



Annual Budget 2022/23

CITY OF  PERTH



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About this Document

The 2022/23 Budget allocates the financial resources necessary for the City to deliver on our community's aspirations. It guides our approach to delivering infrastructure and services to the community in a responsible and affordable way.

Preparing the Annual Budget is a statutory requirement under Section 6.2 of the Local Government Act 1995. More broadly, Division 6 of the Local Government Act 1995 provides guidance on financial management matters related to budgeting. Local Government (Financial Management) Regulations 22 - 33A prescribe the form and content of the statutory annual budget.

The Annual Budget plays an important role in operationalising the strategic financial management approach referenced in the Corporate Business Plan and Long Term Financial Plan. The Long Term Financial Plan exerts persuasive influence on the content of the City's Annual Budget.

The budget ensures that we have in place the necessary funding arrangements to support delivery of the agreed services and programs, proposed capital replacement programs and new capital projects for the upcoming year.

The City of Perth Annual Budget 2022/23 is consistent with all relevant legislative requirements.



1.0 Message from the Lord Mayor & Chief Executive Officer

This Budget showcases our vision for the growth and development of our great city, while demonstrating our ability to underpin this with robust financial management.

This Plan presents a \$261.9 Million financial blueprint for the City for the 2022/23 year. The City of Perth is responsible for a multi-billion dollar business with a net worth of approximately \$1.3 billion. Over the 2022/23 period this Budget supports a \$47.8 Million capital program and expenditure of \$159.4 Million on delivering key programs and services. It also recognises \$21.5M in capital contributions towards supporting City Deal initiatives promoted by the state and commonwealth governments.

The result of delivering this Budget will be a legacy of quality community infrastructure and social capital for the benefit and enjoyment of our community. We are able to achieve this as a result of a critical review of operational expenditure focused on making the City more financially sustainable into the future.

Over the 2022/23 year, we will see this Budget support:

- The delivery of City of Perth initiatives under the Perth City Deal
- Future growth of the City in line with its incoming Local Planning Strategy
- Contemporary infrastructure and places that complement the City's unique neighbourhood precincts
- Continued delivery of services and programs to activate the City and deliver on the evolving needs on its local community.

This Budget is underpinned by the following financial principles:

- Financial sustainability
- Financial accountability
- Responsible stewardship
- Alignment with strategic aspirations.

Our City is in the midst of a positive and exciting evolution towards excellence. This Plan is foundational to the City's future direction, representing planning that is accountable, transparent and aligned with our vision.



Basil Zempilas
Lord Mayor
City of Perth



Michelle Reynolds
Chief Executive Officer
City of Perth



2.0 Our City

2.1 Aspirations



The ability to plan for our short and long-term future is essential to our success in delivering on our vision.

This Budget was firmly guided by our desire for a City that is *liveable, sustainable and prosperous*.

By developing a clear and strong linkage to these aspirational pillars and reflecting them in how we respond to our community's needs, we can focus on creating meaningful differences in our neighbourhoods and for Perth itself as one of the most liveable cities in the world. This approach reflects a triple bottom line philosophy in all we do.

Liveable

We have an aspiration for our city to be socially cohesive, inclusive, activated, and safe. By striving to achieve this, we will ensure that residents and visitors enjoy positive experiences that reflect on Perth as one of the world's most liveable, welcoming, and respected cities. Initiatives to achieve this include:

- Engaging with our community in meaningful ways to understand their priorities.
- Placing an emphasis on community priorities at a neighbourhood level.
- An increased commitment to appropriate asset renewal and new or upgraded community infrastructure as part of the City's stewardship responsibilities.

Sustainable

Maintaining a responsible and healthy balance between the city's natural environment, social and economic systems is a key platform of how the city does business. From local neighbourhoods to the city as a whole, we make decisions and act to nurture, build capacity, and sustain our communities. Initiatives to achieve this include:

- Better matching staffing with agreed service levels and scaling back the capital program to levels more aligned to organisational delivery capacity.
- Structural reform of the City's finances that returned previously burgeoning operating expenses back to sustainable levels.
- Expenditure focus being shifted from discretionary projects back to core service.

Prosperous

Our aspiration for Perth is to be a successful, flourishing city that provides opportunities, sustains its economy, and efficiently and effectively delivers services, projects, and experiences to our community. Achieving prosperity for our city and our communities is a foundation principle for our decision making. Initiatives to achieve this include:



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- An agile, service-based resource allocation model meaning that the City can deliver quality, targeted services that offer a value for money proposition to our residents, ratepayers, businesses, and visitors whilst ensuring that our City is efficiently run and that service levels are responsive to our community's needs.

2.2 City Snapshot

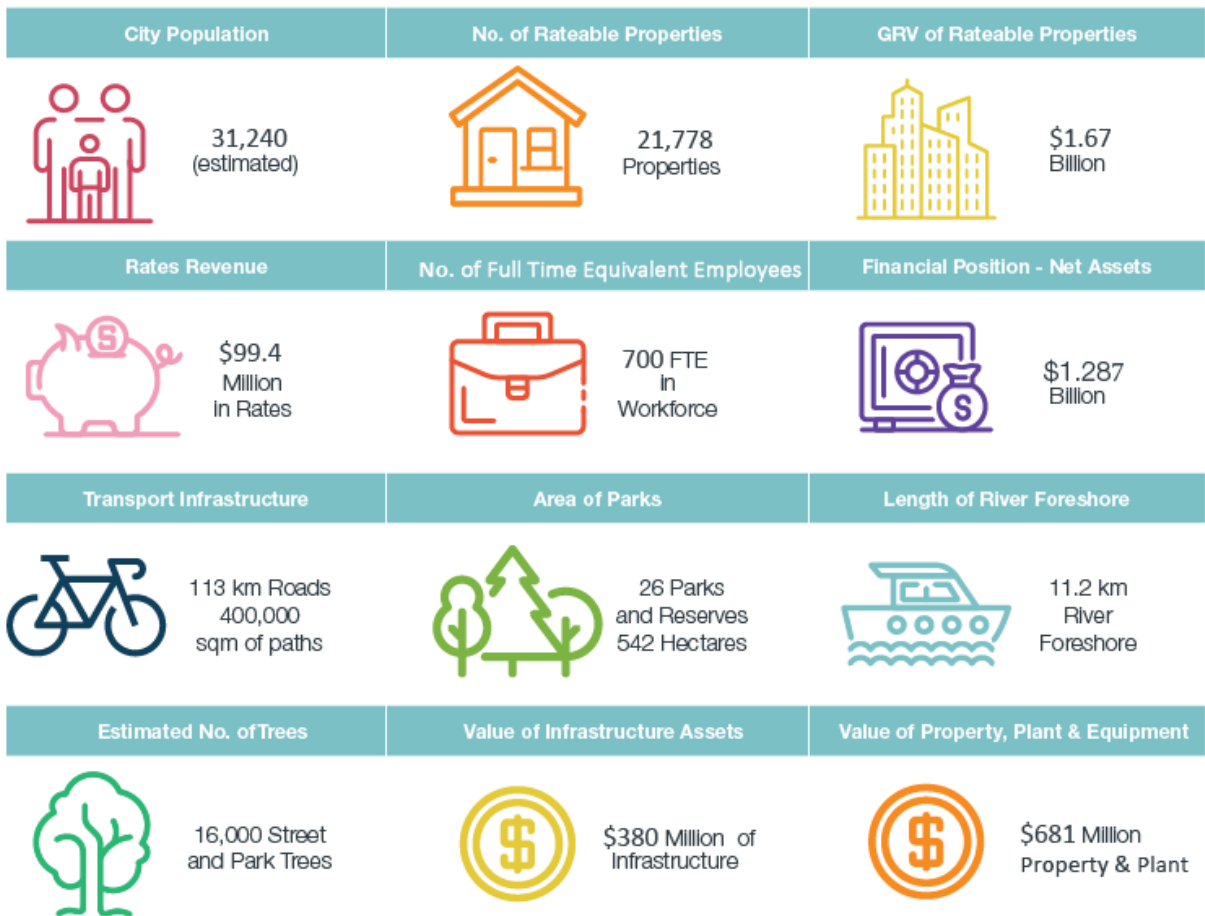
In 2022 the City is home to some 31,240 residents, has about 11,068 businesses, is the workplace of 129,662 workers and a destination for more than 230,000 visitors.

To effectively plan, the City must understand its current state and anticipated future population growth, economic fluctuations, environmental trends, and social and community needs in the future.

This budget reflects the first year of the Long Term Financial Plan and considers the City's anticipated population growth and impact on servicing costs, infrastructure needs and revenue from rates.

Figure 1 - Key Statistics

As at June 2022



Source for population & business data, : Economy ID June 21



3.0 Budget Headline

This Budget presents a \$261.9 Million financial blueprint for the City for the 2022/23 year.

It continues our focus on making the City more financially sustainable into the future and driving structural reform of the City's finances. Operating expenses have been critically reviewed and are within sustainable levels, and there is increased commitment to asset renewal and upgraded community infrastructure.

Council has worked hard to deliver only a very modest rates increase for 2022/23 whilst ensuring that the administration delivers the range and level of services expected by our community. This result has been achieved through a reduction in operating expenses of 1.1% (excluding abnormal expenses).

The Budget has been informed by valuable inputs from our neighbourhood groups so that expenditures are directed towards responding to the identified neighbourhood priorities.

The 2022/23 Budget expenditure profile in broad terms is:

Expenditure Type	Amount \$
Core Service Delivery	\$ 142.3 M
Programs - Events & Sponsorships	\$ 11.0 M
Discretionary Operating Projects	\$ 6.1 M
Abnormal Items - WACA Aquatic Facility & Perth Concert Hall Contribution	\$ 21.5 M
Asset Renewal & Community Infrastructure	\$ 47.8 M
Financing Activities - Reserve Funds and Loan Repayments	\$ 29.9 M
Closing Balance (Surplus)	\$ 3.3 M
Total Allocation	\$ 261.9 M

The 2022/23 Budget presents a balanced funding model incorporating funding sources as indicated below:

Funding Source	Amount \$
Rates	\$ 99.4 M
Parking Operations	\$ 65.9 M
Fees & Charges	\$ 13.3 M
Capital Grants	\$ 14.2 M
Other Revenues & Grant Funds	\$ 18.4 M
Asset Sale Proceeds	\$ 0.9 M
Financing Activities - Cash Reserves & Borrowings	\$ 44.3 M
Opening Balance	\$ 5.6 M
Total Funding	\$ 261.9M

This budget model proposes a responsible mix of funding sources including previously accumulated cash reserves to lessen the reliance on rates revenue as a proportion of the total funding package in 2022/23.

It reflects a balanced and sustainable response to the challenging economic climate in which it was developed. It will play an essential role in guiding the organisation as we continue to re-position our capital city's finances for a sustainable future. It also references our financial ratios against industry benchmarks. Whilst a specific indicator may not be met in this particular year, the City has, through its Long Term Financial Plan, a responsible and realistic plan to ensure that trends and average ratios over the longer term meet or exceed preferred industry benchmarks.



3.1 Budget Snapshot - Operating Expenditure

Figure 2 - Core Services, Programs and Operating Project Expenditure by Theme

	Community Services Customer Services Community Facilities. Community Support Services - Seniors, Children and Visitors. Homelessness Response Access and Inclusion, Aboriginal Reconciliation	\$ 8.0 M
	Community Amenity Community Safety. Ranger Services. City Surveillance.	\$ 7.7 M
	Marketing, Activation & Events Activations and Events Facilitation. Christmas Light Trail & City of Light Shows Cultural Collections Management & Exhibitions. Marketing and Promotion.	\$ 10.0 M
	Sponsorships & Grants Sponsorships for Community Festivals. Sponsorships for Arts & Culture Business Sector Development	\$ 8.3 M
	Library Services Library Borrowing Services. E-Resources, Print & Wi-Fi Services Meeting Rooms. Events and Activities.	\$ 6.1 M
	Development Control Urban Planning Strategy and Policy. Development Assessment Building Approvals. Building Compliance	\$ 5.1 M
	City Planning & Economic Development City Future - Master Planning Transport & Urban Design. Economic Development Business Support.	\$ 9.5 M



Public Health

\$ 4.6 M

Health Approvals
Public Health Compliance
Food Premises Inspections.
Activity Approvals.



Infrastructure Management

\$ 33.5 M

Asset Planning and Asset Performance Management.
Maintenance of Roads, Paths, Drainage, Street Furniture Assets
Lighting and Electrical Asset Maintenance.
Maintenance of City Owned Buildings and Facilities.



Parks Management

\$ 12.8 M

Parks & Gardens Maintenance Activities.
Reticulation Systems & Water Economy.
Natural Areas Maintenance.
Street Tree Maintenance.
Sustainability.



Parking Management

\$ 62.0 M

Operation of Off Street Parking Facilities *
Operation of On Street Parking Precincts *
Parking Compliance.

** Includes Parking Levy of \$17.8M & Internal Rental of \$15M*



Waste & Cleaning

\$ 17.2 M

Residential & Commercial Rubbish Collection.
Street Cleaning.
Graffiti Cleaning.
Recycling and Container Deposit Scheme.



Corporate Support & Leadership

\$ 14.3 M

Governance and Elected Members.
Legal Services.
Audit and Risk Management.
Corporate Communications.
Financial Management.
ICT & Records Management
Human Resource Management.



Other Costs

\$ 1.6 M

Project Management Office
Fleet Management
Other Costs - Not included elsewhere

Figures shown above are inclusive of internal corporate cost allocations and recoveries.



3.2 Our Services

The City provides an extensive range of external facing services to our community including:

- Strategic leadership
- Advocacy on behalf of our community
- Strategy development
- Economic development
- Community capacity building
- Community support services
- Homelessness response
- Cultural development
- Cultural and heritage collections management
- Events and activation
- Library services
- Customer service
- Community safety
- Public health
- City planning
- Development approvals
- Transport and urban design
- Infrastructure asset strategy and design
- Infrastructure maintenance
- Project delivery
- Park maintenance
- Waste and cleaning
- Parking management

These services are supported and empowered by internal facing services including:

- Marketing and communications
- Financial management
- ICT services
- Human resource management
- Governance
- Legal services
- Audit and risk
- Information and records management
- Property management services

In developing the 2022/23 Annual Budget, the City has carefully considered the resource and funding requirements necessary to deliver ongoing services and programs, statutory and governance activities, asset network renewal expenditures and opportunities for major discretionary capital expenditure initiatives.

Over the life of the budget, the range and scope of our services may be re-evaluated, or service levels re-assessed in the light of changing circumstances to ensure that there is alignment between community expectations, financial and organisational capacity and agreed service levels.

As the City's service planning becomes more sophisticated, the City will take the opportunity to re-balance the service level versus resourcing equation to ensure that we are delivering value for money outcomes, and we are targeting the priority services and initiatives identified by our community.



3.2 Budget Snapshot - Capital Expenditure

Figure 3 - Capital Works Projects by Theme (selected projects identified)



Roe Street Enhancement

\$ 5.6 M

This project will convert this precinct into a pedestrian and cycle friendly area with contemporary paving, cooling urban shade, funky street furniture and free wi-fi. This project is part grant funded and is a multi-year project - Completion 2023.



Lighting & Electrical Projects

\$ 5.7 M

Street Lighting - West Perth Neighbourhood.
Street Lighting - Hay St West.
Street Lighting - Park Ave Crawley.
Street Lighting - Northbridge.
Street Lighting - Royal Street (Stage 3).



Bus Stop Upgrades

\$ 1.2 M

This project focusses on improving accessibility at involves adjusting the height of kerbs at CBD bus stops. This project is fully grant funded and is a multi-year Project - Completion 2024



Parks & Landscape

\$ 1.7 M

Thomas Street / Winthrop Ave Landscaping (Stage 1)
Urban Forrest - Tree Planting Program.
Irrigation Renewal Program.
Park Furniture, Playground & Exercise Equipment



CBD Transport Projects

\$ 7.3 M

This is the first tranche of a suite of transport-related projects involving cycleways, improvements to pedestrian movements and other enhancements designed to improve transport management in the CBD. These projects are fully grant funded and are part of a multi-year program due for completion in 2028.



City Mall Upgrades

\$ 0.8 M

The City will be investing in a program to de-clutter and update street furniture, drinking fountains and seating to bring a more contemporary flavour to the Hay St and Murray St Malls . This is the second phase of a multi-year project to bring greater vitality to our major street precincts.



Building Renewals

\$ 4.2M

Building Rectification Works
Building Security Works
Electrical Enhancements
Forrest Place Green Room Water Ingress Treatment
Minor Structural Works - Various Buildings



Roads, Paths & Kerb Renewals

\$ 6.6 M

- Road Renewals - Parkway
- Road Renewals - Kings Park Road
- Road Renewals - Riverside Drive
- Road Renewals - King Street
- Road Renewals - William Street
- Path Renewals - Royal Street
- Kerb Renewals - Ventnor Ave
- Path Renewals - Mounts Bay Road
- Road Renewals - Francis Street
- Road Renewals - Wellington Street



Drainage Renewals

\$ 0.8 M

- Stormwater Drainage Renewal - Pit Covers
- Stormwater Drainage Renewal - Adelaide Terrace
- Stormwater Drainage Renewal - Dehli Street
- Stormwater Drainage Renewal - Spring Street



River & Foreshore Assets

\$ 0.5 M

- Claisebrook Riverwall Renewal.
- Heirisson Island Revetment Walls.
- East Perth Foreshore River Wall.



Technology Replacements

\$ 2.5 M

- Core System Consolidation - Stage 1
- Network & Storage Replacements.
- Audio Visual Equipment Renewal.



Fleet & Plant Replacement

\$ 3.2M

- Heavy Plant Replacement.
- Light Plant Replacement.
- Fleet Vehicle Replacement.



Other Capital Works

\$ 7.7 M

- CCTV Camera Replacement.
- Design for Laneways Refresh & Main Street Refresh Program
- Hostile Vehicle Mitigation Treatments
- Christmas Decoration Renewal
- Street Furniture Replacement Program
- Winthrop Thomas St Shared Path



Capital Contributions - WACA & PCH

\$ 21.5 M

- Provision for \$17.5M of the \$25M capital contribution for the development for an aquatic facility at the WACA ground and the \$4.0M capital contribution towards the redevelopment of the Perth Concert Hall (PCH) under the City Deal agreement.



4.0 Service Based Resource Allocation

4.1 Allocating our Resources

In compiling this 2022/23 Budget, the City uses a service-based resource allocation model designed to emphasise agile and flexible assignment of employee, financial and equipment resources. Services prioritised through community feedback, agreed community outcomes and service levels will determine the allocation of resources each year rather than a traditional incremental increase to the existing service unit budgets. This approach clearly identifies and separates core service delivery activities from discretionary operating projects to ensure that the community enjoys value for money outcomes and the City is accountable for delivery of agreed service levels and measurable outcomes.

5.0 Annual Budget Modelling

5.1 Context for the Annual Budget

Preparing the Annual Budget is a statutory requirement under Section 6.2 of the Local Government Act 1995. More broadly, Division 6 of the Local Government Act 1995 provides guidance on financial management matters related to budgeting. Local Government (Financial Management) Regulations 22 - 33A prescribe the form and content of the statutory annual budget.

The Annual Budget plays an important role in operationalising the strategic financial management approach referenced in the Corporate Business Plan and Long Term Financial Plan. The Long Term Financial Plan exerts persuasive influence on the content of the City's Annual Budget.

The budget ensures that we have in place the necessary funding arrangements to support delivery of agreed services and programs, proposed capital renewal programs and new capital projects. The City of Perth Annual Budget 2022/23 is consistent with all relevant legislative requirements.

5.2 Assumptions & Modelling Parameters

The Annual Budget is a detailed operational document that guides the deployment of our available financial and people resources to deliver upon our community aspirations and strategic intent. It is necessarily based on financial assumptions relating to the quantum of both revenues and expenditures, the anticipated timeframes for cash flows into and out of the organisation and expectations of the continuation of existing funding initiatives by both commonwealth and state governments.

Included in the financial assumptions are anticipated movements in both the consumer price index, wages growth and interest rates as they relate to both investment returns and borrowing costs. Unexpected changes in any of these parameters, the economic environment or in government policy directions are likely to have an impact on the financial model.

Adoption of the Annual Budget by Council does not constitute an irrevocable commitment to any particular project or service referenced in the budget, nor to its timing. Community engagement, detailed design or procurement processes may result in the modification, re-scheduling or deletion of individual initiatives. Similarly, it does not preclude the possible subsequent inclusion of further service or capital initiatives if the financial modelling and strategic direction of Council indicate that it aligns with that strategic direction and could be supported without adversely impacting on the City's financial sustainability.



5.3 Abnormal Factors Impacting the Annual Budget

There are several abnormal factors that impact on the 2022/23 budget, including:

- Payment of the first capital contribution towards the WACA Aquatic Facility as part of the City Deal.
- Payment of the capital contribution to the redevelopment of the Perth Concert Hall as part of the City Deal.
- Increases in state government charges such as the 1.5% increase to the parking levy.

5.4 Annual Budget

The narrative and analysis provided in Sections 5 & 6 of this document are intended to facilitate a shared understanding of the financial schedules underpinning the 2022/23 Annual Budget.

5.4.1 Annual Budget Financial Schedules

The published version of the Annual Budget is presented as:

- Statement of Comprehensive Income by Program
- Statement of Comprehensive Income by Nature & Type
- Statement of Cash Flows
- Rate Setting Statement
- Notes to the Annual Budget
- Supporting Schedules - Summary Management Budget
- Fees & Charges Schedule

An explanation of the purpose of the primary statements is provided below.

Statement of Comprehensive Income

This financial statement includes estimates of all revenues and expenditures that are included in the operating (normal day to day) activities of the City. This includes non-cash items such as depreciation and interest payments on loans. It excludes repayments of loan principal, proceeds from loan borrowings and capital expenditure items - those are all reflected in the Rate Setting Statement.

Information from the Income Statement is used to calculate the Operating Surplus Ratio which is one of the statutory measures of financial sustainability.

Statement of Cash Flows

This financial statement demonstrates the projected impact on the overall cash position of the City of the planned financial transactions. It is derived from the Operating Position which is then adjusted for the impact of the non-cash transactions and non-operating items.

Rate Setting Statement

This statement provides a single consolidated view of all aspects of the budget. It includes estimates of all operating and non-operating revenues and expenditures as well as repayments of loan principal, proceeds from loan borrowings, capital expenditure items and transfers to or from cash backed reserves. It does, however, exclude all non-cash items.

The purpose of the statement is to demonstrate the calculation of the amount of Rates revenue expected to be raised to fund the Budget each year.



6.0 Budget Analysis & Commentary

6.1 Overall Commentary

The 2022/23 Annual Budget represents a financial commitment of \$261.1M. These funds are applied to towards delivering a program of relevant services to our community whilst maintaining and renewing our infrastructure and creating new community facilities that leave a legacy for our community.

The budget has been presented using a balanced budget philosophy. That is, whatever is proposed to be expended is fully funded by the funding options included in the budget.

Chart 1 - 2022/23 Funding Mix by Source

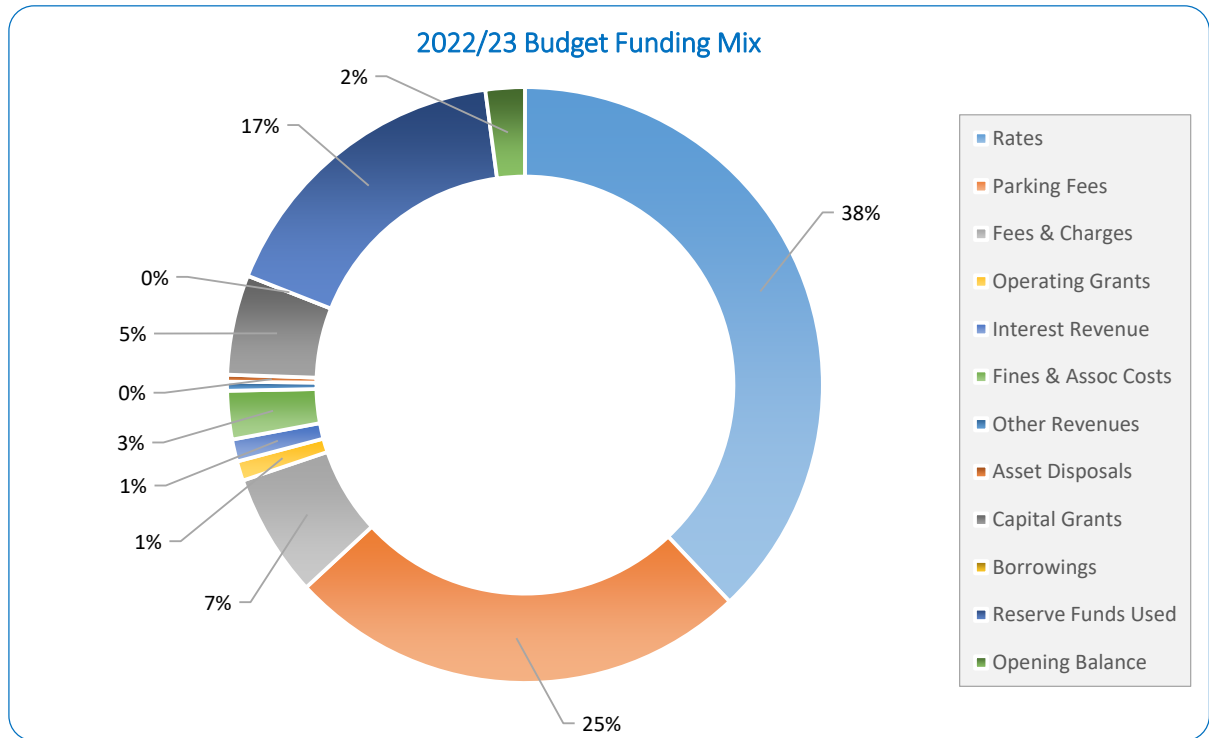


Chart 1 (above) indicates the respective contributions of the different funding sources to the total funding mix over the budget year.

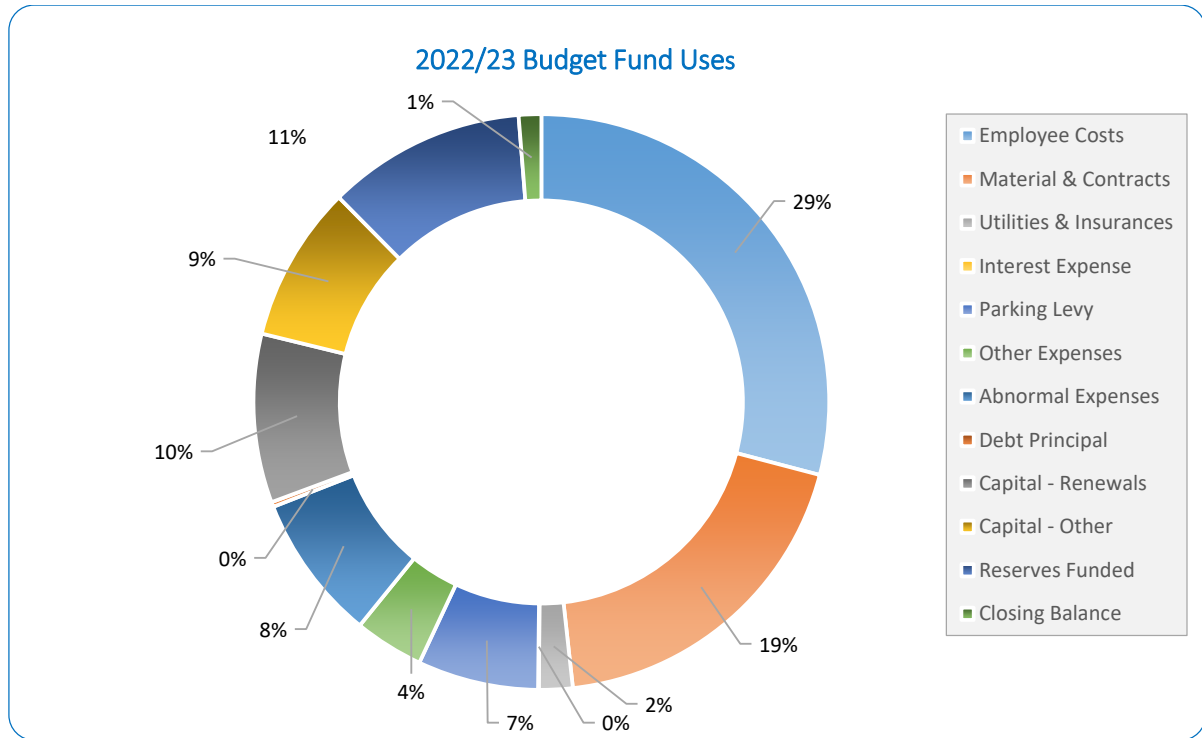
The major elements of the funding model are Rates (38%), Fees & Charges (7%), Parking Revenues (26%), Interest Revenue (1%), Reserves (17%), Fines (3%), Borrowings (0%), Grants (6%), Other Revenues (1%) and Opening Balance (1%).

These funds will be applied towards meeting the costs of operational service delivery (premised on the agreed range and scope of services and agreed service levels) as well as expenditure on infrastructure renewals, new community asset creation and debt servicing.

The uses of those funds are shown below in Graph 2 titled 2022/23 Fund Use by Type.



Chart 2 - 2022/23 Fund Use by Type



The proposed expenditure program reflects approximately 61% of funds being applied to operational expenditure, 10% on infrastructure renewals and 9% for new asset creation. Less than 0.5% is used for debt servicing. Some 11% of available funds are used for creation of Reserve Funds which are essentially savings for future projects.

Around 8% of available funds are used to make the City Deal capital contributions towards the redevelopment of the WACA facility and the Perth Concert Hall. The remaining 1% of funds represent the Closing Balance.

Fund uses described in Chart 2 (above) as Reserves Created reflect the transfer of funds to cash backed reserves, largely relating to provision of funding for the Parking Bay Levy payable each year, in advance, to the state government as well as allocations towards future projects and initiatives.

Non-cash operating expenditure items such as depreciation have been excluded from the graph above and book gains such as revaluation increases relating to infrastructure assets, land and buildings are also not included in the budget model.

This budget reflects a responsible, prudent, and sustainable financial model for the City's finances given the uncertain economic environment in which we are operating. It proposes a realistic deliverable program of works and a suite of services that reflect our strategic objectives of Liveable, Sustainable and Prosperous.

The projected Closing Balance of \$3.3M represents around 1.7% of the budgeted operating revenue. This value is within the preferred range of 1% - 3% referenced in the City's Strategic Financial Planning and Budgeting Policy.



6.2 Rates Commentary

Landgate Valuation Services provides the City with Gross Rental Values (GRV) for all properties within the city boundaries every three years. These valuations (GRV) are one of the two critical variables used in establishing the rates charges for each individual property. The other variable is the Rate in the Dollar which is established each year by Council in the budget process. Multiplying the GRV by the Rate in the Dollar derives the rates charge for the property.

Once a local government has obtained its schedule of property valuations (GRVs) from Landgate and knows the total rates base that it has available to work with, it then applies a differential rate (Rate in the Dollar) for each property category to generate the required amount to be raised from rates. That required overall rates yield is derived from the Rate Setting Statement (refer to the Statutory Budget).

The City of Perth uses a Differential Rating Model consisting of six differential rate categories in setting its rates. That is, it may apply a different rate in the dollar for each different property category. This can help to distribute responsibility for contributing to the rates yield more equitably. Table 1 below shows the 2022/23 database at the initial rates strike date.

Table 1 - 2022/23 Rating Year:

Property Category	No Properties	GRV	Rate in the \$	Minimum Rate
Commercial	728	107,535,870	0.0651092	\$ 800.00
Hotel	1,347	118,079,334	0.0644420	\$ 765.00
Retail	524	128,247,779	0.0651165	\$ 750.00
Office	2,375	981,003,475	0.0550450	\$ 800.00
Residential	15,728	320,683,261	0.0651450	\$ 765.00
Vacant Land	76	14,184,405	0.1000000	\$1,000.00
Total	20,778	1,669,734,124	-	-

Further information on the objects and reasons for each of the six differential rate classifications is provided at Note 1 (c) - Rates Information on page 42 of the statutory budget.

The City is anticipating a rate yield of \$99.2M in 2022/23 at rates strike date after allowing for concessions. The increase in rates yield for the year is \$1.2M overall.

Properties in the Retail, Hotel & Commercial property classifications will have a 0.5% increase in the rate in the dollar for 2022/23 over the level adopted in the previous year. Properties in the Residential and Office classifications will have a 1% increase.

Minimum rates for each category have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the local government services and facilities.

The City uses a tiered approach to setting minimum rates - \$750 for properties in the Retail property category, \$765 for the Hotel and Residential category, \$800 for Commercial and Office properties. Vacant land has a \$1,000 minimum rate.



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Modelling rates in a fashion that balances the returns from each property category in a way that is equitable, fair and transparent is a real challenge for local governments. The City of Perth has a detailed Rating Methodology Statement which guides us in setting our rates. That methodology has been independently assessed against best practice rating principles.

To fully understand the respective contributions of each property category for the budget year, the City uses a measure of Relative Rating Effort (RRE) shown in the table below.

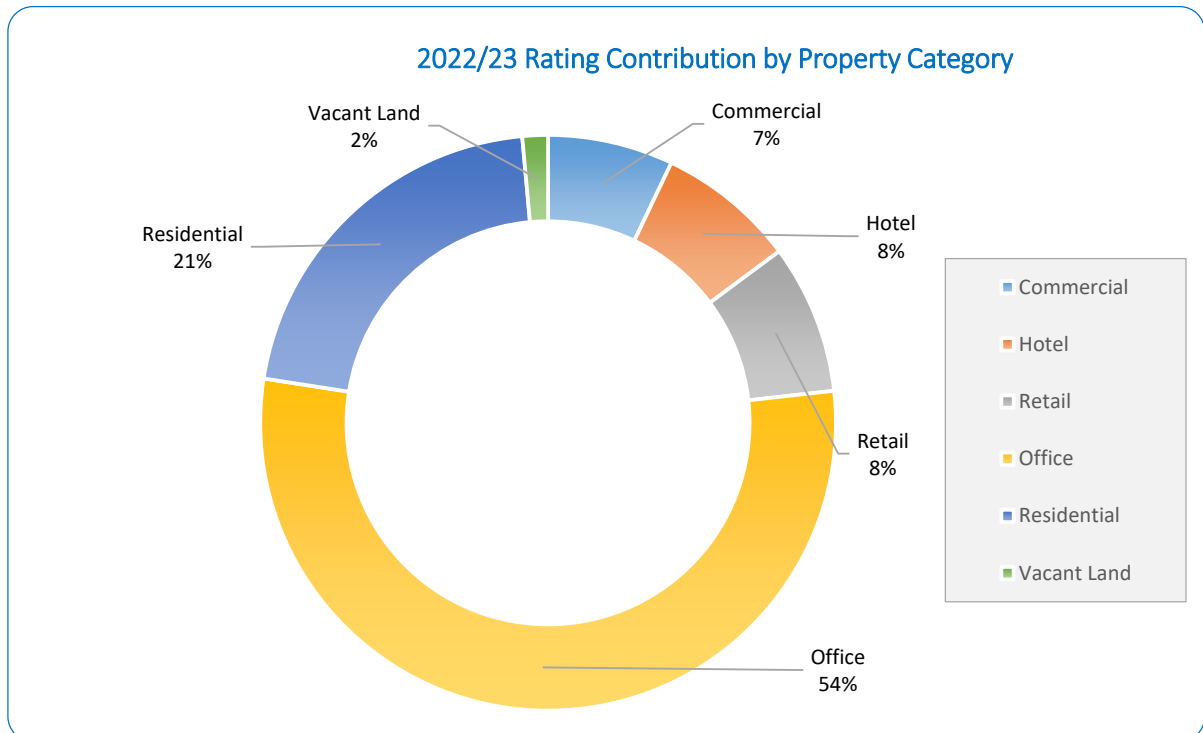
Table 2 - Relative Rating Effort for 2022/23 - before Concessions:

Property Category	% Min Rated	2022/23 GRV	2022/23 Rates	RRE %
Commercial	5.0%	107,535,870	7,018,598	6.53%
Hotel	45.6%	118,079,334	7,766,796	6.58%
Retail	3.6%	128,247,779	8,355,143	6.51%
Office	9.0%	981,003,475	54,035,996	5.51%
Residential	7.4%	320,683,261	21,024,907	6.56%
Vacant Land	15.8%	14,184,405	1,429,360	10.08%
Total	9.9%	1,669,734,124	99,630,800	5.97%

Relative rating effort, (RRE) is a calculation that asks, ‘from the available GRV in a property category, what rates revenue was generated from it?’. That is, how hard was the rating opportunity leveraged.

RRE allows comparability across differential rating categories and across local governments.

Chart 3 - 2022/23 Rating Contribution by Property Category





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Table 3:

Differential Rating Category	Rate in \$ & Min. Rate	No. Props.	Gross Rental Value (\$)	Budgeted Rates (\$)	Budgeted Interims	Total Revenue
General Rate – GRV						
Commercial	0.0651092	691	107,342,714	6,988,998	0	6,988,998
Hotel	0.0644420	732	113,226,580	7,296,321	0	7,296,321
Retail	0.0651165	505	128,090,870	8,340,893	0	8,340,893
Office	0.0550450	2,161	978,559,280	53,864,796	0	53,864,796
Residential	0.0651450	14,563	309,059,517	20,133,682	122,760	20,256,442
Vacant Land	0.1000000	64	14,173,600	1,417,360	0	1,417,360
Sub Total		18,716	1,650,452,561	98,042,050	122,760	98,164,810
Minimum Rate						
Commercial	\$800.00	37	193,156	29,600	0	29,600
Hotel	\$765.00	615	4,852,754	470,475	0	470,475
Retail	\$750.00	19	156,909	14,250	0	14,250
Office	\$800.00	214	2,444,195	171,200	0	171,200
Residential	\$765.00	1,165	11,623,744	891,225	0	891,225
Vacant Land	\$1,000.00	12	10,805	12,000	0	12,000
Sub Total		2,062	19,281,563	1,588,750	0	1,588,750
Grand Total		20,778	1,669,734,124	99,630,800	122,760	99,753,560
Less Concessions Granted						
Heritage Concessions						(230,080)
WACA Concession						(122,213)
Net Total Rates						99,401,267

Table 3 above shows the full rating model identifying separately the rates generated from properties levied at the general rate as well as the rates generated from the minimum rate set for each property category. A minimum rate is set to ensure that all properties make some reasonable contribution to the costs of running the City.

Table 3 also indicates the estimated value of heritage concessions given (that reduce the rates yield), the WACA rates concession (also reduces the rates yield) and the estimated value of interim rates that may be generated through changes in property values during the year.



6.3 Commentary on Reserve Funds

Reserve funds are strategic in nature and, informed by future cash requirements identified in the Long Term Financial Plan, are generally accumulated to provide funding for identified future major community infrastructure projects. Discretionary reserves may also be funded from municipal funds to provide for future replacements of items including plant and equipment, technology, or reticulation systems.

Cash backed Reserve Funds are also a vital part of the 2022/23 Annual Budget funding package. Funds accumulated in cash backed reserves in prior years are available to be used to smooth fluctuations in rates needing to be raised when larger capital programs are being delivered.

The City currently has 21 Cash Reserves classified as:

- Asset Acquisition & Renewal Reserves
- Strategic Reserves
- Parking Related Reserves
- Waste Management Reserves
- Other Purpose Reserves

The 2022/23 Budget involves some important Reserve fund transactions. The budget sees funding for important capital initiatives including heritage incentives, technology and building renewals being quarantined in Reserves. It also sees the City drawing down monies from its existing cash backed reserves for the sponsorship program and the parking levy.

The planned Reserve fund transfers and the reasons for them are shown in Table 4 (A) below.

Table 4 (A):

Reserve Name	Purpose	Amount
Transfer to Reserves (Excludes Interest Revenue)		
Technology Upgrade Reserve	Planned allocation for the system consolidation project as per LTFP	4,000,000
Heritage Incentive Reserve	Planned allocation as per the LTFP.	2,000,000
Parking Levy Reserve	Top up reserve for levy payment	9,500,000
Employee Entitlement Reserve	Incremental allocation for NPV adjustment	250,000
Major Infrastructure Reserve	Quarantine funding relating to Two Way Streets	1,000,000
Sponsorship Reserve	Quarantine sponsorship allocation in Reserve.	6,400,000
Council House Reserve	Allocation to facilitate refurbishment and to rationalise building operational costs.	1,500,000
Provisional Capital Reserve	Prefund anticipated spike in building renewals.	2,000,000
Public Art Reserve	Funding to support unscheduled maintenance.	250,000
Major Events Activation	Additional funding to build reserve balance	1,000,000
Interest Revenue	Allocated in proportion to average balances.	1,318,331
Total Transfers to Reserves		29,218,331

The planned transfers from Reserve funds and the reasons for them are shown in Table 4 (B) below.



Table 4 (B):

Reserve Name	Purpose	Amount
Transfer from Reserves		
Asset Enhancement	Contribution towards WACA Aquatic Facility	(12,500,000)
Perth Concert Hall Reserve	Contribution to Perth Concert Hall Redevelopment	(4,000,000)
Perth Concert Hall Reserve	Closure of now redundant reserve fund.	(2,852,408)
Strategic Property Reserve	Specialised property initiatives.	(500,000)
Enterprise & Innovation	Support operational efficiency initiatives.	(500,000)
Sponsorship Reserve	Draw down for disbursed sponsorship payments	(6,400,000)
Parking Levy Reserve	Parking levy contribution	(17,467,898)
Total Transfers from Reserves		(44,243,301)

6.4 Loan Borrowings

The use of borrowings to support the funding of long life capital projects is an important part of a balanced local government funding package. Introducing borrowings into the funding mix helps to smooth the spikes in rating from year to year - addressing the challenge of inter-generational equity. This means that those who will benefit from the use of the newly created asset in future years help to pay for the asset through paying rates to service the loan repayments each year.

With local governments able to borrow at fixed interest rates and interest rates at historic lows, the opportunity to include borrowings as part of the funding package should be considered in formulating the Annual Budget. In doing so, it is important to ensure that the City's Debt Service Ratio and Gross Debt to Operating Revenue Ratio remain within acceptable industry benchmarks (as this will be assessed before WA Treasury Corporation accepts any loan applications).

The City's current debt profile indicates that it has some \$0.7M of outstanding loans - but these will be fully repaid by 2022/23. Council has determined that borrowings are not required in the 2022/23 budget, but future borrowings have been foreshadowed in the Long-Term Financial Plan 2022/32 - 2031/32.

Details of the projected debt related financial ratios are provided below.

Debt Service Ratio

This indicator shows how much of the City's annual surplus (before interest and depreciation) is being applied to service debt obligations. It demonstrates that the City has sufficient operating surplus to service repayments of principal and interest on borrowings. The City's budgeted Debt Service Indicator is 31.4, relative to the industry benchmark for the Debt Service Ratio of more than 5.0 times coverage.

Gross Debt to Operating Revenue Ratio

This indicator shows the relationship between outstanding debt and the annual operating revenue (less operating and capital grants). The preferred benchmark for the Gross Debt to Operating Revenue Ratio is less than 20%. The City's budgeted Gross Debt to Operating Revenue Ratio is 0.0% as the City will have no outstanding debt at 30 June 2023.



6.5 Commentary on Key Financial Indicators

There are a number of statutory financial indicators that a local government must calculate and disclose in both their financial planning and financial reporting documents. The calculation of each indicator - and the specific inclusions in both the denominator and numerator used in the calculation are strictly prescribed in the Local Government Financial Management Regulations (LGFMR). This ensures that financial indicators published by different local governments are comparable.

However, it must be appreciated that there is no single indicator that demonstrates a local government's financial sustainability, nor does it necessarily mean that it is fatal if the City falls short of the benchmark for a specific indicator in a given year. The circumstances leading to the calculation of an indicator value must be understood to ensure that it is interpreted in context.

Operating Surplus Ratio

This indicator is used as a measure of capacity to meet operational expenses from revenues and the extent to which surpluses are generated to fund capital projects. The preferred ratio for this indicator is a positive value in the range between 0% and 15%. Any ratio over 5% meets or exceeds the industry benchmark.

For 2022/23, the City's projected ratio is 0.2%. This is calculated exclusive of the two capital contributions for the WACA Aquatic Facility and Perth Concert Hall redevelopment.

Long Term Financial Plan modelling suggests that in future years the Operating Surplus Ratio sits more comfortably in a financially responsible range.

Own Source Revenue Ratio

This ratio is used to indicate how much of the City's operating expenditure is covered by revenues directly generated by the City. That is, how financially autonomous is the City without reliance on external funding sources? Revenue used in this calculation does not include external funding such as grants and subsidies.

The 2022/23 projected Own Source Revenue Ratio is 90% which is in line with the preferred industry benchmark. Long Term Financial Plan modelling suggests that in future years, the City's future Own Source Ratio sits comfortably in a financially responsible range.

Current Ratio

This indicator is a broadly used ratio in both the public and private sectors to focus on the liquidity (available working capital) of a business at a given point in time. This ratio indicates capacity to meet short term (current) financial obligations as calculated at a given point in time (generally at year end).

The preferred ratio for this indicator is a number greater than 1.0. The City's projected Current Ratio for 2022/23 is 1.1.

Asset Consumption Ratio

This ratio measures the condition of a local government's physical assets, by comparing their age with their replacement cost. The ratio highlights the aged condition of a local government's stock of physical assets.

The benchmark standard for this ratio is between 50% and 75%. The City's budgeted 2022/23 ratio is 73% assuming the full asset renewal program is delivered.



Asset Sustainability Ratio

This ratio indicates the extent to which the City's assets are being replaced as they reach the end of their economic life. The industry benchmark standard for this ratio is between 90% and 110%. The projected ratio for the 2022/23 year is below the lower bound of the industry standard range at 80%. However, the Long Term Financial Plan maps a path to progressively bring this ratio back into the desired range.

Asset Renewal Funding Ratio

This ratio indicates the capacity of a local government to fund asset renewals as required to continue to deliver the existing service levels. The projected 2022/23 Asset Renewal Funding Ratio range shows as 100% as the Asset Management Plan projections are setting the funding level for the Long Term Financial Plan & Budget.

The basic standard for this indicator is a value of between 75% and 95%. The advanced standard for this indicator is a value of between 95% and 105%.

6.6 Capital Program

The 2022/23 Budget includes a \$47.8M allocation for capital expenditure (including asset renewals and the acquisition / creation of new assets). A broad overview of those projects is proved in Table 5 below.

Table 5 (A):

Capital Projects	Expense Type	Amount \$
Asset Renewal – Infrastructure		
Asset Renewal - Roads Network	Renewal	5,697,497
Asset Renewal - Lighting & Electrical	Renewal	5,697,076
Asset Renewal - Drainage	Renewal	836,117
Asset Renewal - Paths & Kerbs	Renewal	1,567,142
Asset Renewal - Parks & Landscape	Renewal	1,330,000
Asset Renewal - River & Foreshore Assets	Renewal	470,815
Asset Renewal - Other Infrastructure	Renewal	205,000
Asset Renewal - Street Furniture	Renewal	355,000
Sub Total		16,158,647
Asset Renewal - Non Infrastructure		
Asset Renewal - Buildings	Renewal	4,195,000
Asset Renewal - Plant & Equipment	Renewal	2,605,000
Asset Renewal - Technology	Renewal	734,000
Asset Renewal - Fleet	Renewal	654,000
Asset Renewal - CCTV	Renewal	500,000
Sub Total		8,688,000
Total Asset Renewal Projects		24,846,647



Table 5 (B):

Capital Projects	Expense Type	Amount
Discretionary Capital Projects		
Roe Street Enhancement - Multi-year Project	New / Upgrade	5,600,000
City Deal - CBD Infrastructure	New / Upgrade	7,292,000
Retail Mall Enhancement	New / Upgrade	800,000
Design - Major Streets Enhancement	New / Upgrade	250,000
Design - Laneways Refresh	New / Upgrade	150,000
Design - Entry Statements	New / Upgrade	140,000
Aesthetic Lighting - Light It Up	New / Upgrade	300,000
Dog Park Expansion	New / Upgrade	150,000
Christmas Decoration Renewal	New / Upgrade	650,000
Way Finding Signage	New / Upgrade	90,000
ICT System Consolidation (ERP) - Stage 1	New / Upgrade	1,800,000
Thomas St / Winthrop Ave Landscape - Stage 1	New / Upgrade	400,000
Winthrop Ave / Thomas St Shared Path	New / Upgrade	2,000,000
Bus Shelter Upgrades	New / Upgrade	1,255,000
Landscape / Hostile Vehicle Incursion	New / Upgrade	500,000
CCTV Camera & infrastructure - New	New / Upgrade	255,000
Two Way Street Program Modelling	New / Upgrade	250,000
Toilet Facilities Plan	New / Upgrade	300,000
Depot Fuel Bowser Compliance	New / Upgrade	200,000
Commercial Premises Upgrades	New / Upgrade	200,000
Complaints Management Software	New / Upgrade	80,000
Other Discretionary Minor Capital Works	New / Upgrade	275,500
Total Discretionary Capital Projects		22,937,500
Total Capital Projects		47,784,147

In preparing this budget the City has excluded potential extra-ordinary funding opportunities such as financial stimulus funding from the Commonwealth government.

Whilst the City is proactively pursuing such funding opportunities, the realisation of such opportunities cannot be assumed or modelled with confidence, and so they have not been included in the budget. Should such an opportunity arise, the budget model can easily be modified to incorporate such inputs and the related project expenditures without further impost on ratepayers.



6.7 Capital Contributions

The 2022/23 Annual Budget includes provision for a capital contribution of \$17.5M representing instalments one and two of the City's \$25.0M contribution to the WACA Aquatic Facility under the Perth City Deal arrangement.

It also includes provision for a capital contribution of \$4.0M representing the City's contribution to the redevelopment of the Perth Concert Hall under the Perth City Deal arrangement.

7.0 Summary

The development of the 2022/23 Annual Budget represents another important step in the City's financial transformation journey and will play a critical role in continuing to re-position our capital city's finances for a sustainable future.

This budget has been persuasively influenced by the City's Long Term Financial Plan and Corporate Business Plan both of which are aligned to the Community Strategic Plan. Its content reflects a balanced and sustainable response to the challenging economic climate in which it was developed. It supports the delivery of a range of ongoing programs and services plus a significant capital expenditure program.

The statutory 2022/23 Annual Budget schedules are provided on the following pages.

Statutory Budget





City of Perth Annual Budget 2022/23

Statement of Comprehensive Income by Nature & Type For the Year Ended 30 June 2023

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Revenue				
Rates	1 (a)	98,332,904	97,890,500	99,401,428
Operating Grants & Contributions	5 (a)	2,867,711	5,707,577	2,794,870
Fees & Charges - Parking	4	70,852,790	70,277,908	72,662,679
Fees & Charges - Other	4	18,952,125	17,751,229	17,623,147
Interest Earnings	6 (a)	2,859,146	1,471,393	3,153,172
Other Revenue	6 (b)	900,996	2,831,557	1,271,670
Sub Total		194,765,672	195,930,164	196,906,966
Expenses				
Employee Costs		(76,960,603)	(72,980,302)	(76,168,080)
Materials & Contracts		(49,882,406)	(46,032,625)	(50,199,305)
Utility Charges		(3,562,144)	(3,481,849)	(3,544,518)
Depreciation	7	(37,480,212)	(38,684,106)	(37,493,726)
Interest Expenses	6 (d)	(226,587)	(231,145)	(112,302)
Insurance Expenses		(1,264,278)	(1,188,330)	(1,417,862)
Parking Levy		(17,485,756)	(16,515,729)	(17,760,732)
Other Expenses	6 (g)	(8,816,073)	(6,814,554)	(10,196,439)
Sub Total		(195,678,058)	(185,928,641)	196,892,962
Net Result		(8,912,387)	10,001,523	14,001
Abnormal Expenses				
WACA Aquatic Facility Contribution		(0)	(30,176)	(17,500,000)
Perth Concert Hall Contribution		(0)	(0)	(4,000,000)
Mindarie Regional Council Exit		(8,000,000)	(7,083,333)	0
Sub Total		(8,000,000)	(7,113,509)	(21,500,000)
Non-Operating Grants	5(b)	12,827,340	10,141,241	14,188,903
Non-Operating Contributions		0	333,923	0
Profit on Asset Disposals	8 (b)	259,891	318,815	384,293
(Loss) on Asset Disposals	8 (b)	(2,269,424)	(2,856,791)	(1,996,630)
Sub Total		10,817,807	7,937,188	12,576,566
Total Comprehensive Income		1,905,421	10,825,202	(8,909,433)



City of Perth Annual Budget 2022/23

Statement of Comprehensive Income by Reporting Program For the Year Ended 30 June 2023

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Revenue	1,4,5,6			
Governance		699,216	1,619,953	630,628
General Purpose Funding		101,722,050	100,792,740	103,267,205
Law, Order & Public Safety		416,586	381,609	369,000
Health		1,142,300	704,630	804,500
Education & Welfare		1,686,200	1,754,311	783,000
Housing		0	0	0
Community Amenities		10,875,667	10,702,116	11,007,754
Recreation & Culture		1,349,751	2,461,370	1,852,460
Transport		70,987,790	72,157,360	73,070,277
Economic Services		5,796,064	5,174,316	5,032,142
Other Property & Services		90,048	181,760	90,000
Sub Total		194,765,672	195,930,165	196,906,966
Expenses	6,7			
Governance		(14,441,743)	(12,857,278)	(13,363,961)
General Purpose Funding		(1,971,484)	(2,014,150)	(2,207,770)
Law, Order & Public Safety		(7,737,970)	(8,757,444)	(8,668,414)
Health		(2,746,060)	(2,605,313)	(2,681,853)
Education & Welfare		(3,755,970)	(3,764,962)	(2,054,999)
Housing		(0)	(0)	(0)
Community Amenities		(25,202,117)	(23,989,973)	(27,470,392)
Recreation & Culture		(26,367,430)	(26,308,932)	(25,930,937)
Transport		(80,744,625)	(78,456,010)	(80,234,048)
Economic Services		(28,043,033)	(23,301,683)	(29,117,467)
Other Property & Services		(4,441,040)	(3,641,749)	(5,050,822)
Sub Total		(195,451,471)	(185,697,496)	(196,780,663)
Finance Costs				
Governance		(150)	(188)	(0)
Law, Order & Public Safety		(0)	(0)	(0)
Health		(0)	(0)	(0)
Education & Welfare		(0)	(0)	(0)



City of Perth Annual Budget 2022/23

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Housing		(0)	(0)	(0)
Community Amenities		(0)	(0)	(0)
Recreation & Culture		(28,288)	(29,547)	(0)
Transport		(3,793)	(7,647)	(2,870)
Economic Services		(194,356)	(193,768)	(109,473)
Other Property & Services		(0)	(0)	(0)
Sub Total		(226,587)	(231,145)	(112,302)
Net Result		(912,386)	10,001,523	14,001
Abnormal Expenses				
WACA Aquatic Facility Contribution		(0)	(30,176)	(17,500,000)
Perth Concert Hall Contribution		(0)	(0)	(4,000,000)
Mindarie Regional Council Exit		(8,000,000)	(7,083,333)	(0)
Sub Total		(8,000,000)	(7,113,509)	(21,500,000)
Non-Operating Items				
Non-Operating Grants		12,827,340	10,141,241	14,188,903
Non-Operating Contributions		0	333,923	0
Profit on Asset Disposals	8 (b)	259,891	318,815	384,293
(Loss) on Asset Disposals	8 (b)	(2,269,424)	(2,856,791)	(1,996,630)
Sub Total		10,817,808	7,937,188	12,576,566
Total Comprehensive Income		1,905,421	10,825,202	(8,909,433)

This statement is to be read in conjunction with the accompanying notes.



City of Perth Annual Budget 2022/23

Statement of Cash Flows For the Year Ended 30 June 2023

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Cash Flows from Operating Activities				
Receipts				
Rates - Net of Concessions		98,082,904	98,040,500	99,551,428
Operating Grants & Contributions		2,817,711	5,707,577	2,869,870
Parking Fees & Infringements		70,852,790	70,327,908	72,722,679
Fees & Charges		18,302,125	18,001,229	17,373,147
Interest Earnings		3,109,146	1,571,393	2,903,172
Other Revenue		900,996	2,881,557	1,171,670
Sub Total		194,065,672	196,530,164	196,591,966
Expenses				
Employee Costs		(77,410,103)	(73,530,302)	(77,018,080)
Materials & Contracts		(54,391,023)	(46,282,625)	(52,199,305)
Utility Charges		(3,747,144)	(3,381,849)	(3,579,518)
Interest Expenses		(226,587)	(231,145)	(112,302)
Insurance Expenses		(1,289,278)	(1,163,330)	(1,242,862)
Parking Levy		(17,485,756)	(16,515,729)	(17,760,732)
Other Expenses		(8,032,961)	(6,739,554)	(10,246,439)
Sub Total		(162,582,845)	(147,844,535)	(162,159,239)
Net Cash Provided by Operating Activities		31,482,827	48,685,629	34,432,727
Cash Flows from Investing Activities				
Non-Operating Grants & Contributions		12,827,340	10,475,164	14,188,903
Purchase of Property, Plant & Equip		(18,326,500)	(11,615,530)	(13,984,703)
Construction of Infrastructure		(25,301,145)	(27,455,920)	(33,799,444)
Allowance for Carry Forward Works		(0)	(0)	(14,800,000)
WACA Aquatic Facility Contribution		(5,000,000)	(30,176)	(17,500,000)
Perth Concert Hall Contribution		(0)	0	(4,000,000)
Mindarie Regional Council Exit		(8,000,000)	(7,083,333)	0
Sale Proceeds - Plant & Equipment		879,063	1,447,100	996,471
Sale Proceeds - Financial Assets		0	0	0
Sub Total		(47,921,243)	(34,262,695)	(68,898,773)
Net Cash Provided (Used) Investing Activities		(47,921,243)	(34,262,695)	(68,898,773)



City of Perth Annual Budget 2022/23

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Cash Flows from Financing Activities				
New Loan Proceeds		0	0	0
Repayment of Borrowings		(3,840,500)	(3,607,900)	(705,434)
Lease Principal Payments		(0)	(0)	(0)
Payment for Financial Asset at Amortised Cost		0	0	0
Proceeds from Contract Liabilities		0	0	0
Transfers from Reserves		30,333,114	(52,404,911)	(29,218,331)
Transfers to Reserves		(39,039,146)	29,909,814	44,243,301
Net Cash Provided (Used) in Financing Activities		(12,546,532)	(26,102,997)	(14,319,536)
Net Increase (Decrease) in Cash Held		(23,984,948)	(11,680,063)	(20,146,510)
Cash at Beginning of Year		54,209,979	59,000,064	47,320,001
Cash at End of Year		30,225,031	47,320,001	27,173,491
(Excludes Restricted Cash)				

This statement is to be read in conjunction with the accompanying notes.



Rate Setting Statement by Nature & Type For the Year Ended 30 June 2023

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Net Current Assets at Start of Year	2 (b)	23,556,924	32,056,924	5,576,861
Revenue from Operating Activities				
Parking Revenues		61,785,590	62,706,150	65,911,924
Fees & Charges		14,289,698	13,955,682	13,312,559
Rental & Hire Revenue		4,506,426	3,773,014	4,194,600
Operating Grants / Contributions		2,867,711	5,707,577	2,794,870
Interest Revenue		2,859,146	1,471,393	3,153,172
Fines & Associated Costs		9,223,200	7,594,291	6,866,743
Distribution from Investments		0	717,132	0
Other Revenue		900,996	2,114,425	1,271,670
Sub Total		96,432,767	98,039,664	97,505,538
Expenses				
Employer Costs		(76,960,603)	(72,980,301)	(76,168,080)
Materials & Contracts		(49,882,406)	(46,032,625)	(50,199,305)
Insurance		(1,264,278)	(1,188,330)	(1,417,862)
Interest		(226,587)	(231,145)	(112,302)
Utilities		(3,562,144)	(3,481,849)	(3,544,518)
Other Expenses		(8,816,073)	(6,611,246)	(10,196,439)
Depreciation		(37,480,212)	(38,684,106)	(37,493,726)
Change in Valuation on Disposal		(0)	(203,309)	(0)
Parking Bay Levy		(17,485,756)	(16,515,729)	(17,760,732)
Sub Total		(195,678,058)	(185,928,641)	196,892,965
Sub Total - Operating Activities		(99,245,291)	(87,888,977)	(99,387,427)
Add back Non-Cash Operating Items		37,480,212	38,684,106	37,493,726
Cash Operating Position		(61,765,079)	(49,204,871)	(61,893,701)



City of Perth Annual Budget 2022/23

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Investing Activities				
Non-Operating Grants	5 (b)	12,827,340	10,475,164	14,188,903
Purchase of Property, Plant & Equip	8 (a)	(13,326,500)	(11,615,530)	(13,984,703)
Construction of Infrastructure	8 (a)	(30,301,145)	(27,455,920)	(33,799,444)
Allowance for Carry Forward Works		(0)	(14,800,000)	(0)
WACA Aquatic Facility Contribution		(5,000,000)	(30,176)	(17,500,000)
Perth Concert Hall Contribution		(0)	(0)	(4,000,000)
Mindarie Regional Council Exit		(8,000,000)	(7,083,333)	(0)
Proceeds from Sale of Plant & Equip	8 (b)	879,063	1,447,100	996,471
Sub Total - Investing Activities		(42,921,242)	(49,062,695)	(54,098,773)
Financing Activities				
New Loan Proceeds	9 (a)	0	0	0
Repayment of Borrowings	9 (a)	(3,840,500)	(3,607,900)	(705,434)
Lease Principal Payments		(0)	(0)	(0)
Transfers to Cash Reserves	10 (c)	(39,039,146)	(52,404,911)	(29,218,331)
Transfers from Cash Reserves	10 (c)	30,333,114	29,909,814	44,243,301
Sub Total - Financing Activities		(12,546,533)	(26,102,997)	14,319,536
Budget Deficiency before General Rates		(93,675,930)	(92,313,639)	(96,096,077)
Estimated Amount to be Raised from Rates		98,332,904	97,890,500	99,401,428
Net Current Assets at End of Year		4,656,974	5,576,861	3,305,351
Surplus / (Deficit)				

This statement is to be read in conjunction with the accompanying notes.

* The Estimated Net Current Closing Position for 2021/22 disclosed above includes an allowance of \$14.8M for Carry Forward Capital Works. This is quarantined for until year-end figures are confirmed and excluded from the Opening Position for 2022/23.



City of Perth Annual Budget 2022/23

Rate Setting Statement by Reporting Program For the Year Ended 30 June 2023

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Net Current Assets at Start of Year	2 (b)	23,556,924	32,056,924	5,576,861
Revenue from Operating Activities				
Governance		699,216	1,619,953	630,628
General Purpose Funding		3,389,146	3,619,372	3,865,777
Law, Order & Public Safety		416,586	381,609	369,000
Health		1,142,300	704,630	804,500
Education & Welfare		1,686,200	1,754,311	783,000
Housing		0	0	0
Community Amenities		10,875,667	10,702,116	11,007,754
Recreation & Culture		1,349,751	2,461,370	1,852,460
Transport		70,987,790	72,157,360	73,070,277
Economic Services		5,796,064	5,174,316	5,032,142
Other Property & Services		90,048	181,760	90,000
Sub Total		96,432,767	98,756,797	97,505,538
Expenses				
Governance		(14,441,893)	(12,857,462)	(13,363,961)
General Purpose Funding		(1,971,484)	(2,731,283)	(2,207,770)
Law, Order & Public Safety		(7,737,970)	(8,757,444)	(8,668,414)
Health		(2,746,060)	(2,605,313)	(2,681,853)
Education & Welfare		(3,755,970)	(3,764,962)	(2,054,999)
Housing		(0)	(0)	(0)
Community Amenities		(25,202,117)	(23,989,973)	(27,470,392)
Recreation & Culture		(26,395,719)	(26,338,478)	(25,930,937)
Transport		(80,748,481)	(78,463,658)	(80,236,877)
Economic Services		(28,237,388)	(23,495,450)	(29,226,940)
Other Property & Services		(4,441,040)	(3,641,750)	(5,050,822)
Sub Total		(195,678,058)	(186,645,774)	(196,892,965)
Sub Total - Operating Activities		(99,245,291)	(87,888,977)	(61,893,701)



City of Perth Annual Budget 2022/23

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Sub Total - Operating Activities		(99,245,291)	(87,888,977)	(99,387,427)
Add back Non-Cash Operating Items		37,480,212	38,684,106	37,493,726
Cash Operating Position		(61,765,079)	(49,204,870)	(61,893,701)
Investing Activities				
Non-Operating Grants	5 (b)	12,827,340	10,475,164	14,188,903
Purchase of Property, Plant & Equip	8 (a)	(13,326,500)	(11,615,530)	(13,984,703)
Construction of Infrastructure	8 (a)	(30,301,145)	(27,455,920)	(33,799,444)
Allowance for Carry Forward Works		(0)	(14,800,000)	(0)
WACA Aquatic Facility Contribution		(5,000,000)	(30,176)	(17,500,000)
Perth Concert Hall Contribution		(0)	(0)	(4,000,000)
Mindarie Regional Council Exit		(8,000,000)	(7,083,333)	(0)
Proceeds from Sale of Plant & Equip	8 (b)	879,063	1,447,100	996,471
Sub Total - Investing Activities		(42,921,242)	(49,062,695)	(54,098,773)
Financing Activities				
New Loan Proceeds	9 (a)	0	0	0
Repayment of Borrowings	9 (a)	(3,840,500)	(3,607,900)	(705,434)
Lease Principal Payments		(0)	(0)	(0)
Transfers to Cash Reserves	10 (c)	(39,039,146)	(52,404,911)	(29,218,331)
Transfers from Cash Reserves	10 (c)	30,333,114	29,909,814	44,243,301
Sub Total - Financing Activities		(12,546,533)	(26,102,997)	14,319,536
Budget Deficiency before General Rates		(93,675,930)	(92,313,639)	(96,096,077)
Estimated Amount to be Raised from Rates		98,332,904	97,890,500	99,401,428
Net Current Assets at End of Year		4,656,974	5,576,861	3,305,351
Surplus / (Deficit)				

This statement is to be read in conjunction with the accompanying notes.

* The Estimated Net Current Position for 2021/22 disclosed above includes an allowance of \$14.8M for Carry Forward Capital Works. This is quarantined until year-end figures are confirmed and excluded from the Opening Position for 2022/23.



Budget Accounting Policies

Basis of Preparation

This budget has been prepared in accordance with Australian Accounting Standards (as they apply to local governments) and interpretations of the Australian Accounting Standards Board, and the Local Government Act 1995.

The Local Government (Financial Management) Regulations 1996 take precedence over Australian Accounting Standards. Regulation 16 prohibits a local government from recognising as assets crown land that is a public thoroughfare, such as land under roads, and land not owned but under the control of a local government, unless it is a golf course, showground, racecourse or recreational facility of state or regional significance, including land under roads have not been recognised in this budget. This is not in accordance with the requirements of AASB 1051 Land under Roads and AASB 116 Property, Plant & Equipment.

Accounting policies which have been adopted in the preparation of this budget have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the budget has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Local Government Reporting Entity

All funds through which the City of Perth controls resources to carry on its functions have been included in the financial statements forming part of this budget. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for instance, loans and transfers between funds) have been eliminated.

All monies in the Trust Fund are excluded from the Budget.

2021/22 Actual Balances

Balances shown in this budget as 2021/22 Actual are estimates forecast at the time of budget preparation and are subject to final adjustments.

Critical Accounting Estimates

The preparation of a budget in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Rounding Off Figures

All figures shown in this statement are rounded to the nearest dollar.

Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.



Budget Comparative Figures

The budget comparative figures shown in the budget relate to the original budget estimate for the relevant item of disclosure - notwithstanding that budgets have been adjusted during the 2021/22 year to reflect changing economic circumstances and emerging opportunities.

Change in Accounting Policies

There are no new accounting policies that are to be adopted and will impact the preparation of the budget for 2022/23.

Goods & Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

Key Terms & Definitions

The following terms and definitions apply to the Nature & Type classifications.

Revenues

Rates

All rates levied under the Local Government Act 1995. This includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. It excludes administration fees, interest on instalments, interest on arrears and service charges.

Service Charges

Service charges imposed under Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996 identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Excludes rubbish removal charges, interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

Profit on Asset Disposal

Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

Operating Grants, Subsidies and Contributions

Refers to all amounts received as grants, subsidies and contributions that are not non-operating grants.



Non-Operating Grants, Subsidies and Contributions

Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions, or donations.

Fees & Charges

Revenue (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties, and administration fees. Local governments may choose to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges where the amount is significant.

Interest Earnings

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

Other Revenue / Income

Other revenues, which cannot be classified under the above headings, includes discounts, and rebates. Reimbursements and recoveries are separated by note to ensure the correct calculation of ratios.

Expenses

Employee Costs

All costs associated with the employment of a person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

Materials and Contracts

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage, and freight etc. Local governments may disclose more detail such as contract services, consultancy, information technology, rental, or lease expenditures.

Utilities

Includes expenditures made to the respective agencies for the provision of power, gas, or water. This excludes expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

Insurance

All insurance other than worker's compensation and health benefit insurance which is included as a cost of employment.

Loss on Disposal

Loss on the disposal of fixed assets and also includes loss on disposal of long term investments.



Depreciation on Non-Current Assets

Depreciation and amortisation expense raised on all classes of assets.

Interest Expenses

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

Other Expenditure

Statutory fees, taxes, provision for bad debts, elected member's fees, or state taxes. Donations and subsidies made to community groups. The classification includes the Perth Parking Management Area levy on all City of Perth on street and off street parking bays.

Reporting Programs

The City has developed a suite of operational programs and service delivery models to achieve objectives that reflect the community's strategic vision. To discharge the City's responsibilities to the community, it reports the financial outcomes of those programs and activities using an internal service-based reporting framework aligned to the City's Service Catalogue. This is because the city assigns its resources by service and sub service.

The City also reports using the statutory operating program classifications specified in Schedule 1 of the Local Government (Financial Management) Regulations 1996. These classifications (described below) are used by the Australian Bureau of Statistics and the WA Local Government Grants Commission to facilitate comparability across local governments.

Governance

Objective - To provide a decision-making process for the efficient allocation of limited resource.

Activities include managing the council meeting process, supporting Elected Members, civic receptions and functions, public relations, electoral and other issues relating to the task of assisting Elected Members and rate payers which do not concern specific council services.

General Purpose Funding

Objective - To collect revenues to allow for the provision of services

Managing general rate revenue, penalties for late payment, ex gratia rates, rate administration fee, rate instalment fee, back rates, general purpose grants, untied road grants, interest on deferred rates, investment returns, discounts received, interest on long term borrowings.

Law, Order & Public Safety

Objective - To provide services to help ensure a safer and environmentally conscious community.

Activities include public security and surveillance, animal control, by-law control, civil emergency services, City rangers and neighbourhood watch.

Health

Objective - To provide an operational framework for environmental and community health.

Activities include preventive services including food control, health inspections, pest control, other health.



Education & Welfare

Objective - To provide services to disadvantaged persons, the elderly, children, and youth.

Activities may include community centre, aged and disabled, senior citizens' centres, other welfare, and education services.

Housing

Objective - To provide and maintain elderly or affordable housing to residents.

Activities may include maintaining, facilitating or administering affordable housing.

Community Amenities

Objective - To provide the services required by the community

Activities may include rubbish collections, recycling, refuse site operations, litter control, public litter bins, abandoned vehicles, pollution control, town planning control, pedestrian malls and public realm areas, street seats, memorials, bus shelters, rest centres and public conveniences.

Recreation & Culture

Objective - To establish and efficiently manage infrastructure and resources to help the social wellbeing of the community.

Activities may include operating public halls, civic centres, parks, sports grounds, community recreation programs, cycle ways, library, community arts program, the Perth Town Hall, donations to cultural institutions, parades and festivals, Christmas decorations, event and corporate sponsorship, neighbourhood, state and precinct events.

Transport

Objective - To provide safe, effective and efficient transport services to the community

Activities include maintaining roads, footpaths, rights of way, drainage, road verges, median strips, overpasses, underpasses, street lighting, street cleaning, street trees, as well as activities associated with traffic surveys, traffic management, depot operations plus the operation of the on-street and off-street commercial parking facilities.

Economic Services

Objective - To help promote the Perth as the capital city and to work with its business community to improve its economic wellbeing.

Other Property & Services

Objective - To monitor and control council's overheads operating accounts.

Public works overheads, plant and vehicle operations, sundry property and other outlays that have not been assigned to one of the preceding programs.



City of Perth Annual Budget 2022/23

Note 1 - Rates & Service Charges

a) Rating Information

Differential Rating Property Category	Rate in \$ & Min. Rate	No. Props.	Gross Rental Value (\$)	Budgeted Rates (\$)	Budgeted Interims	Total Revenue
General Rate – GRV						
Commercial	0.0651092	691	107,342,714	6,988,998	0	6,988,998
Hotel	0.0644420	732	113,226,580	7,296,321	0	7,296,321
Retail	0.0651165	505	128,090,870	8,340,893	0	8,340,893
Office	0.0550450	2,161	978,559,280	53,864,796	0	53,864,796
Residential	0.0651450	14,563	309,059,517	20,133,682	122,760	20,256,442
Vacant Land	0.1000000	64	14,173,600	1,417,360	0	1,417,360
Sub Total		18,716	1,650,452,561	98,042,050	122,760	98,164,810
Minimum Rate						
Commercial	\$800.00	37	193,156	29,600	0	29,600
Hotel	\$765.00	615	4,852,754	470,475	0	470,475
Retail	\$750.00	19	156,909	14,250	0	14,250
Office	\$800.00	214	2,444,195	171,200	0	171,200
Residential	\$765.00	1,165	11,623,744	891,225	0	891,225
Vacant Land	\$1,000.00	12	10,805	12,000	0	12,000
		2,062	19,281,563	1,588,750	0	1,588,750
Grand Total		20,778	1,669,734,124	99,630,800	122,760	99,753,560
Less Concessions Granted						
Heritage Concessions						(230,080)
WACA Concession						(122,213)
Net Total Rates						\$99,401,267

All land (other than exempt land) in the City of Perth is rated according to its Gross Rental Value (GRV). The general rates detailed for the 2022/23 financial year have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates.

The increase in rates yield is \$1.2M overall. Properties in the Retail, Hotel & Commercial property classifications will have a 0.5% increase in the rate in the dollar for 2022/23 over the level adopted in the previous year. Properties in the Residential and Office classifications will have a 1% increase. Minimum rates for each category have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the local government services and facilities.



b) Rating - Interest Charges & Instalments

The following instalment options are available for payment of rates and charges.

Instalment Option	Due Date	Admin Charge	Instalment Interest Rate	Overdue Interest Rate
One Payment	07 Sept 2022	-		5.50%
Two Instalments	07 Sept 2022	\$35.00	5.50%	5.50%
	16 Nov 2022	-	5.50%	5.50%
Four Instalments	07 Sept 2022	\$35.00	5.50%	5.50%
	16 Nov 2022	-	5.50%	5.50%
	18 Jan 2023	-	5.50%	5.50%
	22 Mar 2023	-	5.50%	5.50%

Detail	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Instalment Plan Admin Fee Revenue	290,000	252,889	232,605
Instalment Plan Interest Revenue	473,000	420,454	396,000
Penalty Interest Earned	177,000	225,884	200,000
Sub Total	940,000	899,227	828,605

c) Differential Rates

Landgate Valuation Services provides the City with Gross Rental Values (GRV) on a triennial basis. The current triennial valuation applies from 1 July 2020. The City of Perth imposes differential rates under the provisions of Section 6.33 of the Local Government Act 1995 on all rateable land within the City according to the predominant purpose for which the land is held or used, as determined by the City.

The objects and reasons for the imposition of each differential general rate are:

Commercial

The Commercial classification relates to land where the predominant (primary) purpose for which the land is used is commercial in nature. Commercial operations include entertainment venues, restaurants, cafes, pubs, microbreweries and sporting venues and commercial supply warehouses. Whilst these properties attract visitors to the City and contribute to city vitality, their patrons may not directly contribute to the cost of City provided services; but do consume amenity related services such as public realm cleanliness, public safety, waste management, parking management and transport infrastructure provided by the city. As such, the commercial property ratepayers are required to contribute equitably to the cost of such services that are enjoyed by their patrons.

The City has set a rate for this sector at 6.51092 cents per dollar of GRV with a minimum rate of \$800.



Hotel

The Hotel classification relates to land where the predominant purpose for which the land is held or used is hotels, short-stay serviced apartments, hostels or board and lodging accommodation. The objective of this differential property classification is to ensure that the proportion of total rates revenue derived from Hotel properties represents an equitable contribution towards amenity services such as public realm cleanliness and asset maintenance, public safety, activation, parks and gardens and public art. This property category receives a positive rating differential in recognition of its contribution through flow on economic impact to the commercial sector.

The City has set a rate for this sector at 6.44420 cents per dollar of GRV with a minimum rate of \$765.

Retail

The Retail classification includes retail sales and services. This property class relies upon City funded services such as activations and events, parking management, street cleaning and public safety to attract visitors and tourists to the City to generate economic activity. As significant beneficiaries of the City's activations and event spend along with other amenity related services; retail property ratepayers pay a similar differential rate to commercial property ratepayers.

The City has set a rate for this sector at 6.51165 cents per dollar of GRV with a minimum rate of \$750.

Office

The Office classification relates to land where the predominant purpose for which the land is held or used is as office accommodation. This property category generates the largest portion by far of daily pedestrian and vehicle movements to the city and consequentially places the highest demand on transport infrastructure, parking management and amenity services including public safety, rubbish and sanitation, parks and passive recreation areas.

However, the challenge of responsibly balancing the prevailing business climate and office vacancy rates to sustain a thriving CBD is also an important factor influencing the differential rate for this property category. Given the large number of daily visitors brought into the City by the office sector, it is important to acknowledge the economic flow on impact of the office classification properties on Commercial, Hotel and Retail sectors. The purpose of this differential rate classification is to ensure that all ratepayers in this category still make an equitable contribution to the cost of maintaining the City's public realm. Accordingly, the Office classification has the lowest differential rate.

The City has set a rate for this sector at 5.50450 cents per dollar of GRV with a minimum rate of \$800.

Residential

The Residential classification relates to land where the predominant purpose for which the land is held or used is residential. The purpose of this differential rate is to ensure that all ratepayers in this category make an equitable contribution towards service provision and for the ongoing maintenance of the City's assets primarily used by residential ratepayers. Residential ratepayers consume more community focused services and facilities such as parks, library, services for youth, families and aged, rubbish and sanitation but are less likely to create heavy demand for services such as transport infrastructure, cleansing or activations. Accordingly, this classification has a differential rate higher than Office, but similar to Commercial and Retail. The City has set a rate for this sector at 6.51450 cents per dollar of GRV with a minimum rate of \$765.



Vacant Land

The Vacant Land classification relates to the limited stock of vacant land in the City. A higher rate in the dollar is set with the intention of discouraging land-banking. By encouraging development of vacant land, the City supports economic growth. The use of the higher differential rate to discourage the holding of vacant land also minimizes opportunities for problems such as littering, graffiti and anti-social behaviour which may occur on long held vacant land parcels.

The City has set a rate for this sector at 10.0000 cents per dollar of GRV with a minimum rate of \$1,000.

d) Differential Minimum Rate Payment

For the 2022/23 year, the City is continuing a tiered approach to minimum rates. The minimum rate recognises that every rateable property in the City receives some level of benefit from the services and assets that the City provides.

Tier 1 properties have a minimum rate of \$750. This applies to 19 small retail tenancies. Tier 2 properties have a minimum rate of \$765. This applies to 1,165 Residential properties and 615 short stay apartments within the hotel category. Tier 3 properties have a minimum rate of \$800 which applies to 37 small commercial tenancies and 214 properties in the office classification. Tier 4 properties have a minimum rate of \$1,000 which applies to 12 vacant land parcels.

e) Specified Area Rate

The City will not raise specified area rates for the year ended 30th June 2023.

f) Service Charges

The City will not raise service charges for the year ended 30th June 2023.

g) Rates Waivers, Discounts & Concessions

Owners of Heritage listed properties under the City Planning Scheme are eligible to apply for heritage rate relief concession subject to the criteria detailed in Council Policy 2.11 Heritage Rate Concessions

A 10% concession of Rates will be applied to qualifying heritage properties up until June 2023 when the program ceases (up to a maximum of \$20,000 per annum). The minimum concession is equal to the minimum rate for that property category. The rate concession applies to general rates only and does not impact rubbish service charges or the Emergency Services Levy.

Detail	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Heritage Rate Relief Concession	121,576	237,918	230,080
WACA Rates Concession	183,288	183,228	122,213
Total - Concessions	304,864	421,146	352,293



City of Perth Annual Budget 2022/23

Note 2 - Net Current Position

a) Composition of Estimated Net Current Position

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Current Assets				
Cash & Investments - Unrestricted	3	30,225,031	47,320,001	27,173,491
Cash & Investments - Restricted	3	114,756,500	128,997,385	113,972,415
Receivables		8,605,588	9,634,831	9,849,831
Inventory		837,190	720,691	820,691
Other Current Assets		1,388,979	1,885,975	1,710,975
Sub Total		155,813,288	188,558,883	153,527,403
Current Liabilities				
Trade & Other Payables		(25,432,826)	(27,799,215)	(24,923,992)
Borrowings		(705,434)	(705,434)	(0)
Provisions		(10,966,987)	(11,525,645)	(11,325,645)
Lease Liabilities		(0)	(0)	(140,223)
Sub Total		(37,105,247)	(40,030,294)	(36,389,860)
Unadjusted Net Current Position		118,708,041	148,528,589	117,137,543

b) Items excluded from calculation of the Budget Deficiency.

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Net Current Position - Unadjusted	2	118,708,041	148,528,589	117,137,543
Less - Restricted Reserves	3	(114,756,500)	(128,997,385)	(113,972,415)
Add Current Portion of Borrowings		705,434	705,434	0
Add Lease Liabilities		0	140,223	140,223
Quarantined for Carry Forward Works		0	(14,800,000)	0
Adjusted Net Current Position		4,656,975	5,576,861	3,305,351

c) Operating Activities excluded from Budget Deficiency

Non-cash revenues or expenditures excluded from operating activities in the Rate Setting Statement.

Profit on Asset Disposals	8 (b)	(259,891)	(318,815)	(384,293)
Loss on Asset Disposal	8 (b)	2,269,424	2,856,791	1,996,630
Depreciation on Assets	7	37,480,212	38,684,106	37,493,726
Contributed Assets		0	333,923	0
Net Amounts Excluded		39,489,745	40,888,159	39,106,063



Note 2 - Net Current Assets (continued)

d) Significant Accounting Policies

Current & Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months.

Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for sale where it is held as non-current based on the City's intentions to release for sale.

Trade & Other Payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City of Perth becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

Provisions

Provisions are recognised when the City has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result; and that outflow can be reliably measured. Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Inventories

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Trade & Other Receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets.

All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



City of Perth Annual Budget 2022/23

Note 3 - Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Estimated cash at the end of the reporting period is as follows:

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Cash				
Cash at Bank & On Hand		8,314,919	13,767,393	7,173,491
Term Deposits		21,910,112	33,552,608	20,000,000
		30,225,031	47,320,001	27,173,491
Unrestricted Cash & Cash Equivalent		30,225,031	47,320,001	27,173,491
Restricted Cash & Cash Equivalents		114,756,501	128,997,385	113,972,415
		144,981,532	176,317,386	141,145,906

The following restrictions have been imposed by regulation or externally imposed requirements:

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Asset Enhancement Reserve		23,125,952	27,831,218	15,460,275
Major Infrastructure Reserve		24,514,554	25,390,549	26,719,851
Provisional Capital Program Reserve		1,254,576	1,213,901	3,253,990
Council House Refurb Reserve		2,746,282	2,757,636	4,310,714
Concert Hall Reserve		6,888,313	6,875,403	0
David Jones Bridge Reserve		407,971	402,604	407,637
Art Acquisition Reserve		359,082	354,365	358,795
Public Art Reserve		49,320	8,148	261,382
Enterprise & Initiative Reserve		14,010,579	13,955,678	13,623,477
Organisational Reform Reserve		761,662	664,889	673,250
Technology Upgrade Reserve		2,178,890	3,795,267	7,855,304
Parking Levy Reserve		12,903,051	12,556,888	4,646,913
Parking Facilities Reserve		8,985,098	9,870,188	10,006,046
Refuse Treatment Reserve		3,204,309	3,644,909	3,690,649
Heritage Incentive Reserve		592,527	582,652	2,614,940
Bonus Plot Ratio Reserve		702,806	693,562	702,232
Employee Entitlements Reserve		2,069,646	4,551,467	4,887,631
Strategic Property Reserve		7,001,883	7,031,698	6,612,976
Neighbourhood Initiatives Reserve		3,000,000	2,908,353	2,944,603
Sponsorship Reserve		0	2,907,275	2,941,015
Major Event Activation Reserve		0	1,000,734	2,000,734
Sub Total		114,756,501	128,997,385	113,972,415



City of Perth Annual Budget 2022/23

Reconciliation of Net Cash from Operations to Net Result

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Net Result		9,905,421	17,604,789	12,590,567
Adjust for:				
Depreciation		37,480,212	38,684,106	37,493,726
(Profit) on Disposal of Asset		(259,891)	(318,815)	(384,293)
Loss on Disposal of Asset		2,269,424	2,856,791	1,996,630
Loss on Revaluation of Assets		0	0	0
(Increase) / Decrease in Receivables		(700,000)	550,000	(215,000)
(Increase) / Decrease in Inventories		0	50,000	(100,000)
(Increase) / Decrease in Prepayments		(25,000)	25,000	175,000
Increase / (Decrease) in Payables		(4,460,005)	(625,000)	(2,735,000)
Increase / (Decrease) in Employee Entitlements		100,000	0	(200,000)
Non-Operating Grant / Contributions		(12,827,340)	(10,141,241)	(14,188,903)
Net Cash from Operations		31,482,827	48,685,629	34,432,727

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are shown as short term borrowings in current liabilities in Note 2 - Net Current Assets.

Note 4 - Fees & Charges Revenue

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Governance		145,500	155,101	84,500
General Purpose Funding		400,000	397,081	342,605
Law, Order & Public Safety		340,000	290,916	339,000
Health		1,139,800	701,292	802,000
Education & Welfare		1,388,000	1,545,975	783,000
Housing		0	0	0
Community Amenities		10,381,375	10,111,904	10,407,754
Recreation & Culture		520,469	395,321	492,790
Transport		70,852,790	70,279,076	72,662,679
Economic Services		4,636,981	4,151,992	4,371,498
Other Property & Services		0	479	0
Total		89,804,915	88,029,137	90,285,826



City of Perth Annual Budget 2022/23

Note 5 - Grants, Subsidies & Contributions

a) Operating Grants

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Governance		543,716	1,453,435	546,128
General Purpose Funding		0	0	0
Law, Order & Public Safety		45,586	41,705	0
Health		0	0	0
Education & Welfare		0	0	0
Housing		0	0	0
Community Amenities		164,292	16,585	50,000
Recreation & Culture		810,902	1,885,908	1,343,790
Transport		110,000	1,259,155	154,676
Economic Services		1,107,215	973,506	610,275
Other Property & Services		90,000	77,284	90,000
Total		2,871,711	5,707,578	2,794,869

b) Non-Operating Grants & Contributions

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Governance		0	85,433	0
General Purpose Funding		0	0	0
Law, Order & Public Safety		0	0	0
Health		0	0	0
Education & Welfare		0	0	0
Housing		0	0	0
Community Amenities		1,700,000	0	0
Recreation & Culture		0	25,177	0
Transport		11,127,340	10,364,554	14,188,903
Economic Services		0	0	0
Other Property & Services		0	0	0
Total		12,827,340	10,475,164	14,188,903



City of Perth Annual Budget 2022/23

Note 6 - Other Operating Items

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
a) Interest Earnings				
Investments - Reserve Funds		1,659,146	515,055	1,318,331
Investments - Other Funds		550,000	310,000	1,238,841
Other Interest Revenue - Rates & ESL		650,000	646,338	596,000
Sub Total		2,859,146	1,471,393	3,153,172

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
b) Other Revenue				
Reimbursements & Recoveries		5,000	239,337	230,290
Investment Distributions		90,000	250,000	325,000
Fund Management Distributions		0	717,132	0
Revaluation Income		0	0	0
Insurance Reimbursement		0	131,276	0
Discount Received		10,000	6,409	0
Other Income		795,996	1,487,403	716,380
Sub Total		900,996	2,831,557	1,271,670

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
c) Auditors Remuneration				
Audit Services		140,000	127,223	141,000
Other Services		23,480	28,115	23,285
Sub Total		163,480	155,338	164,285

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
d) Interest Expenses (Finance Cost)				
Borrowings (refer Note 9)		118,272	119,100	3,482
Lease Liabilities		108,165	111,849	108,820
Other Finance Expense		150	196	0
Sub Total		226,587	231,145	112,302



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Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
e) Elected Members				
Mayoral / Commissioner Allowances		205,902	171,585	171,585
Meeting Fees		300,940	298,336	308,464
Technology Allowance		31,500	31,212	31,500
Training - Additional to Induction		9,000	5,637	19,000
Other Expenses		421,880	470,506	631,627
Election Expense		100,000	86,908	0
Sub Total		1,069,222	1,064,184	1,162,176

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
f) Debt Write Offs				
Rates		0	0	0
Fees & Charges		0	0	0
Property Debts		0	0	0
Parking Compliance		1,305,565	1,292,673	1,166,088
Sub Total		1,305,565	1,292,673	1,166,088

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
g) Other Expenditure				
Parking Bay Licence Fees		17,485,756	16,515,729	17,760,732
Sponsorships & Grants	*1	5,133,588	2,206,900	6,400,000
Fire & Emergency Services Levy		565,042	600,664	593,295
Statutory Fees & Charges		226,283	167,069	227,033
Rates & Taxes		138,522	206,520	169,922
Contributions		744,374	1,512,228	823,189
Discount Allowed		67,769	57,189	67,769
Loss on Recoverable Works		15,000	0	10,000
Travel & International Promotion		51,868	52,341	186,050
Gifts & Presentations		20,720	8,910	22,545
Elected Members		547,342	506,771	530,549
Debt Write-Off		1,305,565	1,292,673	1,166,088
Sub Total		26,301,829	23,126,994	27,957,172

*1 \$2.9M of awarded, but yet to be acquitted sponsorships were transferred to the Sponsorship Reserve in June 2022.



Note 7 - Asset Depreciation

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
By Reporting Program				
Governance		3,011,787	2,973,597	3,046,612
General Purpose Funding		0	0	0
Law, Order & Public Safety		772,360	816,004	783,354
Health		8,253	8,275	8,256
Education & Welfare		202,292	209,729	114,896
Housing		0	0	0
Community Amenities		1,442,475	1,956,058	1,550,751
Recreation & Culture		2,203,629	2,165,672	2,083,985
Transport		17,872,867	18,461,864	17,828,491
Economic Services		6,853,906	7,037,188	6,971,273
Other Property & Services		5,112,643	5,055,719	5,106,108
Total		37,480,212	38,684,106	37,493,726
By Asset Class				
Buildings - Non Specialised		10,606,123	11,103,790	10,884,09
Fixed Plant		822,598	528,024	266,352
Furniture & Equipment		970,072	587,400	590,084
Technology		3,461,789	3,316,291	3,254,668
Plant & Vehicles		1,396,872	1,306,230	1,409,390
Leasehold Improvements		28,751	28,836	28,751
Minor Equipment & Tools		30,887	32,310	31,068
Mobile Plant & Minor Equipment		333,193	545,528	465,396
Leasehold Cost Amortisation		1,361,052	1,366,150	1,362,640
Infrastructure - Bridges		254,610	244,597	237,431
Infrastructure - Drainage		1,133,853	1,174,838	1,170,783
Infrastructure - Parks		964,217	1,073,972	956,840
Infrastructure - Lighting		2,346,449	2,748,376	2,405,537
Infrastructure - Other		1,266,925	1,798,369	1,431,920
Infrastructure - Paths & Kerbs		5,108,000	5,606,635	5,520,456
Infrastructure - River Wall		371,116	374,411	371,116
Infrastructure - Roads		6,922,563	6,597,812	6,856,061
Right to Use Leased Buildings		101,142	250,537	251,142
Total		37,480,212	38,684,106	37,493,726



Note 7 - Asset Depreciation (continued)

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Major depreciation periods used for each class of depreciable asset are:

Buildings - Non Specialised	30 - 50 years
Furniture & Equipment	4 - 10 years
Plant & Equipment	5 - 15 years
Fixed Plant	5 - 15 years
Technology	3 - 5 years
Mobile Plant & Minor Equipment	4 - 10 years
Leasehold Cost Amortisation	99 years
Infrastructure - Roads	20 - 80 years
Infrastructure - Paths	15 - 50 years
Infrastructure - Drainage	20 - 80 years
Infrastructure - Parks & Landscape	10 - 40 years
Infrastructure - Other	5 - 50 years
Infrastructure - Bridges	40 - 70 years
Infrastructure - Lighting	10 - 40 years
Infrastructure - River Wall	5 - 60 years

Amortisation

The depreciable amount of all intangible assets with a finite useful life, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The assets residual value of intangible assets is considered to be zero and useful live and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income.



Note 8 - Fixed Assets

a) Acquisition of Assets

The following assets are planned to be acquired during the financial year.

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Property, Plant & Equipment				
Land		0		0
Buildings		6,951,371	2,615,709	5,051,203
Parking Equipment		3,786	5,285	0
Plant & Equipment		3,435,487	2,556,527	3,930,500
Fleet		1,641,903	736,018	654,000
Technology		2,693,000	2,587,440	2,614,000
Furniture & Equipment		1,678,000	2,224,962	1,735,000
Artworks		415,000	194,926	0
Right to Use Assets		0	596,870	0
Sundry Equipment		0	97,794	0
Total		16,818,547	11,615,531	13,984,703
Infrastructure				
Infrastructure - Roads		20,372,000	11,998,259	18,949,497
Infrastructure - Paths & Kerbs		1,785,870	1,571,716	4,067,142
Infrastructure - Drainage		1,059,000	825,411	836,117
Infrastructure - Parks & Landscape		1,660,200	1,287,270	1,830,000
Infrastructure - Other		291,000	3,085,918	2,445,000
Infrastructure - Bridges		532,000	202,268	120,000
Infrastructure - Lighting & Electrical		8,274,275	6,725,908	5,080,873
Infrastructure - River & Foreshore		843,000	1,759,170	470,815
Total		34,817,345	27,455,920	33,799,444
Total Assets Acquired / Constructed		51,635,892	39,071,450	47,784,147

Recognition of Assets

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with Financial Management Regulation 17A (5). These assets are expensed immediately. Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.



Note 8 - Fixed Assets

b) Disposal of Assets - 2022/23 Budget

The following assets are planned to be disposed of during the 2022/23 financial year.

Detail	Note	Budget Sale Proceeds	Budget Book Value	Budget Profit (Loss)
Asset Class				
Land		0	0	0
Buildings		0	0	0
Fleet & Plant		974,371	935,711	38,660
Technology		0	0	0
Infrastructure - Roads		0	1,461,465	(1,461,465)
Infrastructure - Paths & Kerbs		0	326,544	(326,544)
Infrastructure - Drainage		0	0	0
Infrastructure - Lighting		0	112,988	(112,988)
Infrastructure - Street Furniture		0	0	0
Infrastructure - River Wall		0	0	0
Total		974,371	2,836,708	(1,862,337)

Detail	Note	Budget Sale Proceeds	Budget Book Value	Budget Profit (Loss)
Reporting Program				
Governance		44,600	37,575	7,025
Law, Order & Public Safety		0	0	0
Health		66,300	49,352	16,948
Education & Welfare		0	0	0
Community Amenities		266,910	339,596	(72,686)
Recreation & Culture		94,150	77,126	17,024
Transport		368,211	2,237,629	(1,869,418)
Economic Development		22,100	16,998	5,102
Other Property & Services		112,100	78,432	33,668
Total		974,371	2,836,708	(1,862,337)

Gains & Losses on Disposal of Assets

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

An amount of \$250,000 is also included in the 2022/23 Budget for the City's one twelfth share of the profit from land disposed of via the Tamala Park Regional Council. This is included in the Profit on Disposal of Assets figure on the Statement of Comprehensive Income.



Note 8 - Fixed Assets

c) Disposal of Assets - 2021/22 Comparative

The following assets were disposed of during the 2021/22 financial year.

Detail	Note	Actual Sale Proceeds	Actual Book Value	Actual Profit (Loss)
Asset Class				
Land		0	0	0
Buildings		0	0	0
Fleet & Plant		1,158,670	846,320	312,350
Technology		0	0	0
Infrastructure - Roads		0	380,618	(380,618)
Infrastructure - Paths & Kerbs		0	1,351,526	(1,351,526)
Infrastructure - Drainage		0	15,244	(15,244)
Infrastructure - Lighting		0	182,497	(182,497)
Infrastructure - Street Furniture		0	0	0
Infrastructure - River Wall		0	0	0
Total		1,158,670	2,776,205	(1,617,535)

Detail	Note	Actual Sale Proceeds	Actual Book Value	Actual Profit (Loss)
Reporting Program				
Governance		0	0	0
Law, Order & Public Safety		0	51,039	(51,039)
Health		0	0	0
Education & Welfare		0	0	0
Community Amenities		0	1,138	(1,138)
Recreation & Culture		0	0	0
Transport		0	1,873,954	(1,873,954)
Economic Development		0	0	0
Other Property & Services		1,158,670	850,074	308,596
Total		1,158,670	2,776,205	(1,617,535)

Gains & Losses on Disposal of Assets

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

An amount of \$250,000 is also included in the 2022/23 Budget for the City's one twelfth share of the profit from land disposed of via the Tamala Park Regional Council. This is included in the Profit on Disposal of Assets figure on the Statement of Comprehensive Income.



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Note 9 - Borrowings

(a) 2022/23 Year

Loan Details	Balance 1 July 22	New Borrowings	Principal Repay	Interest Repay	Balance 30 June 23
Existing Loans					
Loan 167 - Cathedral Square 3.60% Matures 31 July 2022 Recreation & Culture Program	705,434	0	(705,434)	(6,402)	0
Total	705,434	0	(705,434)	(6,402)	0

(b) 2021/22 Year Comparatives

Loan Details	Balance 1 July 21	New Borrowings	Principal Repay	Interest Repay	Balance 30 June 22
Existing Loans					
Loan 165 - Library Building 4.00% Matures 30 June 2022 Recreation & Culture Program	953,774	0	(953,774)	(28,288)	0
Loan 166 - Gooderich St Carpark 4.00% Matures 30 June 2022 Transport Program	127,869	0	(127,869)	(12,035)	0
Loan 167 - Cathedral Square 3.60% Matures 31 July 2022 Recreation & Culture Program	3,464,291	0	(2,758,857)	(86,191)	705,434
Total	4,545,934	0	3,840,500	126,515	705,434



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Note 9 - Borrowings 2022/23 Year

b) New Borrowings

The City does not intend to borrow during the 2022/23 year.

c) Unspent Borrowings

The City had no unspent borrowing funds at 30th June 2022.

The City will not have unspent borrowing funds at 30th June 2023.

d) Credit Facilities

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Undrawn Borrowing / Credit Facilities				
Bank Overdraft Limit		0	0	0
Bank Overdraft at Balance Date		0	0	0
Credit Card Limit		80,000	80,000	80,000
Credit Card at Balance Date		(3,000)	(6,044)	(2,000)
Total Unused Credit		77,000	73,956	78,000
Loan Facilities				
Loan Facilities in use at Balance Date		705,434	705,434	0
Total Loan Facilities Used		705,434	705,434	0

Note 10 - Cash Backed Reserves

a) Purpose of Reserves

In accordance with previous Council resolutions establishing cash backed reserves, the purposes for which cash backed reserves are set aside are:

Technology Upgrade Reserve

This reserve was established to provide funding to enhance the City's core technology systems to facilitate service based resource allocation models and more transparent reporting of financial performance.

Organisational Reform Reserve

This reserve was established to fund the anticipated costs of the City of Perth Inquiry and to provide funding towards corporate recovery, organisational development, and capacity building.



Refuse Disposal & Treatment Reserve

The purpose of this reserve is to allow for the development, construction and purchase of facilities and plant for the treatment, transportation, and disposal of non-industrial refuse. It is also utilised to assist with the phasing in of significant increases in standard rubbish service charges when alternative waste stream processes are introduced.

Concert Hall Reserve

This reserve will be extinguished in Q1, 2022/23 with the transfer of \$4.0M to the state government to as a contribution towards the redevelopment of the Perth Concert Hall. The remaining funds in the reserve will be returned to general funds via the 2022/23 budget process.

Major Infrastructure Reserve

This reserve is established to provide funding flexibility to allow the accelerated delivery of large multi-year infrastructure projects where delivery synergies and cost savings can be gained through aggregation of project stages.

Asset Enhancement Reserve

The purpose of this reserve is to provide funds for the enhancement, replacement, refurbishment of the City's assets and the acquisition new assets or capital works. This reserve may also be applied to fund projects that may not necessarily be controlled by the City, but which may be carried out for the ultimate benefit of the City.

Parking Facilities Development

This reserve was established to enable parking facilities within the City and parking equipment to be developed and purchased.

Art Acquisition Reserve

This Reserve was established to fund future additions to the art collection of the City. It is funded from the proceeds of sale of artworks and the transfer of the unexpended annual allocation for art acquisitions.

Heritage Incentive Reserve

This reserve was established to fund heritage incentives to support the enhancement of properties on the City of Perth's heritage register.

Bonus Plot Ratio Reserve,

This reserve was established to hold contributions in respect of Bonus Plot Ratio entitlements pending expenditure on streetscape improvements and / or public art.

Enterprise & Initiative Reserve

This reserve was established to fund future strategic projects or initiatives that introduce or improve efficiencies and effectiveness in the City's operations.



David Jones Bridge Reserve

This reserve was established to fund major repairs, renovations, or replacement of the pedestrian bridge over Murray Street Mall between David Jones and Forrest Chase. Allocations to this reserve are made from unexpended maintenance contribution from the owner of the David Jones site.

Public Art Reserve

This reserve was established to provide financial capacity to support the commission of new and enduring public art identified in the City's Public Art Strategy. The reserve may be funded by allocations from the municipal fund, percent for art contributions, monetary contributions, gifts, or bequests.

Provisional Capital Program Reserve

This reserve is used to match delivery capacity with the proposed Capital Program. As projects are completed, this reserve will be drawn down to fund Capital projects expected to occur later in the year.

Parking Levy Reserve

This reserve was established to set aside funds to meet payment of the State Government's Parking Levy.

Employee Entitlements Reserve

This reserve was established to fund the non-current portion of employee entitlements for Long Service Leave and the estimated non-current portion for Annual Leave entitlements.

Council House Refurbishment

This reserve was established to fund future refurbishment of Council House to optimise the use of the available floor space and encourage more effective and efficient working arrangements.

Strategic Property Reserve

The purpose of this reserve is to support the funding of strategic land or commercial building acquisitions that may be used to generate future lease rental income streams to subsidise the City's rates and parking revenue streams, or to meet the City's operational storage needs.

Neighbourhood Initiatives Reserve

This reserve was established to support Neighbourhood Place Plans through providing funding to support minor discretionary projects initiated by the six city neighbourhoods.

Sponsorship Reserve

This reserve is used to manage the cashflow implications of sponsorships spanning multiple financial years.

Major Events Activations Reserve

This reserve was established to allow the City to leverage activations associated with third party run major national or international sporting events.



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b) Funding & Use of Reserve Funds

Cash reserves are funded by Council and deployed strategically in accordance with the funding model contained in the City's ten-year Long Term Financial Plan 2022/23 - 2031/32.

Note 10 - Cash Backed Reserves

c) Cash Backed Reserves Movements

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Asset Enhancement Reserve				
Balance at 1 July		22,714,468	22,696,791	27,831,218
Transfer to Reserve		411,484	5,134,427	129,057
Transfer from Reserve		(0)	(0)	(12,500,000)
Balance at 30 June		23,125,952	27,831,218	15,460,275
Major Infrastructure Reserve				
Balance at 1 July		16,481,305	16,471,746	25,390,549
Transfer to Reserve		20,233,249	21,118,803	1,329,302
Transfer from Reserve		(12,200,000)	(12,200,000)	(0)
Balance at 30 June		24,514,554	25,390,549	26,719,851
Provisional Capital Reserve				
Balance at 1 July		1,254,576	1,207,113	1,213,901
Transfer to Reserve		0	6,788	2,040,089
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		1,254,576	1,213,901	3,253,990
Council House Refurb Reserve				
Balance at 1 July		1,246,118	1,246,269	2,757,636
Transfer to Reserve		1,500,164	1,511,367	1,553,078
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		2,746,282	2,757,636	4,310,714
Concert Hall Reserve				
Balance at 1 July		6,838,584	6,836,970	6,875,403
Transfer to Reserve		49,729	38,433	0
Transfer from Reserve		(0)	(0)	(6,875,403)
Balance at 30 June		6,888,313	6,875,403	0



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Note 10 - Cash Backed Reserves (continued)

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
David Jones Bridge Reserve				
Balance at 1 July		400,670	400,355	402,604
Transfer to Reserve		7,301	2,249	5,033
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		407,971	402,604	407,637
Art Acquisition Reserve				
Balance at 1 July		352,660	352,384	354,365
Transfer to Reserve		6,422	1,981	4,430
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		359,082	354,365	358,795
Public Art Reserve				
Balance at 1 July		47,397	8,102	8,148
Transfer to Reserve		1,923	46	253,234
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		49,320	8,148	261,382
Enterprise & Initiative Reserve				
Balance at 1 July		8,891,920	8,887,121	13,955,678
Transfer to Reserve		5,118,659	5,068,557	167,799
Transfer from Reserve		(0)	(0)	(500,000)
Balance at 30 June		14,010,579	13,955,678	13,623,477
Organisational Reform Reserve				
Balance at 1 July		682,068	661,172	664,889
Transfer to Reserve		79,594	3,717	8,361
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		761,662	664,889	673,250
Technology Upgrade Reserve				
Balance at 1 July		2,154,164	2,778,282	3,795,267
Transfer to Reserve		24,726	1,016,985	4,060,037
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		2,178,890	3,795,267	7,855,304



City of Perth Annual Budget 2022/23

Note 10 - Cash Backed Reserves (continued)

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Parking Levy Reserve				
Balance at 1 July		22,491,705	22,474,006	12,556,888
Transfer to Reserve		411,346	82,882	9,557,923
Transfer from Reserve		(10,000,000)	(10,000,000)	(17,467,898)
Balance at 30 June		12,903,051	12,556,888	4,646,913
Parking Facilities Reserve				
Balance at 1 July		8,826,069	8,819,243	9,870,188
Transfer to Reserve		159,029	1,050,945	135,858
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		8,985,098	9,870,188	10,006,046
Refuse Treatment Reserve				
Balance at 1 July		7,230,601	7,226,839	3,644,909
Transfer to Reserve		3,973,708	3,894,770	45,740
Transfer from Reserve		(8,000,000)	(7,476,700)	(0)
Balance at 30 June		3,204,309	3,644,909	3,690,649
Heritage Incentive Reserve				
Balance at 1 July		712,654	712,096	582,652
Transfer to Reserve		12,987	3,670	2,032,288
Transfer from Reserve		(133,114)	(133,114)	(0)
Balance at 30 June		592,527	582,652	2,614,940
Bonus Plot Ratio Reserve				
Balance at 1 July		690,228	689,687	693,562
Transfer to Reserve		12,578	3,875	8,670
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		702,806	693,562	702,232
Employee Entitlements Reserve				
Balance at 1 July		2,033,398	2,031,845	4,551,467
Transfer to Reserve		36,248	2,519,622	336,164
Transfer from Reserve		(0)	(0)	(0)
Balance at 30 June		2,069,646	4,551,467	4,887,631



City of Perth Annual Budget 2022/23

Note 10 - Cash Backed Reserves (continued)

Detail	Note	2021/22 Budget	2021/22 Actual (Est)	2022/23 Budget
Strategic Property Reserve				
Balance at 1 July		3,001,883	3,002,266	7,031,698
Transfer to Reserve		4,000,000	4,029,432	81,278
Transfer from Reserve		(0)	(0)	(500,000)
Balance at 30 June		7,001,883	7,031,698	6,612,976
Neighbourhood Initiatives Reserve				
Balance at 1 July		0	0	2,908,353
Transfer to Reserve		3,000,000	3,008,353	36,250
Transfer from Reserve		(0)	(100,000)	(0)
Balance at 30 June		3,000,000	2,908,353	2,944,603
Sponsorship Reserve				
Balance at 1 July		0	0	2,907,275
Transfer to Reserve		0	2,907,275	6,433,740
Transfer from Reserve		0	(0)	(6,400,000)
Balance at 30 June		0	2,907,275	2,941,015
Major Events Activation Reserve				
Balance at 1 July		0	0	1,000,734
Transfer to Reserve		0	1,000,734	1,000,000
Transfer from Reserve		0	(0)	(0)
Balance at 30 June		0	1,000,734	2,000,734
Summary - All Reserves				
Balance at 1 July		106,050,468	106,502,288	128,997,385
Transfer to Reserve		39,039,147	52,404,911	29,218,330
Transfer from Reserve		(30,333,114)	(29,909,814)	(44,243,301)
Balance at 30 June		114,756,501	128,997,385	113,972,415

d) Change of Purpose of Cash Backed Reserves

During the 2022/23 year, the City will be strategically redeploying funds from the former Perth Concert Hall Reserves back to Municipal funds. \$4.0M of this is to fund the contribution to support the Perth City Deal project to redevelop the facility.

Management Budget





City of Perth Management Budget 2022/23 by Service

CEO Alliance

Leadership - CEO Alliance

Revenue/Recovery

	2021/22 Budget	2022/23 Budget
Total Revenue/Recovery	\$ -	\$ -

Expenditure/Allocations

Employee Costs	\$ 428,103	\$ 404,959
Materials and Contracts	\$ 95,360	\$ 120,520
Utility Charges	\$ 39,698	\$ 12,720
Insurance Expenses	\$ 19,717	\$ 22,161
Other Expenditure	\$ -	\$ 75,000
Internal Expense	\$ -	\$ 5,000
Internal Allocations	\$ 204,115	\$ 687,919
Operating projects	\$ 50,000	\$ 4,060,000
Total Expenditure/Allocations	\$ 836,992	\$ 5,388,278

Net (Revenue/Recovery) Expenditure/Allocations	\$836,992	\$5,388,278
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CEO Alliance

Corporate Communications

Revenue/Recovery

	2021/22 Budget	2022/23 Budget
Total Revenue/Recovery	\$ -	\$ -

Expenditure/Allocations

Employee Costs	\$ 1,599,463	\$ 1,593,518
Materials and Contracts	\$ 449,029	\$ 501,550
Insurance Expenses	\$ 8,848	\$ 9,945
Internal Allocations	\$ 802,748	\$ 660,318
Operating projects	\$ -	\$ -
Total Expenditure/Allocations	\$ 2,860,088	\$ 2,765,331

Net (Revenue/Recovery) Expenditure/Allocations	\$2,860,088	\$2,765,331
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CEO Alliance		2021/22 Budget		2022/23 Budget	
Council Governance and Policy					
Revenue/Recovery					
Total Revenue/Recovery		\$	-	\$	-
Expenditure/Allocations					
Employee Costs	\$	1,250,489	\$	877,540	
Materials and Contracts	\$	106,000	\$	151,414	
Utility Charges	\$	-	\$	776	
Insurance Expenses	\$	10,658	\$	17,380	
Other Expenditure	\$	3,000	\$	1,000	
Loss On Asset Disp	\$	1,047	\$	-	
Internal Expense	\$	20,000	\$	20,000	
Internal Allocations	\$	651,747	\$	587,469	
Operating projects	\$	99,000	\$	-	
Total Expenditure/Allocations	\$	2,141,941	\$	1,655,579	
Net (Revenue/Recovery) Expenditure/Allocations			\$2,141,941		\$1,655,579

CEO Alliance		2021/22 Budget		2022/23 Budget	
Leadership - Strategy and Governance					
Revenue/Recovery					
Total Revenue/Recovery		\$	-	\$	-
Expenditure/Allocations					
Employee Costs	\$	460,297	\$	477,279	
Insurance Expenses	\$	717	\$	806	
Internal Allocations	\$	36,642	\$	264,488	
Operating projects	\$	-	\$	-	
Total Expenditure/Allocations	\$	497,656	\$	742,572	
Net (Revenue/Recovery) Expenditure/Allocations			\$497,656		\$742,572

CEO Alliance			
Council Affairs		2021/22 Budget	2022/23 Budget
Revenue/Recovery			
Profit On Asset Disp	\$	-	\$ 305
Internal Recovery	\$	156,100	\$ 219,191
Total Revenue/Recovery	\$	156,100	\$ 219,496

Expenditure/Allocations			
Employee Costs	\$	751,229	\$ 904,877
Materials and Contracts	\$	229,300	\$ 349,870
Depreciation	\$	3,031	\$ 3,036
Insurance Expenses	\$	2,848	\$ 3,201
Other Expenditure	\$	554,042	\$ 608,144
Internal Expense	\$	500	\$ 700
Internal Allocations	\$	552,945	\$ 485,309
Operating projects	\$	21,000	\$ -
Total Expenditure/Allocations	\$	2,114,895	\$ 2,355,137

Net (Revenue/Recovery) Expenditure/Allocations **\$1,958,795** **\$2,135,641**

CEO Alliance			
Audit and Risk		2021/22 Budget	2022/23 Budget
Revenue/Recovery			
Internal Recovery	\$	692,690	\$ 684,456
Total Revenue/Recovery	\$	692,690	\$ 684,456

Expenditure/Allocations			
Employee Costs	\$	369,865	\$ 371,673
Materials and Contracts	\$	415,243	\$ 322,022
Insurance Expenses	\$	2,793	\$ 7,348
Other Expenditure	\$	100	\$ -
Internal Allocations	\$	33,925	\$ 33,008
Operating projects	\$	-	\$ -
Total Expenditure/Allocations	\$	821,925	\$ 734,051

Net (Revenue/Recovery) Expenditure/Allocations **\$129,235** **\$49,596**

CEO Alliance**Legal Services****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Internal Recovery	\$	1,283,970	\$	1,009,752
Total Revenue/Recovery	\$	1,283,970	\$	1,009,752

Expenditure/Allocations

Employee Costs	\$	554,035	\$	559,052
Materials and Contracts	\$	700,000	\$	419,900
Insurance Expenses	\$	3,034	\$	3,410
Internal Allocations	\$	26,902	\$	27,390
Operating projects	\$	-	\$	30,000
Total Expenditure/Allocations	\$	1,283,970	\$	1,039,752

Net (Revenue/Recovery) Expenditure/Allocations **\$0** **\$30,000**

Corporate Services Alliance**Leadership - Corporate Services****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Internal Recovery	\$	555,193	\$	557,008
Total Revenue/Recovery	\$	555,193	\$	557,008

Expenditure/Allocations

Employee Costs	\$	412,597	\$	434,355
Materials and Contracts	\$	71,000	\$	36,200
Utility Charges	\$	38,464	\$	57,853
Insurance Expenses	\$	5,047	\$	5,672
Internal Expense	\$	150	\$	-
Internal Allocations	\$	27,936	\$	22,928
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	555,193	\$	557,008

Net (Revenue/Recovery) Expenditure/Allocations **\$0** **\$0**

Corporate Services Alliance

ICT Services	2021/22 Budget		2022/23 Budget	
Revenue/Recovery				
Internal Recovery	\$	13,385,407	\$	13,813,171
Total Revenue/Recovery	\$	13,385,407	\$	13,813,171

Expenditure/Allocations

Employee Costs	\$	5,330,021	\$	4,994,508
Materials and Contracts	\$	4,299,464	\$	4,901,083
Utility Charges	\$	214,140	\$	171,252
Depreciation	\$	3,008,756	\$	2,999,316
Insurance Expenses	\$	46,209	\$	51,937
Internal Allocations	\$	603,235	\$	695,075
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	13,501,826	\$	13,813,171

Net (Revenue/Recovery) Expenditure/Allocations **\$116,419** **\$0**

Corporate Services Alliance

Strategic Finance	2021/22 Budget		2022/23 Budget	
Revenue/Recovery				
Internal Recovery	\$	1,852,539	\$	1,907,513
Total Revenue/Recovery	\$	1,852,539	\$	1,907,513

Expenditure/Allocations

Employee Costs	\$	1,440,154	\$	1,401,580
Materials and Contracts	\$	-	\$	5,000
Insurance Expenses	\$	22,911	\$	25,750
Internal Allocations	\$	389,473	\$	475,183
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	1,852,539	\$	1,907,513

Net (Revenue/Recovery) Expenditure/Allocations **\$0** **\$0**

Corporate Services Alliance**Transactional Finance****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Rates	\$	98,332,904	\$	99,401,428
Operating Grants, Subsidies and Contributions	\$	543,716	\$	546,128
Fees and Charges	\$	400,000	\$	342,605
Interest Earnings	\$	2,859,146	\$	3,153,172
Other Revenue	\$	140,000	\$	370,000
Profit On Asset Disp	\$	250,000	\$	250,000
Internal Revenue	\$	2,133,147	\$	2,134,619
Internal Recovery	\$	1,560,746	\$	1,442,799
Total Revenue/Recovery	\$	106,219,659	\$	107,640,751

Expenditure/Allocations

Employee Costs	\$	1,872,460	\$	1,832,105
Materials and Contracts	\$	572,357	\$	539,850
Utility Charges	\$	-	\$	246
Insurance Expenses	\$	12,366	\$	13,899
Internal Expense	\$	300	\$	-
Internal Allocations	\$	1,084,747	\$	1,264,469
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	3,542,230	\$	3,650,569

Net (Revenue/Recovery) Expenditure/Allocations**(\$102,677,429)****(\$103,990,183)****Corporate Services Alliance****People & Culture****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Profit On Asset Disp	\$	-	\$	6,720
Internal Recovery	\$	3,116,442	\$	3,359,732
Total Revenue/Recovery	\$	3,116,442	\$	3,366,452

Expenditure/Allocations

Employee Costs	\$	2,304,357	\$	2,505,528
Materials and Contracts	\$	233,500	\$	255,500
Insurance Expenses	\$	12,531	\$	14,084
Other Expenditure	\$	-	\$	12,000
Internal Expense	\$	-	\$	2,500
Internal Allocations	\$	566,053	\$	570,119
Operating projects	\$	-	\$	200,000
Total Expenditure/Allocations	\$	3,116,442	\$	3,559,732

Net (Revenue/Recovery) Expenditure/Allocations**\$0****\$193,280**

Corporate Services Alliance				
Workplace, Health & Safety			2021/22 Budget	2022/23 Budget
Revenue/Recovery				
Internal Recovery	\$	693,762	\$	396,878
Total Revenue/Recovery	\$	693,762	\$	396,878
<hr/>				
Expenditure/Allocations				
Employee Costs	\$	578,131	\$	331,898
Materials and Contracts	\$	2,500	\$	7,500
Insurance Expenses	\$	3,086	\$	3,469
Loss On Asset Disp	\$	1,790	\$	-
Internal Allocations	\$	79,255	\$	54,011
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	664,762	\$	396,878
<hr/>				
Net (Revenue/Recovery) Expenditure/Allocations		(\$29,000)		\$0

Corporate Services Alliance				
Procurement and Contract Management			2021/22 Budget	2022/23 Budget
Revenue/Recovery				
Internal Recovery	\$	1,242,361	\$	1,359,974
Total Revenue/Recovery	\$	1,242,361	\$	1,359,974
<hr/>				
Expenditure/Allocations				
Employee Costs	\$	859,973	\$	953,178
Materials and Contracts	\$	27,500	\$	62,000
Insurance Expenses	\$	4,059	\$	4,562
Internal Allocations	\$	350,829	\$	340,234
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	1,242,361	\$	1,359,974
<hr/>				
Net (Revenue/Recovery) Expenditure/Allocations			\$0	\$0

Corporate Services Alliance				
Corporate Planning & Performance			2021/22 Budget	2022/23 Budget
Revenue/Recovery				
Internal Recovery	\$	-	\$	1,680,842
Total Revenue/Recovery	\$	-	\$	1,680,842
<hr/>				
Expenditure/Allocations				
Employee Costs	\$	1,095,204	\$	1,012,609
Materials and Contracts	\$	22,000	\$	185,000
Insurance Expenses	\$	6,950	\$	2,411
Internal Allocations	\$	599,763	\$	480,822
Operating projects	\$	-	\$	36,000

Total Expenditure/Allocations	\$	1,723,917	\$	1,716,842
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Net (Revenue/Recovery) Expenditure/Allocations		\$1,723,917		\$36,000
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Corporate Services Alliance

Information and Records Management

2021/22 Budget

2022/23 Budget

Revenue/Recovery

Fees and Charges	\$	3,000	\$	3,000
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Internal Recovery	\$	912,450	\$	1,206,636
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Total Revenue/Recovery	\$	915,450	\$	1,209,636
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Expenditure/Allocations

Employee Costs	\$	525,766	\$	683,627
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Materials and Contracts	\$	66,200	\$	129,000
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Insurance Expenses	\$	3,379	\$	3,798
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Interest Expense	\$	150	\$	-
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Other Expenditure	\$	-	\$	250
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Internal Allocations	\$	319,955	\$	392,960
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Operating projects	\$	-	\$	95,000
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Total Expenditure/Allocations	\$	915,450	\$	1,304,636
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Net (Revenue/Recovery) Expenditure/Allocations		\$0		\$95,000
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Community Development Alliance

Events Management

2021/22 Budget

2022/23 Budget

Revenue/Recovery

Operating Grants, Subsidies and Contributions	\$	962,500	\$	975,000
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Fees and Charges	\$	-	\$	60,000
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Total Revenue/Recovery	\$	962,500	\$	1,035,000
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Expenditure/Allocations

Employee Costs	\$	992,426	\$	958,783
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Materials and Contracts	\$	7,500	\$	160,730
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Utility Charges	\$	1,711	\$	1,848
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Insurance Expenses	\$	30,149	\$	42,895
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Other Expenditure	\$	68,000	\$	66,000
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Internal Allocations	\$	565,639	\$	662,815
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Operating projects	\$	4,950,000	\$	3,980,000
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Total Expenditure/Allocations	\$	6,615,425	\$	5,873,072
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Net (Revenue/Recovery) Expenditure/Allocations		\$5,652,925		\$4,838,072
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Community Development Alliance**Sponsorships & Grants****2021/22 Budget****2022/23 Budget****Revenue/Recovery****Total Revenue/Recovery**

\$ - \$ -

Expenditure/Allocations

Employee Costs

\$ 392,937 \$ 593,735

Materials and Contracts

\$ 22,000 \$ 27,000

Insurance Expenses

\$ 22,300 \$ 25,064

Internal Allocations

\$ 240,420 \$ 342,859

Operating projects

\$ 5,133,114 \$ 6,400,000

Total Expenditure/Allocations\$ **5,810,771** \$ **7,388,659****Net (Revenue/Recovery) Expenditure/Allocations****\$5,810,771****\$7,388,659****Community Development Alliance****Activity Approvals****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges

\$ 673,969 \$ 699,000

Other Revenue

\$ 7,500 \$ 10,000

Total Revenue/Recovery\$ **681,469** \$ **709,000****Expenditure/Allocations**

Employee Costs

\$ 1,195,335 \$ 1,214,486

Materials and Contracts

\$ 1,850 \$ 6,850

Utility Charges

\$ 19,320 \$ 11,958

Insurance Expenses

\$ 14,427 \$ 16,215

Other Expenditure

\$ 15,000 \$ 10,000

Loss On Asset Disp

\$ 14,634 \$ -

Internal Allocations

\$ 717,714 \$ 766,723

Operating projects

\$ - \$ -

Total Expenditure/Allocations\$ **1,978,280** \$ **2,026,232****Net (Revenue/Recovery) Expenditure/Allocations****\$1,296,811****\$1,317,232**

Community Development Alliance**Marketing****2021/22 Budget****2022/23 Budget****Revenue/Recovery****Total Revenue/Recovery**

\$ - \$ -

Expenditure/Allocations

Employee Costs	\$	681,756	\$	456,522
Materials and Contracts	\$	185,000	\$	182,000
Insurance Expenses	\$	11,132	\$	12,512
Other Expenditure	\$	500	\$	500
Internal Allocations	\$	311,998	\$	215,670
Operating projects	\$	500,000	\$	830,000
Total Expenditure/Allocations	\$	1,690,386	\$	1,697,204

Net (Revenue/Recovery) Expenditure/Allocations**\$1,690,386 \$1,697,204****Community Development Alliance****Leadership - Community Development****2021/22 Budget****2022/23 Budget****Revenue/Recovery****Total Revenue/Recovery**\$ 817,440 \$ 973,527
\$ 817,440 \$ 973,527**Expenditure/Allocations**

Employee Costs	\$	549,677	\$	494,193
Materials and Contracts	\$	82,200	\$	49,500
Utility Charges	\$	7,973	\$	14,990
Insurance Expenses	\$	2,730	\$	3,068
Other Expenditure	\$	5,000	\$	1,000
Internal Expense	\$	-	\$	1,000
Internal Allocations	\$	169,860	\$	409,776
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	817,440	\$	973,527

Net (Revenue/Recovery) Expenditure/Allocations**\$0 \$0**

Community Development Alliance**Customer Experience****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges	\$	142,500	\$	81,500
Internal Recovery	\$	2,377,462	\$	2,460,843
Total Revenue/Recovery	\$	2,519,962	\$	2,542,343

Expenditure/Allocations

Employee Costs	\$	1,934,825	\$	2,192,996
Materials and Contracts	\$	249,450	\$	68,430
Utility Charges	\$	11,056	\$	8,142
Depreciation	\$	-	\$	44,260
Insurance Expenses	\$	8,328	\$	12,712
Other Expenditure	\$	750	\$	12,000
Internal Expense	\$	2,800	\$	10,900
Internal Allocations	\$	976,406	\$	1,054,428
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	3,183,615	\$	3,403,867

Net (Revenue/Recovery) Expenditure/Allocations**\$663,653****\$861,525****Community Development Alliance****Community Capacity Building****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Total Revenue/Recovery	\$	-	\$	-
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Expenditure/Allocations

Employee Costs	\$	593,403	\$	924,636
Materials and Contracts	\$	95,250	\$	76,600
Utility Charges	\$	-	\$	194
Insurance Expenses	\$	2,924	\$	3,891
Other Expenditure	\$	3,500	\$	4,400
Internal Expense	\$	400	\$	-
Internal Allocations	\$	294,496	\$	368,816
Operating projects	\$	-	\$	122,500
Total Expenditure/Allocations	\$	989,973	\$	1,501,037

Net (Revenue/Recovery) Expenditure/Allocations**\$989,973****\$1,501,037**

Community Development Alliance**Community Support Services****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges	\$	1,434,788	\$	829,788
Other Revenue	\$	341,068	\$	42,868
Internal Recovery	\$	16,000	\$	-
Total Revenue/Recovery	\$	1,791,856	\$	872,656

Expenditure/Allocations

Employee Costs	\$	3,429,008	\$	2,057,477
Materials and Contracts	\$	942,766	\$	633,874
Utility Charges	\$	65,190	\$	58,415
Depreciation	\$	254,557	\$	122,900
Insurance Expenses	\$	28,883	\$	19,897
Other Expenditure	\$	32,009	\$	11,047
Internal Expense	\$	15,925	\$	3,120
Internal Allocations	\$	1,751,456	\$	1,349,355
Operating projects	\$	1,584,206	\$	1,331,500
Total Expenditure/Allocations	\$	8,104,001	\$	5,587,585

Net (Revenue/Recovery) Expenditure/Allocations**\$6,312,145****\$4,714,929****Community Development Alliance****Community Safety****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Operating Grants, Subsidies and Contributions	\$	41,586	\$	-
Fees and Charges	\$	85,000	\$	64,000
Other Revenue	\$	35,000	\$	30,000
Total Revenue/Recovery	\$	161,586	\$	94,000

Expenditure/Allocations

Employee Costs	\$	3,888,630	\$	4,070,443
Materials and Contracts	\$	383,612	\$	412,758
Utility Charges	\$	75,155	\$	105,893
Depreciation	\$	772,360	\$	783,354
Insurance Expenses	\$	30,336	\$	33,725
Other Expenditure	\$	500	\$	500
Loss On Asset Disp	\$	29,880	\$	-
Internal Allocations	\$	1,970,154	\$	2,350,952
Operating projects	\$	21,586	\$	-
Total Expenditure/Allocations	\$	7,172,213	\$	7,757,625

Net (Revenue/Recovery) Expenditure/Allocations**\$7,010,627****\$7,663,625**

Community Development Alliance**Public Health Management****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges	\$	1,139,800	\$	802,000
Other Revenue	\$	2,500	\$	2,500
Profit On Asset Disp	\$	-	\$	16,948
Internal Recovery	\$	-	\$	815
Total Revenue/Recovery	\$	1,142,300	\$	822,263

Expenditure/Allocations

Employee Costs	\$	1,453,224	\$	1,477,744
Materials and Contracts	\$	398,071	\$	373,800
Utility Charges	\$	1,767	\$	1,746
Depreciation	\$	8,253	\$	8,256
Insurance Expenses	\$	10,714	\$	12,041
Internal Allocations	\$	874,031	\$	809,081
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	2,746,060	\$	2,682,668

Net (Revenue/Recovery) Expenditure/Allocations**\$1,603,760****\$1,860,405****Community Development Alliance****Library and Life-long Learning****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges	\$	101,500	\$	68,790
Other Revenue	\$	10,000	\$	5,000
Total Revenue/Recovery	\$	111,500	\$	73,790

Expenditure/Allocations

Employee Costs	\$	2,755,754	\$	2,781,661
Materials and Contracts	\$	557,575	\$	541,425
Utility Charges	\$	156,462	\$	167,949
Depreciation	\$	1,184,070	\$	1,052,788
Insurance Expenses	\$	40,947	\$	46,022
Interest Expense	\$	28,288	\$	-
Other Expenditure	\$	84,844	\$	85,861
Internal Expense	\$	7,650	\$	3,000
Internal Allocations	\$	1,184,408	\$	1,452,072
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	5,999,999	\$	6,130,778

Net (Revenue/Recovery) Expenditure/Allocations**\$5,888,499****\$6,056,988**

Community Development Alliance**Culture and Arts Management****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Operating Grants, Subsidies and Contributions

\$ - \$ 25,000

Total Revenue/Recovery\$ - \$ **25,000****Expenditure/Allocations**

Employee Costs

\$ 1,309,891 \$ 1,188,255

Materials and Contracts

\$ 606,500 \$ 412,420

Insurance Expenses

\$ 9,899 \$ 11,127

Other Expenditure

\$ - \$ 500

Loss On Asset Disp

\$ 1,582 \$ -

Internal Allocations

\$ 662,557 \$ 569,378

Operating projects

\$ 180,000 \$ 110,000

Total Expenditure/Allocations\$ **2,770,429** \$ **2,291,681****Net (Revenue/Recovery) Expenditure/Allocations****\$2,770,429** **\$2,266,681****Community Development Alliance****Community Facilities****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges

\$ 161,250 \$ 190,250

Internal Recovery

\$ - \$ 16,000

Total Revenue/Recovery\$ **161,250** \$ **206,250****Expenditure/Allocations**

Employee Costs

\$ 360,753 \$ 364,754

Materials and Contracts

\$ 32,980 \$ 43,780

Utility Charges

\$ 41,122 \$ 45,750

Depreciation

\$ 254,777 \$ 202,274

Insurance Expenses

\$ 12,689 \$ 14,262

Other Expenditure

\$ 5,421 \$ 5,192

Internal Expense

\$ 6,245 \$ 400

Internal Allocations

\$ 420,092 \$ 364,609

Operating projects

\$ - \$ -

Total Expenditure/Allocations\$ **1,134,079** \$ **1,041,021****Net (Revenue/Recovery) Expenditure/Allocations****\$972,829** **\$834,771**

Planning and Economic Development Alliance
Leadership - Planning and Economic Development

	2021/22 Budget		2022/23 Budget	
Revenue/Recovery				
Internal Recovery	\$	606,815	\$	826,875
Total Revenue/Recovery	\$	606,815	\$	826,875

Expenditure/Allocations

Employee Costs	\$	389,753	\$	424,182
Materials and Contracts	\$	44,300	\$	32,500
Utility Charges	\$	12,000	\$	12,021
Insurance Expenses	\$	2,301	\$	2,586
Other Expenditure	\$	1,200	\$	1,200
Internal Allocations	\$	157,260	\$	354,386
Operating projects	\$	-	\$	145,000
Total Expenditure/Allocations	\$	606,815	\$	971,875

Net (Revenue/Recovery) Expenditure/Allocations **\$0** **\$145,000**

Planning and Economic Development Alliance
City Future

	2021/22 Budget		2022/23 Budget	
Revenue/Recovery				
Total Revenue/Recovery	\$	-	\$	-

Expenditure/Allocations

Employee Costs	\$	179,418	\$	176,275
Materials and Contracts	\$	-	\$	1,800
Insurance Expenses	\$	3,806	\$	4,278
Internal Allocations	\$	143,374	\$	81,447
Operating projects	\$	-	\$	17,500,000
Total Expenditure/Allocations	\$	326,598	\$	17,763,800

Net (Revenue/Recovery) Expenditure/Allocations **\$326,598** **\$17,763,800**

Planning and Economic Development Alliance**City Planning****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Operating Grants, Subsidies and Contributions

\$ - \$ 50,000

Total Revenue/Recovery\$ - \$ **50,000****Expenditure/Allocations**

Employee Costs

\$ 1,965,088 \$ 1,587,880

Materials and Contracts

\$ 72,000 \$ 66,400

Insurance Expenses

\$ 12,863 \$ 14,457

Other Expenditure

\$ 100 \$ 100

Internal Allocations

\$ 927,010 \$ 937,196

Operating projects

\$ 562,000 \$ 940,500

Total Expenditure/Allocations\$ **3,539,061** \$ **3,546,533****Net (Revenue/Recovery) Expenditure/Allocations****\$3,539,061****\$3,496,533****Planning and Economic Development Alliance****Development Approvals****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges

\$ 340,000 \$ 340,000

Profit On Asset Disp

\$ - \$ 5,102

Total Revenue/Recovery\$ **340,000** \$ **345,102****Expenditure/Allocations**

Employee Costs

\$ 1,247,183 \$ 1,307,893

Materials and Contracts

\$ 13,500 \$ 72,240

Insurance Expenses

\$ 5,772 \$ 6,488

Other Expenditure

\$ - \$ 100

Internal Allocations

\$ 843,327 \$ 936,485

Operating projects

\$ - \$ -

Total Expenditure/Allocations\$ **2,109,781** \$ **2,323,206****Net (Revenue/Recovery) Expenditure/Allocations****\$1,769,781****\$1,978,104**

Planning and Economic Development Alliance**Building Approvals****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Fees and Charges	\$	545,500	\$	545,000
Other Revenue	\$	9,000	\$	7,500
Total Revenue/Recovery	\$	554,500	\$	552,500

Expenditure/Allocations

Employee Costs	\$	1,236,463	\$	1,189,452
Materials and Contracts	\$	50,072	\$	55,320
Utility Charges	\$	157	\$	-
Insurance Expenses	\$	5,760	\$	6,474
Other Expenditure	\$	-	\$	100
Loss On Asset Disp	\$	7,809	\$	-
Internal Allocations	\$	765,811	\$	608,887
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	2,066,072	\$	1,860,232

Net (Revenue/Recovery) Expenditure/Allocations **\$1,511,572** **\$1,307,732**

Planning and Economic Development Alliance**Transport and Urban Design****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Total Revenue/Recovery	\$	-	\$	-
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Expenditure/Allocations

Employee Costs	\$	2,585,375	\$	2,402,410
Materials and Contracts	\$	193,995	\$	206,890
Utility Charges	\$	237	\$	-
Depreciation	\$	2,979	\$	2,976
Insurance Expenses	\$	14,741	\$	16,568
Internal Allocations	\$	1,307,622	\$	1,290,049
Operating projects	\$	510,000	\$	405,000
Total Expenditure/Allocations	\$	4,614,950	\$	4,323,893

Net (Revenue/Recovery) Expenditure/Allocations **\$4,614,950** **\$4,323,893**

Planning and Economic Development Alliance**Economic Development****Revenue/Recovery****2021/22 Budget****2022/23 Budget****Total Revenue/Recovery**

\$ - \$ -

Expenditure/Allocations

Employee Costs \$ 1,674,936 \$ 1,642,417

Materials and Contracts \$ 668,950 \$ 760,000

Insurance Expenses \$ 11,515 \$ 12,943

Other Expenditure \$ 7,500 \$ -

Internal Allocations \$ 892,121 \$ 758,575

Operating projects \$ 100,000 \$ 220,000

Total Expenditure/Allocations \$ **3,355,022** \$ **3,393,935****Net (Revenue/Recovery) Expenditure/Allocations** **\$3,355,022** **\$3,393,935****Planning and Economic Development Alliance****Sustainability****Revenue/Recovery****2021/22 Budget****2022/23 Budget****Total Revenue/Recovery**

\$ - \$ -

Expenditure/Allocations

Employee Costs \$ - \$ 530,935

Internal Allocations \$ - \$ 193,195

Operating projects \$ - \$ -

Total Expenditure/Allocations \$ - \$ **724,130****Net (Revenue/Recovery) Expenditure/Allocations** **\$0** **\$724,130****Infrastructure and Operations Alliance****Leadership - Infrastructure and Operations****Revenue/Recovery****2021/22 Budget****2022/23 Budget**

Internal Recovery \$ 772,631 \$ 934,497

Total Revenue/Recovery \$ **772,631** \$ **934,497****Expenditure/Allocations**

Employee Costs \$ 470,601 \$ 425,052

Materials and Contracts \$ 101,150 \$ 76,150

Utility Charges \$ 7,533 \$ 9,395

Insurance Expenses \$ 2,788 \$ 3,134

Other Expenditure \$ 10,500 \$ 10,500

Internal Allocations \$ 180,060 \$ 410,266

Operating projects \$ - \$ -

Total Expenditure/Allocations \$ **772,631** \$ **934,497**

Net (Revenue/Recovery) Expenditure/Allocations

\$0

\$0

Infrastructure and Operations Alliance**Engineering and Design****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Profit On Asset Disp	\$	-	\$	6,121
Total Revenue/Recovery	\$	-	\$	6,121

Expenditure/Allocations

Employee Costs	\$	805,603	\$	939,576
Materials and Contracts	\$	81,500	\$	285,000
Utility Charges	\$	-	\$	2,726
Insurance Expenses	\$	3,885	\$	4,367
Internal Allocations	\$	297,439	\$	547,392
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	1,188,427	\$	1,779,060

Net (Revenue/Recovery) Expenditure/Allocations **\$1,188,427** **\$1,772,939**

Infrastructure and Operations Alliance**Asset Management****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Total Revenue/Recovery	\$	-	\$	-
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Expenditure/Allocations

Employee Costs	\$	1,022,343	\$	883,416
Materials and Contracts	\$	175,500	\$	214,685
Insurance Expenses	\$	5,893	\$	6,623
Internal Allocations	\$	624,647	\$	567,301
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	1,828,383	\$	1,672,025

Net (Revenue/Recovery) Expenditure/Allocations **\$1,828,383** **\$1,672,025**

Infrastructure and Operations Alliance

Asset Maintenance	2021/22 Budget		2022/23 Budget	
Revenue/Recovery				
Operating Grants, Subsidies and Contributions	\$	110,000	\$	141,296
Other Revenue	\$	55,000	\$	-
Profit On Asset Disp	\$	-	\$	18,946
Internal Recovery	\$	1,153,759	\$	1,214,816
Total Revenue/Recovery	\$	1,318,759	\$	1,375,059

Expenditure/Allocations

Employee Costs	\$	2,711,540	\$	2,324,647
Materials and Contracts	\$	2,572,284	\$	2,194,780
Utility Charges	\$	794,281	\$	807,256
Depreciation	\$	17,357,654	\$	18,042,771
Insurance Expenses	\$	64,741	\$	72,765
Interest Expense	\$	-	\$	2,829
Loss On Asset Disp	\$	1,975,836	\$	1,901,286
Internal Allocations	\$	2,738,436	\$	3,230,835
Operating projects	\$	1,600,000	\$	1,600,000
Total Expenditure/Allocations	\$	29,814,772	\$	30,177,169

Net (Revenue/Recovery) Expenditure/Allocations **\$28,496,012** **\$28,802,110**

Infrastructure and Operations Alliance

Project Delivery	2021/22 Budget		2022/23 Budget	
Revenue/Recovery				
Internal Recovery	\$	500,000	\$	-
Total Revenue/Recovery	\$	500,000	\$	-

Expenditure/Allocations

Employee Costs	\$	1,617,433	\$	1,640,800
Materials and Contracts	\$	9,500	\$	30,000
Utility Charges	\$	2,919	\$	320
Insurance Expenses	\$	9,401	\$	10,566
Internal Allocations	\$	1,049,526	\$	986,004
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	2,688,779	\$	2,667,689

Net (Revenue/Recovery) Expenditure/Allocations **\$2,188,779** **\$2,667,689**

Infrastructure and Operations Alliance**Parks and Environment Operations****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Operating Grants, Subsidies and Contributions	\$	375,902	\$	343,790
Other Revenue	\$	880	\$	880
Profit On Asset Disp	\$	-	\$	17,024
Internal Recovery	\$	4,785,520	\$	4,932,412
Total Revenue/Recovery	\$	5,162,302	\$	5,294,106

Expenditure/Allocations

Employee Costs	\$	4,771,134	\$	4,981,985
Materials and Contracts	\$	3,224,282	\$	3,186,682
Utility Charges	\$	352,223	\$	376,724
Depreciation	\$	1,019,559	\$	1,031,197
Insurance Expenses	\$	42,682	\$	47,972
Other Expenditure	\$	1,000	\$	1,000
Loss On Asset Disp	\$	38,674	\$	-
Internal Allocations	\$	6,710,034	\$	7,187,096
Operating projects	\$	589,300	\$	140,000
Total Expenditure/Allocations	\$	16,748,887	\$	16,952,656

Net (Revenue/Recovery) Expenditure/Allocations**\$11,586,586****\$11,658,550****Infrastructure and Operations Alliance****Fleet and Depot Services****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Operating Grants, Subsidies and Contributions	\$	90,000	\$	90,000
Profit On Asset Disp	\$	-	\$	24,318
Internal Recovery	\$	4,428,109	\$	5,407,880
Total Revenue/Recovery	\$	4,518,109	\$	5,522,198

Expenditure/Allocations

Employee Costs	\$	1,226,437	\$	1,182,129
Materials and Contracts	\$	1,586,987	\$	1,701,445
Utility Charges	\$	63,119	\$	61,363
Depreciation	\$	1,640,153	\$	1,647,552
Insurance Expenses	\$	145,664	\$	146,980
Other Expenditure	\$	32,500	\$	28,500
Loss On Asset Disp	\$	9,722	\$	-
Internal Allocations	\$	1,200,166	\$	1,885,210
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	5,904,748	\$	6,653,179

Net (Revenue/Recovery) Expenditure/Allocations**\$1,386,639****\$1,130,981**

Infrastructure and Operations Alliance**Waste and Cleaning****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Operating Grants, Subsidies and Contributions	\$	164,292	\$	-
Fees and Charges	\$	10,220,125	\$	10,217,504
Other Revenue	\$	280,000	\$	550,000
Profit On Asset Disp	\$	1,049	\$	15,648
Internal Revenue	\$	92,627	\$	100,046
Internal Recovery	\$	6,261,760	\$	6,614,615
Total Revenue/Recovery	\$	17,019,853	\$	17,497,813

Expenditure/Allocations

Employee Costs	\$	6,290,305	\$	6,399,123
Materials and Contracts	\$	5,390,504	\$	5,812,887
Utility Charges	\$	14,916	\$	10,372
Depreciation	\$	-	\$	6,660
Insurance Expenses	\$	58,037	\$	65,230
Loss On Asset Disp	\$	72,875	\$	92,844
Internal Expense	\$	86,000	\$	92,300
Internal Allocations	\$	10,539,954	\$	11,253,888
Operating projects	\$	8,184,292	\$	240,000
Total Expenditure/Allocations	\$	30,636,883	\$	23,973,304

Net (Revenue/Recovery) Expenditure/Allocations**\$13,617,030****\$6,475,492****Commercial Services Alliance****Parking Services****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Operating Grants, Subsidies and Contributions	\$	-	\$	13,380
Fees and Charges	\$	70,852,790	\$	72,662,679
Other Revenue	\$	20,000	\$	252,922
Profit On Asset Disp	\$	7,298	\$	13,811
Internal Recovery	\$	8,660,036	\$	13,257,896
Total Revenue/Recovery	\$	79,540,124	\$	86,200,688

Expenditure/Allocations

Employee Costs	\$	8,485,467	\$	7,656,060
Materials and Contracts	\$	6,479,381	\$	6,513,088
Utility Charges	\$	931,049	\$	858,961
Depreciation	\$	1,699,932	\$	1,124,561
Insurance Expenses	\$	300,463	\$	337,207
Interest Expense	\$	3,793	\$	-
Other Expenditure	\$	18,064,105	\$	18,350,141
Expense Provision	\$	1,305,565	\$	1,166,088
Loss On Asset Disp	\$	44,445	\$	2,500
Internal Expense	\$	16,506,388	\$	16,518,008

Internal Allocations	\$	17,698,672	\$	22,515,798
Operating projects	\$	330,000	\$	200,000
Total Expenditure/Allocations	\$	71,849,258	\$	75,242,413

Net (Revenue/Recovery) Expenditure/Allocations **(\$7,690,865)** **(\$10,958,275)**

Commercial Services Alliance

Property Management

2021/22 Budget

2022/23 Budget

Revenue/Recovery

Operating Grants, Subsidies and Contributions	\$	579,715	\$	610,275
Fees and Charges	\$	3,704,693	\$	3,379,710
Internal Revenue	\$	14,580,586	\$	14,580,586
Total Revenue/Recovery	\$	18,864,994	\$	18,570,572

Expenditure/Allocations

Employee Costs	\$	359,471	\$	434,779
Materials and Contracts	\$	1,084,494	\$	1,136,319
Utility Charges	\$	121,700	\$	68,928
Depreciation	\$	6,801,641	\$	6,963,269
Insurance Expenses	\$	85,603	\$	96,211
Interest Expense	\$	194,356	\$	109,473
Other Expenditure	\$	214,423	\$	290,065
Loss On Asset Disp	\$	2,774	\$	-
Internal Expense	\$	149,336	\$	198,053
Internal Allocations	\$	2,322,274	\$	2,871,338
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	11,336,071	\$	12,168,434

Net (Revenue/Recovery) Expenditure/Allocations **(\$7,528,922)** **(\$6,402,138)**

Commercial Services Alliance

Facility Maintenance

2021/22 Budget

2022/23 Budget

Revenue/Recovery

Other Revenue	\$	48	\$	-
Profit On Asset Disp	\$	1,544	\$	9,350
Internal Recovery	\$	10,167,697	\$	10,855,684
Total Revenue/Recovery	\$	10,169,289	\$	10,865,034

Expenditure/Allocations

Employee Costs	\$	1,051,791	\$	1,551,366
Materials and Contracts	\$	6,002,416	\$	6,126,593
Utility Charges	\$	589,954	\$	676,720
Depreciation	\$	3,472,490	\$	3,458,556
Insurance Expenses	\$	97,752	\$	119,749
Other Expenditure	\$	759,155	\$	815,984

Loss On Asset Disp	\$	68,356	\$	-
Internal Expense	\$	46,066	\$	12,511
Internal Allocations	\$	592,755	\$	1,147,168
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	12,680,734	\$	13,908,647
<hr/>				
Net (Revenue/Recovery) Expenditure/Allocations		\$2,511,445		\$3,043,613

Commercial Services Alliance**Leadership - Commercial Services****2021/22 Budget****2022/23 Budget****Revenue/Recovery**

Internal Recovery	\$	-	\$	659,673
Total Revenue/Recovery	\$	-	\$	659,673

Expenditure/Allocations

Employee Costs	\$	-	\$	373,731
Materials and Contracts	\$	-	\$	65,450
Internal Allocations	\$	-	\$	220,492
Operating projects	\$	-	\$	-
Total Expenditure/Allocations	\$	-	\$	659,673

Net (Revenue/Recovery) Expenditure/Allocations **\$0** **\$0**