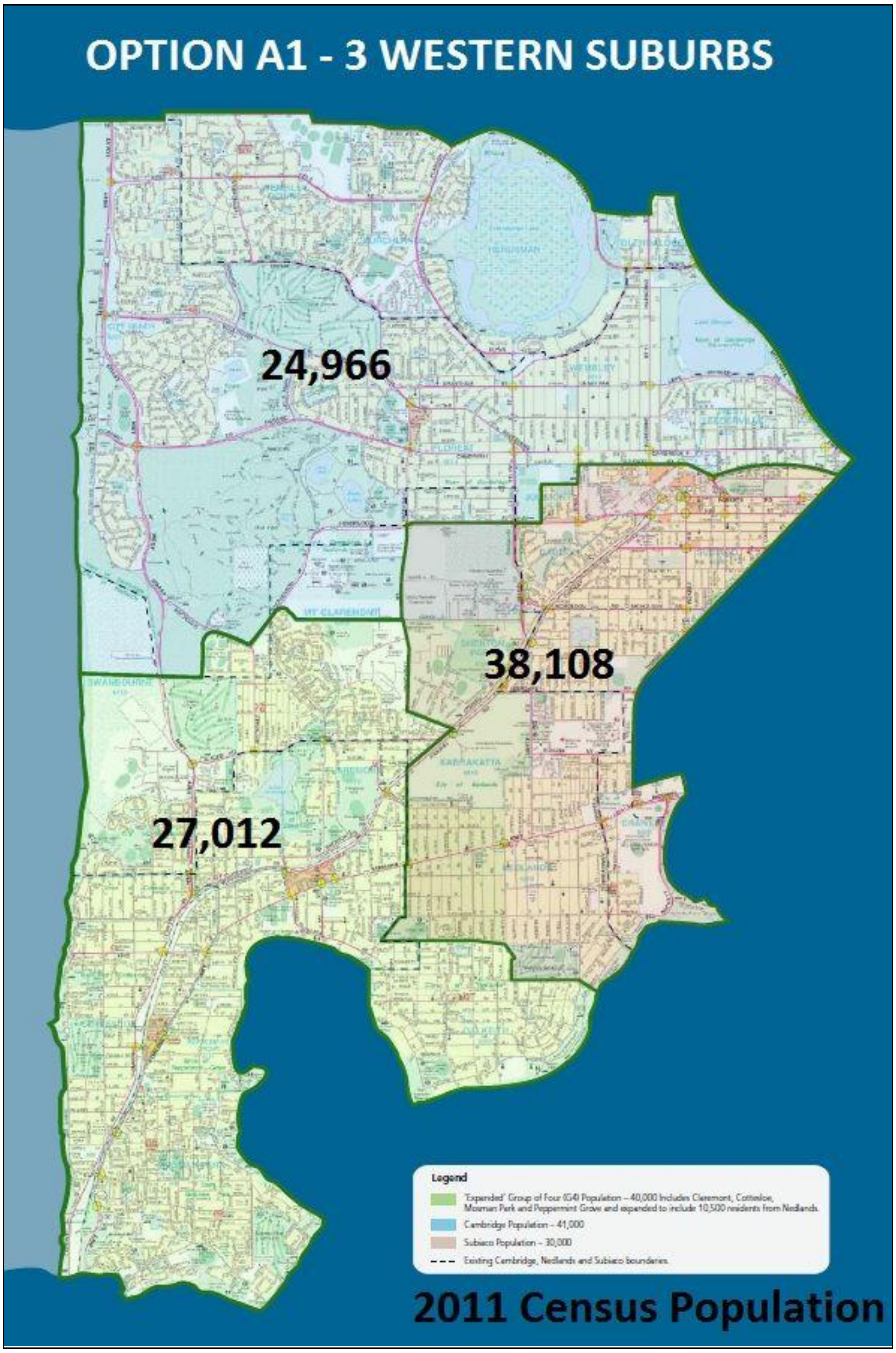
## Workshop General Discussion

- ’93 split – complaint of CBD. If include CBD into others, you’d have the same arguments. That’s why it should be a separate CBD Council.
- Fremantle @ 36,000 = too small. Need C1 to increase population.
- Need to consider alternatives to a “Hills” Council. Can’t just look at rate base. State issues.
- South Perth and Victoria Park = aligned, but need Burswood. Unsure of its future
- How do we incorporate the discussion? What’s the purpose of the vote?
- Where are the honey pots? Should be distributed not all in one LG.
- Colin’s mandate. Put together a map that he accepts easily. Like some of the hybrids.
- A2/C1/E1 – rate base of Melville/Gosnells. Like a “Hills” Council, after speaking to Ron – don’t like it. Belmont = all of Airport. Reduce the burden on Swan by Mundaring coming on. “Hills” need more help. Votes = 16 Councils, if a “Hills” Council comes in then = 17 Councils.
- “Hills” Council. Belmont debate.
- Support it. Be vocal. Forget the haters.
- The counting does not reflect preferential.
- This process ended with 16 Councils. We’ll go away and put our own forward. Doesn’t mean we’ll go with 16.

# Appendix 4 – Boundary Adjustments within Options

## Boundary Adjustment A1 – 3 Western Suburbs

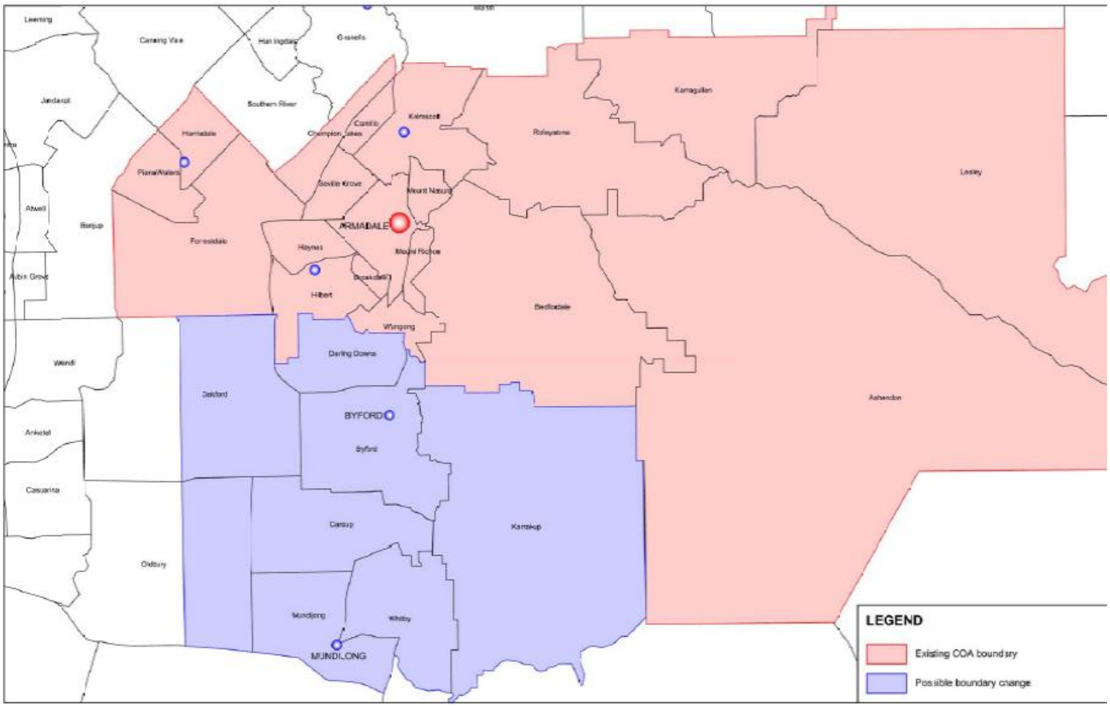
**Relates to Option A - 22 Councils**. Shows Cambridge/Stirling boundary adjustment and expand Subiaco to include QE II/UWA Strategic Centre




*Populations based on Estimated populations 2011*

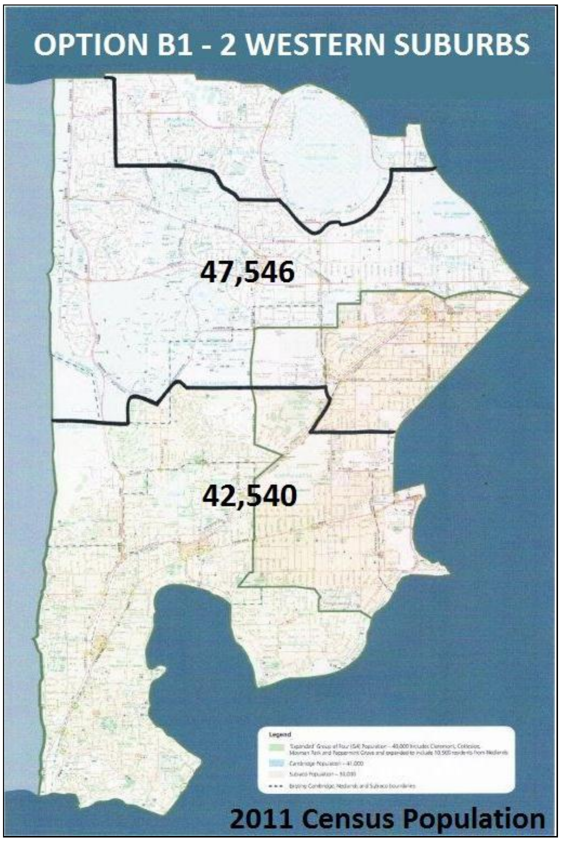
## Boundary Adjustment A2 – Armadale/Serpentine Jarrahdale

**Relates to all options.** Include part of Serpentine-Jarrahdale in Armadale and possible part to Murray.



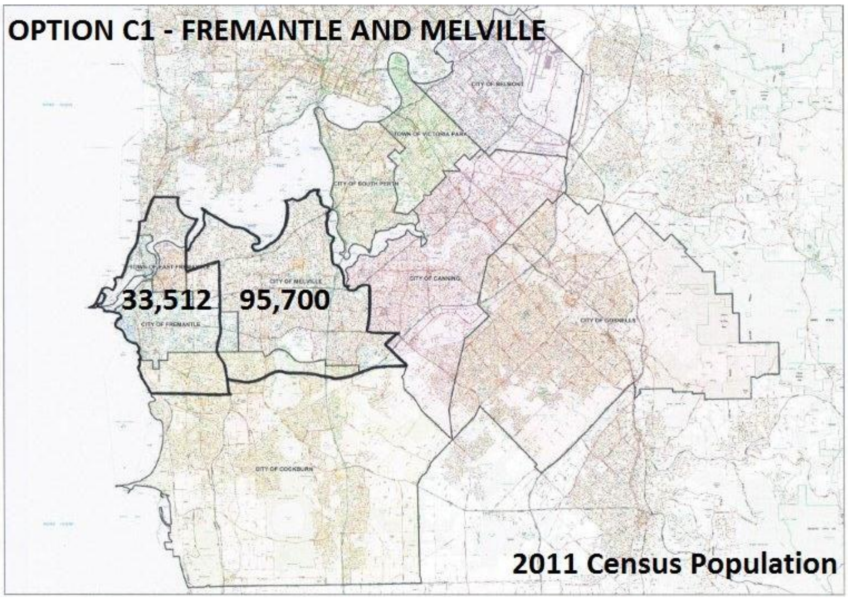

## Boundary Adjustment B1 – 2 Western Suburbs

**Relates to Option B - 20 Councils**. Shows north part of Subiaco to Cambridge, no impact on Stirling, south part of Subiaco amalgamated with others to allow single Council control of the QE II/UWA Strategic Centre.



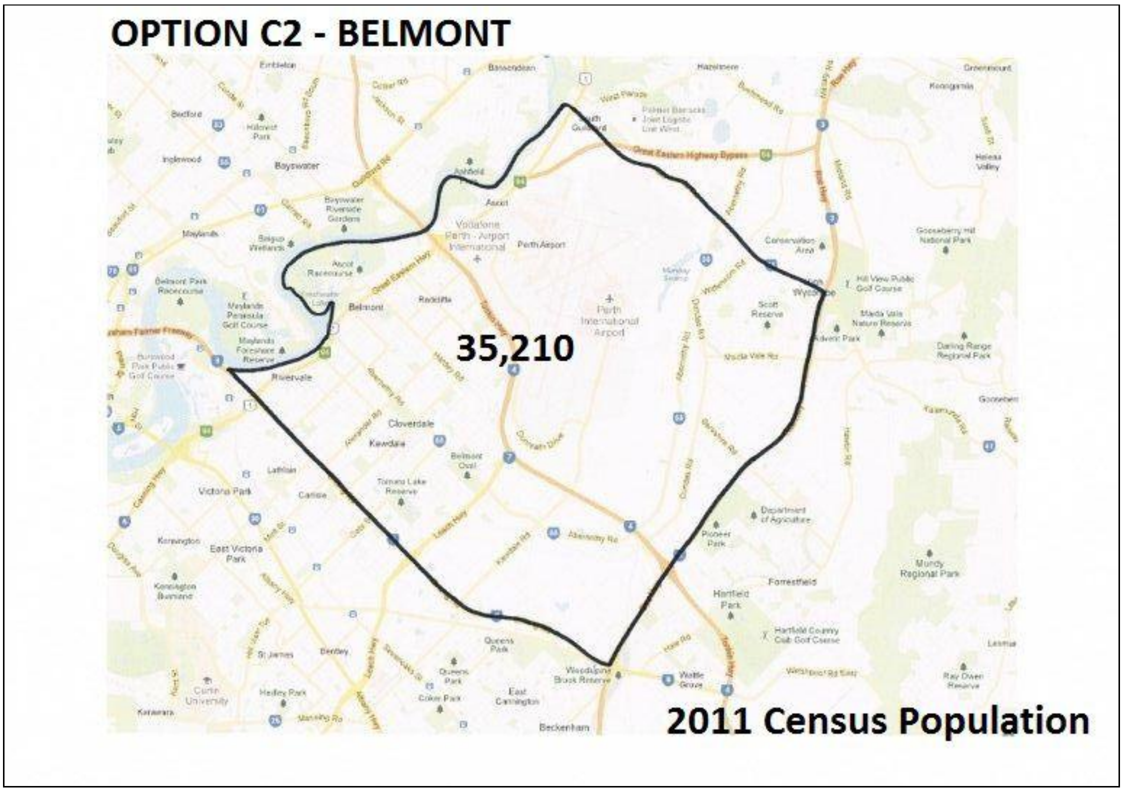
## Boundary Adjustment C1 – Fremantle and Melville

**Relates to all options involving 18 Councils or less.** Expand Fremantle to include Mosman Park and northern part of Cockburn, Melville/Fremantle boundary adjusted and Melville to expand south to possible Roe Highway extension, assumes Cockburn and Kwinana amalgamation.



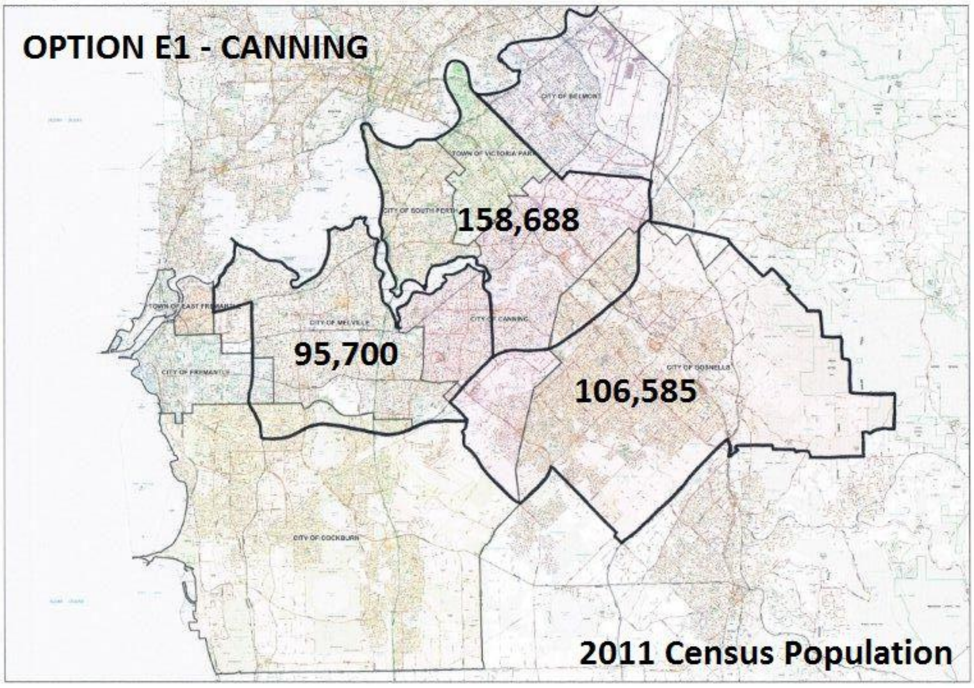

## Boundary Adjustment C2 – Belmont

**Relates to Option C - 18 Councils**. Expand Belmont to control more of the frame area around Perth Airport and affects Kalamunda, Swan and Canning.



## Boundary Adjustment E1 - Canning

**Relates to Option E - 15 Councils**. Gosnells to include part of Canning Vale and boundary change to the south around the Cannington Activity Centre, part of the western portion of Canning to be included in Melville.



# Appendix 5 –Non Preferred Options

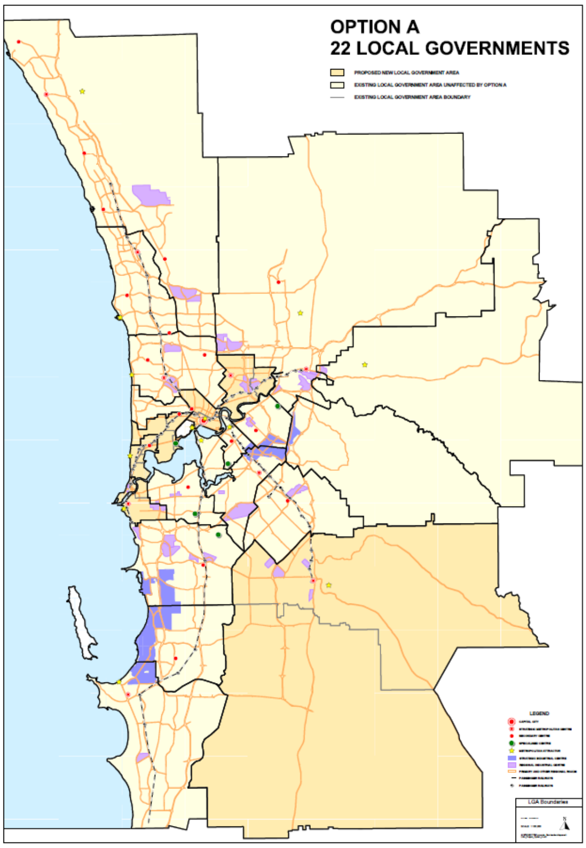
## Option A

This option sees the current 30 local governments reduced to 22. Some 17 Councils are not affected by this proposal. Those affected are as follows:

| | LOCAL GOVERNMENTS AFFECTED |
|---|---|
| OPTION A<br><br>22 Councils<br><br>Lose 8 | 1. **Armadale & Serpentine-Jarrahdale**<br>2. **Fremantle & East Fremantle**<br>3. **Bayswater & Bassendean**<br>4. **Vincent & Perth**<br>5. **Nedlands & Subiaco**<br>6. **Claremont, Cottesloe, Peppermint Grove & Mosman Park** |

Using the adjusted population forecast, the largest local government in this scenario would accommodate a population in excess of 300,000 by the year 2026, whilst 10 local governments would remain below 70,000 persons and a further six below 170,000 persons.

This option does little to balance the size and shape of local governments in an equitable fashion across the metropolitan area.



| | ERP 2011 | Adj. WA Tomorrow 2026 Pop | Total Equity ($'000) 2011/2012 | Total Rate Revenue ($'000) 2012/2013 |
|---|---|---|---|---|
| Armadale & Serpentine-Jarrahdale | 83,800 | 155,000 | 368,700 | 54,700 |
| Fremantle & East Fremantle | 36,000 | 49,000 | 425,800 | 39,800 |
| Bayswater & Bassendean | 80,100 | 100,000 | 312,000 | 42,500 |
| Nedlands & Subiaco | 41,000 | 54,600 | 273,200 | 36,500 |
| Vincent & Perth | 52,000 | 107,900 | 1,095,400 | 90,900 |
| Claremont, Cottesloe, Peppermint Grove & Mosman Park | 28,800 | 35,800 | 105,900 | 28,700 |

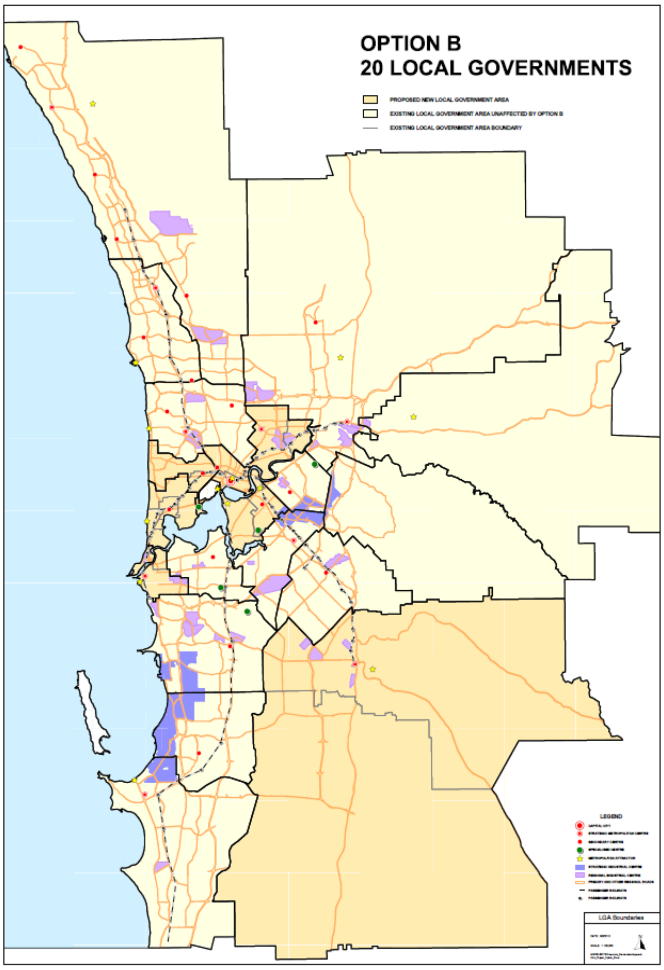
The average rate revenue collected by the 22 local governments under this scenario is $49M per Council ($36M in 2013). Rate income under this scenario varies from $19M collected by Cambridge to $110M by Stirling and Wanneroo at $99M.

## Option B

| OPTION B<br><br>20 Councils<br><br>Lose 10 | LOCAL GOVERNMENTS AFFECTED<br><br>1. **Armadale & Serpentine-Jarrahdale**<br>2. **Fremantle & East Fremantle**<br>3. **Bayswater & Bassendean**<br>4. **Vincent & Perth**<br>5. **South Perth & Victoria Park**<br>6. **Cambridge & Subiaco**<br>7. **Nedlands, Claremont, Cottesloe, Peppermint Grove & Mosman Park** |
|---|---|

This option sees some modification of the consideration in the western suburbs and the bringing together South Perth and Victoria Park.

Again the issue fails to address the balance in terms of population size (2026 estimates) and the shape equitably across the metropolitan area. We still see some seven local governments with projected populations less than 70,000. On the other hand we have six local governments with populations of approximately 200,000 and above.

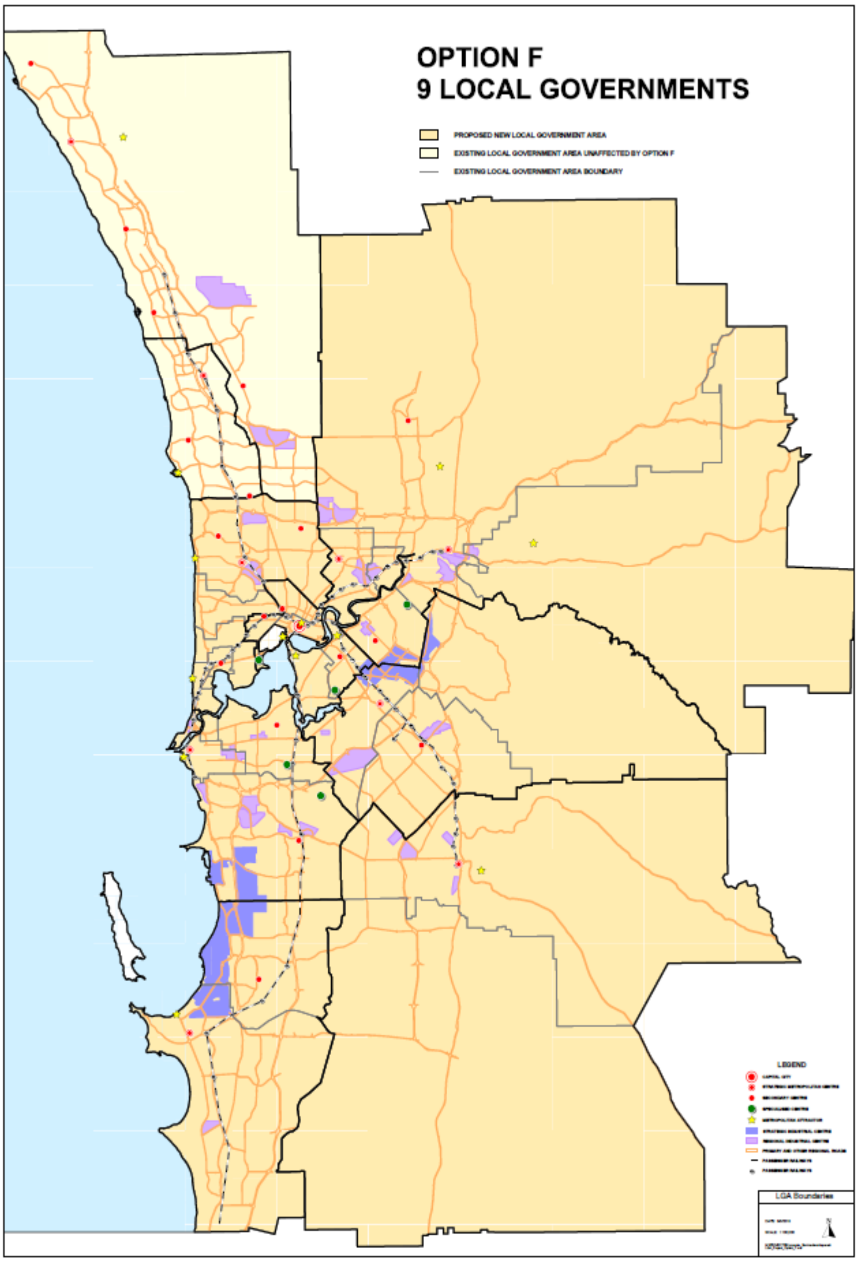


| | ERP 2011 | Adj. WA Tomorrow 2026 Pop | Total Equity ($'000) 2011/2012 | Total Rate Revenue ($'000) 2012/2013 |
|---|---|---|---|---|
| Armadale & Serpentine-Jarrahdale | 83,800 | 155,000 | 368,700 | 54,700 |
| Fremantle & East Fremantle | 36,000 | 49,000 | 425,800 | 39,800 |
| Bayswater & Bassendean | 80,100 | 100,000 | 312,000 | 42,500 |
| Vincent & Perth | 52,400 | 107,900 | 1,095,400 | 90,900 |
| South Perth & Victoria Park | 78,400 | 115,600 | 919,000 | 55,600 |
| Cambridge & Subiaco | 45,600 | 53,600 | 301,800 | 37,900 |
| Nedlands, Claremont, Cottesloe, Peppermint Grove & Mosman Park | 51,300 | 62,600 | 833,000 | 46,500 |

The average rate revenue collected by the 20 local governments under this scenario is $54M per Council ($36M in 2013). Rate income under this scenario varies from $22M collected by Mundaring, $25M by Kalamunda, $26M by Kwinana to $110M by Stirling, and Wanneroo at $99M.

## Option F

| OPTION F<br><br>9 Councils<br><br>Lose 21 | LOCAL GOVERNMENTS AFFECTED<br><br>1. **Armadale & Serpentine-Jarrahdale**<br>2. **Fremantle, East Fremantle, Melville & Cockburn**<br>3. **Bayswater, Bassendean, Swan, Mundaring & Belmont**<br>4. **Vincent, Perth, South Perth & Victoria Park**<br>5. **Cambridge, Subiaco, Nedlands, Claremont, Cottesloe, Peppermint Grove, Mosman Park & Stirling**<br>6. **Canning, Gosnells & Kalamunda**<br>7. **Kwinana & Rockingham** |
| --- | --- |



| | ERP 2011 | Adj. WA Tomorrow 2026 Pop | Total Equity ($'000) 2011/2012 | Total Rate Revenue ($'000) 2012/2013 |
|---|---|---|---|---|
| Armadale & Serpentine-Jarrahdale | 83,800 | 155,000 | 368,700 | 54,700 |
| Fremantle & East Fremantle, Melville and Cockburn | 233,000 | 330,700 | 1,903,700 | 146,700 |
| Bayswater, Bassendean, Swan, Mundaring and Belmont | 270,100 | 408,600 | 1,712,200 | 180,800 |
| Vincent , Perth, South Perth, Victoria Park | 130,800 | 223,500 | 1,643,500 | 146,500 |
| Nedlands, Claremont, Cottesloe, Peppermint Grove Mosman Park, Cambridge , Stirling &Subiaco | 305,400 | 412,800 | 1,406,700 | 194,300 |
| Gosnells, Kalamunda, Canning | 259,600 | 349,400 | 1,787,100 | 120,800 |
| Kwinana, Rockingham | 139,800 | 256,900 | 624,400 | 77,200 |

Under this proposal only the Cities of Wanneroo and Joondalup are unaffected. The minimum population would be 150,000 rising to over 400,000 in an eastern suburbs locality around Midland.

The question arises as to whether Kwinana/Rockingham merger is appropriate for the industrial strip in the Kwinana locality.

All local governments would have a stronger operating performance and an increased debt leverage facility capability.

It needs to be understood that the amalgamation of local governments that provide better operating results and improved leverage facilities arises from the combination of the current performance. In many cases the decision will need to be made as to whether the performances of an amalgamated local government should be elevated to the service and facility capacity of the highest performing local government. In this case there will be a need to address either a shortage of revenue or a need to deliver cost economies to bridge the funding shortfall. This arises generally through the different taxing and cost structures operated by individual local governments.

The average rate revenue collected by the 9 local governments under this scenario is $122M per Council ($36M in 2013). This sees a far more homogenous level of rates collected than any of the others, ranging from $55M for Armadale/Serpentine Jarrahdale and $77M for Kwinana/Rockingham, and $78M for Joondalup to $194M for Stirling/the western suburbs. Another local government would be Bassendean/Bayswater/Belmont/Mundaring/Swan with rate income of $180M.

# Appendix 6 – Detailed Data

**Please note:** **Rate information relates to 2012/13**
**Financial information relates to 2011/12 (audited statements).**

| OPTION A<br>Factors | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Belmont | Cambridge | Canning | Cockburn | Claremont, Cottesloe, Mosman Park, Peppermint Grove | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Area (WALGA Directory) | 1465.4 | 43.7 | 40 | 22 | 65.4 | 148 | 14.7 | 22.1 | 127 | 99 | 349 |
| Population 2011 Census | 80,042 | 75,668 | 35,210 | 24,966 | 85,515 | 89,683 | 27,012 | 33,512 | 106,585 | 152,406 | 53,568 |
| Persons per sq km | 55 | 1,732 | 880 | 1,135 | 1,308 | 606 | 1,838 | 1,516 | 839 | 1,539 | 153 |
| Estimated Resident Population | 83,755 | 80,130 | 37,350 | 26,775 | 90,892 | 95,316 | 28,850 | 36,046 | 112,244 | 161,783 | 56,462 |
| Persons per sq km | 57 | 1,834 | 934 | 1,217 | 1,390 | 644 | 1,963 | 1,631 | 884 | 1,634 | 162 |
| WA Tomorrow Population | 131,700 | 83,500 | 41,600 | 31,000 | 105,700 | 131,000 | 32,200 | 42,300 | 139,000 | 188,400 | 62,300 |
| Adjusted WA Tomorrow | 155,478 | 100,042 | 54,722 | 36,580 | 121,576 | 161,384 | 35,764 | 49,050 | 162,814 | 207,210 | 64,964 |
| People who work in LG (2011 Census) | 16,135 | 23,651 | 33,235 | 10,219 | 51,545 | 29,198 | 10,820 | 26,423 | 20,573 | 38,275 | 13,021 |
| Workforce in LGA (2011 Census) | 40,624 | 40,936 | 18,262 | 12,992 | 45,542 | 48,369 | 13,246 | 17,710 | 54,013 | 86,364 | 28,176 |
| Self Sufficiency | 40% | 58% | 182% | 79% | 113% | 60% | 82% | 149% | 38% | 44% | 46% |
| Number of Dwellings (occupied and unoccupied private dwellings 2011 Census) | 31,481 | 34,204 | 16,083 | 10,252 | 33,528 | 35,618 | 12,498 | 16,545 | 40,345 | 58,525 | 21,153 |

| OPTION A<br>Factors cont. | Kwinana | Melville | Mundaring | Nedlands, Subiaco | Perth, Vincent | Rockingham | South Perth | Stirling | Swan | Victoria Park | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Area (WALGA Directory) | 118 | 52.7 | 644 | 27.7 | 19.4 | 261 | 20 | 109.4 | 1,043.00 | 17.9 | 685.8 |
| Population 2011 Census | 29,228 | 95,700 | 36,529 | 38,108 | 48,263 | 104,106 | 40,739 | 195,701 | 108,461 | 32,434 | 152,078 |
| Persons per sq km | 248 | 1,815 | 24,353 | 1,376 | 2,488 | 399 | 2,037 | 1,789 | 104 | 1,812 | 222 |
| Estimated Resident Population | 30,671 | 101,664 | 38,448 | 41,010 | 52,393 | 109,101 | 43,963 | 208,399 | 114,179 | 34,442 | 160,332 |
| Persons per sq km | 260 | 1,928 | 25,632 | 1,481 | 2,701 | 418 | 2,198 | 1,905 | 109 | 1,924 | 234 |
| WA Tomorrow Population | 51,900 | 104,500 | 45,300 | 45,600 | 83,300 | 172,900 | 49,700 | 236,200 | 175,700 | 42,900 | 278,100 |
| Adjusted WA Tomorrow | 60,432 | 120,304 | 47,712 | 54,636 | 107,870 | 196,462 | 56,504 | 285,844 | 206,102 | 59,136 | 319,446 |
| People who work in LG (2011 Census) | 11,393 | 31,387 | 7,758 | 41,954 | 141,794 | 24,012 | 11,484 | 67,681 | 46,833 | 23,419 | 31,438 |
| Workforce in LGA (2011 Census) | 13,648 | 50,450 | 18,388 | 19,582 | 28,739 | 51,119 | 22,366 | 103,345 | 56,059 | 17,736 | 77,134 |
| Self Sufficiency | 83% | 62% | 42% | 214% | 493% | 47% | 51% | 65% | 84% | 132% | 41% |
| Number of Dwellings (occupied and unoccupied private dwellings 2011 Census) | 11,487 | 40,087 | 13,837 | 17,180 | 26,251 | 42,421 | 19,761 | 89,494 | 41,470 | 15,742 | 56,334 |

| Option A Financial Information | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Belmont | Cambridge | Canning | Cockburn | Claremont, Cottesloe, Mosman Park, Peppermint Grove | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | | | |
| **Rates** | 52,147 | 40,478 | 35,387 | 18,591 | 40,982 | 50,619 | 27,408 | 37,801 | 49,444 | 74,297 | 24,006 |
| **Operating revenue** | 94,989 | 89,401 | 52,764 | 37,774 | 95,735 | 117,293 | 42,894 | 75,508 | 80,975 | 121,006 | 49,085 |
| **Operating expense** | 87,519 | 86,154 | 46,134 | 36,020 | 97,478 | 103,058 | 39,179 | 74,290 | 75,315 | 121,538 | 47,409 |
| **Operating result (excluding Capital)** | 7,471 | 3,247 | 6,629 | 1,754 | (1,744) | 14,235 | 3,715 | 1,218 | 5,660 | (532) | 1,677 |
| **Balance Sheet $'000** | | | | | | | | | | | |
| **Assets** | 405,651 | 352,102 | 378,366 | 182,108 | 660,842 | 853,598 | 137,591 | 450,773 | 862,124 | 879,054 | 345,116 |
| **Liabilities** | 36,913 | 40,186 | 11,209 | 20,611 | 34,524 | 20,532 | 31,660 | 24,955 | 28,385 | 30,993 | 18,049 |
| **Total EQUITY** | 368,738 | 311,916 | 367,158 | 161,497 | 626,318 | 833,067 | 105,931 | 425,819 | 833,738 | 848,061 | 327,067 |
| **Other Information** | | | | | | | | | | | |
| **Reserves** | 43,978 | 16,862 | 26,642 | 2,712 | 33,934 | 60,793 | 15,091 | 11,039 | 46,198 | 55,275 | 2,677 |
| **TPS/Endowment Lands** | 0 | 0 | 0 | 8,972 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total LT Debt** | 24,249 | 3,926 | 3,670 | 14,079 | 6,503 | 0 | 23,391 | 10,245 | 12,612 | 10,457 | 8,669 |
| **Key Performance indicators** | | | | | | | | | | | |
| **Operating Surplus Ratio** | 9.6% | 4.7% | 14.2% | 5.0% | -2.1% | 13.3% | 9.2% | 1.8% | 7.6% | -0.5% | 4.2% |
| **Debt Service Coverage Ratio** | 7 | 33 | 21 | 11 | 121 | na | 4 | 4 | 3 | 11 | 12 |
| **Own source revenue coverage ratio** | 87% | 81% | 101% | 97% | 84% | 104% | 94% | 95% | 99% | 95% | 85% |

| Option A<br>Financial Information cont. | Kwinana | Melville | Mundaring | Nedlands, Subiaco | Perth, Vincent | Rockingham | South Perth | Stirling | Swan | Victoria Park | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | | | |
| **Rates** | 24,515 | 49,414 | 21,438 | 33,182 | 83,157 | 45,635 | 25,356 | 104,290 | 77,507 | 26,176 | 90,704 |
| **Operating revenue** | 48,400 | 102,360 | 41,574 | 66,333 | 197,979 | 101,132 | 52,309 | 187,035 | 126,241 | 39,237 | 158,235 |
| **Operating expense** | 43,819 | 87,674 | 37,937 | 66,756 | 183,920 | 108,619 | 56,744 | 169,123 | 109,457 | 38,010 | 140,944 |
| **Operating result (excluding Capital)** | 4,581 | 14,686 | 3,637 | (423) | 14,059 | (7,486) | (4,435) | 17,912 | 16,784 | 1,227 | 17,292 |
| **Balance Sheet $'000** | | | | | | | | | | | |
| **Assets** | 218,262 | 599,347 | 221,232 | 294,059 | 1,194,047 | 495,070 | 333,082 | 943,233 | 868,624 | 145,800 | 1,113,156 |
| **Liabilities** | 50,877 | 22,197 | 9,100 | 20,810 | 98,602 | 38,097 | 50,899 | 24,254 | 47,606 | 20,290 | 91,338 |
| **Total EQUITY** | 167,384 | 577,150 | 212,132 | 273,249 | 1,095,445 | 456,973 | 282,183 | 918,979 | 821,018 | 125,511 | 1,021,818 |
| **Other Information** | | | | | | | | | | | |
| **Reserves** | 24,111 | 64,450 | 10,498 | 39,849 | 90,718 | 37,203 | 33,047 | 61,434 | 41,121 | 5,677 | 71,118 |
| **TPS/Endowment Lands** | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 69,884 |
| **Total LT Debt** | 18,156 | 3,763 | 4,905 | 10,193 | 57,923 | 22,185 | 14,260 | 0 | 23,625 | 12,612 | 60,778 |
| **Key Performance indicators** | | | | | | | | | | | |
| **Operating Surplus Ratio** | 11.5% | 15.5% | 11.1% | -0.7% | 7.2% | -7.9% | -9.0% | 10.4% | 15.2% | 3.3% | 12.0% |
| **Debt Service Coverage Ratio** | 12 | 50 | 22 | 4 | 8 | 5 | 5 | 3,630 | 21 | 8 | 14 |
| **Own source revenue coverage ratio** | 91% | 108% | 86% | 93% | 99% | 87% | 86% | 102% | 101% | 99% | 103% |

| Option A<br>Rate Information | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Belmont | Cambridge | Canning | Cockburn | Claremont, Cottesloe, Mosman Park, P Grove | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Overall Rates data** | | | | | | | | | | | |
| **Rates collected per head of population** | 684 | 562 | 1,032 | 770 | 504 | 605 | 1,063 | 1,188 | 489 | 514 | 477 |
| **Total rate revenue** | 54,720,270 | 42,518,402 | 36,328,854 | 19,230,000 | 43,073,282 | 54,229,001 | 28,711,375 | 39,802,804 | 52,138,333 | 78,387,804 | 25,573,920 |
| **Total rateable properties** | 35,930 | 35,507 | 17,197 | 10,857 | 35,598 | 32,992 | 12,938 | 17,907 | 42,600 | 55,013 | 22,659 |
| **Rates collected per rateable property** | 1,523 | 1,197 | 2,113 | 1,771 | 1,210 | 1,644 | 2,219 | 2,223 | 1,224 | 1,425 | 1,129 |
| **GRVs** | | | | | | | | | | | |
| **Properties** | 32,398 | 35,507 | 17,197 | 6,336 | 35,598 | 32,684 | 12,938 | 17,907 | 42,524 | 55,008 | 22,316 |
| **2013 Revenue** | 47,002,430 | 41,361,121 | 36,243,811 | 9,842,000 | 42,826,292 | 51,829,955 | 28,651,375 | 39,661,607 | 51,524,814 | 76,782,782 | 24,880,885 |
| **% of Total Rate Revenue** | 86% | 97% | 100% | 51% | 99% | 96% | 100% | 100% | 99% | 98% | 97% |
| **Average amount paid** | 1,451 | 2,574 | 2,108 | 1,553 | 1,203 | 1,586 | 2,215 | 2,215 | 1,212 | 1,396 | 1,115 |
| **UVs** | | | | | | | | | | | |
| **Properties** | 3,532 | - | - | 4,521 | - | 308 | - | - | 76 | 5 | 343 |
| **2013 Revenue** | 6,987,814 | - | - | 9,388,000 | - | 685,622 | - | - | 314,731 | 90,124 | 572,474 |
| **% of Total** | 0.128 | - | - | 0.488 | - | 0.013 | - | - | 0.006 | 0.001 | 0.022 |
| **Average amount paid** | 1,978.430 | - | N/A | 2,076.532 | N/A | 2,226.045 | - | - | 4,141.197 | 18,024.800 | 1,669.020 |
| **Specified Area Rates, other (excludes service charges)** | 730,026 | 1,157,281 | 85,043 | - | 246,990 | 1,713,424 | - | 141,197 | 298,788 | 1,514,898 | 120,561 |

| Option A<br>Rate Information cont. | Kwinana | Melville | Mundaring | Nedlands, Subiaco | Perth, Vincent | Rockingham | South Perth | Stirling | Swan | Victoria Park | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Overall Rates data** | | | | | | | | | | | |
| **Rates collected per head of population** | 899 | 549 | 623 | 957 | 1,882 | 489 | 669 | 561 | 731 | 875 | 652 |
| **Total rate revenue** | 26,264,744 | 52,530,050 | 22,761,731 | 36,452,800 | 90,853,881 | 50,901,620 | 27,240,755 | 109,863,768 | 79,240,825 | 28,365,093 | 99,191,645 |
| **Total rateable properties** | 12,835 | 41,612 | 14,801 | 18,161 | 31,939 | 28,462 | 21,678 | 90,495 | 43,242 | 16,040 | 63,160 |
| **Rates collected per rateable property** | 2,046 | 1,262 | 1,538 | 2,007 | 2,845 | 1,788 | 1,257 | 1,214 | 1,832 | 1,768 | 1,570 |
| **GRVs** | | | | | | | | | | | |
| **Properties** | 12,525 | 41,612 | 14,558 | 18,161 | 31,939 | 28,280 | 21,678 | 90,495 | 39,162 | 16,040 | 61,482 |
| **2013 Revenue** | 20,026,722 | 52,292,160 | 21,965,411 | 35,847,890 | 89,242,018 | 50,553,014 | 27,140,755 | 109,851,675 | 70,971,439 | 28,365,093 | 89,665,260 |
| **% of Total Rate Revenue** | 76% | 100% | 97% | 98% | 198% | 99% | 100% | 100% | 90% | 100% | 90% |
| **Average amount paid** | 1,599 | 1,257 | 1,509 | 1,974 | 2,794 | 1,788 | 1,252 | 1,214 | 1,812 | 1,768 | 1,458 |
| **UVs** | | | | | | | | | | | |
| **Properties** | 310 | - | 243 | - | - | 182 | - | - | 4,080 | - | 1,678 |
| **2013 Revenue** | 5,743,642 | - | 683,819 | - | - | 348,606 | - | - | 8,269,386 | - | 7,326,385 |
| **% of Total** | 0.219 | - | 0.030 | - | - | 0.007 | - | - | 0.104 | - | 0.074 |
| **Average amount paid** | 18,527.877 | N/A | 2,814.070 | - | - | 1,915.418 | N/A | N/A | 2,026.810 | N/A | 4,366.141 |
| **Specified Area Rates, other (excludes service charges)** | 494,380 | 237,890 | 112,501 | 604,910 | - | 102,126 | 100,000 | 12,093 | - | - | 2,200,000 |

| OPTION B<br>Factors | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Belmont | Cambridge, Subiaco | Canning | Claremont, Cottesloe, Nedlands, Mosman Park P Grove Subiaco | Cockburn | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Area (WALGA Directory)** | 1465.4 | 43.7 | 40 | 29.1 | 65.4 | 35.3 | 148 | 22.1 | 127 | 99 | 349 |
| **Population 2011 Census** | 80,042 | 75,668 | 35,210 | 42,540 | 85,515 | 47,546 | 89,683 | 33,512 | 106,585 | 152,406 | 53,568 |
| **Persons per sq km** | 55 | 1,732 | 880 | 1,462 | 1,308 | 1,347 | 606 | 1,516 | 839 | 1,539 | 153 |
| **Estimated Resident Population** | 83,755 | 80,130 | 37,350 | 45,641 | 90,892 | 51,336 | 95,316 | 36,046 | 112,244 | 161,783 | 56,462 |
| **Persons per sq km** | 57 | 1,834 | 934 | 1,568 | 1,390 | 1,454 | 644 | 1,631 | 884 | 1,634 | 162 |
| **WA Tomorrow Population** | 131,700 | 83,500 | 41,600 | 53,600 | 105,700 | 55,200 | 131,000 | 42,300 | 139,000 | 188,400 | 62,300 |
| **Adjusted WA Tomorrow** | 155,478 | 100,042 | 54,722 | 64,364 | 121,576 | 62,616 | 161,384 | 49,050 | 162,814 | 207,210 | 64,964 |
| **People who work in LG (2011 Census)** | 16,135 | 23,651 | 33,235 | 34,233 | 51,545 | 28,760 | 29,198 | 26,423 | 20,573 | 38,275 | 13,021 |
| **Workforce in LGA (2011 Census)** | 40,624 | 40,936 | 18,262 | 22,473 | 45,542 | 23,347 | 48,369 | 17,710 | 54,013 | 86,364 | 28,176 |
| **Self Sufficiency** | 40% | 58% | 182% | 152% | 113% | 123% | 60% | 149% | 38% | 44% | 46% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 31,481 | 34,204 | 16,083 | 19,385 | 33,528 | 20,545 | 35,618 | 16,545 | 40,345 | 58,525 | 21,153 |

| OPTION B<br>Factors cont. | Kwinana | Melville | Mundaring | Perth, Vincent | Rockingham | South Perth Victoria Park | Stirling | Swan | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|
| **Area (WALGA Directory)** | 118 | 52.7 | 644 | 19.4 | 261 | 37.9 | 109.4 | 1,043.00 | 685.8 |
| **Population 2011 Census** | 29,228 | 95,700 | 36,529 | 48,263 | 104,106 | 73,173 | 195,701 | 108,461 | 152,078 |
| **Persons per sq km** | 248 | 1,815 | 24,353 | 2,488 | 399 | 1,931 | 1,789 | 104 | 222 |
| **Estimated Resident Population** | 30,671 | 101,664 | 38,448 | 52,393 | 109,101 | 78,405 | 208,399 | 114,179 | 160,332 |
| **Persons per sq km** | 260 | 1,928 | 25,632 | 2,701 | 418 | 2,069 | 1,905 | 109 | 234 |
| **WA Tomorrow Population** | 51,900 | 104,500 | 45,300 | 83,300 | 172,900 | 92,600 | 236,200 | 175,700 | 278,100 |
| **Adjusted WA Tomorrow** | 60,432 | 120,304 | 47,712 | 107,870 | 196,462 | 115,640 | 285,844 | 206,102 | 319,446 |
| **People who work in LG (2011 Census)** | 11,393 | 31,387 | 7,758 | 141,794 | 24,012 | 34,903 | 67,681 | 46,833 | 31,438 |
| **Workforce in LGA (2011 Census)** | 13,648 | 50,450 | 18,388 | 28,739 | 51,119 | 40,102 | 103,345 | 56,059 | 77,134 |
| **Self Sufficiency** | 83% | 62% | 42% | 493% | 47% | 87% | 65% | 84% | 41% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 11,487 | 40,087 | 13,837 | 26,251 | 42,421 | 35,503 | 89,494 | 41,470 | 56,334 |

| Option B<br>Financial Information | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Belmont | Cambridge Subiaco | Canning | Cockburn | Claremont, Nedlands, Cottesloe, Mosman Park, Peppermint Grove, Subiaco | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | | | |
| **Rates** | 52,147 | 40,478 | 35,387 | 35,099 | 40,982 | 44,081 | 50,619 | 37,801 | 49,444 | 74,297 | 24,006 |
| **Operating revenue** | 94,989 | 89,401 | 52,764 | 77,582 | 95,735 | 69,419 | 117,293 | 75,508 | 80,975 | 121,006 | 49,085 |
| **Operating expense** | 87,519 | 86,154 | 46,134 | 76,201 | 97,478 | 65,754 | 103,058 | 74,290 | 75,315 | 121,538 | 47,409 |
| **Operating result (excluding Capital)** | 7,471 | 3,247 | 6,629 | 1,381 | (1,744) | 3,665 | 14,235 | 1,218 | 5,660 | (532) | 1,677 |
| **Balance Sheet $'000** | | | | | | | | | | | |
| **Assets** | 405,651 | 352,102 | 378,366 | 332,370 | 660,842 | 281,388 | 853,598 | 450,773 | 862,124 | 879,054 | 345,116 |
| **Liabilities** | 36,913 | 40,186 | 11,209 | 30,524 | 34,524 | 42,556 | 20,532 | 24,955 | 28,385 | 30,993 | 18,049 |
| **Total EQUITY** | 368,738 | 311,916 | 367,158 | 301,846 | 626,318 | 238,832 | 833,067 | 425,819 | 833,738 | 848,061 | 327,067 |
| **Other Information** | | | | | | | | | | | |
| **Reserves** | 43,978 | 16,862 | 26,642 | 37,347 | 33,934 | 20,306 | 60,793 | 11,039 | 46,198 | 55,275 | 2,677 |
| **TPS/Endowment Lands** | 0 | 0 | 0 | 8,972 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total LT Debt** | 24,249 | 3,926 | 3,670 | 17,110 | 6,503 | 30,553 | 0 | 10,245 | 12,612 | 10,457 | 8,669 |
| **Key Performance indicators** | | | | | | | | | | | |
| **Operating Surplus Ratio** | 9.6% | 4.7% | 14.2% | 1.9% | -2.1% | 5.7% | 13.3% | 1.8% | 7.6% | -0.5% | 4.2% |
| **Debt Service Coverage Ratio** | 7 | 33 | 21 | 7 | 121 | 4 | na | 4 | 3 | 11 | 12 |
| **Own source revenue coverage ratio** | 87% | 81% | 101% | 96% | 84% | 94% | 104% | 95% | 99% | 95% | 85% |

| Option B<br>Financial Information cont. | Kwinana | Melville | Mundaring | Perth, Vincent | Rockingham | South Perth | Stirling | Swan | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | |
| **Rates** | 24,515 | 49,414 | 21,438 | 83,157 | 45,635 | 51,532 | 104,290 | 77,507 | 90,704 |
| **Operating revenue** | 48,400 | 102,360 | 41,574 | 197,979 | 101,132 | 91,546 | 187,035 | 126,241 | 158,235 |
| **Operating expense** | 43,819 | 87,674 | 37,937 | 183,920 | 108,619 | 94,753 | 169,123 | 109,457 | 140,944 |
| **Operating result (excluding Capital)** | 4,581 | 14,686 | 3,637 | 14,059 | (7,486) | (3,208) | 17,912 | 16,784 | 17,292 |
| **Balance Sheet $'000** | | | | | | | | | |
| **Assets** | 218,262 | 599,347 | 221,232 | 1,194,047 | 495,070 | 478,882 | 943,233 | 868,624 | 1,113,156 |
| **Liabilities** | 50,877 | 22,197 | 9,100 | 98,602 | 38,097 | 71,189 | 24,254 | 47,606 | 91,338 |
| **Total EQUITY** | 167,384 | 577,150 | 212,132 | 1,095,445 | 456,973 | 407,694 | 918,979 | 821,018 | 1,021,818 |
| **Other Information** | | | | | | | | | |
| **Reserves** | 24,111 | 64,450 | 10,498 | 90,718 | 37,203 | 38,724 | 61,434 | 41,121 | 71,118 |
| **TPS/Endowment Lands** | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 69,884 |
| **Total LT Debt** | 18,156 | 3,763 | 4,905 | 57,923 | 22,185 | 26,871 | 0 | 23,625 | 60,778 |
| **Key Performance indicators** | | | | | | | | | |
| **Operating Surplus Ratio** | 11.5% | 15.5% | 11.1% | 7.2% | -7.9% | -3.7% | 10.4% | 15.2% | 12.0% |
| **Debt Service Coverage Ratio** | 12 | 50 | 22 | 8 | 5 | 5 | 3,630 | 21 | 14 |
| **Own source revenue coverage ratio** | 91% | 108% | 86% | 99% | 87% | 93% | 102% | 101% | 103% |

| Option B<br>Rate Information | Armadale, Serpentine Jarrahdale | Bayswater, Bassendean | Belmont | Cambridge, Subiaco | Canning | Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Subiaco | Cockburn | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Overall Rates data** | | | | | | | | | | | |
| **Rates collected per head of population** | 684 | 562 | 1,032 | 890 | 504 | 979 | 605 | 1,188 | 489 | 514 | 477 |
| **Total rate revenue** | 54,720,270 | 42,518,402 | 36,328,854 | 37,854,400 | 43,073,282 | 46,539,775 | 54,229,001 | 39,802,804 | 52,138,333 | 78,387,804 | 25,573,920 |
| **Total rateable properties** | 35,930 | 35,507 | 17,197 | 20,555 | 35,598 | 21,401 | 32,992 | 17,907 | 42,600 | 55,013 | 22,659 |
| **Rates collected per rateable property** | 1,523 | 1,197 | 2,113 | 1,842 | 1,210 | 2,175 | 1,644 | 2,223 | 1,224 | 1,425 | 1,129 |
| **GRVs** | | | | | | | | | | | |
| **Properties** | 32,398 | 35,507 | 17,197 | 16,034 | 35,598 | 21,401 | 32,684 | 17,907 | 42,524 | 55,008 | 22,316 |
| **2013 Revenue** | 47,002,430 | 41,361,121 | 36,243,811 | 27,861,490 | 42,826,292 | 46,479,775 | 51,829,955 | 39,661,607 | 51,524,814 | 76,782,782 | 24,880,885 |
| **% of Total Rate Revenue** | 86% | 97% | 100% | 74% | 99% | 100% | 96% | 100% | 99% | 98% | 97% |
| **Average amount paid** | 1,451 | 1,165 | 2,108 | 1,738 | 1,203 | 2,172 | 1,586 | 2,215 | 1,212 | 1,396 | 1,115 |
| **UVs** | | | | | | | | | | | |
| **Properties** | 3,532 | - | - | 4,521 | - | - | 308 | - | 76 | 5 | 343 |
| **2013 Revenue** | 6,987,814 | - | - | 9,388,000 | - | - | 685,622 | - | 314,731 | 90,124 | 572,474 |
| **% of Total** | 13% | 0% | 0% | 49% | 0% | 0% | 1% | 0% | 1% | 0% | 2% |
| **Average amount paid** | - | - | N/A | 2,076.532 | N/A | - | 2,226.045 | - | 4,141.197 | 18,024.800 | 1,669.020 |
| **Specified Area Rates, other (excludes service charges)** | 730,026 | 1,157,281 | 85,043 | 604,910 | 246,990 | 60,000 | 1,713,424 | 141,197 | 298,788 | 1,514,898 | 120,561 |

| Option B<br>Rate Information cont. | Kwinana | Melville | Mundaring | Perth, Vincent | Rockingham | South, Victoria Park | Stirling | Swan | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|
| **Overall Rates data** | | | | | | | | | |
| **Rates collected per head of population** | 899 | 549 | 623 | 1,882 | 489 | 760 | 561 | 731 | 652 |
| **Total rate revenue** | 26,264,744 | 52,530,050 | 22,761,731 | 90,853,881 | 50,901,620 | 55,605,848 | 109,863,768 | 79,240,825 | 99,191,645 |
| **Total rateable properties** | 12,835 | 41,612 | 14,801 | 31,939 | 28,462 | 37,718 | 90,495 | 43,242 | 63,160 |
| **Rates collected per rateable property** | 2,046 | 1,262 | 1,538 | 2,845 | 1,788 | 1,474 | 1,214 | 1,832 | 1,570 |
| **GRVs** | | | | | | | | | |
| **Properties** | 12,525 | 41,612 | 14,558 | 31,939 | 28,280 | 37,718 | 90,495 | 39,162 | 61,482 |
| **2013 Revenue** | 20,026,722 | 52,292,160 | 21,965,411 | 89,242,018 | 50,553,014 | 55,505,848 | 109,851,675 | 70,971,439 | 89,665,260 |
| **% of Total Rate Revenue** | 76% | 100% | 97% | 98% | 99% | 100% | 100% | 90% | 90% |
| **Average amount paid** | 1,599 | 1,257 | 1,509 | 2,794 | 1,788 | 1,472 | 1,214 | 1,812 | 1,458 |
| **UVs** | | | | | | | | | |
| **Properties** | 310 | - | 243 | - | 182 | - | - | 4,080 | 1,678 |
| **2013 Revenue** | 5,743,642 | - | 683,819 | - | 348,606 | - | - | 8,269,386 | 7,326,385 |
| **% of Total** | 22% | 0% | 3% | 0% | 1% | 0% | 0% | 10% | 7% |
| **Average amount paid** | 18,527.877 | N/A | 2,814.070 | - | 1,915.418 | - | N/A | 2,026.810 | 4,366.141 |
| **Specified Area Rates, other (excludes service charges)** | 494,380 | 237,890 | 112,501 | 1,611,863 | - | | 12,093 | - | 2,200,000 |

| Option C<br>Factors | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Belmont | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Subiaco | Canning | Cockburn, Kwinana | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda | Melville | Mundaring |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Area (WALGA Directory) | 1465.4 | 43.7 | 40 | 64 | 65.4 | 266 | 22.1 | 127 | 99 | 349 | 52.7 | 644 |
| Population 2011 Census | 80,042 | 75,668 | 35,210 | 90,086 | 85,515 | 118,911 | 33,512 | 106,585 | 152,406 | 53,568 | 95,700 | 36,529 |
| Persons per sq km | 55 | 1,732 | 880 | 1,399 | 1,308 | 447 | 1,516 | 839 | 1,539 | 153 | 1,815 | 24,353 |
| Estimated Resident Population | 83,755 | 80,130 | 37,350 | 96,977 | 90,892 | 125,987 | 36,046 | 112,244 | 161,783 | 56,462 | 101,664 | 38,448 |
| Persons per sq km | 57 | 1,834 | 934 | 1,506 | 1,390 | 474 | 1,631 | 884 | 1,634 | 162 | 1,928 | 25,632 |
| WA Tomorrow Population | 131,700 | 83,500 | 41,600 | 108,800 | 105,700 | 182,900 | 42,300 | 139,000 | 188,400 | 62,300 | 104,500 | 45,300 |
| Adjusted WA Tomorrow | 155,478 | 100,042 | 54,722 | 126,980 | 121,576 | 221,816 | 49,050 | 162,814 | 207,210 | 64,964 | 120,304 | 47,712 |
| People who work in LG (2011 Census) | 16,135 | 23,651 | 33,235 | 62,993 | 51,545 | 40,591 | 26,423 | 20,573 | 38,275 | 13,021 | 31,387 | 7,758 |
| Workforce in LGA (2011 Census) | 40,624 | 40,936 | 18,262 | 45,820 | 45,542 | 62,017 | 17,710 | 54,013 | 86,364 | 28,176 | 50,450 | 18,388 |
| Self Sufficiency | 40% | 58% | 182% | 137% | 113% | 65% | 149% | 38% | 44% | 46% | 62% | 42% |
| Number of Dwellings (occupied and unoccupied private dwellings 2011 Census) | 31,481 | 34,204 | 16,083 | 39,930 | 33,528 | 47,105 | 16,545 | 40,345 | 58,525 | 21,153 | 40,087 | 13,837 |

| Option C<br>Factors (cont) | Perth, Vincent | Rockingham | South Perth, Victoria Park | Stirling | Swan | Wanneroo |
|---|---|---|---|---|---|---|
| **Area (WALGA Directory)** | 19.4 | 261 | 37.9 | 109.4 | 1,043.00 | 685.8 |
| **Population 2011 Census** | 48,263 | 104,106 | 73,173 | 195,701 | 108,461 | 152,078 |
| **Persons per sq km** | 2,488 | 399 | 1,931 | 1,789 | 104 | 222 |
| **Estimated Resident Population** | 52,393 | 109,101 | 78,405 | 208,399 | 114,179 | 160,332 |
| **Persons per sq km** | 2,701 | 418 | 2,069 | 1,905 | 109 | 234 |
| **WA Tomorrow Population** | 83,300 | 172,900 | 92,600 | 236,200 | 175,700 | 278,100 |
| **Adjusted WA Tomorrow** | 107,870 | 196,462 | 115,640 | 285,844 | 206,102 | 319,446 |
| **People who work in LG (2011 Census)** | 141,794 | 24,012 | 34,903 | 67,681 | 46,833 | 31,438 |
| **Workforce in LGA (2011 Census)** | 28,739 | 51,119 | 40,102 | 103,345 | 56,059 | 77,134 |
| **Self Sufficiency** | 493% | 47% | 87% | 65% | 84% | 41% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 26,251 | 42,421 | 35,503 | 89,494 | 41,470 | 56,334 |

| Option C<br>Rate Information | | Armadale Serpentine Jarrahdale | Bassendean, Bayswater | Belmont | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Subiaco | Canning | Cockburn, Kwinana | East Fremantle, Fremantle | Gosnells | Joondalup | Kalamunda | Melville | Mundaring |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Overall Rates data** | **Rates collected per head of population** | 684 | 562 | 1,032 | 937 | 504 | 677 | 1,188 | 489 | 514 | 477 | 549 | 623 |
| | **Total rate revenue** | 54,720,270 | 42,518,402 | 36,328,854 | 84,394,175 | 43,073,282 | 80,493,745 | 39,802,804 | 52,138,333 | 78,387,804 | 25,573,920 | 52,530,050 | 22,761,731 |
| | **Total rateable properties** | 35,930 | 35,507 | 17,197 | 41,956 | 35,598 | 45,827 | 17,907 | 42,600 | 55,013 | 22,659 | 41,612 | 14,801 |
| | **Rates collected per rateable property** | 1,523 | 1,197 | 2,113 | 2,011 | 1,210 | 1,756 | 2,223 | 1,224 | 1,425 | 1,129 | 1,262 | 1,538 |
| **GRVs** | **Properties** | 32,398 | 35,507 | 17,197 | 37,435 | 35,598 | 45,209 | 17,907 | 42,524 | 55,008 | 22,316 | 41,612 | 14,558 |
| | **2013 Revenue** | 47,002,430 | 41,361,121 | 36,243,811 | 74,341,265 | 42,826,292 | 71,856,677 | 39,661,607 | 51,524,814 | 76,782,782 | 24,880,885 | 52,292,160 | 21,965,411 |
| | **% of Total Rate Revenue** | 86% | 97% | 100% | 88% | 99% | 89% | 100% | 99% | 98% | 97% | 100% | 97% |
| | **Average amount paid** | 1,451 | 1,165 | 2,108 | 1,986 | 1,203 | 3,185 | 2,215 | 1,212 | 1,396 | 1,115 | 1,257 | 1,509 |
| **Uvs** | **Properties** | 3,532 | - | - | 4,521 | - | 618 | - | 76 | 5 | 343 | - | 243 |
| | **2013 Revenue** | 6,987,814 | - | - | 9,388,000 | - | 6,429,264 | - | 314,731 | 90,124 | 572,474 | - | 683,819 |
| | **% of Total** | 13% | 0% | 0% | 11% | 0% | 8% | 0% | 1% | 0% | 2% | 0% | 864% |
| | **Average amount paid** | 1,978.430 | - | N/A | 2,076.532 | N/A | 10,403.340 | - | 4,141.197 | 18,024.800 | 1,669.020 | N/A | 243.000 |
| **SA** | **Specified Area Rates, other (excludes service charges)** | 730,026 | 1,157,281 | 85,043 | 664,910 | 246,990 | 2,207,804 | 141,197 | 298,788 | 1,514,898 | 120,561 | 237,890 | 683,819 |

| Option C - Rate information cont. | | Perth, Vincent | Rockingham | South Perth, Victoria Park | Stirling | Swan | Wanneroo |
|---|---|---|---|---|---|---|---|
| Overall Rates data | Rates collected per head of population | 1,882 | 489 | 760 | 731 | 561 | 652 |
| | Total rate revenue | 90,853,881 | 50,901,620 | 55,605,848 | 79,240,825 | 109,863,768 | 99,191,645 |
| | Total rateable properties | 31,939 | 28,462 | 37,718 | 43,242 | 90,495 | 63,160 |
| | Rates collected per rateable property | 2,845 | 1,788 | 1,474 | 1,832 | 1,214 | 1,570 |
| GRVs | Properties | 31,939 | 28,280 | 37,718 | 39,162 | 90,495 | 61,482 |
| | 2013 Revenue | 89,242,018 | 50,553,014 | 55,505,848 | 70,971,439 | 109,851,675 | 89,665,260 |
| | % of Total Rate Revenue | 98% | 99% | 100% | 90% | 100% | 90% |
| | Average amount paid | 2,794 | 1,788 | 1,472 | 1,812 | 1,214 | 1,458 |
| Uvs | Properties | - | 182 | - | 4,080 | - | 1,678 |
| | 2013 Revenue | - | 348,606 | - | 8,269,386 | - | 7,326,385 |
| | % of Total | 0% | 1% | 0% | 10% | 0% | 7% |
| | Average amount paid | - | 1,915.418 | - | 2,026.810 | N/A | 4,366.141 |
| SA | Specified Area Rates, other (excludes service charges) | 1,611,863 | 348,606 | 100,000 | - | 12,093 | 2,200,000 |

| Option C<br>Financial information | Armadale/ Serpentine-Jarrahdale | Bayswater/ Bassendean | City of Belmont | Subiaco/ Cambridge/ Nedlands/ Claremont/ Cottesloe/ Peppermint Grove/ Mosman Park | City of Canning | Cockburn/ Kwinana | Fremantle/ East Fremantle | City of Gosnells | City of Joondalup | Shire of Kalamunda | City of Melville | Shire of Mundaring |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | | | | |
| **Rates** | 52,147 | 40,478 | 35,387 | 79,180 | 40,982 | 75,134 | 37,801 | 49,444 | 74,297 | 24,006 | 49,414 | 21,438 |
| **Operating revenue** | 94,989 | 89,401 | 52,764 | 147,001 | 95,735 | 165,693 | 75,508 | 80,975 | 121,006 | 49,085 | 102,360 | 41,574 |
| **Operating expense** | 87,519 | 86,154 | 46,134 | 141,955 | 97,478 | 146,877 | 74,290 | 75,315 | 121,538 | 47,409 | 87,674 | 37,937 |
| **Operating result (excluding Capital)** | 7,471 | 3,247 | 6,629 | 5,046 | (1,744) | 18,816 | 1,218 | 5,660 | (532) | 1,677 | 14,686 | 3,637 |
| **Balance Sheet $'000** | | | | | | | | | | | | |
| **Assets** | 405,651 | 352,102 | 378,366 | 613,758 | 660,842 | 1,071,860 | 450,773 | 862,124 | 879,054 | 345,116 | 599,347 | 221,232 |
| **Liabilities** | 36,913 | 40,186 | 11,209 | 73,081 | 34,524 | 71,409 | 24,955 | 28,385 | 30,993 | 18,049 | 22,197 | 9,100 |
| **Total EQUITY** | 368,738 | 311,916 | 367,158 | 540,677 | 626,318 | 1,000,451 | 425,819 | 833,738 | 848,061 | 327,067 | 577,150 | 212,132 |
| **Other Information** | | | | | | | | | | | | |
| **Reserves** | 43,978 | 16,862 | 26,642 | 57,653 | 33,934 | 84,904 | 11,039 | 46,198 | 55,275 | 2,677 | 64,450 | 10,498 |
| **TPS/Endowment Lands** | 0 | 0 | 0 | 8,972 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total LT Debt** | 24,249 | 3,926 | 3,670 | 47,663 | 6,503 | 18,156 | 10,245 | 12,612 | 10,457 | 8,669 | 3,763 | 4,905 |
| **Key Performance indicators** | | | | | | | | | | | | |
| **Operating Surplus Ratio** | 9.6% | 4.7% | 14.2% | 3.7% | -2.1% | 12.8% | 1.8% | 7.6% | -0.5% | 4.2% | 15.5% | 11.1% |
| **Debt Service Coverage Ratio** | 7 | 33 | 21 | 5 | 121 | 50 | 4 | 3 | 11 | 12 | 50 | 22 |
| **Own source revenue coverage ratio** | 87% | 81% | 101% | 94% | 84% | 97% | 95% | 99% | 95% | 85% | 108% | 86% |

| Option C<br>Financial information cont. | Perth/ Vincent | City of Rockingham | South Perth/ Victoria Park | City of Stirling | City of Swan | City of Wanneroo |
|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | |
| Rates | 83,157 | 45,635 | 51,532 | 104,290 | 77,507 | 90,704 |
| Operating revenue | 197,979 | 101,132 | 91,546 | 187,035 | 126,241 | 158,235 |
| Operating expense | 183,920 | 108,619 | 94,753 | 169,123 | 109,457 | 140,944 |
| Operating result (excluding Capital) | 14,059 | (7,486) | (3,208) | 17,912 | 16,784 | 17,292 |
| **Balance Sheet $'000** | | | | | | |
| Assets | 1,194,047 | 495,070 | 478,882 | 943,233 | 868,624 | 1,113,156 |
| Liabilities | 98,602 | 38,097 | 71,189 | 24,254 | 47,606 | 91,338 |
| Total EQUITY | 1,095,445 | 456,973 | 407,694 | 918,979 | 821,018 | 1,021,818 |
| **Other Information** | | | | | | |
| Reserves | 90,718 | 37,203 | 38,724 | 61,434 | 41,121 | 71,118 |
| TPS/Endowment Lands | 0 | 0 | 0 | 0 | 0 | 69,884 |
| Total LT Debt | 57,923 | 22,185 | 26,871 | 0 | 23,625 | 60,778 |
| **Key Performance indicators** | | | | | | |
| Operating Surplus Ratio | 7.2% | -7.9% | -3.7% | 10.4% | 15.2% | 12.0% |
| Debt Service Coverage Ratio | 8 | 5 | 5 | 3,630 | 21 | 14 |
| Own source revenue coverage ratio | 99% | 87% | 93% | 102% | 101% | 103% |

| Option D<br>Factors | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove Subiaco | Canning | Cockburn, Kwinana | Fremantle, East Fremantle | Gosnells | Joondalup | Kalamunda, Belmont | Melville | Mundaring, Swan |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Factors** | 0 | 0 | | | | 0 | | | | | |
| **Area (WALGA Directory)** | 1465.4 | 43.7 | 64 | 65.4 | 266 | 22.1 | 127 | 99 | 389 | 52.7 | 1687 |
| **Population 2011 Census** | 80,042 | 75,668 | 90,086 | 85,515 | 118,911 | 33,512 | 106,585 | 152,406 | 88,778 | 95,700 | 144,990 |
| **Persons per sq km** | 55 | 1,732 | 1,399 | 1,308 | 447 | 1,516 | 839 | 1,539 | 228 | 1,815 | 86 |
| **Estimated Resident Population** | 83,755 | 80,130 | 96,977 | 90,892 | 125,987 | 36,046 | 112,244 | 161,783 | 93,812 | 101,664 | 152,627 |
| **Persons per sq km** | 57 | 1,834 | 1,506 | 1,390 | 474 | 1,631 | 884 | 1,634 | 241 | 1,928 | 90 |
| **WA Tomorrow Population** | 131,700 | 83,500 | 108,800 | 105,700 | 182,900 | 42,300 | 139,000 | 188,400 | 103,900 | 104,500 | 221,000 |
| **Adjusted WA Tomorrow** | 155,478 | 100,042 | 126,980 | 121,576 | 221,816 | 49,050 | 162,814 | 207,210 | 119,686 | 120,304 | 253,814 |
| **People who work in LG (2011 Census)** | 16,135 | 23,651 | 62,993 | 51,545 | 40,591 | 26,423 | 20,573 | 38,275 | 46,256 | 31,387 | 54,591 |
| **Workforce in LGA (2011 Census)** | 40,624 | 40,936 | 45,820 | 45,542 | 62,017 | 17,710 | 54,013 | 86,364 | 46,438 | 50,450 | 74,447 |
| **Self Sufficiency** | 40% | 58% | 137% | 113% | 65% | 149% | 38% | 44% | 100% | 62% | 73% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 31,481 | 34,204 | 39,930 | 33,528 | 47,105 | 16,545 | 40,345 | 58,525 | 37,236 | 40,087 | 55,307 |

| Option D<br>Factors cont. | Perth, Vincent | Rockingham | Stirling | South Perth, Victoria Park | Wanneroo |
|---|---|---|---|---|---|
| **Factors** | 0 | | | 0 | |
| **Area (WALGA Directory)** | 19.4 | 261 | 109.4 | 37.9 | 685.8 |
| **Population 2011 Census** | 48,263 | 104,106 | 195,701 | 73,173 | 152,078 |
| **Persons per sq km** | 2,488 | 399 | 1,789 | 1,931 | 222 |
| **Estimated Resident Population** | 52,393 | 109,101 | 208,399 | 78,405 | 160,332 |
| **Persons per sq km** | 2,701 | 418 | 1,905 | 2,069 | 234 |
| **WA Tomorrow Population** | 83,300 | 172,900 | 236,200 | 92,600 | 278,100 |
| **Adjusted WA Tomorrow** | 107,870 | 196,462 | 285,844 | 115,640 | 319,446 |
| **People who work within LG (2011 Census)** | 141,794 | 24,012 | 67,681 | 34,903 | 31,438 |
| **Workforce in LGA (2011 Census)** | 28,739 | 51,119 | 103,345 | 40,102 | 77,134 |
| **Self Sufficiency** | 493% | 47% | 65% | 87% | 41% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 26,251 | 42,421 | 89,494 | 35,503 | 56,334 |

| Option D Financial Information | Armadale/ Serpentine-Jarrahdale | Bayswater/ Bassendean | Subiaco/ Cambridge/ Nedlands/ Claremont/ Cottesloe/ Peppermint Grove/ Mosman Park | City of Canning | Cockburn/ Kwinana | Fremantle/ East Fremantle | City of Gosnells | City of Joondalup | Belmont/ Kalamunda | City of Melville |
|---|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | | |
| **Rates** | 52,147 | 40,478 | 79,180 | 40,982 | 75,134 | 37,801 | 49,444 | 74,297 | 59,394 | 49,414 |
| **Operating revenue** | 94,989 | 89,401 | 147,001 | 95,735 | 165,693 | 75,508 | 80,975 | 121,006 | 101,849 | 102,360 |
| **Operating expense** | 87,519 | 86,154 | 141,955 | 97,478 | 146,877 | 74,290 | 75,315 | 121,538 | 93,543 | 87,674 |
| **Operating result (excluding Capital)** | 7,471 | 3,247 | 5,046 | (1,744) | 18,816 | 1,218 | 5,660 | (532) | 8,306 | 14,686 |
| **Balance Sheet $'000** | | | | | | | | | | |
| **Assets** | 405,651 | 352,102 | 613,758 | 660,842 | 1,071,860 | 450,773 | 862,124 | 879,054 | 723,483 | 599,347 |
| **Liabilities** | 36,913 | 40,186 | 73,081 | 34,524 | 71,409 | 24,955 | 28,385 | 30,993 | 29,258 | 22,197 |
| **Total EQUITY** | 368,738 | 311,916 | 540,677 | 626,318 | 1,000,451 | 425,819 | 833,738 | 848,061 | 694,225 | 577,150 |
| **Other Information** | | | | | | | | | | |
| **Reserves** | 43,978 | 16,862 | 57,653 | 33,934 | 84,904 | 11,039 | 46,198 | 55,275 | 29,320 | 64,450 |
| **TPS/Endowment Lands** | 0 | 0 | 8,972 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total LT Debt** | 24,249 | 3,926 | 47,663 | 6,503 | 18,156 | 10,245 | 12,612 | 10,457 | 12,340 | 3,763 |
| **Key Performance indicators** | | | | | | | | | | |
| **Operating Surplus Ratio** | 9.6% | 4.7% | 3.7% | -2.1% | 12.8% | 1.8% | 7.6% | -0.5% | 9.5% | 15.5% |
| **Debt Service Coverage Ratio** | 7 | 33 | 5 | 121 | 50 | 4 | 3 | 11 | 16 | 50 |
| **Own source revenue coverage ratio** | 87% | 81% | 94% | 84% | 97% | 95% | 99% | 95% | 93% | 108% |

| Option D<br>Financial Information cont. | Perth/ Vincent | Swan/ Mundaring | City of Rockingham | City of Stirling | South Perth/ Victoria Park | City of Wanneroo |
|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | |
| Rates | 83,157 | 98,945 | 45,635 | 104,290 | 51,532 | 90,704 |
| Operating revenue | 197,979 | 167,815 | 101,132 | 187,035 | 91,546 | 158,235 |
| Operating expense | 183,920 | 147,395 | 108,619 | 169,123 | 94,753 | 140,944 |
| Operating result (excluding Capital) | 14,059 | 20,421 | (7,486) | 17,912 | (3,208) | 17,292 |
| **Balance Sheet $'000** | | | | | | |
| Assets | 1,194,047 | 1,089,856 | 495,070 | 943,233 | 478,882 | 1,113,156 |
| Liabilities | 98,602 | 56,706 | 38,097 | 24,254 | 71,189 | 91,338 |
| Total EQUITY | 1,095,445 | 1,033,149 | 456,973 | 918,979 | 407,694 | 1,021,818 |
| **Other Information** | | | | | | |
| Reserves | 90,718 | 51,619 | 37,203 | 61,434 | 38,724 | 71,118 |
| TPS/Endowment Lands | 0 | 0 | 0 | 0 | 0 | 69,884 |
| Total LT Debt | 57,923 | 28,529 | 22,185 | 0 | 26,871 | 60,778 |
| **Key Performance indicators** | | | | | | |
| Operating Surplus Ratio | 7.2% | 14.2% | -7.9% | 10.4% | -3.7% | 12.0% |
| Debt Service Coverage Ratio | 8 | 21 | 5 | 3,630 | 5 | 14 |
| Own source revenue coverage ratio | 99% | 94% | 87% | 102% | 93% | 103% |

| Option D Rate Information | | Armadale Serpentine Jarrahdale | Bassendean, Bayswater | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Subiaco | Canning | Cockburn, Kwinana | Fremantle, East Fremantle | Gosnells | Joondalup | Kalamunda, Belmont | Melville |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Overall Rates data** | **Rates collected per head of population** | 684 | 562 | 937 | 504 | 677 | 1,188 | 489 | 514 | 697 | 549 |
| | **Total rate revenue** | 54,720,270 | 42,518,402 | 84,394,175 | 43,073,282 | 80,493,745 | 39,802,804 | 52,138,333 | 78,387,804 | 61,902,774 | 52,530,050 |
| | **Total rateable properties** | 35,930 | 35,507 | 41,956 | 35,598 | 45,827 | 17,907 | 42,600 | 55,013 | 39,856 | 41,612 |
| | **Rates collected per rateable property** | 1,523 | 1,197 | 2,011 | 1,210 | 1,756 | 2,223 | 1,224 | 1,425 | 1,553 | 1,262 |
| **GRVs** | **Properties** | 32,398 | 35,507 | 37,435 | 35,598 | 45,209 | 17,907 | 42,524 | 55,008 | 39,513 | 41,612 |
| | **2013 Revenue** | 47,002,430 | 41,361,121 | 74,341,265 | 42,826,292 | 71,856,677 | 39,661,607 | 51,524,814 | 76,782,782 | 61,124,696 | 52,292,160 |
| | **% of Total Rate Revenue** | 86% | 97% | 88% | 99% | 89% | 100% | 99% | 98% | 99% | 100% |
| | **Average amount paid** | 1,451 | 1,165 | 1,986 | 1,203 | 3,185 | 2,215 | 1,212 | 1,396 | 3,223 | 1,257 |
| **UVs** | **Properties** | 3,532 | - | 4,521 | - | 618 | - | 76 | 5 | 343 | - |
| | **2013 Revenue** | 6,987,814 | - | 9,388,000 | - | 6,429,264 | - | 314,731 | 90,124 | 572,474 | - |
| | **% of Total** | 13% | 0% | 11% | 0% | 8% | 0% | 1% | 0% | 2% | 0% |
| | **Average amount paid** | 1,978.430 | - | 2,076.532 | N/A | 10,403.340 | - | 4,141.197 | 18,024.800 | - | N/A |
| **SA** | **Specified Area Rates, other (excludes service charges)** | 730,026 | 1,157,281 | 664,910 | 246,990 | 2,207,804 | 141,197 | 298,788 | 1,514,898 | 205,604 | 237,890 |

| Option D<br>Rate Information cont. | | Perth, Vincent | Mundaring, Swan | Rockingham | Stirling | South Perth, Victoria Park | Wanneroo |
|---|---|---|---|---|---|---|---|
| Overall Rates data | Rates collected per head of population | 1,882 | 704 | 489 | 561 | 760 | 652 |
| | Total rate revenue | 90,853,881 | 102,002,556 | 50,901,620 | 109,863,768 | 55,605,848 | 99,191,645 |
| | Total rateable properties | 31,939 | 58,043 | 28,462 | 90,495 | 37,718 | 63,160 |
| | Rates collected per rateable property | 2,845 | 1,757 | 1,788 | 1,214 | 1,474 | 1,570 |
| GRVs | Properties | 31,939 | 53,720 | 28,280 | 90,495 | 37,718 | 61,482 |
| | 2013 Revenue | 89,242,018 | 92,936,850 | 50,553,014 | 109,851,675 | 55,505,848 | 89,665,260 |
| | % of Total Rate Revenue | 98% | 91% | 99% | 100% | 100% | 90% |
| | Average amount paid | 2,794 | 1,730 | 1,788 | 1,214 | 1,472 | 1,458 |
| UVs | Properties | - | 4,323 | 182 | - | - | 1,678 |
| | 2013 Revenue | - | 8,953,205 | 348,606 | - | - | 7,326,385 |
| | % of Total | 0% | 9% | 1% | 0% | 0% | 7% |
| | Average amount paid | - | 2,071.063 | 1,915.418 | N/A | - | 4,366.141 |
| SA | Specified Area Rates, other (excludes service charges) | 1,611,863 | 112,501 | - | 12,093 | 100,000 | 2,200,000 |

| Option E<br>Factors | Armadale Serpentine Jarrahdale | Bassendean Bayswater | Belmont, Kalamunda | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove ,Subiaco | Canning South Perth Victoria Park | Cockburn Kwinana | Fremantle, East Fremantle | Gosnells | Joondalup | Melville | Mundaring, Swan | Perth, Vincent | Rockingham | Stirling | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Area (WALGA Directory)** | 1465.4 | 43.7 | 389 | 64 | 103.3 | 266 | 22.1 | 127 | 99 | 52.7 | 1687 | 19.4 | 261 | 109.4 | 685.8 |
| **Population 2011 Census** | 80,042 | 75,668 | 88,778 | 90,086 | 158,688 | 118,911 | 33,512 | 106,585 | 152,406 | 95,700 | 144,990 | 48,263 | 104,106 | 195,701 | 152,078 |
| **Persons per sq km** | 55 | 1,732 | 228 | 1,399 | 1,536 | 447 | 1,516 | 839 | 1,539 | 1,815 | 86 | 2,488 | 399 | 1,789 | 222 |
| **Estimated Resident Population** | 83,755 | 80,130 | 93,812 | 96,977 | 169,297 | 125,987 | 36,046 | 112,244 | 161,783 | 101,664 | 152,627 | 52,393 | 109,101 | 208,399 | 160,332 |
| **Persons per sq km** | 57 | 1,834 | 241 | 1,506 | 1,639 | 474 | 1,631 | 884 | 1,634 | 1,928 | 90 | 2,701 | 418 | 1,905 | 234 |
| **WA Tomorrow Population** | 131,700 | 83,500 | 103,900 | 108,800 | 198,300 | 182,900 | 42,300 | 139,000 | 188,400 | 104,500 | 221,000 | 83,300 | 172,900 | 236,200 | 278,100 |
| **Adjusted WA Tomorrow** | 155,478 | 100,042 | 119,686 | 126,980 | 237,216 | 221,816 | 49,050 | 162,814 | 207,210 | 120,304 | 253,814 | 107,870 | 196,462 | 285,844 | 319,446 |
| **People who work in LG (2011 Census)** | 16,135 | 23,651 | 46,256 | 62,993 | 86,448 | 40,591 | 26,423 | 20,573 | 38,275 | 31,387 | 54,591 | 141,794 | 24,012 | 67,681 | 31,438 |
| **Workforce in LGA (2011 Census)** | 40,624 | 40,936 | 46,438 | 45,820 | 85,644 | 62,017 | 17,710 | 54,013 | 86,364 | 50,450 | 74,447 | 28,739 | 51,119 | 103,345 | 77,134 |
| **Self Sufficiency** | 40% | 58% | 100% | 137% | 101% | 65% | 149% | 38% | 44% | 62% | 73% | 493% | 47% | 65% | 41% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 31,481 | 34,204 | 37,236 | 39,930 | 69,031 | 47,105 | 16,545 | 40,345 | 58,525 | 40,087 | 55,307 | 26,251 | 42,421 | 89,494 | 56,334 |

| Option E<br>Financial information | Armadale/ Serpentine-Jarrahdale | Bayswater/ Bassendean | Belmont/ Kalamunda | Subiaco/ Cambridge/ Nedlands/ Claremont/ Cottesloe/ Peppermint Grove/ Mosman Park | Canning/ South Perth/ Victoria Park | Cockburn/ Kwinana | Fremantle/ East Fremantle | City of Gosnells | City of Joondalup | City of Melville |
|---|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | | |
| Rates | 52,147 | 40,478 | 59,394 | 79,180 | 92,515 | 75,134 | 37,801 | 49,444 | 74,297 | 49,414 |
| Operating revenue | 94,989 | 89,401 | 101,849 | 147,001 | 187,280 | 165,693 | 75,508 | 80,975 | 121,006 | 102,360 |
| Operating expense | 87,519 | 86,154 | 93,543 | 141,955 | 192,232 | 146,877 | 74,290 | 75,315 | 121,538 | 87,674 |
| Operating result (excluding Capital) | 7,471 | 3,247 | 8,306 | 5,046 | (4,952) | 18,816 | 1,218 | 5,660 | (532) | 14,686 |
| **Balance Sheet $'000** | | | | | | | | | | |
| Assets | 405,651 | 352,102 | 723,483 | 613,758 | 1,139,725 | 1,071,860 | 450,773 | 862,124 | 879,054 | 599,347 |
| Liabilities | 36,913 | 40,186 | 29,258 | 73,081 | 105,713 | 71,409 | 24,955 | 28,385 | 30,993 | 22,197 |
| Total EQUITY | 368,738 | 311,916 | 694,225 | 540,677 | 1,034,012 | 1,000,451 | 425,819 | 833,738 | 848,061 | 577,150 |
| **Other Information** | | | | | | | | | | |
| Reserves | 43,978 | 16,862 | 29,320 | 57,653 | 72,658 | 84,904 | 11,039 | 46,198 | 55,275 | 64,450 |
| TPS/Endowment Lands | 0 | 0 | 0 | 8,972 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total LT Debt | 24,249 | 3,926 | 12,340 | 47,663 | 33,374 | 18,156 | 10,245 | 12,612 | 10,457 | 3,763 |
| **Key Performance indicators** | | | | | | | | | | |
| Operating Surplus Ratio | 9.6% | 4.7% | 9.5% | 3.7% | -2.9% | 12.8% | 1.8% | 7.6% | -0.5% | 15.5% |
| Debt Service Coverage Ratio | 7 | 33 | 16 | 5 | 10 | 50 | 4 | 3 | 11 | 50 |
| Own source revenue coverage ratio | 87% | 81% | 93% | 94% | 90% | 97% | 95% | 99% | 95% | 108% |

| Option E<br>Financial information cont. | Swan/ Mundaring | Perth/ Vincent | City of Rockingham | City of Stirling | City of Wanneroo |
|---|---|---|---|---|---|
| **Operating $'000** | | | | | |
| **Rates** | 98,945 | 83,157 | 45,635 | 104,290 | 90,704 |
| **Operating revenue** | 167,815 | 197,979 | 101,132 | 187,035 | 158,235 |
| **Operating expense** | 147,395 | 183,920 | 108,619 | 169,123 | 140,944 |
| **Operating result (excluding Capital)** | 20,421 | 14,059 | (7,486) | 17,912 | 17,292 |
| **Balance Sheet $'000** | | | | | |
| **Assets** | 1,089,856 | 1,194,047 | 495,070 | 943,233 | 1,113,156 |
| **Liabilities** | 56,706 | 98,602 | 38,097 | 24,254 | 91,338 |
| **Total EQUITY** | 1,033,149 | 1,095,445 | 456,973 | 918,979 | 1,021,818 |
| **Other Information** | | | | | |
| **Reserves** | 51,619 | 90,718 | 37,203 | 61,434 | 71,118 |
| **TPS/Endowment Lands** | 0 | 0 | 0 | 0 | 69,884 |
| **Total LT Debt** | 28,529 | 57,923 | 22,185 | 0 | 60,778 |
| **Key Performance indicators** | | | | | |
| **Operating Surplus Ratio** | 14.2% | 7.2% | -7.9% | 10.4% | 12.0% |
| **Debt Service Coverage Ratio** | 21 | 8 | 5 | 3,630 | 14 |
| **Own source revenue coverage ratio** | 94% | 99% | 87% | 102% | 103% |

| Option E Rates | | Armadale Serpentine Jarrahdale | Bassendean, Bayswater | Belmont, Kalamunda | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Subiaco | Canning, South Perth, Victoria Park | Cockburn, Kwinana | Fremantle, East Fremantle | Gosnells | Joondalup | Melville |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Overall Rates data | Rates collected per head of population | 684 | 562 | 697 | 937 | 622 | 677 | 1,188 | 489 | 514 | 549 |
| | Total rate revenue | 54,720,270 | 42,518,402 | 61,902,774 | 84,394,175 | 98,679,130 | 80,493,745 | 39,802,804 | 52,138,333 | 78,387,804 | 52,530,050 |
| | Total rateable properties | 35,930 | 35,507 | 39,856 | 41,956 | 73,316 | 45,827 | 17,907 | 42,600 | 55,013 | 41,612 |
| | Rates collected per rateable property | 1,523 | 1,197 | 1,553 | 2,011 | 1,346 | 1,756 | 2,223 | 1,224 | 1,425 | 1,262 |
| GRVs | Properties | 32,398 | 35,507 | 39,513 | 37,435 | 73,316 | 45,209 | 17,907 | 42,524 | 55,008 | 41,612 |
| | 2013 Revenue | 47,002,430 | 41,361,121 | 61,124,696 | 74,341,265 | 98,332,140 | 71,856,677 | 39,661,607 | 51,524,814 | 76,782,782 | 52,292,160 |
| | % of Total Rate Revenue | 86% | 97% | 99% | 88% | 100% | 89% | 100% | 99% | 98% | 100% |
| | Average amount paid | 1,451 | 1,165 | 3,223 | 1,986 | 1,341 | 3,185 | 2,215 | 1,212 | 1,396 | 1,257 |
| UVs | Properties | 3,532 | - | 343 | 4,521 | - | 618 | - | 76 | 5 | - |
| | 2013 Revenue | 6,987,814 | - | 572,474 | 9,388,000 | - | 6,429,264 | - | 314,731 | 90,124 | - |
| | % of Total | 13% | 0% | 2% | 11% | 0% | 8% | 0% | 1% | 0% | 0% |
| | Average amount paid | 1,978.430 | - | 1,669.020 | 2,076.532 | - | 10,403.340 | - | 4,141.197 | 18,024.800 | N/A |
| SA | Specified Area Rates, other (excludes service charges) | 730,026 | 1,157,281 | 205,604 | 664,910 | 346,990 | 2,207,804 | 141,197 | 298,788 | 1,514,898 | 237,890 |

| Option E<br>Rates information cont. | | Mundaring, Swan | Perth, Vincent | Rockingham | Stirling | Wanneroo |
|---|---|---|---|---|---|---|
| **Overall Rates data** | **Rates collected per head of population** | 704 | 1,882 | 489 | 561 | 652 |
| | **Total rate revenue** | 102,002,556 | 90,853,881 | 50,901,620 | 109,863,768 | 99,191,645 |
| | **Total rateable properties** | 58,043 | 31,939 | 28,462 | 90,495 | 63,160 |
| | **Rates collected per rateable property** | 1,757 | 2,845 | 1,788 | 1,214 | 1,570 |
| **GRVs** | **Properties** | 53,720 | 31,939 | 28,280 | 90,495 | 61,482 |
| | **2013 Revenue** | 92,936,850 | 89,242,018 | 50,553,014 | 109,851,675 | 89,665,260 |
| | **% of Total Rate Revenue** | 91% | 98% | 99% | 100% | 90% |
| | **Average amount paid** | 1,730 | 2,794 | 1,788 | 1,214 | 1,458 |
| **UVs** | **Properties** | 4,323 | - | 182 | - | 1,678 |
| | **2013 Revenue** | 8,953,205 | - | 348,606 | - | 7,326,385 |
| | **% of Total** | 9% | 0% | 1% | 0% | 7% |
| | **Average amount paid** | 2,071.063 | - | 1,915.418 | N/A | 4,366.141 |
| **SA** | **Specified Area Rates, other (excludes service charges)** | 112,501 | 1,611,863 | - | 12,093 | 2,200,000 |

| OPTION F<br>Factors | Canning, Gosnells, Kalamunda | Perth, Vic Park, South Perth, Vincent | Armadale Serpentine Jarrahdale | Bassendean Bayswater, Swan, Mundaring, Kalamunda | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Stirling, Subiaco | Fremantle, East Fremantle, Melville, Cockburn | Kwinana, Rockingham | Joondalup | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|
| **Area (WALGA Directory)** | 541 | 57 | 1,465 | 1,771 | 174 | 223 | 379 | 99 | 686 |
| **Population 2011 Census** | 245,668 | 121,436 | 80,042 | 255,868 | 285,787 | 218,895 | 133,334 | 152,406 | 152,078 |
| **Persons per sq km** | 454 | 2,119 | 55 | 145 | 1,644 | 982 | 352 | 1,539 | 222 |
| **Estimated Resident Population** | 259,598 | 130,798 | 83,755 | 270,107 | 305,376 | 233,026 | 139,772 | 161,783 | 160,332 |
| **Persons per sq km** | 479 | 2,283 | 57 | 153 | 1,757 | 1,046 | 369 | 1,634 | 234 |
| **WA Tomorrow Population** | 307,000 | 175,900 | 131,700 | 346,100 | 345,000 | 277,800 | 224,800 | 188,400 | 278,100 |
| **Adjusted WA Tomorrow** | 349,354 | 223,510 | 155,478 | 408,578 | 412,824 | 330,738 | 256,894 | 207,210 | 319,446 |
| **People who work in LG (2011 Census)** | 85,139 | 176,697 | 16,135 | 111,477 | 130,674 | 87,008 | 35,405 | 38,275 | 31,438 |
| **Workforce in LGA (2011 Census)** | 127,731 | 68,841 | 40,624 | 133,645 | 149,165 | 116,529 | 64,767 | 86,364 | 77,134 |
| **Self Sufficiency** | 67% | 257% | 40% | 83% | 88% | 75% | 55% | 44% | 41% |
| **Number of Dwellings (occupied and unoccupied private dwellings 2011 Census)** | 95,026 | 61,754 | 31,481 | 105,594 | 129,424 | 92,250 | 53,908 | 58,525 | 56,334 |

| Option F<br>Financial Information | Canning, Gosnells, Kalamunda | Perth, Vic Park, South Perth, Vincent | Armadale Serpentine Jarrahdale | Bassendean Bayswater, Swan, Mundaring, Kalamunda | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Stirling, Subiaco | Fremantle, East Fremantle, Melville, Cockburn | Kwinana, Rockingham | Joondalup | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|
| **Operating $'000** | | | | | | | | | |
| **Rates** | 114,433 | 151,198 | 52,147 | 174,811 | 166,963 | 137,834 | 70,150 | 74,297 | 90,704 |
| **Operating revenue** | 225,795 | 329,332 | 94,989 | 309,980 | 294,229 | 295,161 | 149,532 | 121,006 | 158,235 |
| **Operating expense** | 220,202 | 318,854 | 87,519 | 279,683 | 270,898 | 265,022 | 152,437 | 121,538 | 140,944 |
| **Operating result (excluding Capital)** | 5,593 | 10,478 | 7,471 | 30,297 | 23,331 | 30,139 | (2,905) | (532) | 17,292 |
| **Balance Sheet $'000** | | | | | | | | | |
| **Assets** | 1,868,082 | 1,823,192 | 405,651 | 1,820,324 | 1,406,729 | 1,903,719 | 713,332 | 879,054 | 1,113,156 |
| **Liabilities** | 80,959 | 179,704 | 36,913 | 108,100 | 87,422 | 67,683 | 88,974 | 30,993 | 91,338 |
| **Total EQUITY** | 1,787,124 | 1,643,488 | 368,738 | 1,712,223 | 1,319,308 | 1,836,036 | 624,357 | 848,061 | 1,021,818 |
| **Other Information** | | | | | | | | | |
| **Reserves** | 82,809 | 164,077 | 43,978 | 95,124 | 84,452 | 136,282 | 61,314 | 55,275 | 71,118 |
| **TPS/Endowment Lands** | 0 | 0 | 0 | 0 | 8,972 | 0 | 0 | 0 | 69,884 |
| **Total LT Debt** | 27,784 | 87,825 | 24,249 | 36,126 | 44,632 | 14,008 | 40,340 | 10,457 | 60,778 |
| **Key Performance indicators** | | | | | | | | | |
| **Operating Surplus Ratio** | 2.8% | 3.3% | 9.6% | 11.7% | 8.6% | 11.2% | -2.2% | -0.5% | 12.0% |
| **Debt Service Coverage Ratio** | 5 | 7 | 7 | 23 | 17 | 21 | 7 | 11 | 14 |
| **Own source revenue coverage ratio** | 89% | 96% | 87% | 90% | 95% | 101% | 89% | 95% | 103% |

| Option F<br>Rate Information | Canning, Gosnells, Kalamunda | Perth, Vic Park, South Perth, Vincent | Armadale Serpentine Jarrahdale | Bassendean Bayswater, Swan, Mundaring, Kalamunda | Cambridge, Claremont, Cottesloe, Mosman Park, Nedlands, Peppermint Grove, Stirling, Subiaco | Fremantle, East Fremantle, Melville, Cockburn | Kwinana, Rockingham | Joondalup | Wanneroo |
|---|---|---|---|---|---|---|---|---|---|
| **Overall Rates data** | | | | | | | | | |
| **Rates collected per head of population** | 492 | 1,206 | 684 | 707 | 978 | 670 | 579 | 514 | 652 |
| **Total rate revenue** | 120,785,535 | 146,459,729 | 54,720,270 | 180,849,812 | 194,257,943 | 146,654,366 | 77,166,364 | 78,387,804 | 99,191,645 |
| **Total rateable properties** | 100,857 | 69,657 | 35,930 | 110,747 | 132,451 | 99,511 | 41,297 | 55,013 | 63,160 |
| **Rates collected per rateable property** | 1,198 | 2,103 | 1,451 | 1,633 | 1,467 | 1,474 | 1,869 | 1,425 | 1,570 |
| **GRVs** | | | | | | | | | |
| **Properties** | 100,438 | 69,657 | 32,398 | 106,424 | 127,930 | 92,203 | 40,805 | 55,008 | 61,482 |
| **2013 Revenue** | 119,231,991 | 144,747,866 | 47,002,430 | 170,541,782 | 184,192,940 | 143,783,722 | 70,579,736 | 76,782,782 | 89,665,260 |
| **% of Total Rate Revenue** | 99% | 99% | 86% | 94% | 95% | 98% | 91% | 98% | 90% |
| **Average amount paid** | 1,187 | 2,078 | 1,451 | 1,602 | 1,440 | 1,559 | 1,730 | 1,396 | 1,458 |
| **UVs** | | | | | | | | | |
| **Properties** | 419 | - | 3,532 | 4,323 | 4,521 | 308 | 492 | 5 | 1,678 |
| **2013 Revenue** | 887,205 | - | 6,987,814 | 8,953,205 | 9,388,000 | 685,622 | 6,092,248 | 90,124 | 7,326,385 |
| **% of Total** | 1% | 0% | 13% | 5% | 5% | 0% | 9% | 0% | 7% |
| **Average amount paid** | 2,117.434 | - | 1,978.430 | - | 2,076.532 | - | - | 18,024.800 | 4,366.141 |
| **Specified Area Rates, other (excludes service charges)** | 666,339 | 1,711,863 | 730,026 | 1,354,825 | 677,003 | 2,092,511 | | 1,514,898 | 2,200,000 |