



City of Cockburn

Land Management Strategy 2017 - 2022



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Executive summary

The City of Cockburn ("City") owns various land assets within the district in freehold, some of which have the potential to have an interest sold to enable the land asset to be realised. These interests range from the sale of the freehold ownership of the land, through to the sale of a commercial leasehold or licence interest in the land (commonly portion of land comprising portion of building). This has been a long standing practice of the City, whereby it seeks to utilise its land assets in an optimal way to realise the best outcome for the City. Approaching and planning this in a strategic way is a core purpose of the Land Management Strategy - achieving long term social, economic and environmental outcomes for the City.

The Land Management Strategy is aligned with the City's Strategic Community Plan 2016-2026. The Strategic Community Plan provides Council's vision to "build on the solid foundations that our history has provided to ensure that Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area."

This Land Management Strategy is specifically aligned to four of the five Strategic Community Plan objectives:

City Growth	Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types
Economic, Social and Environmental Responsibility	Create opportunities for community, business and industry to establish and thrive
Community, Lifestyle and Security	Provide for community facilities and infrastructure in a planned and sustainable manner
Leading and Listening	Ensure sound long term financial management and deliver value for money

The aim of the Land Management Strategy is to establish an effective framework to manage the City's land portfolio, in such a way as to maximise financial returns and support the financial sustainability of the City. This in turn supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community. The key objectives related to this aim are:

- To facilitate the effective management of the City's land portfolio;
- To establish open and accountable processes for dealing with the City's land, particularly ensuring that all land dealings are undertaken in accordance with legislative requirements;
- To identify City owned land that has the potential to be value added and realised upon, with particular coordination with market conditions and the organisational demands for funds to drive new strategic land and community infrastructure investment;
- To identify and implement methodologies in order to drive land disposal priorities;
- To appropriately plan both the financial and human resources required to undertake land disposal;
- To set out where land should be held by the City, based on the principle of such land contributing to the delivery of services undertaken by the City to achieve the outcomes expected of the Strategic Community Plan; and
- To identify City owned land that has value of a 'strategic' nature, to ensure development proposals optimise long-term financial benefits for the City.

The Land Management Strategy identifies in detail:

- Land Asset Disposal Principles;
- Land Asset Purchase Principles;
- Joint Venture Considerations.

These form the basis to decisions being made in respect of the City's land portfolio.

The Land Management Strategy also identifies the key projects it expects to realise upon in the coming five year period 2017 - 2022. The identified projects have been aligned at a strategic level to:

- The City's Strategic Community Plan;
- The City's Long Term Financial Plan;
- The City's Corporate Business Plan;
- The recommendations contained within the City's Phoenix Central, Hamilton Hill, Coolbellup and The Lakes Revitalisation Strategies.

In addition to this, there are four key strategic land projects, which have significant implications in respect of future decision making. These are identified within the Land Management Strategy, in order to highlight them and make clear that future decision making will need to be done at the Council level and only once detailed investigations have been completed.

All budgetary requirements are met through the Land Development and Investment Reserve, and in reality budget considerations reflect the significant generation of income, rather than a draw down on the reserve.

Given the nature of land development, new opportunities continue to present themselves as part of the development and growth of the district. Accordingly the Land Management Strategy provides for a robust mechanism in which to inform decisions regarding the City's land portfolio. While the Land Management Strategy provides a strategic indication of the projects for the coming five year period, there is the important ability for the Land Management Strategy to harness any new opportunities as they may arise. By focusing on decision making according to the identified disposal and purchase principles, opportunities can be carefully filtered to ensure only those that align with the Land Management Strategy are pursued.

1.0 Introduction

The City of Cockburn ("City") owns various land assets within the district in freehold, some of which have the potential to have an interest sold to enable the land asset to be realised. These interests range from the sale of the freehold ownership of the land, through to the sale of a leasehold or licence interest in the land (commonly portion of land comprising portion of building). This has been a long standing practice of the City, whereby it seeks to utilise its land assets in an optimal way to realise the best outcome for the City. Approaching and planning this in a strategic way is a core purpose of the Land Management Strategy - achieving long term social, economic and environmental outcomes for the City.

The Land Management Strategy also seeks to set out where land should be held by the City, or where consideration may be made to acquire land considered to be of strategic significance. Establishing the strategic principles to underpin decisions in relation to the disposal, holding or acquisition of land is an important aspect of the Land Management Strategy.

Importantly, the mention of the term land disposal is not limited to only the sale of the freehold ownership in land. It also extends to the disposal by way of sale of commercial leasehold and licence interests in land, which also represents a key part of the City's land portfolio management approach. Excluded from this however are community and not for profit based leases or licences, of which only nominal rent is usually received by the City.

Where land does not meet or contribute to a corporate strategic requirement for the City or the community, it may be regarded as surplus land and available for disposal. In addition to financial returns, disposing of surplus land also represents resource savings for the City to utilise in other areas. Disposal done after the completion of value adding processes, represents a significant opportunity for the City to continue to grow its income base to pursue other land investment and community infrastructure development initiatives. Ensuring a strategic approach is taken, and that income from such land decisions is not seen as a supplement for unrelated operational costs of the City, keeps a clear and long term focus on the land assets of the City.

The Land Management Strategy discusses procedural requirements related to the disposal of land. Naturally, it can be a very complex process, and accordingly identifying key aspects of legislative and procedural requirements is important.

In essence, the Land Management Strategy will provide the City with the means to effectively and efficiently manage its land portfolio, while at the same time fulfilling its legislative and community obligations.

2.0 Aim and objectives

The aim of the Land Management Strategy is to establish an effective framework to manage the City's land portfolio, in such a way as to maximise financial returns and support the financial sustainability of the City. This in turn supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community. The key objectives related to this aim are:

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2.1 Alignment with City of Cockburn Strategic Community Plan

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This Land Management Strategy is specifically aligned to four of the five Strategic Community Plan objectives:

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Community, Lifestyle and Security	Provide for community facilities and infrastructure in a planned and sustainable manner
Leading and Listening	Ensure sound long term financial management and deliver value for money

Strategic alignment is also achieved with the following documents:

- The City's Long Term Financial Plan;
- The City's Corporate Business Plan;
- The recommendations contained within the City's Phoenix Central, Hamilton Hill, Coolbellup and The Lakes Revitalisation Strategies.

The Land Management Strategy is about:

- Undertaking positions on land that allow the City to retain or develop assets capable of generating long term revenue;
- Providing financial gain through land development and sale that can be reinvested into other revenue generating projects and community infrastructure.

2.2 Responsibility

The Land Management Strategy is adopted by Council. Once adopted, the implementation, monitoring and review of the Strategy is the responsibility of the City's Audit and Strategic Finance Committee. Administration of the Committee's decisions is the responsibility of the Director Finance and Corporate Services, in consultation with the Chief Executive Officer, Director Planning and Development and Strategic Planning Business Unit. The Strategic Planning Business Unit, and specifically the Land and Lease Administration Service Unit, is responsible for the specific implementation of land decisions according to the Land Management Strategy.

2.3 Performance

As the City embarks on its third iteration of the Land Management Strategy, it is important to highlight some of the key achievements over the last eight years. This performance stands testament to the value which an embedded strategic capability to manage land has for the organisation. Performance forecast over the coming five years is also indicated:

Financial Year	Project Highlights - Sale Of Freehold Ownership In Land	Total Income Generated
2008/09	Rezoning, subdivision and sale of first stage of land on corner of Bartram Road and Tapper Road, Atwell Structure planning and sale of portion of Lot 14 Hammond Road, Success	\$6.57m
2009/10	Sale of second stage of land on corner of Bartram Road and Tapper Road, Atwell	\$3.47m
2010/11	Preparation of management plan, subdivision and sale of land at Progress Drive for new ice rink and extension to Adventure World Structure planning and sale of land at corner of Birchley Road and Beeliar Drive Structure planning, subdivision and sale of land at Lot 9000 Yangebup Road, Beeliar (Town Centre)	\$2.42m
2011/12	Hamilton Hill revitalisation land sales including new 30 lot subdivision stage 1 Phoenix Rise revitalisation land sales stage 1 Sump rationalisation and land sales	\$5.09m
2012/13	Hamilton Hill revitalisation and land sales stage 2 Structure planning, subdivision and sale of anchor Beeliar town centre site Rationalisation and sale of former rural drainage scheme land	\$20.27m
2013/14	Hamilton Hill revitalisation and land sales stage 3 Subdivision and sale of industrial lot within Bibra Lake to facilitate new business	\$3.47m
2014/15	Phoenix Rise revitalisation and land sales stage 2	\$2.75m
2015/16	Phoenix Rise revitalisation and land sales stage 2	\$2.3m
2016/17	Beeliar Drive Town Centre (north east and north west local centre lots)	\$11.1
TOTAL		\$57.44m

Project Highlights - Leasehold Or Licence Interest In Land	Total Annual Income Generated (Inc GST)
Café within Youth Centre	\$62,262.48
City of Cockburn Health and Community Facility	\$1,837,978.92
Coogee Café	\$56,233.56
Coogee Caravan Park	\$257,231.16
Lot 100 Rivers Street, Bibra Lake	\$76,524.36
Port Coogee Marina Services Building	\$52,414.92
Lot 530 Berrigan Drive, Jandakot	\$35,278.08
Cockburn ARC café	\$85,000.00
Cockburn ARC physiotherapy clinic	\$101,990.00
TOTAL	\$2.46m

Expected future performance over this 2017 to 2022 strategy timeframe:

Financial Year	Project ID	Forecast Income To Be Generated
2017/18	Lot 1300 Goldsmith Street, Spearwood	\$1m
	Lot 110 March Street, Spearwood	\$1.5m
	Lot 80 Beeliar Drive, Success	\$1m
2018/19	Lots 805 and 9004 Beeliar Drive, Success	\$6m
	Lot 40 Cervantes Loop, Yangebup	\$1m
	Lots 24 and 646 Imlah Court, Jandakot	\$1.3m
2019/20	Lot 1 Berrigan Drive, South Lake	\$5m
	Lot 103 Omeo Street, South Lake	\$1.3m
	Lot 23 Russell Road, Success	\$1.5m
2020/21	Lot 33 Davilak Avenue, Hamilton Hill;	\$1.3m
	Part Lot 9000 Plantagenet Crescent, Hamilton Hill	\$1m
TOTAL		\$21.9m

2.4 Enabling strategic investment and infrastructure delivery

Whereas the achievement of a near \$50m return on the City's land assets over the previous eight financial years is significant, it is important to measure the true value through the enabling arrangements that such investment returns have created for the City. These are provided following:

Infrastructure Item	Land development and investment reserve funding
Cockburn Youth Centre	\$6.3m (2005/06)
Success Regional Sports Facility	\$3.1m (2009/10)
New City of Cockburn Health and Community Facility	\$28m (2014/15)
New City of Cockburn Operations Centre	\$15m (2015/16)
Cockburn ARC	\$2.5m (2016/17)

3.0 Key principles affecting decision making - Economic, Environmental, Social and Risk

In undertaking land transactions, the City must consider the potential economic, environmental and social implications associated with such decisions, as well as risk. It is imperative that an open and transparent public process be applied to such decisions, based upon principles which seek to balance economic, environmental and social outcomes, against the backdrop of risks associated with the process of undertaking land transactions.

The key principles in achieving economic outcomes are that the sale or purchase of any land will:

- Raise funds for a specific purpose determined by Council;
- Apply funds raised to the development of capital and community assets, and not to support operational expenses;
- Pay any funds raised into the Land Development and Investment Reserve, and any interest earned on that account to be retained in the account;
- Provide a medium to long term financial benefit to the City by the accumulation of tangible assets;
- Ensure that land has the potential to be a tradeable commodity for future sale, development or joint venture partnership;
- Provide an ongoing revenue stream from land that can be monetised to provide funds for services in the City, as well as to minimise the draw down on the municipal fund for capital maintenance;
- Contribute to the achievement of the City's Long Term Financial Plan and thus Strategic Community Plan.

The key principles in achieving environmental outcomes are that the sale or purchase of any land will:

- Have due regard for any environmental constraints, conditions or requirements that may apply to the land;
- Ensure any rezoning, subdivision or development of land is approached in an environmentally acceptable way by using a process that meets community expectations;
- Ensure any rezoning, subdivision or development of land produces outcomes that will not have deleterious environmental impact and will promote the principles of environmental sustainability.

The key principles in achieving social outcomes are that the sale or purchase of any land will:

- Not have any adverse impact on the social amenity or convenience of the locality in which the land is located;
- Not have any adverse impact on the development potential of any adjoining land;
- Provide land or funds that will improve the social wellbeing of and support for the community;
- Be undertaken in an open and accountable manner;
- Be undertaken according to the law;
- Involve community participation in the process.

From a risk management viewpoint, the City experiences very few risks in owning land in freehold. This is on the basis that such land has no holding costs, and represents an appreciating asset through capital gain over a sufficient timeline horizon. However in respect of decisions to buy land, there are risk principles associated with the following:

- The time of purchase in the market cycle;
- The amount paid;
- A change in circumstances beyond the control of the City;

- A loss due to the value of the land purchased either depreciating or failing to appreciate greater than if funds used to purchase the land had instead been invested through the City's normal cash term deposits.

The principles associated with economic, environmental, social and risk issues underpin the Land Management Strategy. All decisions made in respect of the Land Management Strategy must be able to demonstrate fulfilment of such principles in a way which meets community expectations.

4.0 Land asset disposal principles

Land asset disposal is a key function of the Land Management Strategy. It represents a significant opportunity for generating revenue, which in turn supports the financial sustainability of the City. This supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community.

In respect of this, the following specific principles are to be applied to all decisions regarding the disposal of land by the City:

- The City to hold land assets where such contributes to the City's delivery of services and achievement of community expectations, as per its obligation as a local government;
- Council involvement in the decision making process through the Audit and Strategic Finance Committee;
- All other land assets become viable for consideration to dispose where not meeting the definition under 1;
- Ongoing ownership of land assets should be dependent on meeting at least one of the following principles:
 - Land asset financial performance should meet, or exceed, industry measures such as the long term yield on property investment;
 - Public and community interest considerations for retention are clearly evident (such as for the range of community services that are undertaken and delivered by the City);
 - Market failure through the land disposal process would be likely.
- Disposal of land assets is to be at or above market value, and as per the requirements of the *Local Government Act 1995*;
- Disposal should ensure maximum value is gained by the City, including undertaking value adding activities prior to sale, if and where warranted. This specifically concerns achieving the most optimal zoning for land, and also balancing subdivision costs against returns which would be realised if land was sold with subdivision potential instead;
- Disposal of land assets are to be fully accounted for in the appropriate financial statements.

Land assets may be disposed of in specific instances such as described following:

- Where vacant land is held, unless specific strategic reasons exist for retention and these outweigh the long term cost of holding such land;
- Where land assets are not fully utilised and retention of the land asset is essential to core functions, spare capacity should be considered for leasing purposes;
- Where an improved property has land that is not fully utilised or required, excision and disposal of surplus land should be considered;
- Where a land asset is used by private organisations for public or charitable purposes, consider alternatives to assist such organisations to relocate to a more appropriate location by way of a grant, equivalent to the market rent or lease costs for the land asset utilised, and then dispose of the land asset;
- Where conflict exists between the current use of a land asset and what its intended use is from a planning viewpoint (zoning and/or structure planning);
- Where a land asset is leased to the private sector, unless it can be clearly demonstrated that ongoing ownership is required and leasing generates appropriate revenue returns for the City;
- Where a land asset is used for purposes that is inconsistent with the core functions and obligations of the City as a local government.

5.0 Land asset purchase principles

The City may purchase land in the market place, within or outside the district, in the same way as any private land purchaser. Generally however, purchases will be confined to land available within the City's boundaries, and associated with a strategic intent which has been previously identified, considered and decided by Council in conjunction with community input.

While the Land Management Strategy is largely focused on the disposal of land, it does need to specify principles to apply to decisions which may be made in respect of purchasing land. These are provided following:

- The City to buy land that is unencumbered, and where such land will contribute to the City's delivery of services and achievement of community expectations, as per its obligation as a local government (which may involve future disposal);
- The City to buy land that is suitably zoned, or able to be suitably zoned, for its intended purpose. Where land is yet to be suitably zoned, due regard must be given to the strategic framework identified within the City's Local Planning Strategy and Local Planning Scheme;
- The City to consider purchasing land that has the potential to achieve capital gain in the short, medium or long term, and which has the potential to be used in accordance with its ultimate intended purpose;
- The City to buy land in accordance with the requirements of the *Local Government Act 1995*;
- The City to base any offer on any land according to an up-to-date market valuation undertaken by a licensed valuer.

6.0 Joint venture considerations

Legal advice has confirmed that local government may enter into joint venture arrangement in respect of both the development and operation of commercial ventures. The types of joint ventures may include ventures where the City contributes the land and/or cash and/or resources into a joint venture arrangement with a pro-rata share in:

- The return from the sale of subdivided lots of City owned land (short-term joint venture arrangement);
- The return from the sale of a development on City owned land (short-term joint venture arrangement);
- The revenue from a development on City owned land (long-term joint venture arrangement).

Legal advice confirms that the City cannot negotiate with one individual or organisation in respect to the development of its land. If the disposal of any interest in the City's land to a third party is contemplated, then the requirements of Section 3.58 and 3.59 of the Local Government Act 1995 must be complied with.

When entering into a joint venture arrangement including the sharing of revenue with any individual or organisation, the City is bound by the obligations, limitations and criteria contained in the Local Government Act 1995. One important restriction is that a local government cannot form or acquire an interest giving it control of an incorporated company or any other body corporate.

Joint venture arrangements provide the opportunity for the City to work with experts and specialists in land development, in order to maximise the financial outcomes for the land. If a joint venture arrangement is entered into to develop and operate a commercial development on land owned by the City (for example), this provides the opportunity to derive a cash flow from the on-going operation of the development which would add to other sources of revenue to the City.

7.0 Major land investments

The City has a number of major land holdings which strategically represent major investment opportunities/proposals. The significance of these land holdings is such that they are being dealt with outside the Land Management Strategy, given they involve a variety of strategic investment and operational considerations. These land holdings are however important to be identified, given they have clear implications in respect of the City's land portfolio arrangements into the future:

City of Cockburn Administration Land (Lot 20 Rockingham Road, Spearwood)

Lot 20 Rockingham Road, Spearwood comprises the City's administration centre, and forms the southern component of the Phoenix Activity Centre. The land includes the City's Administration Building, Spearwood Library, interim Senior's Centre and Cockburn Bowling and Recreation Club. A small piece of land adjoining the northwest corner of the site is owned by the Department of Health and is used for a dental clinic.

To encourage a vibrant activity centre which includes mixed use development, it is proposed to develop underutilised portions of the City's site for medium to high density residential development. The site's elevation, coastal views, location within the activity centre, proximity to public transport and access to employment locations is considered to make this a viable proposal. Thus it formed an important component of the Phoenix Central Revitalisation Strategy, which was endorsed by Council in 2009.

Part of this approach will see the existing bowling club relocated to Visko Park. This has all the Crown land tenure approvals in place, and is currently in detailed planning and design phases for delivery now that funding has been secured. This creates the opportune time for master planning of the City's administration site to occur. This is scheduled as part of the 2016/17 financial year, as a mechanism to consider what the most optimal utility for the land may represent for the City.

The City has also a strategic vision to achieve a comprehensive redevelopment of the Spearwood Library and interim Senior Citizens Centre. This will be developed as an integrated Lifelong Learning Centre, and will be a state of the art exemplar of how integrated civic facilities like a library and seniors centre can occur.

Lot 7 Linkage Avenue, Cockburn Central

Lot 7 has an area of 4,646m² and is contained within the Cockburn Town Centre. All land within the town centre is now committed, either through being physically developed or being in the final stages of planning, design and feasibility analysis before commencing construction. The next stage of the town centre, known as Cockburn Central West, is also now at the delivery phase.

The City has created what is an immense strategic presence in the broader Cockburn regional centre, to which the Cockburn town centre represents one quadrant of. The City's presence is significantly underpinned by its Youth Centre, its Cockburn Health and Community Facility and what can only be described as a new nation leading \$109m Cockburn Aquatic and Recreation Centre (Cockburn ARC). The City has created the largest component of investment in the area by virtue of these facilities.

To reflect this, the important question is what the future holds for Lot 7? Whereas Lot 7 has a location central to the original town centre, the broader regional centre has grown significantly since the City acquired this land. The City rightfully sees its future focus orientated around the

Cockburn ARC, as one of the largest single pieces of infrastructure investment undertaken by a local government in WA. To this end, the careful decision making taken to date in respect of Lot 7 has provided the City with the ideal scenario in which to consider the possibility of an additional land purchase adjoining Cockburn ARC, in which to further establish its strategic civic presence. This may see the City acquire further land, or possibility participate in a land swap in order to secure land adjoining Cockburn ARC, being Lot 104.

Lot 7 was originally acquired from Landcorp, with associated obligations that the City construct a mixed use building within a specified timeframe. Arguably the City has done far more than this, through establishing the single largest infrastructure investment in the broader centre by way of its Youth Centre, Health and Community Facility and Cockburn ARC. So while Lot 7 remains undeveloped, the critical consideration is what the right kind of development is, at the right time in the market, which has the right kind of relationship with the City's community infrastructure presence and which supports the significant other private investment taking place not only within the town centre and regional centre, but potentially beyond the district of Cockburn. Also whether development is the right decision, versus other land acquisition as has been mentioned.

Decisions regarding any interim use of the land need to be carefully considered, especially in light of the dynamic nature which decisions on the ultimate land scenario/outcome may arise and need to be made. The City has already facilitated delivery of a temporary café by way of lease on the land adjacent to the town square, and this is considered a maximum extent of leasing interests that the City should consider. This is in light of the local presence of food and beverage outlets now immediately available within the town centre. The café is a short term use, which will need to transition from the site at some point.

Henderson Waste Recovery Park

Since 2008 the City has been actively considering the strategic planning for its Henderson Waste Recovery Park. There is a highly complex number of scenarios that influence what is a strategic land holding and enterprise for not only the City of Cockburn, but broader metropolitan region. Scenarios which are under continued testing and consideration as part of the strategic planning for the site include:

- Political and legal considerations that range from the waste levy at a State level right through to Federal and International agreements in respect of carbon market trading as well as State and Federal commitments to the sourcing and delivery of renewable energy;
- Economic considerations from as simple as reduced waste tonnages right the way through to the strategic decisions needing to be made about the City's municipal waste solution. This includes third bin trials, coupled with waste to energy processing and recovery technologies;
- Social considerations in positioning Henderson from a 'tip' to a truly integrated waste resource and recovery facility, and how waste needs to be considered by our community;
- Technological considerations especially in relation to the already mentioned technologies like waste to energy, third bin recovery, renewable energy extraction and capped and transitional land use upon filled cells.

The City's Engineering Directorate are actively pursuing strategic planning for the Henderson Waste Recovery Park, and future decision making by Council will have the task of directing our way forward in respect of this strategic site.

Latitude 32 (former Wattleup townsite)

The City has a number of landholdings within the former Wattleup townsite. The former townsite is identified as the next stage of the Latitude 32 industrial development project, and accordingly

the City's land will come under pressure for utilisation by Landcorp in order to deliver a coordinated industrial development outcome for the precinct area.

The City has been approached by Landcorp in respect of discussing options for the City's land, and potential participation in the industrial development. At a preliminary level, an option has been discussed whereby the City may consider exchanging its land for equivalent consolidated land such that the separate entities of the City and Landcorp can seek to subdivide independent of each other. Whereas Landcorp may have a short term timeframe, the City would be advocating a long term hold of the land given the nature of industrial land development and that Landcorp's first Flinders Precinct which sits atop the former Hope Valley town site, comprises subdivided industrial lots that are yet to be developed. These lots have been available to market for nearly a decade. By having consolidated independent land parcels, the City will be in the best position to consider its timing in the market in respect of when or if to release the land to market.

8.0 Land disposal process - evaluation, implementation and review

The land disposal process can be considered to comprise three key stages - evaluation, implementation and review.

The first process of evaluation represents the means through which the City identifies and evaluates alternative options in respect of its land portfolio. The process is undertaken through compiling and maintaining the Land Management Strategy, as the document responsible for the land actions of the City. Evaluation is ongoing, being undertaken throughout the year as different opportunities present themselves. This mirrors the budget cycles of the City, as aligned with the program provided through the Land Management Strategy. In addition to this, a major five year review is also undertaken, which includes evaluation of strategic land opportunities against the requirements of the City.

Evaluation actively considers land assets against the land asset disposal principles contained under Section 4.0. As provided through the principles, where a land asset does not meet the criteria, it can be identified as surplus and considered for disposal.

In addition, where it is identified that the financial performance of a land asset may not meet targets established, it should be identified as underperforming. If the performance of the land asset cannot be improved, it may also be considered as surplus and identified for disposal.

The evaluation process should also take into account public interest considerations. These include:

- Where an underutilised or underperforming land asset has some form of community significance and there could be expected to be significant resistance to disposal of the land asset into private ownership;
- Where an underutilised or underperforming land asset has strategic significance for future infrastructure development;
- Where there are significant heritage, environmental or public usage aspects associated with the land asset;
- Where market failure would be likely.

The evaluation process should also identify all issues that may need to be resolved before the land asset can be disposed of. This needs to consider all aspects of risks, costs, resource requirements and timelines. Potential issues may include:

- Native Title;
- Land management and title issues;
- Land use zoning and planning;
- Utility provider requirements;
- Subdivision and development potential;
- Heritage issues;
- Environmental issues;
- Drainage requirements.

9.0 Sale of Land Process

In terms of implementation, the City has developed a detailed procedure titled 'Amalgamation/Subdivision of Council Owned Land'. The procedure details the process by which land assets can be realised, and specifically focuses on the subdivision process. This process is undertaken by the City's Strategic Planning Business Unit.

Once a land asset has been subdivided and created in a form which allows it to be sold, Council Policy APD52 (Appointment of Real Estate Agent to sell Council owned Property) prescribes the process by which sale occurs.

It is imperative that the City manages its land disposal process in accordance with the legislative requirements of the Local Government Act 1995. In this regard, Section 3.58 (disposing of property) and 3.59 (commercial enterprises by local governments) are relevant. The City's Strategic Planning Business Unit will closely involve its solicitors at critical stages of the land disposal process to assist in maintaining legislative compliance with the requirements of the Local Government Act 1995.

Following each disposal process, the Strategic Planning Business Unit undertakes a review to consider outcomes and ways to improve future processes. Review is monitored through measures including:

- Disposals as a percentage of those identified in the current five year term of the Land Management Strategy;
- Average time for disposal processes;
- Impact of disposal on the City's finances, including return on investment measures.

10.0 Department of Lands guidelines

The Department of Lands has issued State Government approved guidelines which deal with the issue of surplus reserve land which was previously created through a land subdivision process and given up for public recreation, free of cost by the original subdivider of the land. These guidelines provide a clear scope to where surplus reserve land may become available to the local government to purchase, rezone and dispose of. Commonly referred to as the 'five per cent rule', it is important the Land Management Strategy identifies the principles behind the guidelines so as to inform the options which are available to the City in respect of surplus reserve land.

As it stands in 2016, the State Government has made no secret about more effectively leveraging from its vast land portfolio. To this end the five per cent rule has come under close scrutiny of late, to the point that there is a growing speculation that change will occur. This change appears to be focused on the State Government obtaining a greater share in the profit from such transactions, which have historically come under the five per cent rule criteria and benefited the majority local government. As no decision has been made, or indeed any formal representation made by the Department of Lands to local government on the proposal for change, this Land Management Strategy identifies the current guidelines as they exist.

Starting out, there are strong grounds for retaining the purpose for land which has been set aside and reserved via subdivision processes for public parkland under Section 152 of the Planning and Development Act 2005. This considers issues such as:

- The original subdivider of the land having a reasonable expectation that a reserve created through subdivision would be kept for the purpose it was created for;
- Purchasers of subdivided lots having an expectation that the existence of reserved land would remain, and having this possibly influence a decision to purchase land in the first place.

Although reserved land is vested in the Crown in fee simple under Section 152 of the Planning and Development Act 2005, the Minister for Lands can deal with it under the Land Administration Act 1997 after it has been revested. In revesting the land as Crown land, this will seek to affect the clear intentions of the Planning and Development Act 2005 and associated planning approvals by reserving the land for its vested purpose.

Generally such reserves should be retained as Crown land in the name of the State of Western Australia for their reserved purpose to the greatest degree practicable. Where any such reserve is proposed to be cancelled or disposed into fee simple, strict adherence to State Government approved guidelines needs to be followed.

In terms of the five per cent rule, the following extracts from the guidelines are relevant:

- Where relocation of unwanted Section 152 land does not offer the best solution to the local community's needs, a Local Government may, with the prior approval of the Minister for Lands and Department of Planning, dispose of identified reserves and apply the proceeds to capital improvements to other recreation reserves in the general locality;
- A condition of a reserve's sale to Local Government for disposal will require that a Trust fund be established for this purpose and that a separate audit and Audit Certificates be provided annually to show how the proceeds have been applied. Should certification be inadequate or indicate a breach of conditions, the Minister for Local Government will be asked to issue directions under the *Local Government Act 1995* to address the situation;
- To facilitate disposal in accordance with this policy, the Department of Lands will transfer the fee simple of the land to the relevant Local Government;

- Disposal of Section 152 reserves to Local Government should generally be on the basis of payment to the Department of Lands of \$500 or 5% of unimproved market value (as advised by the Valuer General), whichever is the greater. Statutory fees are also payable by Local Government;
- Local Government may establish one Section 152 Trust fund for proceeds from sale of all surplus Section 152 land, subject to:
 - Community consultation, including reference to where funds are likely to be expended;
 - The community being given an opportunity to comment on where funds from a particular disposal should be expended;
 - Establishment of a separate Trust fund for a particular purpose, where the community attitude is that disposal funds should be allocated to a specific project.
- Funds should only be spent on capital improvements to recreation land in the vicinity of the land sold.

Given the dynamic nature to which opportunities to rationalise reserve land evolve, it is difficult to accurately target such opportunities through the Land Management Strategy. Accordingly, the State Government approved guidelines provide the basis to which opportunities will be considered.

It should be noted that reserves that have been set aside for the purposes of 'Drainage' cannot be purchased using the five per cent rule. There are however situations where drainage reserves can be reduced in size through utilising improved engineering design and calculation of catchments. In these instances, the costs associated with the development of the alternative drainage approach can be offset against the purchase price for surplus land that may result. Accordingly opportunities for this may become apparent through continual review of drainage which takes place by the City's Engineering Directorate.

11.0 City of Cockburn Land Portfolio

Currently the City owns in freehold 201 individual land holdings. These range across the district, and have a combined land area of 195ha. The estimated raw (unimproved) value of the land portfolio is in the order of \$30m, based on past indicative land valuations. With fluctuation in land valuations, especially in the period before, during and following the global financial crises, this current valuation provides only an indicative guide to the raw value of the City's land portfolio. As demonstrated through processes of value adding, subdivision and development, the City is able to leverage significant returns from the basic raw value of its land portfolio.

The Land Register is an important companion document to the Land Management Strategy and is key to informing the rolling five year strategic action plan associated with the Land Management Strategy. A copy of the Land Register is provided within Appendix 1. Identification details for each landholding are recorded within the Land Register.

In analysing the current use and development of land in association with the various Business Units of the City, four main categories have been identified:

- Zoned land (identifying specific zone in each case);
 - Local Reserve - Parks and Recreation;
 - Local Reserve - Lakes and Drainage;
 - Miscellaneous (includes various other reserves).

Within each of these categories, each land parcel is further categorised according to the level of development/improvement which has taken place. These categories include:

- Vacant land;
- Road reserve;
- Drainage;
- Public open space;
- Sports field etc.

Of these categories and respective status, it was then determined whether:

- Land was available for development and/or sale - designated 'C' – current potential;
- Land may be available subject to further investigation - designated 'F' – future potential;
- Land was unavailable as it was committed to a current and/or future purpose - designated 'N' - not apparent.

This database provides a robust framework in which to consider the land development priorities for the rolling five year strategic plan. This is closely associated with the City's Strategic Community Plan.

12.0 Analysis of key projects proposed - 2017 to 2022 Land Management Strategy

In applying the Land Asset Disposal Principles listed under Section 4.0, key projects have been identified as part of this version of the Land Management Strategy. These are listed under Section 2.3.

The projects represent a broad mix of land development opportunities, which importantly leverage off both value adding planning processes as well as subdivision and development as indicated in the indicative subdivision plans in Appendix 2. This framework provides for a consistent and sustainable project task to be achieved over the coming five year period. As indicated previously, the dynamic nature of the property market means opportunities often arise in respect of the City's land assets. By having this framework of key projects supported by asset disposal and purchase principles, the City is able to remain agile and adapt as required to ensure opportunities which become available are harnessed.

Nominated commencement dates have been identified for the projects, to ensure that both appropriate financial and human resources are available to undertake the projects.

13.0 Conclusion

The 2017 - 2022 Land Management Strategy will provide the City with the means to effectively and efficiently manage its land portfolio, while at the same time fulfilling its legislative and community obligations. It provides principles which will be used to underpin land asset disposal and purchase decisions, and links at a strategic level to the City's Strategic Community Plan.

For the forthcoming period, the Land Management Strategy identifies the key projects under Section 2.3. The Land Management Strategy will receive a desktop review annually, and used to inform budget and resourcing requirements associated with land development within the City.

APPENDIX 1: LAND REGISTER

PLAN ID	SUBURB	ASSET_NUMB	ZONE	LAND_USE	HOUSE OR LOT NUMBER	STREET	AREA	INDICATIVE VALUE	DEVELOPMENT/SALE C = Current F=Future N=Not apparent
151	BEELIAR WA	4414000	R15	ROAD/RESIDENTIAL	L1003	BEELIAR AND BIRCHLEY	0.4449	\$900,000	Current potential
131	BIBRA LAKE WA	4414177	INDUSTRY-GENERAL	VACANT LAND	L1	QUARIMOR RD	0.079	\$170,000	Current potential
147	HAMMOND PARK	5517621	RR-IMPORTANT REGIONAL ROAD	VACANT LAND	L23	RUSSELL ROAD	0.3187	\$800,000	Current potential
16	SPEARWOOD WA	2200584	LR-PARKS & RECREATION	PARK	L 379	PHOENIX ROAD	0.7016	\$5,000	Current potential
194	SPEARWOOD WA	6025584	R20-RESIDENTIAL	VACANT LAND	10	GOLDSMITH ROAD	0.3128		Current potential
86	WATTLEUP WA	3314714	RURAL	VACANT LAND	11	MARBAN WAY	0.2052	\$300,000	Current potential
105	WATTLEUP WA	3411753	LR-PARKS & RECREATION	CENTRE	L 75	MARBAN WAY	1.4923	\$50,000	Current potential
198	BEELIAR WA	6026584	LOCAL CENTRE	VACANT LAND	L 805	MEREVALE GDN	0.5205		Future potential
111	BIBRA LAKE WA	4114402	INDUSTRY-DRY	VACANT LAND	7	HOWSON WAY	2.2609	\$496,000	Future potential
112	BIBRA LAKE WA	4114403	INDUSTRY-DRY	VACANT LAND	11	HOWSON WAY	1.9121	\$436,000	Future potential
121	BIBRA LAKE WA	4412345	INDUSTRY-DRY	VACANT LAND	11	RIVERS ST	0.3636	\$150,000	Future potential
180	COCKBURN CENTRAL	6007094	REGIONAL CENTRE	VACANT LAND	20	LINKAGE AVENUE	0.4646		Future potential
29	HAMILTON HILL WA	2201160	LR-LAKES & DRAINAGE	DRAINAGE	53	DAVILAK AVENUE	0.2023	\$600,000	Future potential
46	HAMILTON HILL WA	2205331	RR-PARKS & RECREATION	PARK	129	JANSON ROAD	0.1176	\$50,000	Future potential
187	HAMILTON HILL WA	6014619	R40-RESIDENTIAL	VACANT LAND (TREE)	35	PLANTAGENET CRESCENT	0.0500		Future potential
93	HENDERSON WA	3317212	INDUSTRY-GENERAL	DRAINAGE	10	ALACRITY PLACE	0.3654	\$1,000	Future potential
135	JANDAKOT WA	5115266	R30-RESIDENTIAL	VACANT LAND	L 107	TURNBURY PARK DRIVE	0.2452	\$150,000	Future potential
156	JANDAKOT WA	5515802	MIXED BUSINESS	VACANT LAND	L303	PRINSEP	0.6537	\$300,000	Future potential
160	JANDAKOT WA	5515183	R20-RESIDENTIAL	HOUSE	25	IMLAH COURT	0.2244	\$1,000,000	Future potential
161	JANDAKOT WA	5515185	R20-RESIDENTIAL	HOUSE	17	IMLAH COURT	0.6467	\$2,000,000	Future potential
81	MUNSTER WA	3309222	R30-RESIDENTIAL	VACANT LAND	258	MAYOR ROAD	1.1814	\$250,000	Future potential
134	SOUTH LAKE WA	5113713	LR-COUNCIL USE	VACANT LAND	14	BUNDY COURT	0.1237	\$70,000	Future potential
146	SOUTH LAKE WA	5516732	COMMERCIAL	VACANT LAND	7	OMEQ STREET	0.1002	\$100,000	Future potential
30	SPEARWOOD WA	2201172	LR-LAKES & DRAINAGE	DRAINAGE	13	SCROOP WAY	0.0855	\$250,000	Future potential
44	SPEARWOOD WA	2205182	LR-PARKS & RECREATION	PARK	L 100	ANGUS AVENUE	0.7026	\$190,000	Future potential
45	SPEARWOOD WA	2205217	LR-PARKS & RECREATION	CENTRE	L 124	FALSTAFF CRESCENT	1.4468	\$50,000	Future potential
48	SPEARWOOD WA	2205871	LR-PARKS & RECREATION	PARK	1	NINEHAM AVENUE	0.432	\$40,000	Future potential
52	SPEARWOOD WA	2207101	LR-PARKS & RECREATION	PARK	L 18	NINEHAM AVENUE	0.3286	\$80,000	Future potential
55	SPEARWOOD WA	2207215	LR-LAKES & DRAINAGE	DRAINAGE	12	SCALES WAY	0.1787	\$20,000	Future potential
58	SPEARWOOD WA	2210527	LR-PARKS & RECREATION	PARK	23	MELUN STREET	0.946	\$50,000	Future potential
59	SPEARWOOD WA	2210528	LR-PARKS & RECREATION	PARK	116	MELUN STREET	1.7452	\$50,000	Future potential
60	SPEARWOOD WA	2210529	LR-PARKS & RECREATION	PARK	69	MELUN STREET	1.0699	\$50,000	Future potential
61	SPEARWOOD WA	2210530	LR-PARKS & RECREATION	PARK	L 54	FALSTAFF CRESCENT	0.9738	\$50,000	Future potential
62	SPEARWOOD WA	2210536	LR-PARKS & RECREATION	PARK	2192	INTERIM ROAD	0.1953	\$50,000	Future potential
71	SPEARWOOD WA	3209919	LR-PARKS & RECREATION	RESERVE	7	LINTOTT WAY	0.7346	\$50,000	Future potential
72	SPEARWOOD WA	3209974	LR-PARKS & RECREATION	VACANT LAND	1	LINTOTT WAY	1.1526	\$50,000	Future potential
73	SPEARWOOD WA	3209988	LR-PARKS & RECREATION	DRAINAGE	L 915	GOLDSMITH ROAD	0.1452	\$20,000	Future potential
75	SPEARWOOD WA	3210531	LR-LAKES & DRAINAGE	SUMP/VACANT	374	LINTOTT WAY	0.1581	\$40,000	Future potential
78	SPEARWOOD WA	3210534	LR-PARKS & RECREATION	VACANT LAND	L 10	LINTOTT WAY	0.6183	\$30,000	Future potential
79	SPEARWOOD WA	3210535	LR-PARKS & RECREATION	VACANT LAND	L 11	LINTOTT WAY	0.6182	\$30,000	Future potential
83	SPEARWOOD WA	3309445	RURAL	VACANT LAND	469	ROCKINGHAM ROAD	2.0234	\$50,000	Future potential
143	SUCCESS WA	5515614	RURAL	VACANT LAND	L80	BEELIAR DRIVE	0.1677	\$40,000	Future potential
103	WATTLEUP WA	3411701	LR-LAKES & DRAINAGE	DRAINAGE	L 103	MIRO STREET	0.3323	\$60,000	Future potential
104	WATTLEUP WA	3411744	LR-LAKES & DRAINAGE	VACANT LAND	11	CORIN WAY	0.1201	\$40,000	Future potential

107	WATTLEUP WA	3411832	LR-PARKS & RECREATION	VACANT LAND	L 155	WATTLEUP ROAD	0.8119	\$50,000	Future potential
109	WATTLEUP WA	3412088	LR-PARKS & RECREATION	VACANT LAND	43	DALISON AVENUE	0.2695	\$10,000	Future potential
159	WATTLEUP WA	3411648	RURAL	VACANT LAND	45	DALISON AVENUE	1.3737	\$350,000	Future potential
124	YANGEBUP WA	4412895	R15-RESIDENTIAL	DRAINAGE	39	CERVANTES LOOP	0.1743	\$50,000	Future potential
128	YANGEBUP WA	4413888	INDUSTRY-LIGHT	DRAINAGE	L146	HAMMOND ROAD	0.0987	\$80,000	Future potential
129	YANGEBUP WA	4413913	INDUSTRY-LIGHT	VACANT LAND	L147	HAMMOND ROAD	0.0666	\$80,000	Future potential
185	YANGEBUP WA	6012480	R40-RESIDENTIAL	VACANT LAND	L 1003	BUNDEEGI GROVE	0.4448		Future potential
139	ATWELL WA	5515393	RR-PUBLIC PURPOSES	VACANT LAND	L11	BEENYUP ROAD	0.884	\$50,000	Not apparent
153	BANJUP WA	5514460	DRAINAGE	DRAINAGE	L 24	TAPPER ROAD BANJUP	1.7138	\$500	Not apparent
95	BEELIAR WA	3317885	LR-PARKS & RECREATION	VACANT LAND	L470	WATSON ROAD	0.5175	\$500	Not apparent
96	BEELIAR WA	3318515	RURAL	DRAINAGE	94	EAST CHURCHILL AVENUE	0.2875	\$500	Not apparent
126	BEELIAR WA	4413154	R20-RESIDENTIAL	VACANT LAND	L95	LESUEUR PASS	0.13	\$6,500	Not apparent
178	BEELIAR WA	6007076	LR-PP-Civic	COMMUNITY CENTRE	L 340	LAKEFRONT AVENUE	0.2544		Not apparent
179	BEELIAR WA	6007084	DRAINAGE	LAKE	L 844	LAKEFRONT AVENUE	0.2483		Not apparent
184	BEELIAR WA	6011140	PRIM REGIONAL ROAD	ROAD	L 811	BELLIAR DRIVE	0.9965		Not apparent
1	BIBRA LAKE WA	1101925	LR-COUNCIL USE	COMMUNITY CENTRE	132	PARKWAY ROAD	0.2595	\$103,840	Not apparent
2	BIBRA LAKE WA	1114116	LR-PARKS & RECREATION	TOILETS		BIBRA DRIVE	0.2422	\$5,000	Not apparent
3	BIBRA LAKE WA	1115969	INDUSTRY-GENERAL	DRAINAGE	L604	BROADMEADOWS ST	0.0077	\$385	Not apparent
4	BIBRA LAKE WA	1116203	R12.5-RESIDENTIAL	DRAINAGE	8	EVERGLADES CLOSE	0.0801	\$4,005	Not apparent
5	BIBRA LAKE WA	1116720	R12.5-RESIDENTIAL	DRAINAGE	L348	TREATY OAK COVE	0.0784	\$5,000	Not apparent
6	BIBRA LAKE WA	1116938	LR-LAKES & DRAINAGE	VACANT LAND	L 304	MARSHWOOD RETREAT	0.1956	\$5,000	Not apparent
7	BIBRA LAKE WA	1117053	R12.5-RESIDENTIAL	VACANT LAND	23	PROVINCIAL MEWS	0.1021	\$5,000	Not apparent
8	BIBRA LAKE WA	1117130	R12.5-RESIDENTIAL	VACANT LAND	1	INVERCAULD AVE	0.0793	\$5,000	Not apparent
97	BIBRA LAKE WA	4115756	INDUSTRY-DRY	DRAINAGE	5	QUARIMOR ROAD	0.1428	\$500	Not apparent
113	BIBRA LAKE WA	4115756	INDUSTRY-GENERAL	DRAINAGE	5	QUARIMOR RD	0.1428	\$1,000	Not apparent
114	BIBRA LAKE WA	4300017	INDUSTRY-DRY	WORKS DEPOT	54	WELLARD ST	3.8532	\$900,000	Not apparent
115	BIBRA LAKE WA	4300018	INDUSTRY-DRY	VACANT LAND	52	WELLARD ST	0.503	\$100,000	Not apparent
117	BIBRA LAKE WA	4311002	INDUSTRY-DRY	DRAINAGE	L 33	WINCHESTER RD	0.2026	\$10,000	Not apparent
122	BIBRA LAKE WA	4412662	INDUSTRY-GENERAL	VACANT LAND	3	COOLIBAH WAY	0.2	\$10,000	Not apparent
125	BIBRA LAKE WA	4413070	INDUSTRY-GENERAL	DRAINAGE	L28	MIGUEL RD	0.251	\$10,000	Not apparent
127	BIBRA LAKE WA	4413214	INDUSTRY-LIGHT	VACANT LAND	42	BARBERRY WAY	0.1241	\$6,210	Not apparent
200	BIBRA LAKE WA	6026655	INDUSTRY	OPERATIONS CENTRE	52	WELLARD ST	1.0060		Not apparent
87	COOGEE WA	3316029	R15-RESIDENTIAL	DRAINAGE	343	HAMILTON ROAD	0.0825	\$5,000	Not apparent
88	COOGEE WA	3316030	R15-RESIDENTIAL	DRAINAGE	16	HAMILTON ROAD	0.0773	\$5,000	Not apparent
90	COOGEE WA	3316738	R15-RESIDENTIAL	DRAINAGE	22	MARITIME TERRACE	0.1161	\$10,000	Not apparent
91	COOGEE WA	3316857	R15-RESIDENTIAL	DRAINAGE	16	SHOAL COURT	0.0204	\$500	Not apparent
94	COOGEE WA	3317531	R30-RESIDENTIAL	DRAINAGE	10	PICOTEE MEWS	0.0799	\$1,000	Not apparent
99	COOGEE WA	3411564	RURAL	VACANT LAND	L 51	ROCKINGHAM ROAD	0.0783	\$500	Not apparent
195	COOLBELLUP	6025873	LR-PP-Aged Care	VACANT LAND	90	COOLBELLUP AVEENUE	2.0747		Not apparent
9	HAMILTON HILL WA	2200207	R15-RESIDENTIAL	DRAINAGE	70	ROCKINGHAM ROAD	0.0615	\$2,000	Not apparent
10	HAMILTON HILL WA	2200365	LR-PARKS & RECREATION	POWER LINE	L800	ELY STREET	0.5340	\$10,000	Not apparent
11	HAMILTON HILL WA	2200366	LR-PARKS & RECREATION	CHANGE ROOMS	L 177	ELY STREET	4.5378	\$10,000	Not apparent
14	HAMILTON HILL WA	2200521	LR-PARKS & RECREATION	PARK	44	SOUTHWELL CRESCENT	0.1308	\$60,000	Not apparent
15	HAMILTON HILL WA	2200525	LR-PARKS & RECREATION	VACANT LAND	L 362	YORSTON PLACE	0.087	\$40,000	Not apparent
17	HAMILTON HILL WA	2200586	LR-PARKS & RECREATION	PARK	L 210	SOUTHWELL CRESCENT	1.2918	\$50,000	Not apparent
18	HAMILTON HILL WA	2200587	LR-PARKS & RECREATION	PARK	L 146	SOUTHWELL CRESCENT	0.3992	\$50,000	Not apparent
19	HAMILTON HILL WA	2200588	LR-PARKS & RECREATION	PUBLIC OPEN SPACE	L 172	SOUTHWELL CRESCENT	0.3464	\$50,000	Not apparent
22	HAMILTON HILL WA	2200907	LR-PARKS & RECREATION	DRAINAGE	55	REDMOND ROAD	0.1425	\$5,000	Not apparent
24	HAMILTON HILL WA	2201147	LR-LAKES & DRAINAGE	DRAINAGE	27	CLARA ROAD	0.0946	\$1,000	Not apparent
25	HAMILTON HILL WA	2201150	LR-LAKES & DRAINAGE	DRAINAGE	391	CARRINGTON STREET	0.0997	\$1,000	Not apparent
26	HAMILTON HILL WA	2201152	LR-LAKES & DRAINAGE	DRAINAGE	49	FREDERICK ROAD	0.041	\$1,000	Not apparent
27	HAMILTON HILL WA	2201155	RR-CONTROLLED ACCESS HIGHWAY	HALL	435	CARRINGTON STREET	0.3662	\$91,550	Not apparent
28	HAMILTON HILL WA	2201157	LR-PARKS & RECREATION	CHANGE ROOMS	L 11	LUCIUS ROAD	6.4118	\$50,000	Not apparent
36	HAMILTON HILL WA	2201235	LR-PARKS & RECREATION	CLUB	L 6	HAMILTON ROAD	0.5787	\$20,000	Not apparent
39	HAMILTON HILL WA	2202281	LR-PARKS & RECREATION	CLUB	L101	HAMILTON ROAD	2.247	\$100,000	Not apparent
40	HAMILTON HILL WA	2202282	LR-PARKS & RECREATION	HOUSE/PARK	83	HAMILTON ROAD	2.5915	\$130,000	Not apparent
50	HAMILTON HILL WA	2206915	LR-LAKES & DRAINAGE	DRAINAGE	6	PHOENIX ROAD	0.0839	\$4,195	Not apparent

53	HAMILTON HILL WA	2207116	LR-PARKS & RECREATION	SPORTS GROUND	L 20	HAMILTON ROAD	2.9119	\$40,000	Not apparent
56	HAMILTON HILL WA	2207268	LR-LAKES & DRAINAGE	DRAINAGE	1	HALKIN PLACE	0.0703	\$3,000	Not apparent
57	HAMILTON HILL WA	2210189	LR-LAKES & DRAINAGE	DRAINAGE	L 26	STRATTON STREET	0.02	\$1,000	Not apparent
65	HAMILTON HILL WA	2210539	LR-LAKES & DRAINAGE	DRAINAGE	L 2	COCKBURN ROAD	0.0534	\$2,665	Not apparent
67	HAMILTON HILL WA	2212002	R15-RESIDENTIAL	DRAINAGE	L 315	HYNES WAY	0.0179	\$1,000	Not apparent
148	HAMILTON HILL WA	2200591	LR-PARKS & RECREATION	PUBLIC OPEN SPACE	L 459	BOURBON STREET	0.0773	\$20,000	Not apparent
152	HAMILTON HILL WA	2201149	R15 POWER EASEMENT	HALL / SUMP	71	FREDERICK STREET	0.2271	\$500	Not apparent
164	HAMILTON HILL WA	2200363	LR-PARKS & RECREATION	VACANT LAND	51	BOURBON STREET	0.1538		Not apparent
165	HAMILTON HILL WA	2200364	LR-PARKS & RECREATION	VACANT LAND	50	WATTERTON PLACE	0.1266		Not apparent
186	HAMILTON HILL WA	6013781	DRAINAGE	SUMP	L 800	CHESHAM WAY	0.7460		Not apparent
188	HAMILTON HILL WA	6014849	LR-PARKS & RECREATION	POS	L 800	BOURBON STREET	0.0355		Not apparent
189	HAMILTON HILL WA	6016794	DRAINAGE	SUMP	L 700	AMBERLEY WAY	0.1730		Not apparent
201	HAMILTON HILL WA	6027195	LR-PARKS & RECREATION	POS /HOUSE	83	HAMILTON ROAD	2.5195		Not apparent
168	HAMMOND PARK	5518487	SPECIAL USE 23	POWER LINE	L 30	BALER COURT	6.2750		Not apparent
98	HENDERSON WA	3411003	RURAL	HALL	739	ROCKINGHAM ROAD	0.9105	\$45,670	Not apparent
100	HENDERSON WA	3411565	RURAL-RESTRICT USE-WASTE DISP	RUBBISH TIP	L 235	DALISON AVENUE	20.1938	\$958,300	Not apparent
101	HENDERSON WA	3411566	RURAL-RESTRICT USE-WASTE DISP	RUBBISH TIP	L 2	MOYLAN ROAD	25.3409	\$958,300	Not apparent
108	HENDERSON WA	3412022	RURAL-RESTRICT USE-WASTE DISP	TIP	L 52	ROCKINGHAM ROAD	23.0144	\$1,151,230	Not apparent
110	HENDERSON WA	3412165	LR-LAKES & DRAINAGE	DRAINAGE	L152	SPARKS ROAD	0.0859	\$20,000	Not apparent
166	HENDERSON WA	3316559	DRAINAGE	VACANT LAND	26	SPARKS ROAD	0.3360		Not apparent
145	JANDAKOT WA	5516585	LR-PARKS & RECREATION	SCHOOL	12	POLETTI ROAD	0.429	\$21,465	Not apparent
149	JANDAKOT WA	5516571	INDUSTRY-GENERAL	VACANT LAND	14	DAVISON ROAD	0.1308	\$6,545	Not apparent
158	JANDAKOT WA	5519840	PP PUBLIC PURPOSES	VACANT LAND	L52	THOMAS STREET	0.1858	\$1	Not apparent
85	MUNSTER WA	3314429	LR-LAKES & DRAINAGE	VACANT LAND	20	KIPLING STREET	0.07	\$5,000	Not apparent
190	NORTH COOGEE	6017122	DEVELOPMENT AREA	MARINA CENTRE BUILDING	5	MARABOO WHARF	0.0403		Not apparent
191	NORTH COOGEE	6017123	DEVELOPMENT AREA	FUEL STORAGE TANK	L 1103	MEDINA PARADE	0.0223		Not apparent
132	SOUTH LAKE WA	5107237	LR-PP-GAS PIPELINE	VACANT LAND	L 15	MASON COURT	0.1588	\$500	Not apparent
133	SOUTH LAKE WA	5113439	RR-PUBLIC PURPOSES	VACANT LAND	L13	THOMAS STREET	2.0234	\$1	Not apparent
136	SOUTH LAKE WA	5513029	LR-PARKS & RECREATION	POWER LINE	79	THOMAS STREET	1.4063	\$10,000	Not apparent
140	SOUTH LAKE WA	5515491	R15-RESIDENTIAL	DRAINAGE	23	TULIPWOOD PLACE	0.1055	\$5,000	Not apparent
154	SOUTH LAKE WA	5517197	PIPELINE	PIPELINE	L 232	ORCHARD ROAD	0.1784	\$500	Not apparent
167	SOUTH LAKE WA	5114444	R40-RESIDENTIAL	VACANT LAND	L1	BERRIGAN DRIVE	3.0870		Not apparent
169	SOUTH LAKE WA	5519841	SPECIAL USE 23	POWER LINE	L 51	BRIGGS STREET	0.1856		Not apparent
175	SOUTH LAKE WA	6002918	LR-PARKS & RECREATION	POS	26	SYCAMORE AVE	0.0925		Not apparent
177	SOUTH LAKE WA	6003992	LR-PARKS & RECREATION	POS	L 923	CORAL GUM GRN	0.1436		Not apparent
12	SPEARWOOD WA	2200368	LR-PARKS & RECREATION	DRAINAGE	L 281	BULLFINCH STREET	0.5655	\$30,000	Not apparent
13	SPEARWOOD WA	2200369	LR-LAKES & DRAINAGE	DRAINAGE	L 282	SKEAHAN STREET	0.0534	\$700	Not apparent
20	SPEARWOOD WA	2200642	LR-LAKES & DRAINAGE	DRAINAGE	3	ANGUS AVENUE	0.1038	\$5,000	Not apparent
21	SPEARWOOD WA	2200787	LR-KINDERGARTEN	INFANT HEALTH FACILITY	29	MARCH STREET	0.2061	\$57,000	Not apparent
23	SPEARWOOD WA	2201131	LR-PARKS & RECREATION	PARK	L 69	INTERIM ROAD	0.3409	\$10,000	Not apparent
31	SPEARWOOD WA	2201177	LR-PARKS & RECREATION	TOILETS	L 207	ALFRED STREET	2.638	\$50,000	Not apparent
32	SPEARWOOD WA	2201178	LR-PARKS & RECREATION	PARK	L 113	FALSTAFF CRESCENT	0.5	\$25,000	Not apparent
33	SPEARWOOD WA	2201179	LR-LAKES & DRAINAGE	DRAINAGE	273	SPEARWOOD AVENUE	0.0728	\$5,000	Not apparent
34	SPEARWOOD WA	2201184	LR-LAKES & DRAINAGE	DRAINAGE	236	SPEARWOOD AVENUE	0.0817	\$5,000	Not apparent
35	SPEARWOOD WA	2201185	LR-LAKES & DRAINAGE	DRAINAGE	86	EDELIN STREET	0.0865	\$5,000	Not apparent
37	SPEARWOOD WA	2201387	RR-CONTROLLED ACCESS HIGHWAY	VACANT LAND	L 23	SPEARWOOD AVENUE	1.8399	\$50,000	Not apparent
38	SPEARWOOD WA	2202027	LR-PARKS & RECREATION	CLUB	9	KENT STREET	1.6539	\$80,000	Not apparent
41	SPEARWOOD WA	2202900	R15-RESIDENTIAL	PARK	24	ANGUS AVENUE	0.1113	\$50,000	Not apparent
42	SPEARWOOD WA	2203416	LR-PARKS & RECREATION	SPORTS GROUND	1	KENT STREET	1.0294	\$50,000	Not apparent
43	SPEARWOOD WA	2203653	LR-PARKS & RECREATION	PARK	17	KENT STREET	1.6503	\$50,000	Not apparent
47	SPEARWOOD WA	2205695	LR-LAKES & DRAINAGE	DRAINAGE	15	SCROOP WAY	0.0809	\$5,000	Not apparent
49	SPEARWOOD WA	2206444	LR-PARKS & RECREATION	PARK	41	GERALD STREET	0.5042	\$20,000	Not apparent
51	SPEARWOOD WA	2206933	LR-PARKS & RECREATION	PARK	L 1	FALSTAFF CRESCENT	2.49	\$50,000	Not apparent
54	SPEARWOOD WA	2207117	LR-PARKS & RECREATION	PARK	L 22	ADELA PLACE	0.8094	\$40,000	Not apparent
63	SPEARWOOD WA	2210537	LR-PARKS & RECREATION	PARK	112	MACMORRIS WAY	0.0326	\$2,000	Not apparent
64	SPEARWOOD WA	2210538	LR-PARKS & RECREATION	PARK	L 1	HAMILTON ROAD	0.0455	\$1,000	Not apparent
66	SPEARWOOD WA	2210560	R15-RESIDENTIAL	PIPELINE	1	PISTOL STREET	0.0309	\$1,545	Not apparent

68	SPEARWOOD WA	3201106	LR-PARKS & RECREATION	VACANT LAND	13	ETHERINGTON AVENUE	0.0057	\$500	Not apparent
69	SPEARWOOD WA	3209779	LR-PARKS & RECREATION	OVAL	342	ROCKINGHAM ROAD	1.9829	\$99,250	Not apparent
70	SPEARWOOD WA	3209914	LR-PARKS & RECREATION	CHANGE ROOMS	L 90	GALIAN WAY	0.0669	\$500	Not apparent
74	SPEARWOOD WA	3210285	LR-LAKES & DRAINAGE	DRAINAGE	358	ROCKINGHAM ROAD	0.0589	\$2,945	Not apparent
76	SPEARWOOD WA	3210532	LR-PARKS & RECREATION	PARK	301	KEATS PLACE	0.0893	\$500	Not apparent
77	SPEARWOOD WA	3210533	LR-PARKS & RECREATION	VACANT LAND	5	LINTOTT WAY	0.0211	\$500	Not apparent
80	SPEARWOOD WA	3211859	RURAL	DRAINAGE	L 40	OCEAN ROAD	0.1	\$2,000	Not apparent
82	SPEARWOOD WA	3309260	RURAL	DRAINAGE	12	TROODE STREET	1.6011	\$5,000	Not apparent
84	SPEARWOOD WA	3311000	LR-LAKES & DRAINAGE	VACANT LAND	L 509	IONESCO STREET	0.3303	\$20,000	Not apparent
150	SPEARWOOD WA	2201125	LR-PARKS & RECREATION	VACANT LAND	L 60	MACMORRIS WAY	0.4535	\$15,000	Not apparent
193	SPEARWOOD WA	6023604	LR-PARKS & RECREATION	RECREATION /HOUSE	13	KENT STREET	1.6539		Not apparent
137	SUCCESS WA	5514361	DEVELOPMENT	VACANT LAND	L 14	HAMMOND ROAD	0.4072	\$50,000	Not apparent
138	SUCCESS WA	5514390	DEVELOPMENT	VACANT LAND	9	BARTRAM ROAD	1.1602	\$500	Not apparent
141	SUCCESS WA	5515612	R15-RESIDENTIAL	VACANT LAND	L 1000	ALABASTER DRIVE	0.4364	\$500	Not apparent
142	SUCCESS WA	5515613	R15-RESIDENTIAL	VACANT LAND	L1001	BEELIAR DRIVE	0.2523	\$500	Not apparent
144	SUCCESS WA	5516565	R15-RESIDENTIAL	VACANT LAND	22	BANINGAN AVENUE	0.0727	\$3,640	Not apparent
170	SUCCESS WA	5519980	R20-RESIDENTIAL	PIPELINE	9	MINERVA	0.0359		Not apparent
171	SUCCESS WA	6000474	DRAINAGE	OPEN DRAIN	L 9053	WENTWORTH PARADE	1.0286		Not apparent
172	SUCCESS WA	6000660	SPECIAL USE 23	POWER LINE	L 31	BALER COURT	1.4569		Not apparent
173	SUCCESS WA	6000661	SPECIAL USE 23	POWER LINE	L 32	BALER COURT	1.4569		Not apparent
174	SUCCESS WA	6000662	SPECIAL USE 23	POWER LINE	L 33	BALER COURT	1.4569		Not apparent
176	SUCCESS WA	6003304	DRAINAGE	SUMP	L 101	ALABASTER DRIVE	0.3253		Not apparent
181	SUCCESS WA	6010553	DRAINAGE	OPEN DRAIN	9	WARRU GDN	0.1832		Not apparent
182	SUCCESS WA	6010554	DRAINAGE	OPEN DRAIN	9	WARRU GDN	0.1692		Not apparent
183	SUCCESS WA	6010555	DRAINAGE	OPEN DRAIN	9	WARRU GDN	0.0224		Not apparent
192	SUCCESS WA	6017401	DEVELOPMENT	INTERGRATED HEALTH	11	WENTWORTH PARADE	1.3304		Not apparent
102	WATTLEUP WA	3411648	RURAL	VACANT LAND	45	DALISON AVENUE	1.1022	\$1,000	Not apparent
106	WATTLEUP WA	3411783	LR-LAKES & DRAINAGE	VACANT LAND	5	ROTHWELL COURT	0.0809	\$5,000	Not apparent
123	WATTLEUP WA	4412802	RURAL	VACANT LAND	L303	WATTLEUP ROAD	0.0225	\$500	Not apparent
89	YANGEBUP WA	3316675	INDUSTRY-LIGHT	DRAINAGE	L 113	DOBRA ROAD	0.0512	\$1,000	Not apparent
92	YANGEBUP WA	3317074	INDUSTRY-LIGHT	DRAINAGE	L703	ERCEG ROAD	0.0144	\$500	Not apparent
116	YANGEBUP WA	4309348	LR-COUNCIL USE	HALL	L206	SWALLOW DRIVE	0.2328	\$50,000	Not apparent
118	YANGEBUP WA	4314716	R15-RESIDENTIAL	DRAINAGE	2	MARIGOLD PLACE	0.1249	\$5,000	Not apparent
119	YANGEBUP WA	4315917	R15-RESIDENTIAL	VACANT LAND	93	YANGEBUP ROAD	0.029	\$5,000	Not apparent
120	YANGEBUP WA	4315948	R15-RESIDENTIAL	DRAINAGE	19	MAGNOLIA GARDENS	0.1669	\$5,000	Not apparent
157	YANGEBUP WA	3319216	R20-RESIDENTIAL	SUMP	7	PATRI LANE	0.0613	\$1	Not apparent
Total							189.9975		

Appendix 2 - Indicative subdivision designs



Lot 1300 Goldsmith Street, Spearwood
Net profit forecast = \$1m



Lot 110 March Street, Spearwood
Net profit forecast = \$1.5m



Lot 33 Davilak Avenue, Hamilton Hill
Net profit forecast = \$1.3m



Pt Lot 9000 Plantagenet Cres, Hamilton Hill
Net profit forecast = \$1m



Lot 80 Beeliar Drive, Success
Net profit forecast = \$1m



Lots 805 and 9004 Beeliar Dr, Success
Net profit forecast = \$6m



Lot 40 Cervantes Loop, Yangebup
Net profit forecast = \$1m



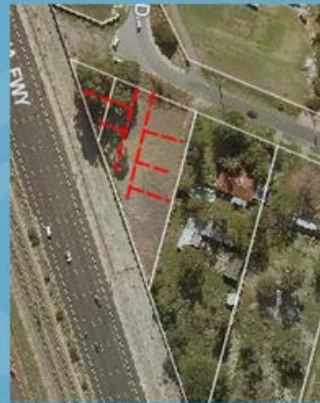
Lot 1 Berrigan Drive, South Lake
Net profit forecast = \$5m



Lot 103 Omeo Street, South Lake;
Net profit forecast = \$1.3m



Lot 23 Russell Road, Success;
Net profit forecast = \$1.5m



Lot 24 and 646 Imlah Court, Jandakot
Net profit forecast = \$1.3m