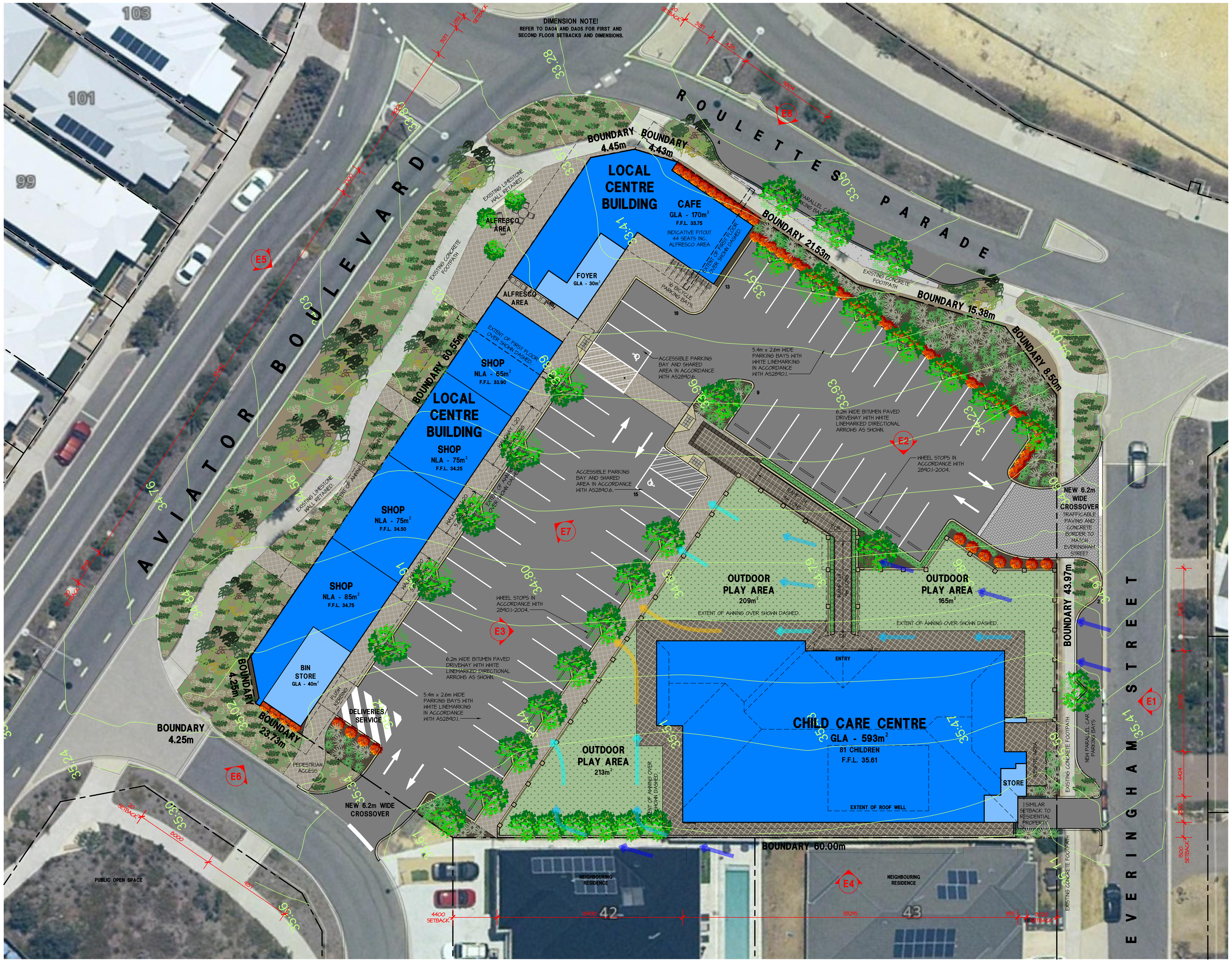
Appendix 8.1



PROPOSED SITE PLAN

SCALE 1:200

GENERAL NOTES

SITE AREA: 4,004m²

LANDSCAPING:

SOFT	784m² = 19.5%	
HARD	550m² = 13.7%	
TOTAL	**1,300m² = 33.2%**	

SHADE TREE CALCULATION:

55 CARBAYS	1 SHADE TREE PER 4 CARBAYS	14 REQUIRED
		25 PROVIDED WITHIN CARPARKING AREAS

CARPARKING

USE	VALUE	CALC.	REQ'D
CHILD CARE	81 CHILDREN	9 BAYS PLUS 1 PER 8 CHILDREN IN EXCESS OF 54	13
	15 STAFF (est)	1 PER STAFF	15 (est)
LOCAL CENTRE DEVELOPMENT			
GROUND FLOOR SHOPS	300m² NLA	7 PER 100m² NLA	21
GROUND FLOOR CAFE	170m² GLA - 44 SEATS	1 PER 4 PEOPLE	11
FIRST FLOOR OFFICE	150m² NLA	1 PER 30m² NLA	5
TOTAL REQUIRED			**65**
TOTAL PROVIDED ON SITE			**55**
TOTAL PROVIDED OFF SITE			**6**
TOTAL PROVIDED			**61**
SHORTFALL			**4**
BICYCLE PARKING BAYS			16

PLAY AREAS

INDOOR	VALUE	CALC.	AREA
REQUIRED AREA	81 CHILDREN	3.25m² / CHILD	264m²
PROVIDED AREA			288m²

OUTDOOR	VALUE	CALC.	AREA
REQUIRED AREA	81 CHILDREN	7.00m² / CHILD	567m²
PROVIDED AREA			622m²

LEGEND

- NEW LEASABLE BUILDING AREA.
- NEW COMMON / SERVICES BUILDING AREA.
- NEW BITUMEN PAVING.
- NEW PAVING
- NEW CONCRETE PAVING TO MATCH EXISTING
- NEW SELECTED NATIVE 'WATERWISE' LANDSCAPING - REFER TO LANDSCAPING PLAN
- NEW OUTDOOR PLAY AREA INCORPORATING PLAY EQUIPMENT / SAND PITS / SHADE SAILS / VEGETATION ETC.
- EXISTING NATIVE LANDSCAPING.
- SHADE TREE - REFER TO LANDSCAPING PLAN
- EXISTING TREE RETAINED.
- EXISTING SITE SURVEYED LEVELS - REFER TO SITE CONTOUR AND FEATURE SURVEY DRAWING 101593-DE-001-A FOR DETAILS.
- VENTILATION PATH OVERLAY - VENTILATION PATH OVERLAY BASED ON PREVAILING SOUTH WESTERLY WINDS.

N

HINDLEY & ASSOCIATES PTY LTD
BUILDING DESIGNERS

166 STIRLING HIGHWAY
NEDLANDS WA 6009

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PRELIMINARY ISSUE
DEVELOPMENT APPLICATION

HINDLEY & ASSOCIATES P/L
AS TRUSTEE FOR
HINDLEY TRUST
ACN No. 088 989 904

BUILDING DESIGNERS ASSOCIATION OF WA INC

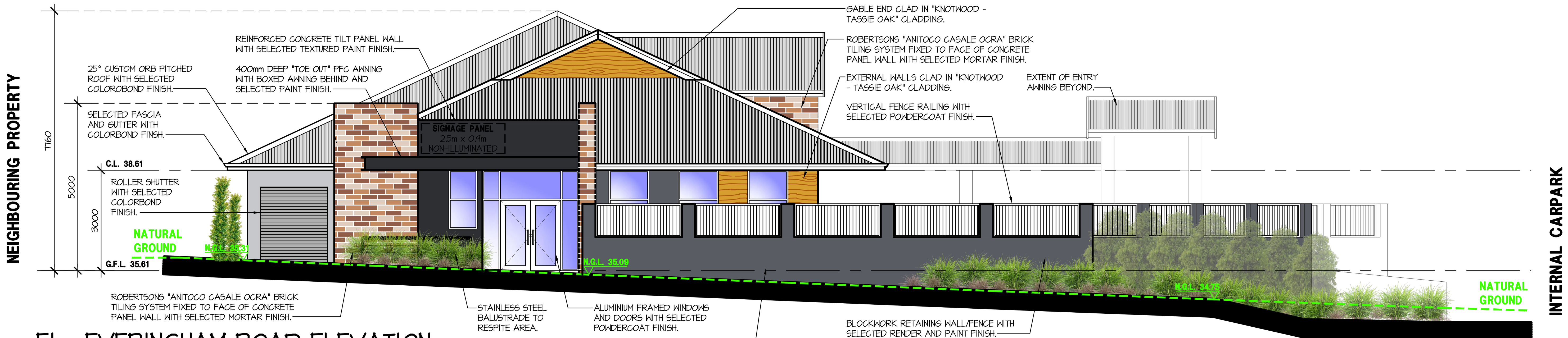
NO:	DATE:	REVISION:	DRAWN:	CHECK:
A	13.11.18	DEVELOPMENT APPLICATION ISSUE	CPH	CPH
B	21.11.18	RESIDENTIAL PARKING ADDED	CPH	CPH
C	13.12.18	CROSSOVER MATERIAL ALTERED	CPH	CPH
D	27.05.19	TENANCY LAYOUT ALTERED	CPH	CPH
E	11.09.19	SITE LAYOUT ALTERED	CPH	CPH
F	09.10.19	SITE LAYOUT ALTERED	CPH	CPH
G	07.04.20	SITE LAYOUT ALTERED	CPH	CPH
H	13.05.20	PAVING AND ALFRESCO ALTERED	CPH	CPH
I	03.06.20	TENANCY SIZES ALTERED	CPH	CPH

A1 SHEET

Catalina Central

PROPOSED CHILD CARE CENTRE
& LOCAL CENTRE DEVELOPMENT
LOT 646 ROULETTES PDE, CLARKSON
for CATALINA Pty Ltd

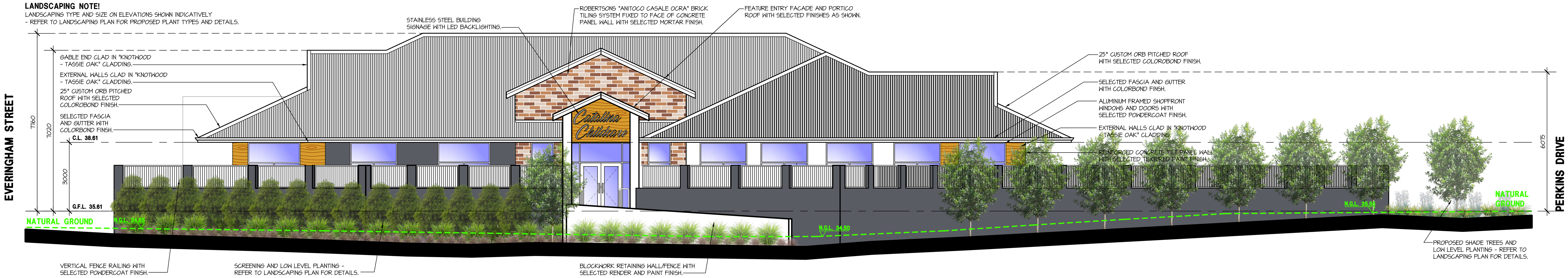
Date -	09.10.18
Design -	CPH
Drawn -	CPH
Checked -	CPH
Scale -	1:200
Job No. -	0668
Dwg -	DA02
Rev -	I



E1 - EVERINGHAM ROAD ELEVATION

SCALE 1:100

LANDSCAPING NOTE!
LANDSCAPING TYPE AND SIZE ON ELEVATIONS SHOWN INDICATIVELY
- REFER TO LANDSCAPING PLAN FOR PROPOSED PLANT TYPES AND DETAILS.



E2 - INTERNAL DRIVEWAY ELEVATION

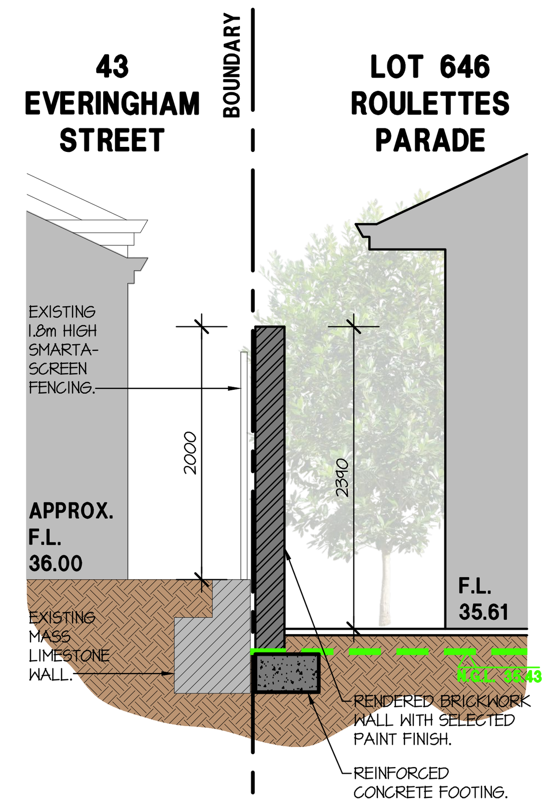
SCALE 1:100

LANDSCAPING NOTE!
LANDSCAPING TYPE AND SIZE ON ELEVATIONS SHOWN INDICATIVELY
- REFER TO LANDSCAPING PLAN FOR PROPOSED PLANT TYPES AND DETAILS.

E3 - INTERNAL DRIVEWAY ELEVATION

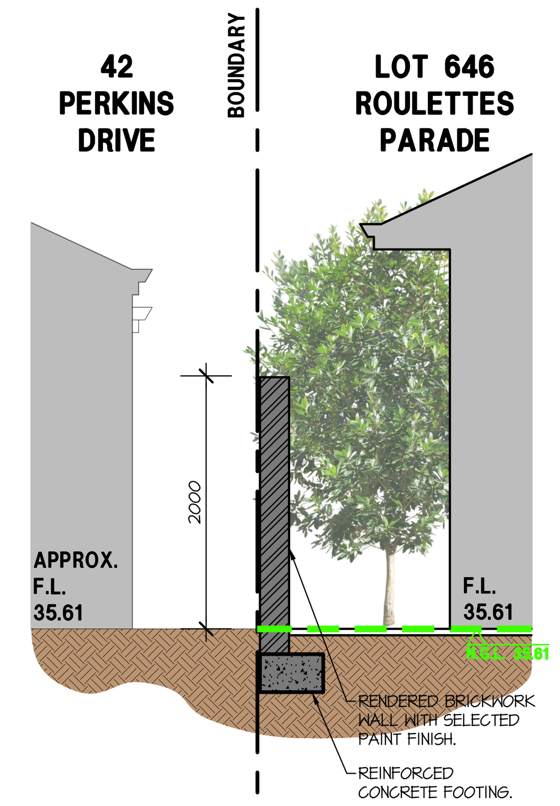
SCALE 1:100

LANDSCAPING NOTE!
LANDSCAPING TYPE AND SIZE ON ELEVATIONS SHOWN INDICATIVELY
- REFER TO LANDSCAPING PLAN FOR PROPOSED PLANT TYPES AND DETAILS.



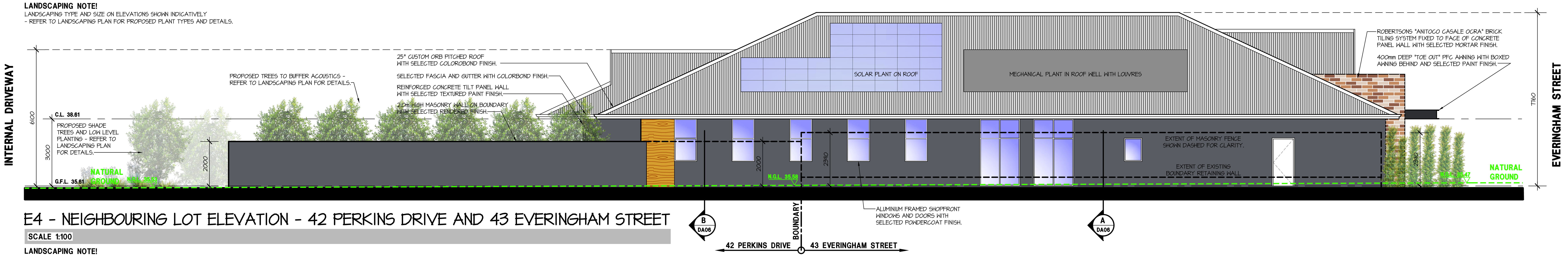
FENCE SECTION A

SCALE 1:50



FENCE SECTION B

SCALE 1:50



E4 - NEIGHBOURING LOT ELEVATION - 42 PERKINS DRIVE AND 43 EVERINGHAM STREET

SCALE 1:100

LANDSCAPING NOTE!
LANDSCAPING TYPE AND SIZE ON ELEVATIONS SHOWN INDICATIVELY
- REFER TO LANDSCAPING PLAN FOR PROPOSED PLANT TYPES AND DETAILS.

RECOMMENDED MATERIALS AND FINISHES

HINDLEY & ASSOCIATES PTY LTD
BUILDING DESIGNERS
166 STIRLING HIGHWAY
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PRELIMINARY ISSUE
DEVELOPMENT APPLICATION

HINDLEY & ASSOCIATES P/L AS TRUSTEE FOR HINDLEY TRUST ACN No. 088 989 904

BUILDING DESIGNERS ASSOCIATION OF WA INC

NO:	DATE:	REVISION:	DRAWN:	CHECK:
A	13.11.18	DEVELOPMENT APPLICATION ISSUE	CPH	CPH
B	12.09.19	ELEVATIONS ALTERED	CPH	CPH
C	09.10.19	ELEVATIONS ALTERED	CPH	CPH
D	07.04.20	ELEVATIONS ALTERED	CPH	CPH

A1 SHEET

Catalina Central

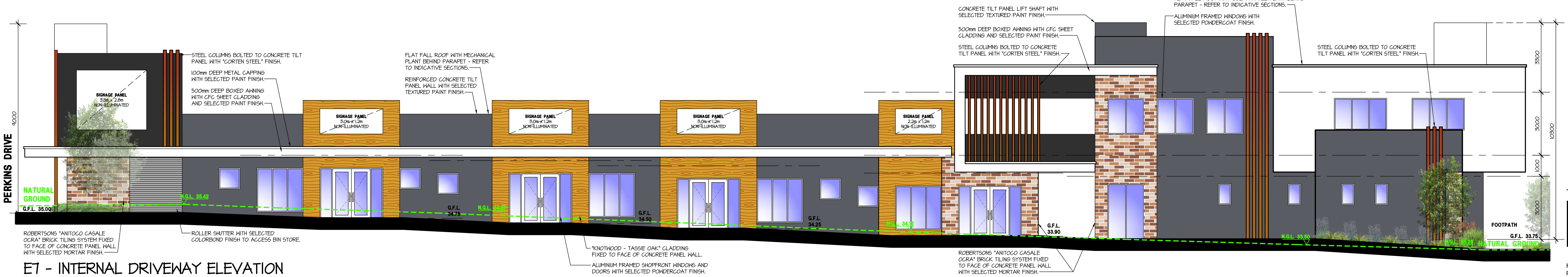
PROPOSED CHILD CARE CENTRE & LOCAL CENTRE DEVELOPMENT
LOT 646 ROULETTES PDE, CLARKSON
for CATALINA Pty Ltd

Date	09.10.18
Design	CPH
Drawn	CPH
Checked	CPH
Scale	1:100
Job No.	0668
Dwg	DA06
Rev	D

E5 - AVIATOR BOULEVARD ELEVATION

SCALE 1:100

LANDSCAPING NOTE!
LANDSCAPING TYPE AND SIZE ON ELEVATIONS SHOWN INDICATIVELY
- REFER TO LANDSCAPING PLAN FOR PROPOSED PLANT TYPES AND DETAILS.



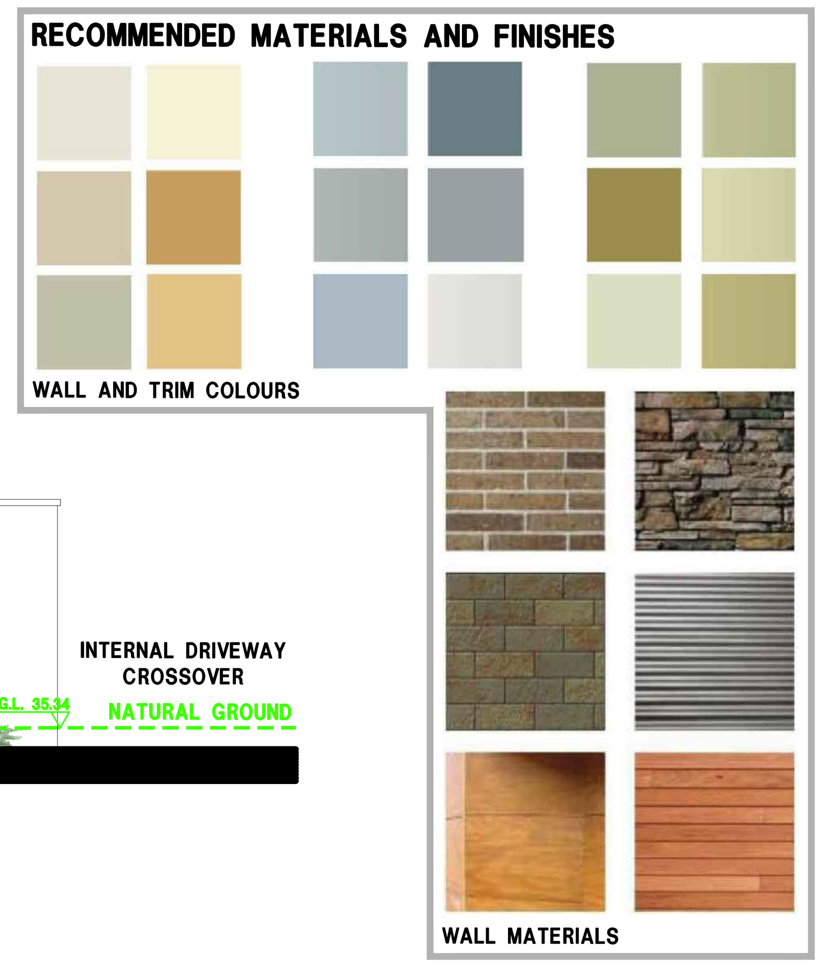
E7 - INTERNAL DRIVEWAY ELEVATION

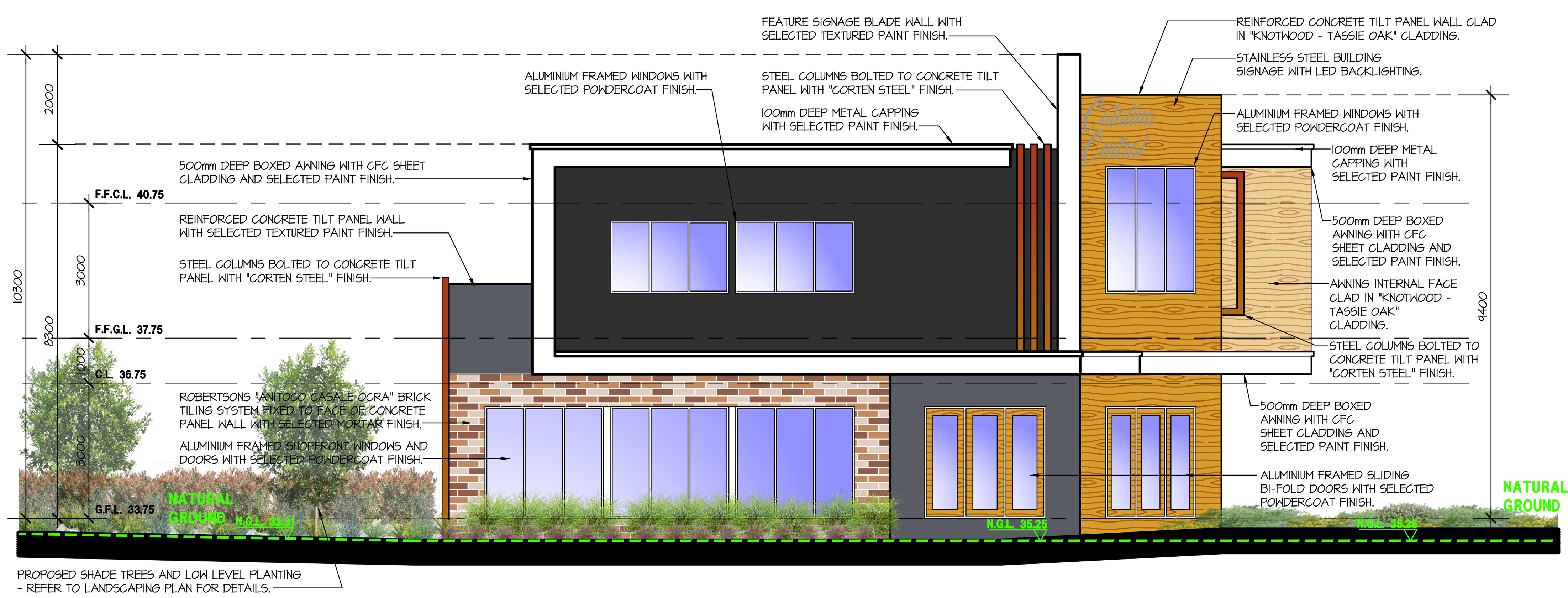
SCALE 1:100

E6 - PERKINS DRIVE ELEVATION

SCALE 1:100

LANDSCAPING NOTE!
LANDSCAPING TYPE AND SIZE ON ELEVATIONS SHOWN INDICATIVELY
- REFER TO LANDSCAPING PLAN FOR PROPOSED PLANT TYPES AND DETAILS.





E8 - ROULETTES PARADE ELEVATION

SCALE 1:100

LANDSCAPING NOTE!
LANDSCAPING TYPE AND SIZE ON ELEVATIONS SHOWN INDICATIVELY
- REFER TO LANDSCAPING PLAN FOR PROPOSED PLANT TYPES AND DETAILS.

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PRELIMINARY ISSUE
DEVELOPMENT APPLICATION

HINDLEY & ASSOCIATES P/L AS TRUSTEE FOR HINDLEY TRUST ACN No. 088 989 904

BUILDING DESIGNERS ASSOCIATION OF WA INC

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C	09.10.19	ELEVATIONS ALTERED	CPH	CPH
D	07.04.20	ELEVATIONS ALTERED	CPH	CPH
E	03.06.20	ELEVATIONS ALTERED	CPH	CPH

A1 SHEET

Catalina Central

**PROPOSED CHILD CARE CENTRE & LOCAL CENTRE DEVELOPMENT
LOT 646 ROULETTES PDE, CLARKSON
for CATALINA Pty Ltd**

Date	09.10.18
Design	CPH
Drawn	CPH
Checked	CPH
Scale	1:100
Job No.	0668
Dwg	DA07
Rev	E

Appendix 8.2

SATTERLEY

24 June 2020

Mr Tony Arias
Chief Executive Officer
Tamala Park Regional Council
PO Box 655
INNALOO WA 6918

Dear Tony

Catalina Financial Report for May 2020

Please find attached the Catalina Financial Report for May 2020. This report has been prepared on a cash basis and compares actual income and expenditure to the June 2019 approved budget for the period 1 May 2020 to 31 May 2020.

Residential settlement revenue for the financial year to 31 May 2020 is $7.0m which is $0.6m behind the approved 'June 2019' budget due to 2 less settlements to date.

Overall FYE2020 expenditure is $11.8m under budget per the approved 'June 2019' budget, with $1.4m spent against a budget of $13.2m. The main areas of variances are summarised below:

- Land Acquisitions is $5.1m under budget due to the WAPC not yet requiring payment for the land acquisition.

- Lot Production is $1.09m under budget, noting the following variances:
  - Stage 26 $0.73m under budget due to timing of invoice payments and savings on construction;
  - Stage 18C $0.30m under budget as construction yet to commence;
  - $0.06m combined minor variances.

- Landscaping is $1.56m under budget, noting the following variances:
  - Stage 10 BCA $122k under budget due to re-classification of works to Landscape maintenance in the latest approved budget;
  - Foreshore Reserve Interface $225k under budget due to works now forecast to commence in July 2020;
  - Stage 25 Greenlink $148k under budget due to savings and timing of retention release;
  - Preliminary Landscape Consultancy $148k under budget due to timing of payments;
  - Northern BCA $100k under budget due to timing of works and invoice payments;
  - Stage 11 phase 2 $116k under budget due to delayed commencement date;
  - Stage 12/13 Greenlink Bore $111k under budget due to iron filtration system recommendation yet to be presented to the TPRC (this is currently being priced). Drilling works have been approved and are about to commence;
  - Marmion Ave Shrub Planting $103k under budget due to seasonal planting conditions;

Satterley Property Group Pty Ltd
Level 3, 27-31 Troode Street, West Perth WA 6005
PO Box 1346, West Perth WA 6872
T 08 9368 9000
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ABN 38 009 054 979

SATTERLEY

  - Neerabup Rd Median $118k under budget due to delayed commencement date;
  - $0.37m combined minor variances.

- Infrastructure Spend is $1.91m under budget, noting the following variances:
  - West Beach Access $0.48m under budget due to timing of invoice payments;
  - Aviator Blvd Ext. Stg 25 to Long Beach Prom $0.28m under budget due to delayed commencement date;
  - Catalina Beach Dual Use Path $1.07m under budget as works yet to commence;
  - $0.08m combined minor variances.

- Infrastructure Refunds $144k over budget as the refund for the Waste Water Pump Station came in higher than expected.

- Indirect Consultants $365k under budget due to timing of invoice payments and slowing of construction program.

- Special Sites & Fixed Assets $45k under budget due to timing of invoice payments.

- P&L expenditure is $1.55m under budget, noting the following variances:
  - Marketing $217k under budget due to timing of invoice payments and commencement of new initiatives;
  - Community Development $120k under budget due to some events being cancelled or modified;
  - Sales Office and Carpark Rent $67k under budget as not yet required;
  - Central Cell Sales Office Carpark Makegood $57k under budget due to timing of invoice payments;
  - Rates & Taxes $208k under budget as full allowance not yet required;
  - Maintenance $187k under budget due to timing of invoice payments;
  - Contingency $558k not required;
  - $0.19m Combined minor variances for other Overheads.

Please refer to the attached Cashflow Analysis for a more detailed analysis of actual to budget variances. Should you have any queries on this report, please do not hesitate to contact me.

Yours faithfully

Ross Carmichael
General Manager - Finance

Catalina Actual vs Budget Analysis

Tamala Park Cashflow FY2020		Actual MTD Vs Budget May 2020			Year to date Vs Budget to May 2020			Full Year		Project to date Vs Budget to May 2020			*Bud Comparison: Jun 19 Approved*
Job Description	Account Description	Actual 1 month to May 2020	Budget 1 month to May 2020	Variance	YTD to May 2020	YTD budget	Variance	Budget 2020	YTD Act vs Full Year Budget Variance	PTD to May 2020	PTD budget	Variance	Comments regarding variance
REVENUE													
Settlements	**Settlement revenue**	0	374,339	(374,339)	7,016,000	7,662,459	(646,459)	8,593,874	(1,577,874)	244,114,500	244,351,316	(236,816)	**21 settlements YTD ex GST Margin scheme.**
Margin GST	**Margin GST**	0	(4,545)	4,545	(71,069)	(104,545)	33,476	(118,182)	47,113	(3,582,633)	(3,625,707)	43,074	**GST Margin as detailed in Burgess Rawson valuations**
Direct Selling Costs		(2,000)	(17,084)	15,084	(358,090)	(373,397)	15,307	(416,314)	58,223	(11,146,517)	(11,134,360)	(12,157)	**Includes Commission and Management Fees**
Interest Income		0	0	0	0	0	0	0	0	85,114	85,001	113	**Penalty interest income on settlements**
Forfieted Deposits		0	0	0	0	0	0	0	0	22,727	22,727	0	
Other Income	Special sites revenue	0	0	0	437,873	436,364	1,509	436,364	1,509	3,728,594	3,727,085	1,509	
Rebate Allowance		(5,159)	(33,020)	27,861	(189,221)	(1,172,767)	983,546	(1,216,887)	1,027,666	(5,917,513)	(7,532,057)	1,614,544	**Construction Recycling, Fencing, Landscape, Shared Bore, Solar, and Display Builder Rebates**
		(7,159)	**319,690**	**(326,848)**	**6,835,493**	**6,448,113**	**387,380**	**7,278,856**	**(443,363)**	**227,304,272**	**225,894,003**	**1,410,268**	
LOT PRODUCTION													
Earthworks Stages 1-4, 6	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,122,407	2,122,407	0	
	Direct Consultants	0	0	0	0	0	0	0	0	157,827	157,827	0	
Total Earthworks Stages 1-4, 6		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,280,234**	**2,280,234**	**(0)**	
Earthworks Stages 5 & 7	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,368,798	2,368,798	0	
	Direct Consultants	0	0	0	0	0	0	0	0	121,827	121,827	0	
Total Earthworks Stages 5 & 7		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,490,625**	**2,490,625**	**0**	
Earthworks Stage 8	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,265,418	1,265,418	0	
	Direct Consultants	0	0	0	0	0	0	0	0	63,366	63,366	0	
Total Earthworks Stage 8		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,328,784**	**1,328,784**	**0**	
Earthworks Stages 9-11	Siteworks / Earthworks	0	0	0	0	0	0	0	0	4,066,094	4,066,094	0	
	Direct Consultants	0	0	0	0	0	0	0	0	99,325	99,325	0	
Total Earthworks Stages 9-11		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**4,165,419**	**4,165,419**	**0**	
Earthworks Stages 12-13	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,139,937	1,139,937	0	
	Direct Consultants	0	0	0	0	0	0	0	0	108,025	108,025	0	
Total Earthworks Stage 12-13		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,247,962**	**1,247,962**	**0**	
Earthworks Stages 14-18	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,738,744	1,738,744	0	
	Direct Consultants	0	0	0	0	0	0	0	0	250,660	250,660	0	
Total Earthworks Stage 14-18		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,989,404**	**1,989,404**	**0**	
Earthworks Stage 20-24	Direct Consultants	0	0	0	0	0	0	0	0	27,113	27,113	0	
Total Earthworks Stage 20-24		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**27,113**	**27,113**	**0**	
Earthworks Stages 25-27	Siteworks / Earthworks	0	0	0	0	0	0	0	0	3,603,087	3,603,087	(0)	
	Direct Consultants	0	0	0	0	0	0	0	0	186,216	192,859	6,643	
Total Earthworks Stage 25-27		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,789,303**	**3,795,945**	**6,643**	
Stage 1	Siteworks / Earthworks	0	0	0	0	0	0	0	0	3,208,532	3,208,532	0	
	Authorities Fees	0	0	0	0	0	0	0	0	158,201	158,201	(0)	
	Direct Consultants	0	0	0	0	0	0	0	0	214,916	214,916	0	
Total Stage 1		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,581,649**	**3,581,649**	**(0)**	
Stage 2	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,691,287	2,691,287	0	
	Authorities Fees	0	0	0	0	0	0	0	0	210,292	210,292	0	
	Direct Consultants	0	0	0	0	0	0	0	0	164,171	166,571	2,400	
Total Stage 2		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,065,749**	**3,068,150**	**2,400**	
Stage3	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,010,933	2,010,933	0	
	Authorities Fees	0	0	0	0	0	0	0	0	284,155	284,155	(0)	
	Direct Consultants	0	0	0	0	0	0	0	0	187,648	187,648	0	
Total Stage 3		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,482,736**	**2,482,736**	**(0)**	
Stage 4	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,298,741	2,298,741	0	
	Authorities Fees	0	0	0	0	0	0	0	0	284,471	284,471	0	
	Direct Consultants	0	0	0	0	0	0	0	0	219,983	219,983	0	
Total Stage 4		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,803,195**	**2,803,195**	**0**	
Stage 5	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,796,102	2,796,102	(0)	
	Authorities Fees	0	0	0	0	0	0	0	0	392,082	392,082	0	
	Direct Consultants	0	0	0	0	0	0	0	0	388,371	388,371	0	
Total Stage 5		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,576,555**	**3,576,555**	**(0)**	
Stage 6A	Siteworks / Earthworks	0	0	0	0	0	0	0	0	297,465	297,465	0	
	Authorities Fees	0	0	0	0	0	0	0	0	50,207	50,207	0	
	Direct Consultants	0	0	0	0	0	0	0	0	39,033	39,033	0	
Total Stage 6A		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**386,705**	**386,705**	**0**	
Stage 6B	Siteworks / Earthworks	0	0	0	0	0	0	0	0	708,104	708,104	0	
	Authorities Fees	0	0	0	0	0	0	0	0	202,417	202,417	0	
	Direct Consultants	0	0	0	0	0	0	0	0	121,160	121,650	490	
Total Stage 6B		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,031,681**	**1,032,171**	**490**	
Stage 6C	Siteworks / Earthworks	0	0	0	0	0	0	0	0	484,386	484,386	0	
	Authorities Fees	0	0	0	0	0	0	0	0	90,611	90,611	0	

Catalina Actual vs Budget Analysis

Tamala Park Cashflow FY2020		Actual MTD Vs Budget May 2020			Year to date Vs Budget to May 2020			Full Year		Project to date Vs Budget to May 2020			*Bud Comparison: Jun 19 Approved*
Job Description	**Account Description**	**Actual 1 month to May 2020**	**Budget 1 month to May 2020**	**Variance**	**YTD to May 2020**	**YTD budget**	**Variance**	**Budget 2020**	**YTD Act vs Full Year Budget Variance**	**PTD to May 2020**	**PTD budget**	**Variance**	**Comments regarding variance**
	Direct Consultants	0	0	0	0	0	0	0	0	52,015	52,015	0	
Total Stage 6C		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**627,012**	**627,012**	**0**	
Stage 7	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,257,683	2,257,684	1	
	Authorities Fees	0	0	0	0	0	0	0	0	425,907	425,907	0	
	Direct Consultants	0	0	0	0	0	0	0	0	290,878	290,878	(0)	
Total Stage 7		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,974,468**	**2,974,469**	**1**	
Stage 8	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,494,187	2,494,187	0	
	Authorities Fees	0	0	0	0	0	0	0	0	314,992	314,992	0	
	Direct Consultants	0	0	0	0	0	0	0	0	251,105	251,105	0	
Total Stage 8		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,060,284**	**3,060,284**	**0**	
Stage 9	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,418,198	2,418,198	0	
	Authorities Fees	0	0	0	0	0	0	0	0	406,804	406,804	0	
	Direct Consultants	0	0	0	0	0	0	0	0	236,848	236,848	0	
Total Stage 9		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,061,850**	**3,061,850**	**0**	
Stage 10	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,229,760	1,229,760	0	
	Authorities Fees	0	0	0	0	0	0	0	0	160,060	160,060	0	
	Direct Consultants	0	0	0	0	0	0	0	0	141,355	141,355	0	
Total Stage 10		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,531,175**	**1,531,175**	**0**	
Stage 11	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,778,422	2,778,422	(0)	
	Authorities Fees	0	0	0	0	0	0	0	0	463,449	463,449	0	
	Direct Consultants	0	0	0	0	0	0	0	0	336,976	336,976	0	
Total Stage 11		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,578,848**	**3,578,848**	**(0)**	
Stage 12	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,077,002	2,077,002	0	
	Authorities Fees	0	0	0	0	0	0	0	0	258,204	258,204	0	
	Direct Consultants	0	0	0	0	0	0	0	0	247,233	247,768	535	
Total Stage 12		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,582,440**	**2,582,975**	**535**	
Stage 13A	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,932,316	1,932,316	0	
	Authorities Fees	0	0	0	0	0	0	0	0	264,752	264,752	0	
	Direct Consultants	0	0	0	0	0	0	0	0	172,787	174,267	1,480	
Total Stage 13A		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,369,855**	**2,371,336**	**1,480**	
Stage 13B	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,115,792	2,115,792	0	
	Authorities Fees	0	0	0	0	0	0	0	0	195,434	195,434	0	
	Direct Consultants	0	0	0	0	0	0	0	0	241,636	242,101	465	
Total Stage 13B		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,552,862**	**2,553,327**	**465**	
Stage 14A	Siteworks / Earthworks	0	0	0	0	0	0	0	0	2,221,820	2,221,820	0	
	Authorities Fees	0	0	0	0	0	0	0	0	467,540	467,540	0	
	Direct Consultants	0	0	0	0	0	0	0	0	301,549	344,079	42,530	
Total Stage 14A		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,990,908**	**3,033,438**	**42,530**	
Stage 14B	Siteworks / Earthworks	0	0	0	0	0	0	0	0	482,855	500,850	17,995	
	Authorities Fees	0	0	0	0	0	0	0	0	110,991	110,991	0	
	Direct Consultants	0	0	0	0	0	0	0	0	17,639	17,739	100	
Total Stage 14B		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**611,485**	**629,580**	**18,095**	
Stage 15	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,999,681	1,999,681	0	
	Authorities Fees	0	0	0	0	0	0	0	0	357,841	357,841	0	
	Direct Consultants	0	0	0	0	0	0	0	0	263,241	267,061	3,820	
Total Stage 15		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,620,763**	**2,624,583**	**3,820**	
Stage 16A	Authorities Fees	0	0	0	0	0	0	0	0	9,844	9,844	0	
	Direct Consultants	0	0	0	0	0	0	0	0	17,605	17,605	0	
Total Stage 16A		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**27,449**	**27,449**	**0**	
Stage 16B	Direct Consultants	0	0	0	0	0	0	0	0	26,000	26,000	0	
Total Stage 16B		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**26,000**	**26,000**	**0**	
Stage 17A	Siteworks / Earthworks	0	0	0	0	0	0	0	0	732,033	732,033	0	
	Authorities Fees	0	0	0	0	0	0	0	0	161,279	161,279	0	
	Direct Consultants	0	0	0	0	0	0	0	0	110,250	115,250	5,000	
Total Stage 17A		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,003,563**	**1,008,563**	**5,000**	
Stage 17B	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,273,015	1,642,087	369,072	
	Authorities Fees	0	0	0	0	0	0	0	0	194,411	195,384	973	
	Direct Consultants	0	0	0	0	5,969	5,969	5,969	5,969	180,869	192,600	11,731	
Total Stage 17B		**0**	**0**	**0**	**0**	**5,969**	**5,969**	**5,969**	**5,969**	**1,648,295**	**2,030,071**	**381,776**	
Stage 18A	Siteworks / Earthworks	0	0	0	0	0	0	0	0	871,358	871,358	0	
	Authorities Fees	0	0	0	0	0	0	0	0	216,537	216,537	0	
	Direct Consultants	0	0	0	0	0	0	0	0	125,664	131,200	5,536	
Total Stage 18A		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,213,559**	**1,219,095**	**5,536**	
Stage 18B	Siteworks / Earthworks	0	0	0	0	0	0	0	0	1,486,381	2,411,579	925,198	Stage 18C costs doubled up in budget
	Authorities Fees	0	0	0	0	0	0	0	0	267,438	270,948	3,510	
	Direct Consultants	0	0	0	0	0	0	0	0	191,390	364,990	173,600	

Catalina Actual vs Budget Analysis

Tamala Park Cashflow FY2020		Actual MTD Vs Budget May 2020			Year to date Vs Budget to May 2020			Full Year		Project to date Vs Budget to May 2020			*Bud Comparison: Jun 19 Approved*
Job Description	**Account Description**	**Actual 1 month to May 2020**	**Budget 1 month to May 2020**	**Variance**	**YTD to May 2020**	**YTD budget**	**Variance**	**Budget 2020**	**YTD Act vs Full Year Budget Variance**	**PTD to May 2020**	**PTD budget**	**Variance**	**Comments regarding variance**
Total Stage 18B		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,945,209**	**3,047,517**	**1,102,308**	
Stage 18C	Siteworks / Earthworks	0	152,650	152,650	0	152,650	152,650	305,300	305,300	0	152,650	152,650	
	Direct Consultants	0	0	0	0	143,400	143,400	143,400	143,400	0	143,400	143,400	
Total Stage 18C		**0**	**152,650**	**152,650**	**0**	**296,050**	**296,050**	**448,700**	**448,700**	**0**	**296,050**	**296,050**	
Stage 25	Siteworks / Earthworks	0	0	0	0	0	0	0	0	5,523,981	5,579,231	55,250	
	Authorities Fees	0	0	0	0	0	0	0	0	212,929	212,929	0	
	Direct Consultants	0	0	0	0	0	0	0	0	280,279	297,991	17,713	
Total Stage 25		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**6,017,188**	**6,090,151**	**72,963**	
Stage 26	Siteworks / Earthworks	0	0	0	702,848	1,401,273	698,425	1,401,273	698,425	1,248,844	1,199,122	(49,722)	
	Authorities Fees	0	0	0	3,235	38,454	35,219	38,454	35,219	239,777	490,560	250,783	
	Direct Consultants	1,638	0	(1,638)	40,599	36,054	(4,546)	36,054	(4,546)	144,968	162,500	17,532	
Total Stage 26		**1,638**	**0**	**(1,638)**	**746,683**	**1,475,780**	**729,098**	**1,475,780**	**729,098**	**1,633,589**	**1,852,182**	**218,593**	
Various Stages	**Clearance Bonds**	**0**	**0**	**0**	**(4,377)**	**50,000**	**54,377**	**50,000**	**54,377**	**242,868**	**492,625**	**249,757**	
TOTAL LOT PRODUCTION		**1,638**	**152,650**	**151,013**	**742,306**	**1,827,799**	**1,085,493**	**1,980,449**	**1,238,143**	**76,566,783**	**78,975,224**	**2,408,441**	Within budget
LANDSCAPING													
Stage 7 Landscaping	Landscape Construction	0	0	0	0	0	0	0	0	169,816	169,816	0	Within total FY20 Landscaping budget
Stage 7 Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	7,193	7,193	0	
Stage 8 Landscaping	Landscape Construction	0	0	0	0	0	0	0	0	412,952	412,952	0	
Stage 8 Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	30,857	30,857	0	
Stage 9 Landscaping Aviator Blvd Greenlink	Landscape Construction	0	0	0	0	0	0	0	0	104,134	104,134	0	
Stage 9 Landscaping Aviator Blvd Greenlink	Landscape Consulting	0	0	0	0	0	0	0	0	11,489	11,489	0	
Stage 10 POS (10.1)	Landscape Construction	0	0	0	0	0	0	0	0	198,747	198,747	0	
Stage 10 POS (10.1)	Landscape Consulting	0	0	0	0	0	0	0	0	14,417	14,417	0	
Stage 11 Landscape Consultancy	Landscape Construction	0	0	0	759	0	(759)	0	(759)	1,332,634	1,331,874	(760)	
Stage 11 Landscape Consultancy	Landscape Consulting	0	0	0	13,680	0	(13,680)	0	(13,680)	161,219	163,675	2,456	
Stage 12 Landscaping	Landscape Construction	0	0	0	0	0	0	0	0	236,650	242,601	5,950	
Stage 12 Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	27,377	27,377	0	
Stage 13 Landscaping	Landscape Construction	0	0	0	0	5,607	5,607	5,607	5,607	789,993	800,085	10,092	
Stage 13 Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	61,433	61,433	0	
Stage 14A Landscaping	Landscape Construction	1,934	0	(1,934)	10,948	0	(10,948)	0	(10,948)	553,652	663,360	109,708	
Stage 14A Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	12,013	8,430	(3,583)	
Stage 14B Landscaping	Landscape Construction	2,774	0	(2,774)	2,774	0	(2,774)	0	(2,774)	216,700	216,701	1	
Stage 14B Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	15,457	15,457	0	
Stage 15 Landscaping	Landscape Construction	985	0	(985)	985	0	(985)	0	(985)	115,933	115,933	0	
Stage 15 Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	18,838	18,838	0	
Stage 16A Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	11,303	11,303	0	
Stage 17 Landscaping	Landscape Construction	3,493	0	(3,493)	203,449	252,885	49,435	252,885	49,435	203,449	505,769	302,320	
Stage 17 Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	2,720	2,932	212	
Stage 18 Landscaping	Landscape Construction	2,169	0	(2,169)	2,169	0	(2,169)	0	(2,169)	267,780	267,780	(0)	
Stage 18 Landscaping	Landscape Consulting	0	0	0	0	0	0	0	0	46,251	46,001	(250)	
Stage 8 Landscaping Verge Landscaping Lot 475	Landscape Construction	0	0	0	0	0	0	0	0	1,001	1,001	0	
Stage 8 Landscaping Street Trees / Streetscapes	Landscape Construction	0	0	0	0	0	0	0	0	63,552	63,552	0	
Stage 8 Landscaping Street Trees / Streetscapes	Landscape Consulting	0	0	0	0	0	0	0	0	2,587	2,587	0	
Stage 10 Biodiversity Conservation Area	Landscape Construction	0	0	0	2,829	125,311	122,482	125,311	122,482	228,092	375,636	147,544	
Stage 10 Biodiversity Conservation Area	Landscape Consulting	0	0	0	0	0	0	0	0	28,012	28,012	0	
Stage 9 Biodiversity Conservation Area	Landscape Construction	0	0	0	0	0	0	0	0	40,000	40,000	0	
Stage 9 Biodiversity Conservation Area	Landscape Consulting	0	0	0	0	0	0	0	0	3,120	3,120	0	
Stage 10 Biodiversity Conservation Area	Landscape Construction	0	0	0	0	0	0	0	0	116,647	116,647	0	
Stage 10 Biodiversity Conservation Area	Landscape Consulting	0	0	0	0	0	0	0	0	7,918	7,918	0	
Seed Collection	Landscape Construction	4,850	0	(4,850)	4,850	27,750	22,900	27,750	22,900	12,100	35,000	22,900	
Stage 8 Medium Density Lot Verges	Landscape Construction	0	0	0	0	0	0	0	0	19,598	19,598	0	
Stage 8 Medium Density Lot Verges	Landscape Consulting	0	0	0	0	0	0	0	0	1,346	1,346	0	
Stage 9 Medium Density Lot Verges	Landscape Construction	0	0	0	0	0	0	0	0	95,700	95,700	0	
Stage 9 Medium Density Lot Verges	Landscape Consulting	0	0	0	0	0	0	0	0	5,500	5,500	0	
School Oval	Landscape Construction	0	0	0	0	0	0	0	0	44,219	44,219	0	
Marmion Ave Eastern Verge Upgrade	Landscape Construction	0	0	0	0	0	0	0	0	269,451	292,707	23,256	
Marmion Ave Eastern Verge Upgrade	Landscape Consulting	0	0	0	0	0	0	0	0	19,688	19,688	(0)	
Western Cell Long Beach Prom Entry Statement	Landscape Consulting	0	0	0	0	0	0	0	0	19,164	19,164	0	
Western Cell Long Beach Prom Greenlink	Landscape Consulting	0	0	0	0	0	0	0	0	11,880	11,880	(0)	
Western Cell Marmion Ave Verge	Landscape Consulting	0	0	0	0	0	0	0	0	19,196	19,196	0	
Western Cell POS	Landscape Consulting	0	0	0	0	0	0	0	0	83,145	83,145	0	
Western Cell POS2	Landscape Consulting	0	0	0	0	0	0	0	0	64,091	87,253	23,162	
West Cell Bore, Pump, Electrics & Iron Filtration	Landscape Construction	0	0	0	5,916	0	(5,916)	0	(5,916)	118,324	150,000	31,676	
West Cell Bore, Pump, Electrics & Iron Filtration	Landscape Consulting	0	0	0	0	0	0	0	0	9,466	9,466	0	
Western Cell Long Beach Prom Medians	Landscape Consulting	0	0	0	0	0	0	0	0	19,357	19,357	(0)	
Catalina Beach Foreshore Reserve Interface	Landscape Construction	0	75,000	75,000	0	225,000	225,000	300,000	300,000	0	225,000	225,000	

Catalina Actual vs Budget Analysis

Tamala Park Cashflow FY2020		Actual MTD Vs Budget May 2020			Year to date Vs Budget to May 2020			Full Year		Project to date Vs Budget to May 2020			*Bud Comparison: Jun 19 Approved*
Job Description	Account Description	Actual 1 month to May 2020	Budget 1 month to May 2020	Variance	YTD to May 2020	YTD budget	Variance	Budget 2020	YTD Act vs Full Year Budget Variance	PTD to May 2020	PTD budget	Variance	Comments regarding variance
Catalina Beach Greenlink Stage 25	Landscape Construction	16,668	0	(16,668)	128,792	276,419	147,627	276,419	147,627	3,941,448	4,295,473	354,025	
Catalina Beach Greenlink Stage 25	Landscape Consulting	0	0	0	0	0	0	0	0	118,249	163,658	45,409	
Preliminary Landscaping Consultancy	Landscape Consulting	0	15,500	15,500	90,285	238,656	148,371	254,156	163,871	256,093	427,086	170,993	
Northern Biodiversity Conservation Area	Landscape Construction	0	0	0	17,898	118,080	100,182	118,080	100,182	348,377	448,559	100,182	
Northern Biodiversity Conservation Area	Landscape Consulting	0	0	0	0	0	0	0	0	19,093	29,843	10,750	
Neerabup Road Verge Treatment - West	Landscape Construction	0	0	0	0	0	0	0	0	795,713	795,713	0	
Neerabup Road Verge Treatment - West	Landscape Consulting	0	0	0	0	0	0	0	0	47,056	47,056	0	
Neerabup Road Verge Treatment - East	Landscape Construction	0	0	0	0	0	0	0	0	180,487	180,487	0	
Neerabup Road Verge Treatment - East	Landscape Consulting	0	0	0	0	0	0	0	0	23,134	23,134	0	
Neerabup Entry Statement	Landscape Construction	0	0	0	0	0	0	0	0	87,605	87,605	0	
Neerabup Entry Statement	Landscape Consulting	0	0	0	0	0	0	0	0	1,927	1,927	0	
Public Open Space 1	Landscape Construction	0	0	0	0	0	0	0	0	369,509	369,509	0	
Public Open Space 1	Landscape Consulting	0	0	0	0	0	0	0	0	46,158	46,158	0	
Public Open Space - Lot 8009	Landscape Construction	0	0	0	0	0	0	0	0	166,728	170,896	4,168	
Public Open Space - Lot 8009	Landscape Consulting	0	0	0	0	0	0	0	0	11,504	11,504	0	
Sales Centre Landscaping	Landscape Construction	0	0	0	0	0	0	0	0	1,700	1,700	0	
Streetscape To Stage 1	Landscape Construction	0	0	0	0	0	0	0	0	251,365	275,067	23,702	
Public Open Space - Lot 8007	Landscape Construction	0	0	0	0	0	0	0	0	1,083,262	1,083,262	0	
Public Open Space - Lot 8007	Landscape Consulting	0	0	0	0	0	0	0	0	76,262	76,262	0	
Irrigation System	Landscape Construction	0	0	0	0	0	0	0	0	76,010	76,010	0	
Irrigation System	Landscape Consulting	0	0	0	0	0	0	0	0	4,801	4,801	0	
Public Art	Landscape Construction	0	8,333	8,333	963	91,667	90,704	100,000	99,037	156,764	279,180	122,416	
Public Art	Landscape Consulting	0	0	0	0	0	0	0	0	13,105	18,350	5,245	
Streescapes Stg 2 Consultancy	Landscape Construction	0	0	0	0	0	0	0	0	164,882	164,882	0	
Streescapes Stg 2 Consultancy	Landscape Consulting	0	0	0	0	0	0	0	0	11,980	11,980	0	
Streetscape To Stage 3	Landscape Construction	0	0	0	0	0	0	0	0	40,537	40,537	0	
Aviator Blvd Greenlink (5.2)	Landscape Consulting	0	0	0	0	0	0	0	0	6,072	6,072	0	
Neerabup Road Verge Treatment Stg4	Landscape Construction	0	0	0	0	0	0	0	0	206,713	206,713	0	
Neerabup Road Verge Treatment Stg4	Landscape Consulting	0	0	0	0	0	0	0	0	12,759	12,759	0	
Neerabup Road Verge Treatment Stg5	Landscape Construction	0	0	0	0	0	0	0	0	157,346	157,346	0	
Neerabup Road Verge Treatment Stg5	Landscape Consulting	0	0	0	0	0	0	0	0	14,093	14,093	0	
Public Open Space Stage 6	Landscape Construction	0	0	0	0	0	0	0	0	145,252	157,412	12,160	
Public Open Space Stage 6	Landscape Consulting	0	0	0	0	0	0	0	0	6,768	6,768	0	
Sales Centre Landscaping Stg 2	Landscape Construction	0	0	0	0	0	0	0	0	6,798	6,798	(0)	
Sales Centre Landscaping Stg 2	Landscape Consulting	0	0	0	0	0	0	0	0	7,527	7,527	0	
Public Access Way 2.1	Landscape Construction	0	0	0	0	0	0	0	0	150,700	150,700	0	
Public Access Way 2.1	Landscape Consulting	0	0	0	0	0	0	0	0	11,232	11,232	0	
Aviator Blvd Entry Stmt	Landscape Construction	0	0	0	0	0	0	0	0	511,858	512,449	591	
Aviator Blvd Entry Stmt	Landscape Consulting	0	0	0	0	0	0	0	0	27,897	38,637	10,740	
Roundabout	Landscape Construction	0	0	0	0	0	0	0	0	7,162	7,162	0	
Roundabout	Landscape Consulting	0	0	0	0	0	0	0	0	1,035	1,035	0	
Fauna Relocation	Landscape Construction	0	0	0	0	5,556	5,556	5,556	5,556	37,080	47,080	10,000	
Western Cell Entry Statement & Greenlink	Landscape Construction	0	0	0	0	0	0	0	0	59,051	59,051	0	
Stage 11 Landscape Phase 2	Landscape Construction	303,427	66,667	(236,760)	617,690	733,333	115,643	800,000	182,310	617,690	733,333	115,643	
Catalina Grove Initial Scoping Works	Landscape Consulting	0	0	0	0	1,066	1,066	1,066	1,066	16,803	20,000	3,197	
Catalina Central Landscape Upgrade	Landscape Construction	0	0	0	263	80,558	80,294	80,558	80,294	821,012	954,764	133,752	
Catalina Central Landscape Upgrade	Landscape Consulting	0	0	0	0	0	0	0	0	63,128	61,465	(1,663)	
Stage 12/13 Greenlink New Bore	Landscape Construction	0	0	0	0	111,111	111,111	111,111	111,111	70,354	200,000	129,646	
Marmion Ave Shrub Planting	Landscape Construction	0	0	0	17,282	120,000	102,718	120,000	102,718	17,282	120,000	102,718	
Catalina Beach Display Village Verge Landscaping	Landscape Construction	0	0	0	4,158	10,372	6,214	10,372	6,214	53,415	70,000	16,585	
Bore 6	Landscape Construction	0	0	0	0	0	0	0	0	30,906	0	(30,906)	
Catalina Beach Stage 26 Landscaping	Landscape Construction	0	0	0	40,000	40,000	0	40,000	0	40,000	40,000	0	
Aviator Blvd Roundabouts Upgrade	Landscape Construction	0	5,000	5,000	0	55,000	55,000	60,000	60,000	0	55,000	55,000	
Neerabup Rd Median - Roulettes to Marmion	Landscape Construction	0	0	0	0	117,500	117,500	117,500	117,500	0	141,000	141,000	
Early Stock Procurement	Landscape Consulting	0	8,333	8,333	0	91,667	91,667	100,000	100,000	0	91,667	91,667	
TOTAL LANDSCAPING		**336,300**	**178,833**	**(157,466)**	**1,165,690**	**2,727,535**	**1,561,845**	**2,906,368**	**1,740,678**	**17,719,841**	**20,246,546**	**2,526,705**	Within budget
INDIRECT CONSULTANTS													
Planning - indirect	Planning	0	18,729	18,729	106,013	206,021	100,008	224,750	118,737	2,366,085	2,475,888	109,803	Within total FY20 Consultants budget
	Architect	0	1,240	1,240	0	13,638	13,638	14,878	14,878	15,100	34,697	19,597	
	Environmental	1,887	4,040	2,154	15,491	44,445	28,955	48,486	32,995	337,165	378,596	41,432	
	Geotechnical	0	30	30	0	1,577	1,577	1,607	1,607	12,300	14,822	2,522	
	Title - Survey & Legal fees	750	2,500	1,750	750	27,500	26,750	30,000	29,250	153,910	190,660	36,750	
	Engineering fees	15,642	8,574	(7,068)	36,253	94,315	58,062	102,889	66,636	230,627	306,952	76,324	
	Traffic planning	0	15	15	0	789	789	804	804	84,181	85,442	1,261	
	Landscaping consultancy	0	0	0	0	0	0	0	0	1,000	0	(1,000)	
	Miscellaneous Consultants	0	4,167	4,167	1,430	45,833	44,404	50,000	48,570	5,512	66,420	60,908	

Catalina Actual vs Budget Analysis

Tamala Park Cashflow FY2020		Actual MTD Vs Budget May 2020			Year to date Vs Budget to May 2020			Full Year		Project to date Vs Budget to May 2020			*Bud Comparison: Jun 19 Approved*
Job Description	**Account Description**	**Actual 1 month to May 2020**	**Budget 1 month to May 2020**	**Variance**	**YTD to May 2020**	**YTD budget**	**Variance**	**Budget 2020**	**YTD Act vs Full Year Budget Variance**	**PTD to May 2020**	**PTD budget**	**Variance**	**Comments regarding variance**
	Planning - fire & safety	0	0	0	0	5,000	5,000	5,000	5,000	150	25,150	25,000	
	Planning - Hydrology	0	3,750	3,750	4,328	41,250	36,922	45,000	40,672	119,075	170,097	51,022	
	Planning - Sustainability	0	3,000	3,000	0	33,000	33,000	36,000	36,000	26,805	65,805	39,000	
	Acoustic & Noise Consult	0	0	0	0	8,333	8,333	8,333	8,333	0	20,000	20,000	
	Tree Mapping	0	0	0	0	7,500	7,500	7,500	7,500	1,616	27,806	26,190	
TOTAL INDIRECT CONSULTANTS		**18,279**	**46,045**	**27,766**	**164,264**	**529,202**	**364,938**	**575,247**	**410,983**	**3,353,526**	**3,862,336**	**508,810**	Within budget
INFRASTRUCTURE													
Marmion relocation services		0	0	0	0	0	0	0	0	450,680	450,680	0	Within total FY20 Infrastructure budget
Marmion relocation services		0	0	0	0	0	0	0	0	48,750	48,750	0	
Neerabup Road Key Largo Intersection		0	0	0	0	0	0	0	0	974,127	974,127	0	
Neerabup Road Key Largo Intersection Eng		0	0	0	0	0	0	0	0	54,024	54,024	0	
Neerabup Rd Maroochydore Way Intersection		0	0	0	0	0	0	0	0	1,498,274	1,480,279	(17,995)	
Neerabup Rd Maroochydore Way Intersection		0	0	0	0	0	0	0	0	97,321	97,321	0	
Connolly Drive Green Link Intersection		0	0	0	0	0	0	350,000	350,000	9,400	780	(8,620)	
Connolly Drive Green Link Intersection		0	0	0	0	0	0	22,750	22,750	99,619	99,619	0	
Neerabup Road Green Link Underpass		0	0	0	0	51,533	51,533	51,533	51,533	2,296,934	2,400,000	103,066	
EPBC Offset - foraging		0	0	0	0	0	0	0	0	490,000	490,000	0	
Gravity Sewer		0	0	0	0	0	0	0	0	1,518,761	1,518,761	0	
Gravity Sewer Engineering		0	0	0	0	0	0	0	0	100,778	100,778	0	
Marmion Avenue Green Link Intersection		0	0	0	0	0	0	0	0	3,041,955	3,041,955	0	
Marmion Avenue Green Link Intersection Eng		0	0	0	0	0	0	0	0	151,585	151,585	0	
Asbestos and rubbish removal - Gen Allowance		0	2,917	2,917	1,188	32,084	30,896	35,001	33,813	25,801	78,137	52,336	
West Beach Access		(3,360)	214,667	218,027	2,600	429,333	426,733	644,000	641,400	2,600	429,333	426,733	
West Beach Access		15,034	6,977	(8,057)	21,047	76,743	55,696	83,720	62,673	21,047	76,743	55,696	
UXO - Search Western Cell Phase 2		0	0	0	0	0	0	0	0	14,500	14,500	0	
UXO - Search Western Cell Phase 2		0	0	0	0	0	0	0	0	1,625	1,625	0	
Aviator Blvd Extension St 25 to Long Beach Prom incl services extensions (exc Beach Access Tr		0	129,750	129,750	0	259,500	259,500	389,250	389,250	1,500	261,000	259,500	
Aviator Blvd Extension St 25 to Long Beach Prom incl services extensions (exc Beach Access Tr		0	1,751	1,751	3,150	19,257	16,107	21,008	17,858	32,842	48,949	16,107	
Housing Auth Dist Plan Scheme 2		0	0	0	0	0	0	0	0	162,919	162,919	0	
Main 01 Bulk Earthworks Stg 20-24 Primary School & GHS		0	0	0	57,021	57,021	0	57,021	0	57,021	57,021	0	
Raise existing bore on Connolly Drive		0	0	0	0	0	0	0	0	0	2,004	2,004	
Catalina Beach North/South Dual Use Path		0	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	0	1,000,000	1,000,000	
Catalina Beach North/South Dual Use Path		0	0	0	0	65,000	65,000	65,000	65,000	0	65,000	65,000	
Waste Water Pump Station (West)		0	0	0	6,470	6,470	0	6,470	0	1,804,215	1,859,590	55,374	
Rubbish removal - General Allowance		0	0	0	0	0	0	0	0	17,314	14,717	(2,597)	
INFRASTRUCTURE		**11,673**	**356,061**	**344,387**	**91,475**	**1,996,941**	**1,905,466**	**2,725,752**	**2,634,277**	**12,973,592**	**14,980,197**	**2,006,605**	Within budget
INFRASTRUCTURE REFUNDS													
Neerabup Road Reimbursement		0	0	0	0	0	0	0	0	(432,548)	(432,548)	0	
Waste Water Pump Station (West)		(1,397,613)	0	1,397,613	(1,397,613)	(1,253,120)	144,493	(1,253,120)	144,493	-1,397,613	(1,253,120)	144,493	
INFRASTRUCTURE REFUNDS		**(1,397,613)**	**0**	**1,397,613**	**(1,397,613)**	**(1,253,120)**	**144,493**	**(1,253,120)**	**144,493**	**(1,830,161)**	**(1,685,668)**	**144,493**	
TOTAL INFRASTRUCTURE		**(1,385,940)**	**356,061**	**1,742,001**	**(1,306,138)**	**743,821**	**2,049,959**	**1,472,632**	**2,778,770**	**11,143,431**	**13,294,529**	**2,151,098**	Within budget
SPECIAL SITES & FIXED ASSETS													
Lot 1 Group Housing Site Construction		0	0	0	0	0	0	0	0	172,782	172,782	0	
Removal of temp sales office		0	0	0	0	0	0	0	0	8,636	8,636	0	
Sales Office Building		0	0	0	0	0	0	0	0	573,050	573,981	932	
Sales Office Retrofit		0	0	0	10,886	10,000	(886)	10,000	(886)	11,186	30,000	18,814	
Sales Office Carparks		0	0	0	0	0	0	0	0	98,087	98,087	0	
Temp Sales office services		0	0	0	0	0	0	0	0	3,812	3,812	0	
Sales Office Construction Western		0	0	0	0	38,492	38,492	38,492	38,492	624,762	750,000	125,238	
Sales office carparks Western		0	0	0	5,522	0	(5,522)	0	(5,522)	240,000	234,478	(5,522)	
Security Cameras		0	0	0	0	12,500	12,500	12,500	12,500	19,560	34,560	15,000	
TOTAL SPECIAL SITES & FIXED ASSETS		**0**	**0**	**0**	**16,408**	**60,992**	**44,585**	**60,992**	**44,585**	**1,751,875**	**1,906,337**	**154,462**	Within budget
TOTAL CONSTRUCTION		**(1,029,724)**	**733,589**	**1,763,313**	**782,529**	**5,889,349**	**5,106,819**	**6,995,688**	**6,213,158**	**110,535,456**	**118,284,972**	**7,749,516**	Within budget
LAND		**0**	**0**	**0**	**0**	**5,103,000**	**5,103,000**	**5,103,000**	**5,103,000**	**0**	**5,103,000**	**5,103,000**	
PROFIT & LOSS EXPENDITURE													
Sales & Marketing	Brand Development	0	4,303	4,303	13,464	47,330	33,866	51,633	38,169	219,299	313,223	93,924	
	Sales Office & Builder Rel.	0	4,016	4,016	0	44,175	44,175	48,190	48,190	110,761	166,879	56,118	
	Brochures	0	1,801	1,801	58	19,815	19,758	21,617	21,559	139,893	190,651	50,758	
	Advertising	15,135	6,770	(8,365)	70,156	74,466	4,310	81,235	11,080	837,962	901,923	63,962	
	Signage	11,988	8,491	(3,497)	19,800	93,398	73,598	101,888	82,089	420,281	514,479	94,198	
	Website	0	1,377	1,377	0	15,146	15,146	16,522	16,522	9,891	55,661	45,771	
	Promotions	0	2,180	2,180	0	23,980	23,980	26,160	26,160	19,550	112,883	93,334	
	Public Relations	0	229	229	560	2,525	1,965	2,755	2,195	7,124	19,364	12,240	
Total Sales and Marketing		**27,122**	**29,167**	**2,044**	**104,037**	**320,834**	**216,797**	**350,001**	**245,964**	**1,764,760**	**2,275,063**	**510,303**	Within budget
Total Community Development	**Comm Dev - Resident Dev**	**5,507**	**16,042**	**10,535**	**56,554**	**176,458**	**119,905**	**192,500**	**135,946**	**427,170**	**660,517**	**233,347**	Within budget

Catalina Actual vs Budget Analysis

Tamala Park Cashflow FY2020		Actual MTD Vs Budget May 2020			Year to date Vs Budget to May 2020			Full Year		Project to date Vs Budget to May 2020			*Bud Comparison: Jun 19 Approved*
Job Description	**Account Description**	**Actual 1 month to May 2020**	**Budget 1 month to May 2020**	**Variance**	**YTD to May 2020**	**YTD budget**	**Variance**	**Budget 2020**	**YTD Act vs Full Year Budget Variance**	**PTD to May 2020**	**PTD budget**	**Variance**	**Comments regarding variance**
Adminstration	Audit and Tax	420	0	(420)	25,114	20,000	(5,114)	20,000	(5,114)	250,080	240,177	(9,903)	
	Cleaning	0	1,000	1,000	5,631	11,000	5,369	12,000	6,369	37,016	44,007	6,991	
	Computer Costs	0	500	500	0	5,501	5,501	6,001	6,001	0	7,960	7,960	
	Couriers	0	300	300	0	3,301	3,301	3,601	3,601	1,338	13,636	12,298	
	Electricity & Gas	254	1,000	746	13,384	11,000	(2,384)	12,000	(1,384)	108,822	102,848	(5,975)	
	Insurance	0	500	500	3,184	5,501	2,317	6,001	2,817	3,184	7,501	4,317	
	Legal fees	0	4,167	4,167	16,163	45,833	29,670	50,000	33,837	198,778	245,123	46,346	
	Licenses & Fees	0	500	500	0	5,501	5,501	6,001	6,001	470	8,783	8,313	
	Postage, Print & Stationery	0	500	500	0	5,501	5,501	6,001	6,001	2,244	36,492	34,249	
	Rent - Sales Office & Cprk	0	0	0	0	66,667	66,667	66,667	66,667	467,350	557,796	90,446	
	Sundry Office Expenses	0	1,500	1,500	0	16,500	16,500	18,000	18,000	1,076	29,700	28,623	
	Training	0	2,083	2,083	0	22,917	22,917	25,000	25,000	0	31,250	31,250	
	Valuations	150	3,333	3,183	19,400	36,667	17,267	40,000	20,600	166,463	196,513	30,050	
	Rates & Taxes	49	0	(49)	82,338	290,160	207,822	290,160	207,822	557,357	1,034,057	476,701	
	Maintenance	83,473	44,167	(39,306)	302,293	489,578	187,286	533,745	231,453	1,819,100	2,012,375	193,275	
	Maint- Carpark Makegood	0	0	0	0	57,304	57,304	57,304	57,304	53,798	171,913	118,115	
	Security	0	3,000	3,000	2,430	33,000	30,570	36,000	33,570	28,957	69,107	40,151	
Total Administration		**84,346**	**62,550**	**(21,796)**	**469,937**	**1,125,930**	**655,993**	**1,188,480**	**718,543**	**3,696,031**	**4,809,238**	**1,113,206**	Within budget
Finance	Contingency	0	42,067	42,067	67,236	624,917	557,681	685,621	618,386	2,175,330	767,966	(1,407,364)	Actual Contingency spend applied to cost types above.
	Contingency Offset Transfer	0	0	0	(67,236)	(67,236)	0	(67,236)	0	(2,175,330)	0	2,175,330	
Total Finance		**0**	**42,067**	**42,067**	**0**	**557,681**	**557,681**	**618,386**	**618,386**	**0**	**767,966**	**767,966**	
Total P&L Expenditure		**116,976**	**149,826**	**32,850**	**630,528**	**2,180,903**	**1,550,376**	**2,349,367**	**1,718,839**	**5,887,962**	**8,512,784**	**2,624,822**	
Grand Expense Total		**(912,748)**	**883,415**	**1,796,163**	**1,413,057**	**13,173,252**	**11,760,195**	**14,448,054**	**13,034,997**	**116,423,418**	**131,900,756**	**15,477,338**	Within budget

Contingency Summary

YTD Budget	624,917
Contingency Transferred (Actual & Budget)	(67,236)
Contingency not yet used	557,681

List of Contingency items transferred year to date

Period	Job Description	Amount
Aug-19	Landscape Maintenance	2,523
Sep-19	Landscape Maintenance	1,223
Jan-20	Waste Water Pump Station	6,470
Apr-20	School Site Earthworks	57,021
		67,236

Note: Actual Contingency spend in prior years is reported against the job that the spend relates to.

1.0 Management Accounts

1.1 *KEY STATISTICS*

1.1.1 RESIDENTIAL LOTS & DISTRIBUTIONS

	Lots Produced (titles)		Sales		Settlements		Distributions	
	Actual	*Budget*	*Actual*	*Budget*	*Actual*	*Budget*	*Actual*	*Budget*
Prior Years	966	966	928	925	914	913	75,000,000	75,000,000
Jul-2019	-	-	3	2	1	2	-	-
Aug-2019	-	-	2	2	1	4	-	-
Sep-2019	38	38	3	2	-	1	-	-
Sep Qtr	**38**	**38**	**8**	**6**	**2**	**7**	**-**	**-**
Oct-2019	-	-	3	2	3	2	-	-
Nov-2019	-	-	2	2	5	2	-	-
Dec-2019	-	-	1	2	1	3	-	-
Dec Qtr	**-**	**-**	**6**	**6**	**9**	**7**	**-**	**-**
Jan-2020	-	-	-	2	2	2	-	-
Feb-2020	-	-	4	3	2	2	-	-
Mar-2020	-	-	3	2	3	1	-	-
Mar Qtr	**-**	**-**	**7**	**7**	**7**	**5**	**-**	**-**
Apr-2020	-	-	1	3	3	3	-	-
May-2020	-	-	4	5	-	1	-	-
Jun-2020		-		4		3		3,000,000
Jun Qtr	**-**	**-**	**5**	**12**	**3**	**7**	**-**	**3,000,000**
PTD	**1,004**	**1,004**	**954**	**952**	**935**	**936**	**75,000,000**	**75,000,000**
Full 2019/20 Year	**38**	**38**	**26**	**31**	**21**	**26**	**-**	**3,000,000**
2020/21		**35**		**47**		**37**		**3,000,000**
2021/22		**97**		**64**		**65**		**8,000,000**

- There were 4 sales and no residential settlements for May.

1.2 *Sales & Settlements*

	MTH Act	MTH Bgt	YTD Act	YTD Bgt	PTD Act	PTD Bgt
Residential						
- Sales #	4	5	26	27	954	952
- Sales $	1,517,500	1,194,992	8,340,500	8,345,882	249,896,000	248,973,608
- Sales $/lot	379,375	238,998	320,788	309,107	261,945	261,527
- Settlements #	-	1	21	23	935	936
- Settlements $	-	374,339	7,016,000	7,662,458	244,114,500	244,351,315
- Settlements $/lot	-	374,339	334,095	333,150	261,085	261,059
Special Sites						
- Sales #	-	-	1	1	4	4
- Sales $	-	-	477,000	480,000	3,772,000	3,775,000
- Sales $/lot	-	-	477,000	480,000	943,000	943,750
- Settlements #	-	-	1	1	4	4
- Settlements $	-	-	477,000	480,000	3,772,000	3,775,000
- Settlements $/lot	-	-	477,000	480,000	943,000	943,750
Lots Under Contract						
- Unsettled sales #	19		Unconditional	1	Titled	
- Unsettled sales $	5,781,500		Conditional	18	1,010	*incl. Spec sites*
- Unsettled sales $/lot	304,289					

1.3 *Cashflow - MTD Actuals to budget*

	MTD Act	MTD Bgt	Variance
Income			
Settlement Revenue	-	374,339	(374,339)
Margin GST	-	(4,545)	4,545
Direct selling costs	(2,000)	(17,084)	15,084
Interest Income	-	-	-
Forfeited Deposits	-	-	-
Other Income	-	-	-
Rebate Allowance	(5,159)	(33,020)	27,861
	(7,159)	319,690	(326,848)
Development costs			
WAPC Land Acq.	-	-	-
Lot production	1,638	152,650	151,013
Landscaping	336,300	178,833	(157,466)
Consultants	18,279	46,045	27,766
Infrastructure	(1,385,940)	356,061	1,742,001
Sales office building	-	-	-
	(1,029,724)	733,589	1,763,313
Overheads			
Sales & marketing	27,122	29,167	2,044
Community Develop.	5,507	16,042	10,535
Administration	84,346	62,550	(21,796)
Finance/Contingency	-	42,067	42,067
	116,976	149,826	32,850
Net Cashflow	**905,590**	**(563,725)**	**1,469,315**

1.4 *Cashflow - YTD Actuals to budget*

	YTD Act	YTD Bgt	Variance
Income			
Settlement Revenue	7,016,000	7,662,459	(646,459)
Margin GST	(71,069)	(104,545)	33,476
Direct selling costs	(358,090)	(373,397)	15,307
Interest Income	-	-	-
Forfeited Deposits	-	-	-
Other Income	437,873	436,364	1,509
Rebate Allowance	(189,221)	(1,172,767)	983,546
	6,835,493	6,448,113	387,380
Development costs			
WAPC Land Acq.	-	5,103,000	5,103,000
Lot production	742,306	1,827,799	1,085,493
Landscaping	1,165,690	2,727,535	1,561,845
Consultants	164,264	529,202	364,938
Infrastructure	(1,306,138)	743,821	2,049,959
Sales office building	16,408	60,992	44,585
	782,529	10,992,349	10,209,819
Overheads			
Sales & marketing	104,037	320,834	216,797
Community Develop.	56,554	176,458	119,905
Administration	469,937	1,125,930	655,993
Finance/Contingency	-	557,681	557,681
	630,528	2,180,903	1,550,376
Net Cashflow	**5,422,436**	**(6,725,139)**	**12,147,575**

1.5 *Bonds*

	Last Year	Last Month	This Month
City of Wanneroo	247,245	242,868	242,868
	247,245	242,868	242,868

Bonds relate to stage 25 early clearances.

2.0 PROFIT & LOSS

	MTH Act	MTH Bgt	Var	YTD Act	YTD Bgt	Var	PTD Act	PTD Bgt
- Revenue $ (Stlmts)	-	374,339	(374,339)	7,016,000	7,662,458	(646,458)	244,114,500	244,351,314
- Revenue $/lot	*-*	*374,339*		*334,095*	*333,150*		*261,085*	*261,059*
- Selling & GST $	2,000	34,161	32,161	845,189	835,442	(9,747)	22,188,627	22,783,306
- Selling & GST $/lot	*-*	*34,161*		*40,247*	*36,324*		*23,731*	*24,341*
- Cost of sales $	-	116,921	116,921	2,470,571	2,947,189	476,618	87,242,821	87,916,608
- Cost of sales $/lot	*-*	*116,921*		*117,646*	*128,139*		*93,308*	*93,928*
- Gross profit $	(2,000)	223,257	(225,257)	3,700,240	3,879,827	(179,587)	134,683,053	133,651,400
- Gross profit $/lot	*-*	*223,257*		*176,202*	*168,688*		*144,046*	*142,790*
- Gross profit Mgn %	*0.00%*	*59.64%*		*52.74%*	*50.63%*		*55.17%*	*54.70%*
- Special Sites $	-	-	-	(22,979)	(295,280)	272,301	2,091,959	1,819,658
- Other income $	-	-	-	-	-	-	255,411	255,298
- Sales & Marketing $	31,604	55,658	24,054	165,395	622,968	457,572	2,181,335	3,081,540
- Administration $	53,583	83,648	30,065	482,417	1,043,382	560,964	4,212,991	4,818,405
- Finance/Other $	-	-	-	-	-	-	198,181	-
- Contingency $	-	42,086	42,086	-	370,004	370,004	-	325,226
- Net profit $	**(87,187)**	**41,864**	**(129,051)**	**3,029,448**	**1,548,193**	**1,481,255**	**130,437,915**	**127,501,185**
- Net profit $/lot	*-*	*41,864*		*144,259*	*67,313*		*139,506*	*136,219*

- YTD Gross profit is $180k unfavourable to budget due to 2 less settlements partly offset by savings in lot production.
- YTD Overheads are $1.4m below budget due to:
  Marketing costs $0.46m favourable (timing of invoice payments and new initiatives yet to commence);
  Admin $0.56m favourable (full provisional amounts for Rates & Taxes and Repairs & Maintenance, including Central Cell Carpark makegood, not yet required);
  Unused Contingency $0.37m.

YEAR TO DATE VERSUS FULL YEAR BUDGET

	YTD Act	FY20 Full Year Bgt	Var
- Revenue $ (Stlmts)	7,016,000	8,593,874	(1,577,874)
- Revenue $/lot	*334,095*	*330,534*	
- Selling & GST $	845,189	929,592	84,403
- Selling & GST $/lot	*40,247*	*35,754*	
- Cost of sales $	2,470,571	3,352,826	882,255
- Cost of sales $/lot	*117,646*	*128,955*	
- Gross profit $	3,700,240	4,311,456	(611,216)
- Gross profit $/lot	*176,202*	*165,825*	
- Gross profit Mgn %	*52.74%*	*50.17%*	
- Special Sites $	(22,979)	(295,280)	272,301
- Other income $	-	-	-
- Sales & Marketing $	165,395	678,626	513,231
- Administration $	482,417	1,127,030	644,613
- Finance $	-	-	-
- Contingency $	-	430,736	430,736
- Net profit $	**3,029,448**	**1,779,784**	**1,249,664**
- Net profit $/lot	*144,259*	*68,453*	

* Administration budget includes $57k Carpark remediation works budgeted as capital costs in the cashflow.

2.1 GROSS PROFIT ANALYSIS

Actual

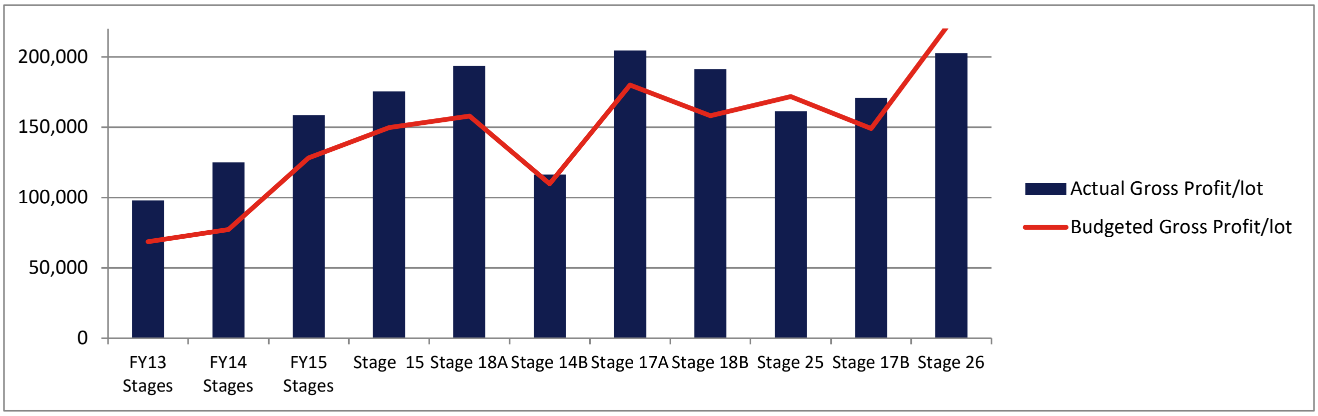
Stages	Title Issue Date	Revenue	Revenue/lot	Direct Selling & COGS (incl. GST)	Direct Costs/lot	Actual Gross Profit	Actual Gross Profit/lot	Actual Gross Margin %
Incentives Writeback				-3,542,647		3,542,647		
FY13 Stages	2012 / 2013	51,375,500	220,496	28,570,159	122,619	22,805,341	97,877	44.39%
FY14 Stages	2013 / 2014	50,325,000	243,116	24,477,309	118,248	25,847,691	124,868	51.36%
FY15 Stages	2014 / 2015	77,688,000	275,489	32,963,408	116,892	44,724,592	158,598	57.57%
Stage 15	15-Dec-15	15,444,000	280,800	5,791,567	105,301	9,652,433	175,499	62.50%
Stage 18A	27-May-16	8,626,000	297,448	3,015,429	103,980	5,610,571	193,468	65.04%
Stage 14B	28-Oct-16	2,444,000	244,400	1,281,011	128,101	1,162,989	116,299	47.59%
Stage 17A	20-Feb-17	7,135,000	310,217	2,429,862	105,646	4,705,138	204,571	65.94%
Stage 18B	13-Jun-17	6,925,000	288,542	2,334,342	97,264	4,590,658	191,277	66.29%
Stage 25	8-Aug-17	17,733,000	347,706	9,504,250	186,358	8,228,750	161,348	46.40%
Stage 17B	22-May-18	3,956,000	282,571	1,562,726	111,623	2,393,274	170,948	60.50%
Stage 26	26-Sep-19	2,463,000	351,857	1,044,032	149,147	1,418,968	202,710	57.61%
		244,114,500		109,431,448		134,683,052		

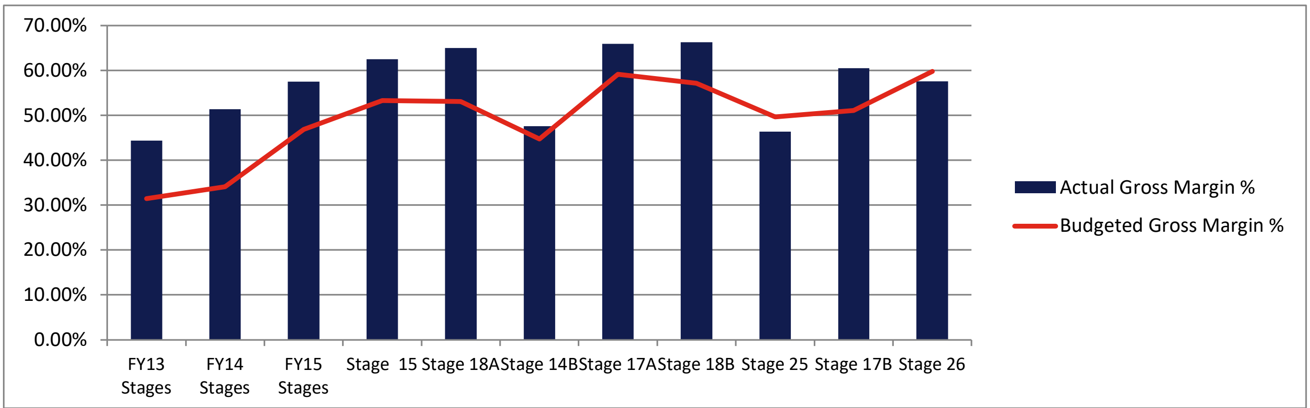
- Values for actuals are based on '**settled lots only**' for the relevant stages.

Budget

Stages	Budget Version	Revenue	Revenue/lot	Direct Selling & COGS (incl. GST)	Direct Costs/lot	Budgeted Gross Profit	Budgeted Gross Profit/lot	Budgeted Gross Margin %
FY13 Stages	May-12	51,358,953	217,623	35,200,675	149,155	16,158,278	68,467	31.46%
FY 14 Stages	Jun-13	46,931,935	226,724	30,917,421	149,360	16,014,514	77,365	34.12%
FY 15 Stages	Aug-14	76,167,089	273,000	40,469,170	145,051	35,697,919	127,950	46.87%
Stage 15	Aug-15	15,433,000	280,600	7,203,599	130,975	8,229,401	149,625	53.32%
Stage 18A	Jun-16	8,626,000	297,448	4,048,854	139,616	4,577,146	157,833	53.06%
Stage 14B	Jun-16	2,448,087	244,809	1,352,232	135,223	1,095,855	109,585	44.76%
Stage 17A	Jun-16	9,427,756	304,121	3,845,430	124,046	5,582,326	180,075	59.21%
Stage 18B	Jun-16	8,584,690	276,925	3,677,414	118,626	4,907,276	158,299	57.16%
Stage 25	Aug-17	19,696,448	345,552	9,915,141	173,950	9,781,307	171,602	49.66%
Stage 17B	Dec-17	10,496,494	291,569	5,131,807	142,550	5,364,687	149,019	51.11%
Stage 26	Jun-19	14,347,000	377,553	5,766,060	151,738	8,580,940	225,814	59.81%
		263,517,452		147,527,804		115,989,649		

- Values for budget are based on '**total lots**' for the relevant stages.





- Stage 26 Gross profit / lot is $23k below budget due to lot mix of settlements to date.

Catalina

Finished Lots & Cost of Lots Sold calculations to 31 May 2020

Title date:	Completed	Completed	7-Nov-12	28-Oct-16	20-Feb-17	13-Jun-17	8-Aug-17	8-Aug-17	8-Aug-17	22-May-18	26-Sep-19	7-Nov-12	TOTAL
	Spec Sites	Resi Stages	Stage 2	Stage 14B	Stage 17A	Stage 18B	Stage 25	Stage 25 Sales Office	Stage 25 GHS Lot 2179	Stage 17B	Stage 26	Central Cell Sales Office	
Direct costs													
Civil Contruction			3,312,998	633,835	795,104	794,550	4,918,686	83,260	253,163	968,747	1,238,569	89,540	
Sewer headwks			209,432	51,015	116,369	136,672	261,837	4,514	4,514	174,117	183,682	5,660	
Local authority fees			161,433	1,911	6,839	10,835	35,653	615	615	12,684	12,947	4,363	
Local authority scheme costs			100,077	27,000	67,500	83,700	156,600	-	-	97,200	13,620	2,705	
Survey & legal fees			37,093	13,139	25,550	29,762	54,801	945	945	35,586	34,200	1,003	
Engineering fees			205,607	18,200	85,250	97,962	159,500	2,750	12,341	100,839	104,500	5,557	
Sales Office Build Cost												330,780	
Finished Goods Adjustments	- 31,206	- 1,282,787	- 1,044,810	- 11,250	- 25,549	- 39,478	- 220,060				**82,824**	- 28,238	
	420,826	43,233,645	2,981,830	733,850	1,071,063	1,114,003	5,367,017	92,084	271,578	1,389,173	1,670,342	411,370	
Earthworks Allocation	260,179	11,806,198	447,375	50,570	123,078	152,616	1,077,304	18,574	66,681	166,059	672,342	12,091	
Indirect Costs													
Land	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure	84,898	6,012,456	265,106	70,224	235,295	282,496	620,746	7,879	31,674	351,671	521,532	7,165	
Landscape	118,628	8,518,643	333,226	154,123	495,646	594,017	1,308,860	16,613	66,785	871,324	1,270,179	9,006	
TOTAL COST	**884,530**	**69,570,942**	**4,027,536**	**1,008,767**	**1,925,082**	**2,143,132**	**8,373,927**	**135,150**	**436,718**	**2,778,227**	**4,134,395**	**439,633**	
Lots	3	769	37	10	25	31	58	1	1	36	38	1	
COST PER LOT	**294,843**	**90,469**	**108,852**	**100,877**	**77,003**	**69,133**	**144,378**	**135,150**	**436,718**	**77,173**	**108,800**	**439,633**	
Lots settled	3	769	37	10	23	24	51	-	-	14	7	1	939
COST OF LOTS SETTLED	**884,530**	**69,570,942**	**4,027,536**	**1,008,767**	**1,771,075**	**1,659,199**	**7,363,281**	**-**	**-**	**1,080,422**	**761,599**	**439,633**	**88,566,984**
Stage Area (m2)	10,900	261,394	13,161	2,926	10,128	11,236	11,236	255	1,795	13,154	15,904	320	
Cost per m2	**81**	**266**	**306**	**345**	**190**	**191**	**745**	**530**	**243**	**211**	**260**	**1,374**	
Avg lot size	3,633	340	356	293	405	362	194	255	1,795	365	419	320	

Other cash expenditure

Direct Selling & Proj Mgt Costs	22,544,506
Marketing costs	2,181,335
Administration	4,212,991
Finance	198,181
Contingency	0
TOTAL COSTS	**117,703,997**

PERIODIC ANALYSIS	Month	YTD	PTD	PY Jun-19
Lots settled	-	22	939	917
Cost of lots settled	- *	2,910,203	88,566,983	85,656,780
Direct selling costs	2,000	905,536	22,544,506	21,638,969
Marketing costs	31,604	165,395	2,181,335	2,015,940
Administration	53,583	482,417	4,212,991	3,730,574
Finance	-	-	198,181	198,181
Contingency	-	-	-	-
TOTAL COSTS	**87,187**	**4,463,552**	**117,703,996**	**113,240,444**

**Stage 26 late cost increase from additional retaining walls.*

Catalina COGS Calc

31-May-20

Job	Titled Date	Direct Cost	Indirect Cost	COGS Total	Lot #	Titled	Untitled	COGS/Lot	Settled Lots	PTD COGS	Finished Goods	FG/Lot
140-01-001	17-Oct-2012	4,004,839	637,443	4,642,282	35	35	-	132,637	35	4,642,282	-	-
140-01-002	7-Nov-2012	3,429,204	598,332	4,027,537	37	37	-	108,852	37	4,027,537	-	-
140-01-003	14-Jan-2013	3,002,658	554,241	3,556,899	43	43	-	82,719	43	3,556,899	-	-
140-01-004	20-Mar-2013	3,371,482	800,585	4,172,067	47	47	-	88,767	47	4,172,067	-	-
140-01-005	20-May-2013	4,894,899	968,068	5,862,967	63	63	-	93,063	63	5,862,967	-	-
140-01-06A	18-Jan-2013	483,435	179,725	663,160	8	8	-	82,895	8	663,160	-	-
140-01-06B	19-Jan-2015	1,100,352	510,130	1,610,482	24	24	-	67,103	24	1,610,482	-	-
140-01-06C	3-Apr-2014	671,286	211,296	882,581	10	10	-	88,258	10	882,581	-	-
140-01-007	31-Oct-2013	4,146,749	938,488	5,085,238	63	63	-	80,718	63	5,085,238	-	-
140-01-008	16-Jan-2014	4,389,068	881,805	5,270,874	53	53	-	99,450	53	5,270,874	-	-
140-01-009	8-May-2014	4,640,905	814,395	5,455,300	51	51	-	106,967	51	5,455,300	-	-
140-01-010	8-May-2014	2,460,031	595,126	3,055,157	30	30	-	101,839	30	3,055,157	-	-
140-01-011	1-Oct-2014	4,797,823	1,320,873	6,118,696	64	64	-	95,605	64	6,118,696	-	-
140-01-012	3-Dec-2014	3,225,081	1,064,585	4,289,666	49	49	-	87,544	49	4,289,666	-	-
140-01-13A	30-Mar-2015	2,965,498	717,571	3,683,069	37	37	-	99,542	37	3,683,069	-	-
140-01-13B	11-May-2015	2,739,324	986,155	3,725,479	45	45	-	82,788	45	3,725,479	-	-
140-01-014	4-Jun-2015	3,619,629	1,347,229	4,966,858	63	63	-	78,839	63	4,966,858	-	-
140-01-015	15-Dec-2015	3,073,171	1,243,145	4,316,316	55	55	-	78,478	55	4,316,316	-	-
140-01-18A	27-May-2016	1,453,614	760,239	2,213,853	29	29	-	76,340	29	2,213,853	-	-
140-01-14B	28-Oct-2016	784,420	224,347	1,008,767	10	10	-	100,877	10	1,008,767	-	-
140-01-017	20-Feb-2017	1,194,140	730,941	1,925,081	25	25	-	77,003	23	1,771,075	154,006	77,003
140-01-18B	13-Jun-2017	1,266,620	876,513	2,143,133	31	31	-	69,133	24	1,659,199	483,933	69,133
140-02-025	8-Aug-2017	6,444,321	1,929,606	8,373,927	58	58	-	144,378	51	7,363,280	1,010,646	144,378
140-01-17B	22-May-2018	1,555,232	1,222,995	2,778,227	36	36	-	77,173	14	1,080,421	1,697,805	77,173
140-02-026	26-Sep-2019	2,342,687	1,791,711	4,134,398	38	38	-	108,800	7	761,600	3,372,798	108,800
140-70-001	7-Nov-2012	423,461	16,171	439,633	1	1	-	439,633	1	439,633	-	-
140-70-004	12-Dec-2013	20,322	41,798	62,119	1	1	-	62,119	1	62,119	-	-
140-70-005	8-Aug-2017	110,657	24,492	135,149	1	1	-	135,149	-	-	135,149	135,149
140-70-007	17-Oct-2012	222,150	87,611	309,761	1	1	-	309,761	1	309,761	-	-
140-70-008	1-Oct-2014	438,532	74,117	512,649	1	1	-	512,649	1	512,649	-	-
140-70-028	8-Aug-2017	338,259	98,459	436,718	1	1	-	436,718	-	-	436,718	436,718
		73,609,847	**22,248,193**	**95,858,040**	**1,010**	**1,010**	**-**		**939**	**88,566,983**	**7,291,057**	

Appendix 8.3

SATTERLEY

CATALINA DIGITAL CAMPAIGN REPORT

July 2020

Reporting period: 10 April – 30 June 2020

VIVA LA CATALINA (up to $17,000) PROMOTION

01 | CAMPAIGN SUMMARY

01 | SNAPSHOT

Status: Completed

Campaign: Viva La Catalina (up to $17,000 cash incentive across selected lots)

Period: 10 April – 30 June 2020

TOTAL budget approved: $40,000

Creative: $7,000

Media exposure: $33,000

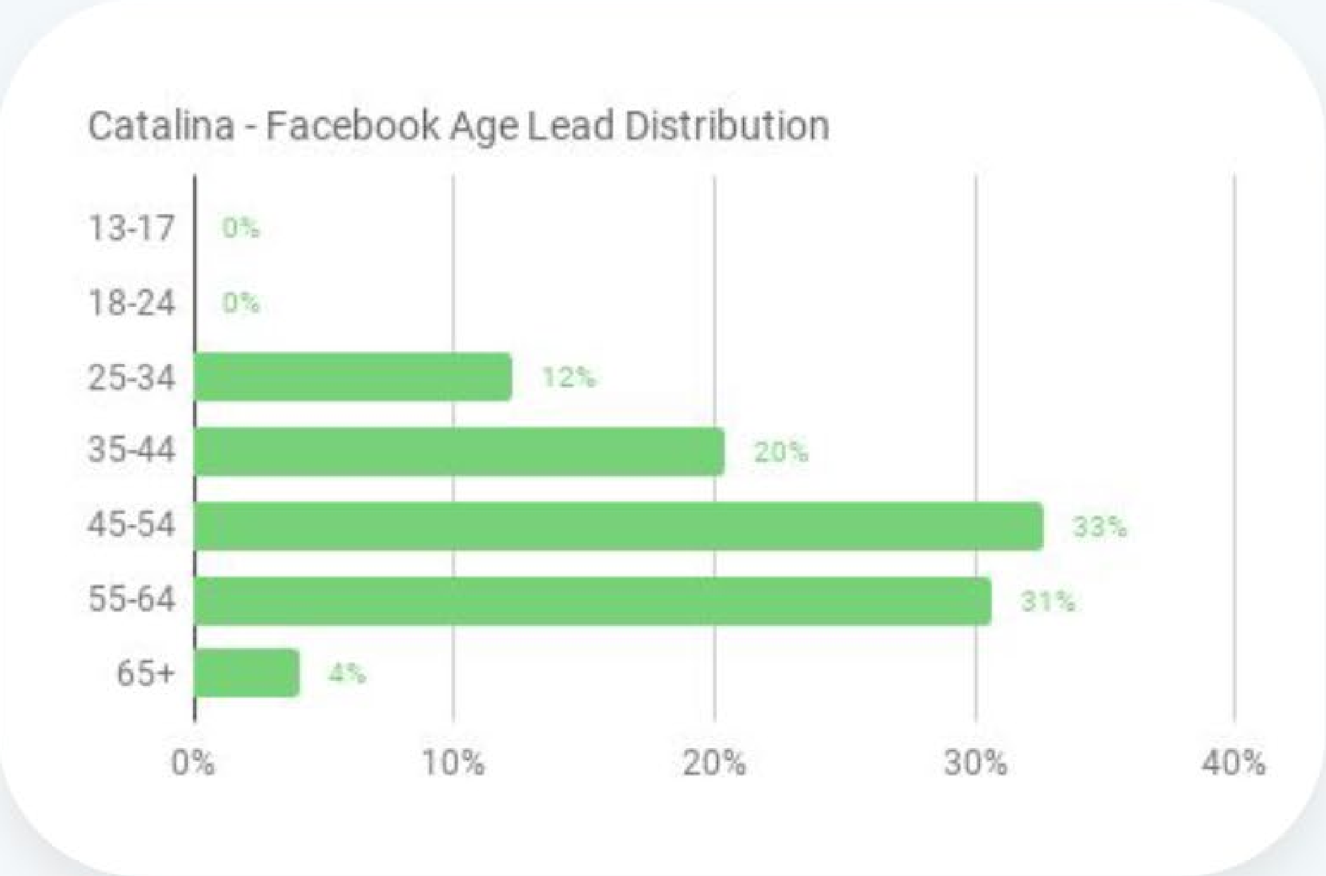
Spent to date: $33,000 (this is anticipated to be the total campaign budget)

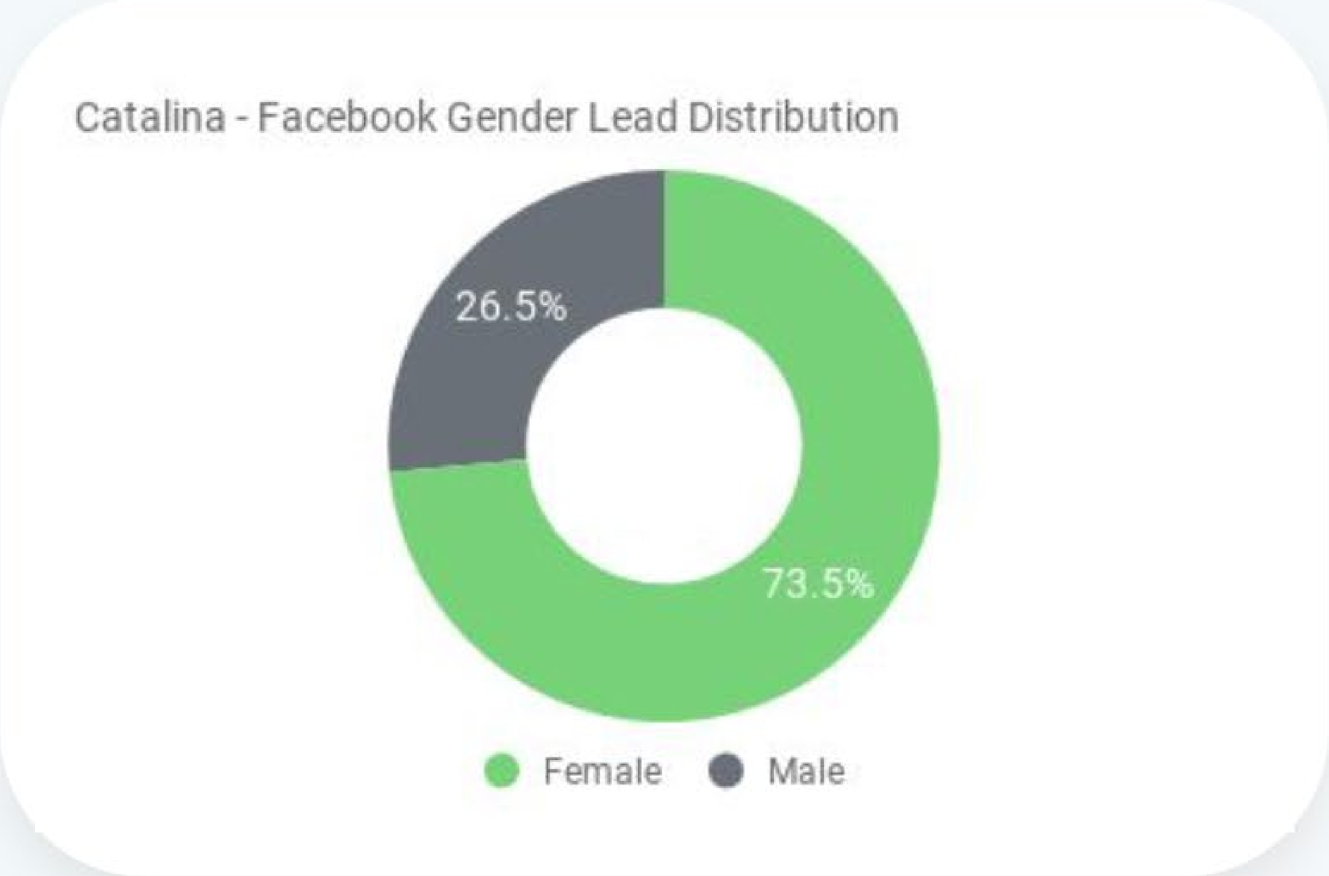
Lead count (campaign total): 168 leads

Total FY20: 813 leads

02 | LEAD PROFILE

02 | LEAD PROFILE





02 | LEAD PROFILE

BUYER TYPE	COUNT
FIRST HOME BUYER	59
UPSIZER	33
DOWNSIZER	31
INVESTOR	7
DIDN'T SPECIFY	0
TOTAL	130

FINANCIAL STATUS	COUNT
FINANCED APPROVED	19
HAVE DEPOSIT, NOT YET APPROVED	57
STILL SAVING	54
DIDN'T SPECIFY	0
TOTAL	130 *

BUDGET	COUNT
$150K - $249K	1
$250K - $349K	15
$350K - $449K	20
$450K - $549K	49
$550K - $649K	24
$650K - $749K	15
$750K +	6
DIDN'T SPECIFY	0
TOTAL	130 *

LOT SIZE	COUNT
<250SQM	2
251-375 SQM	44
376-450 SQM	47
451-550 SQM	24
LARGER THAN 551 SQM	13
DIDN'T SPECIFY	0
TOTAL	130 *

* 130 profiled leads are part of the total 168 leads, meaning there are 38 un-profiled leads (customers who were reluctant to provide additional information)

03 | CREATIVE PERFORMANCE

03 | HIGH-PERFORMING CREATIVE

Satterley
Sponsored

"We have a great park down the road where we take the kids and the dog!" Discover life at Catalina.

INFO.SATTERLEY.COM.AU
Everything You Need at Home
Register to download the Catalina brochure.
Learn More

Satterley
Sponsored

Living here you're minutes from the beach and Mindarie Marina. Affordable land from $184,000*,

INFO.SATTERLEY.COM.AU
Land Selling - Mins to the Beach!
Register to download the Catalina brochure.
Learn More

Satterley
Sponsored

Build an affordable home on premium land at Catalina. Lot 2111 is sized at 450m² for $378,000*.

INFO.SATTERLEY.COM.AU
New Featured Lots at Catalina!
Register to download the Catalina brochure.
Learn More

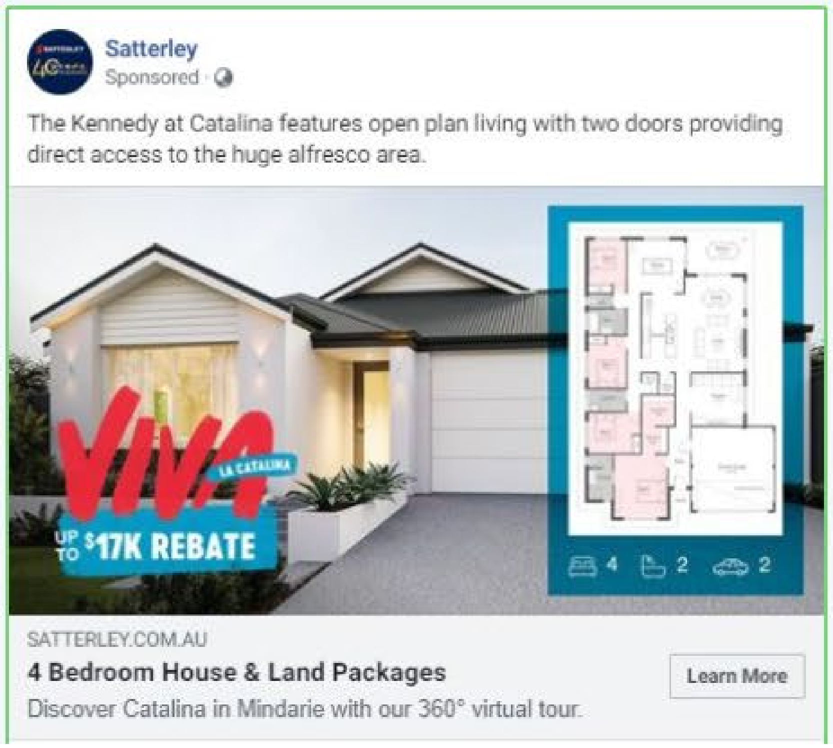
Catalina Estate in Mindarie | Discover Lots and House & Land | Build an Affordable New Home
Ad info.satterley.com.au/Catalina/Community

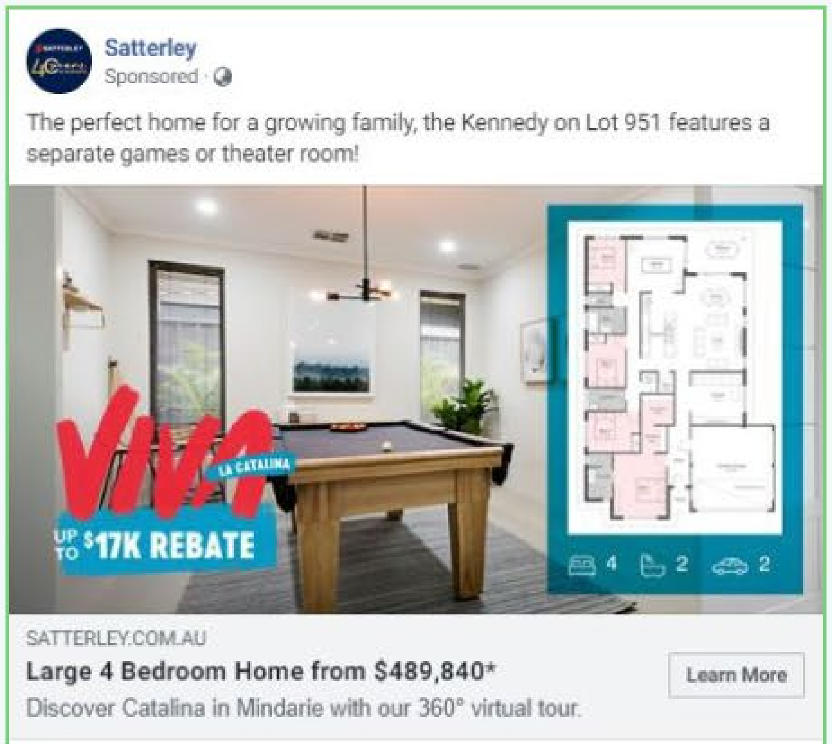
Celebrate Catalina living with our biggest rebate up to $17,000 across land*. T&Cs apply. Explore the Catalina brochure with masterplan and take a virtual tour of our community.

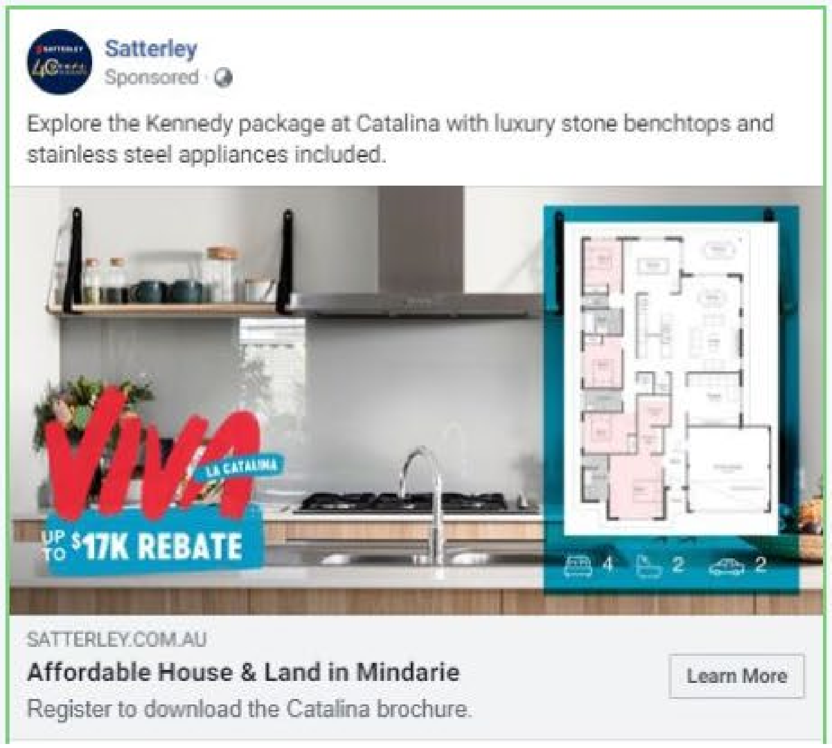
Catalina in Mindarie | Explore our Premium Community | Register for the Brochure
Ad info.satterley.com.au/Catalina/Land

Explore the Catalina brochure with masterplan and take a virtual tour of our community. Celebrate Catalina living with our biggest rebate up to $17,000 across land*. T&Cs apply.

03 | HIGH-PERFORMING CREATIVE – H&L





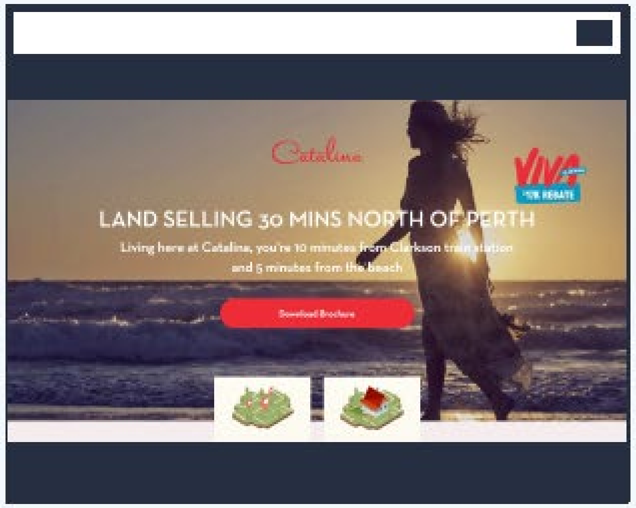


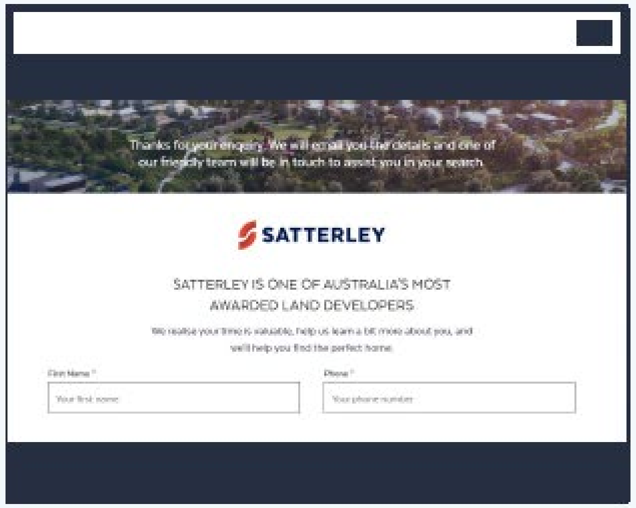
03 | CUSTOMER JOURNEY

Campaign landing page is converting at the rate of 8.76% (which is greater than 2% benchmark). This means that 8.76% of all visitors to the campaign landing page submit their details and join Catalina data base.

Further, nearly 85% of those who submitted their essential details, progress to submit further information about their purchasing journey (budget, stage, designed, block size, etc.).

LEAD CAPTURE PAGES





LEADTECH	8.76%	CR	84.97%
LEADS	153	PROFILED	130

04 | SUMMARY

04 | SUMMARY

Catalina *Viva La Catalina* campaign generated 168 leads since the beginning of the campaign, bringing the total lead count for FY20 to 813.

KEY TAKEAWAYS

1. Number of campaign leads in June 2020 period of *Viva La Catalina* continued to increase however at a slightly reduced rate than what was projected. The appeal of up to $17,000 incentive remained high.
2. Reached all time low and the lowest among participating estates, dropping to $80.26 (from the average of $106). This is due to demand generated by the government grants at the beginning of June 2020.
3. *Lead* profile (campaign period) saw return of the First Home Buyers (FHB) as the dominant segment, followed by the downsizers and upsizers. These two groups represent second home buyer market.
4. *Buyer* profile (FYTD) comprises of first home buyers (49%), Upgraders (27%) and downsizers (19%).

Appendix 8.4

Catalina Grove Concept Plan - as endorsed by Council 17 August 2017

Annexure G - Variation B (Vegetation Retention Area Relocated)

T.O.D. CONCEPT PLAN - OPTION 2

Catalina Grove

2228-509D-01 (02.08.2017), NTS

Catalina

GROVE

DEVELOPMENT STRATEGY

ISSUE 1.2 | July 2020

Catalina

GROVE

Contents

1.0 Executive Summary

This report outlines the vision, aspirations and guiding principles that have been endorsed by the Tamala Park Regional Council and how these inform the design and development of Catalina Grove.

Catalina has reached a level of maturity and stock position that requires the development of its third and final precinct, Catalina Grove. Approvals are in place to facilitate the design and subdivision lodgement of the first stages.

The overarching vision along with the design philosophy and guiding principles advocated by the TPRC have provided the aspirations and goals for Catalina Grove. The goals relate to a diversity of product (including density), retention and creation of a green canopy and strong connections to the surrounding area.

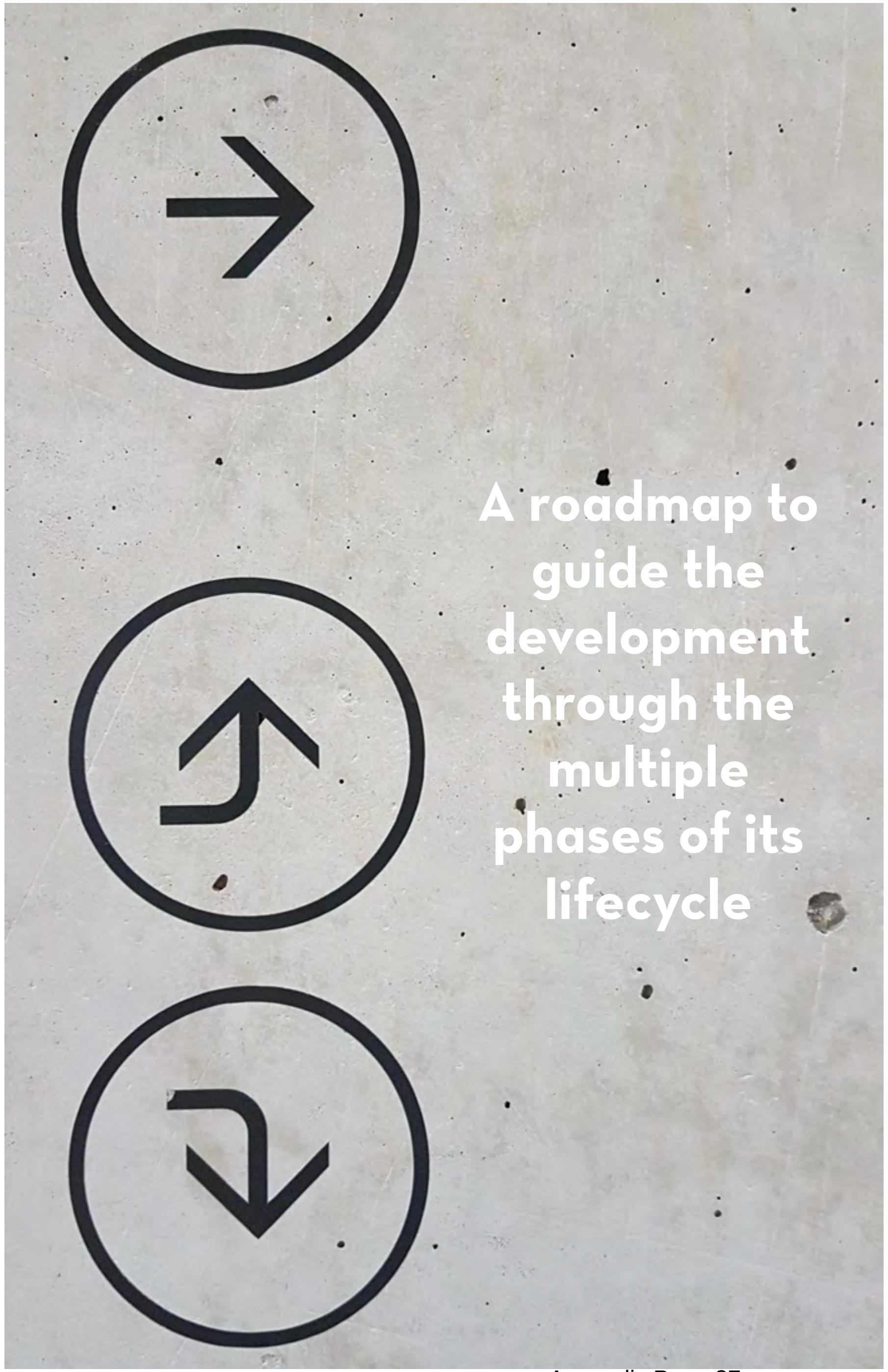
Some of the Design Considerations and outcomes are;

- The Local Centre Site will capitalise on a highly visible location next to Connolly Drive to assist its viability and provide convenient access for the community to a range of services.
- Tree retention in parks and road reserves will be a major focus for the precinct.
- Achieve density and diversity supported by amenity, such as the Local Centre Site, Clarkson Train Station and local parks.
- The average lot size will be smaller than its two sister precincts.
- Landscaping and civil works budgets will be managed to achieve a greater focus on greening.
- The precinct has an opportunity to produce a highly desirable display village.

The project roll out has been broken into phases to optimise capital expenditure whilst delivering the key elements of the project upfront.

The financial impacts of achieving the vision and aspirations are also provided as a guide in this strategy. However, these are likely to change over the life of the project.

This document will be used as a roadmap to guide the development through the multiple phases of its lifecycle.



2.0 Introduction and Background

Catalina has been designed to be delivered in three precincts. The first of these precincts started with sales back in 2012 in Catalina Central. This precinct has been designed to be family-orientated, community focused and offers a wide choice of traditional family sized lots and low maintenance cottage lots. Catalina Central has proven to be popular with families and first homebuyers looking to establish a home to start a family. In 2017 the second precinct of Catalina was launched to the public. Catalina Beach has established one of the busiest new home display villages in the Perth metro area and has provided a premium option for purchasers wishing to live in Catalina. Located within the suburb of Mindarie, Catalina Beach has a coastal appeal that has attracted many downsizers, families and more aspirational purchasers.

To date over 1000 lots have been sold at Catalina. To continue sales the project needs to launch the final precinct, Catalina Grove. Available land within Catalina Central that can be developed within the short to medium term has been exhausted. Catalina Grove is now required for the project to continue to provide affordable housing opportunities to market.

The Tamala Park Regional Council (TPRC) passed a resolution at its meeting held in August 2017 that endorsed the philosophy and principles to progress the design for Catalina Grove [This included an objective to maximise the extent of existing vegetation to be retained within the context of the planned development].

The design changes required Federal Approval (Department of Environment and Energy) and a subsequent Local Structure Plan Amendment. In June 2020 approvals have been granted that will enable the development of the site in accordance with the aspirations set out by the Council.

The Catalina Grove Development Strategy will outline the already established visions and aspirations of TPRC for this precinct and detail how these will be used as the guiding principles to deliver the site.

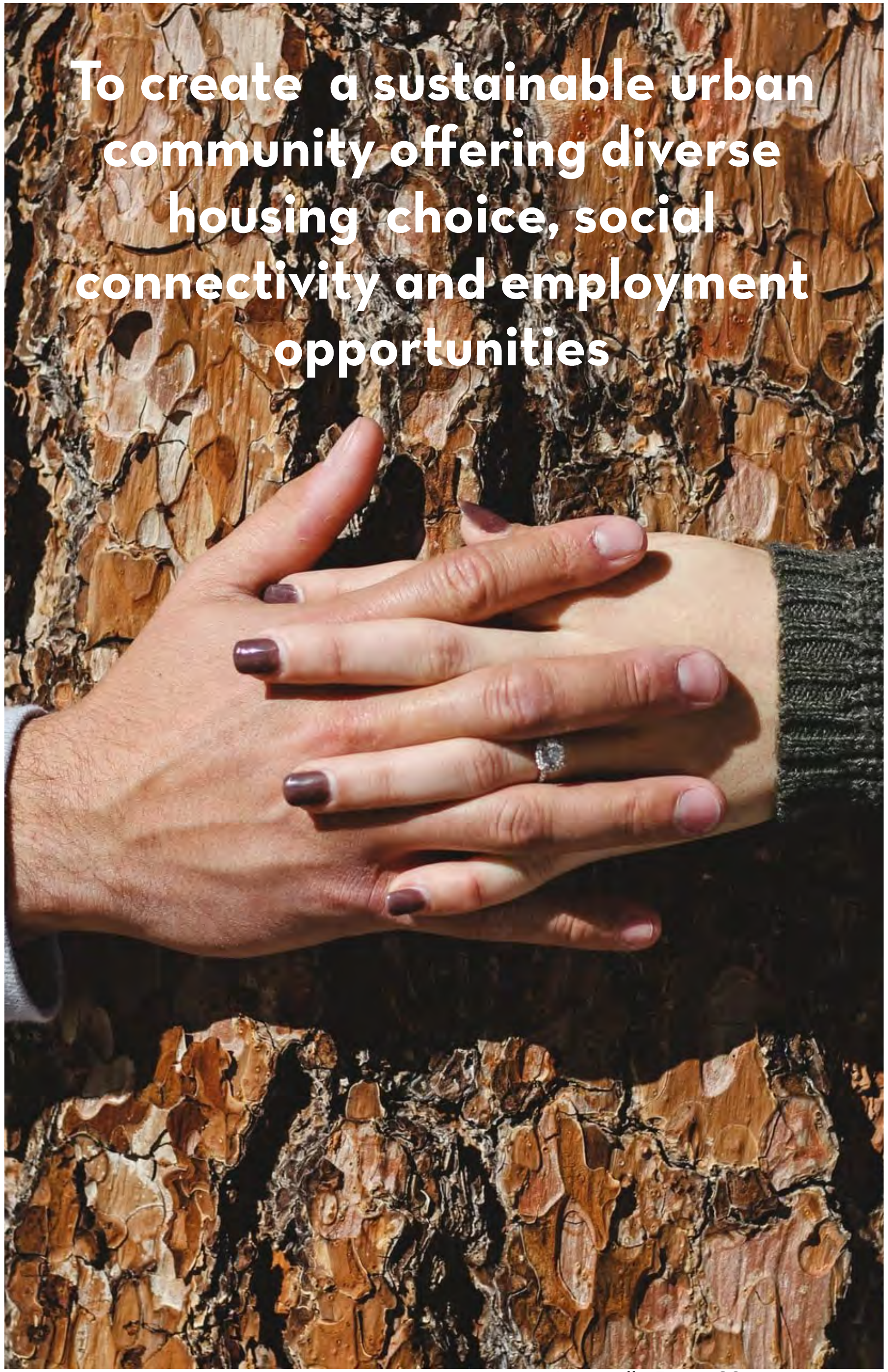
3.0 Vision

‘To create a sustainable urban community offering diverse housing choice, social connectivity and employment opportunities.’

The vision of TPRC, and in turn Catalina, has been created around five key strategic pillars being, Built Environment, Environment, Social, Economic and Governance. The overarching vision, the strategic pillars along with the design philosophy and guiding principles advocated by the TPRC have provided the aspirations and goals for Catalina Grove. These include (but not limited to);

- Configure development design to maximise existing tree retention in public open space and streetscapes
- Achieve an ultimate tree canopy target of 20% or above
- Provide a range of housing options and leverage Clarkson Train Station and the Local Centre to achieve density and diversity around amenity
- Ensure strong movement corridors are created to Clarkson Train Station
- The continuation and promotion of the Green Link from the Beach to the Station
- Development of the Local Centre to leverage Connolly Drive and create a viable amenity for the community and opportunities for business and local employment

Catalina Grove has a strong focus on tree retention, connections to surrounding infrastructure and amenity, and the ability to provide a wide variety of housing options including higher density. The anticipated buyer profile for Grove is singles, couples and downsizers. Families may still be attracted to the precinct due to its highly connected location and provision to be made for lots of sufficient size to cater for traditional housing product.



4.0 Design Considerations

This section of the Development Strategy summarises a number of the key design considerations for Catalina Grove. These considerations have been informed by Satterley's market experience, the development consultancy team, industry advice and key stakeholder input. The inputs have all been aligned to the overarching aspirations and principles established by TPRC. These consider the projects location, aspirations and vision, market acceptance, demand, development servicing and site opportunities and constraints.

4.1 Local Centre Site

The Local Centre site has been identified as an opportunity to provide for people to prosper and local businesses to thrive. Development principles have been shaped by discussions with a number of key stakeholders.

The City of Wanneroo have expressed an apprehension based on deficiencies and failure of other 'Main Street' shopping precincts within the City. These concerns have been addressed and the design ameneded.

Consultations have been held with a number of commercial site developers. The overwhelming feedback is to make the Local Centre Site accessible and highly visible from Connolly Drive. During these consultations it has been established that demand exists from developers to secure a Local Centre Site in this location. However, no commitments regarding delivery timeframes could be confirmed.

The Local Centre Site location and design was amended in the Local Structure Plan to address the comments from stakeholders. The amendments are consistent with the TPRC aspirations for the site. The design locates the Local Centre Site in a highly visible location next to Connolly Drive to ensure the viability of the future business.

4.2 Tree Retention

Catalina Grove will create a connection to the natural environment through tree retention and canopy cover. Retention of mature trees will celebrate the existing land and with new landscaping provide a unique character, sense of place and form a large part of the Catalina Grove identity.

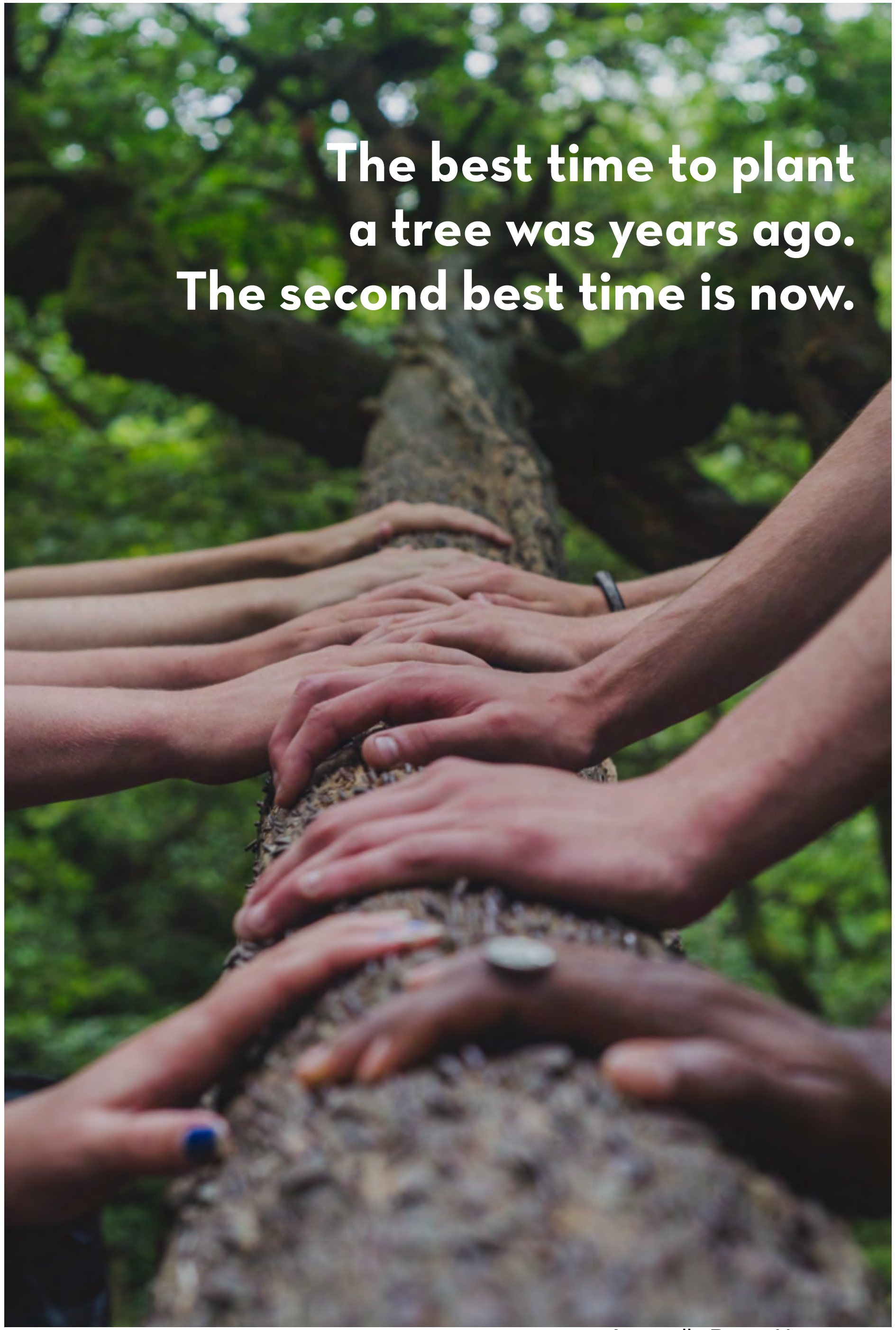
Detailed environmental investigations and tree surveys have been completed on the site. The project team has identified all significant existing trees. Development design has been configured to protect the best quality trees and vegetation on the site through the following:

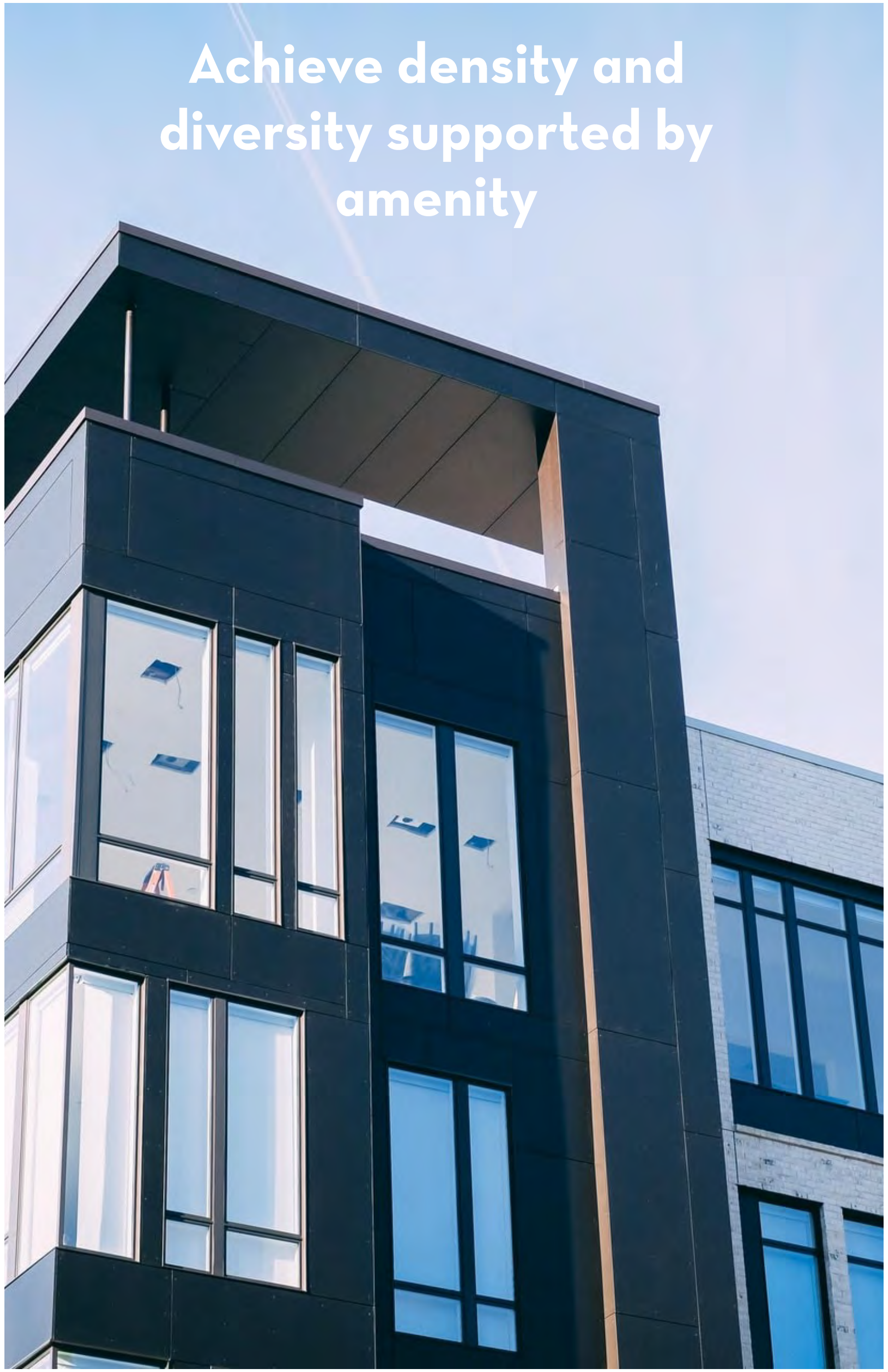
- Public Open Space to be located in strategic positions to enable clusters or larger trees to be retained with minimal disturbance.
- Alignment and dimensions of road reserves and designated crossover locations to preserve trees within the streetscape of the project.
- Seek to plant large canopy tree species that will compliment the retained trees and over time add to the green canopy of the development.
- Establish strong connections to surrounding amenity and infrastructure that can be reached via a canopy covered network of paths.

Below are a two examples of how these principles have guided the design to date.

1. The interface of Catalina Grove to Neerabup Road has been amended to facilitate the retention of significant trees located on the northern boundary of the precinct within an area of POS. The vegetated park land will facilitate the Council's vision to create an aesthetically appealing northern edge to the project offering attractive, recreational spaces.
2. The use of island blisters, single carriageways and widened road reserves are proposed to provide further opportunities for tree retention.

The guiding principles will continue to influence the design as it evolves over time.





4.3 High Density Locations

To ensure a diverse range of housing opportunities are provided within Catalina Grove three areas have been identified to achieve density and diversity supported by amenity. These locations of high density will be supported and complimented by a variety of surrounding green titled lots. The three locations are;

1. **Close proximity to Clarkson Train Station**
   In the north east corner of Catalina Grove the project will benefit from an underpass connection through to Clarkson Train Station. Being within walking distance of a major piece of infrastructure will support the creation of sites suitable for apartments. This location of the project also has a number of established trees that will facilitate the creation of a local park. This park will support the high density and meet the needs of residents to have access green space.

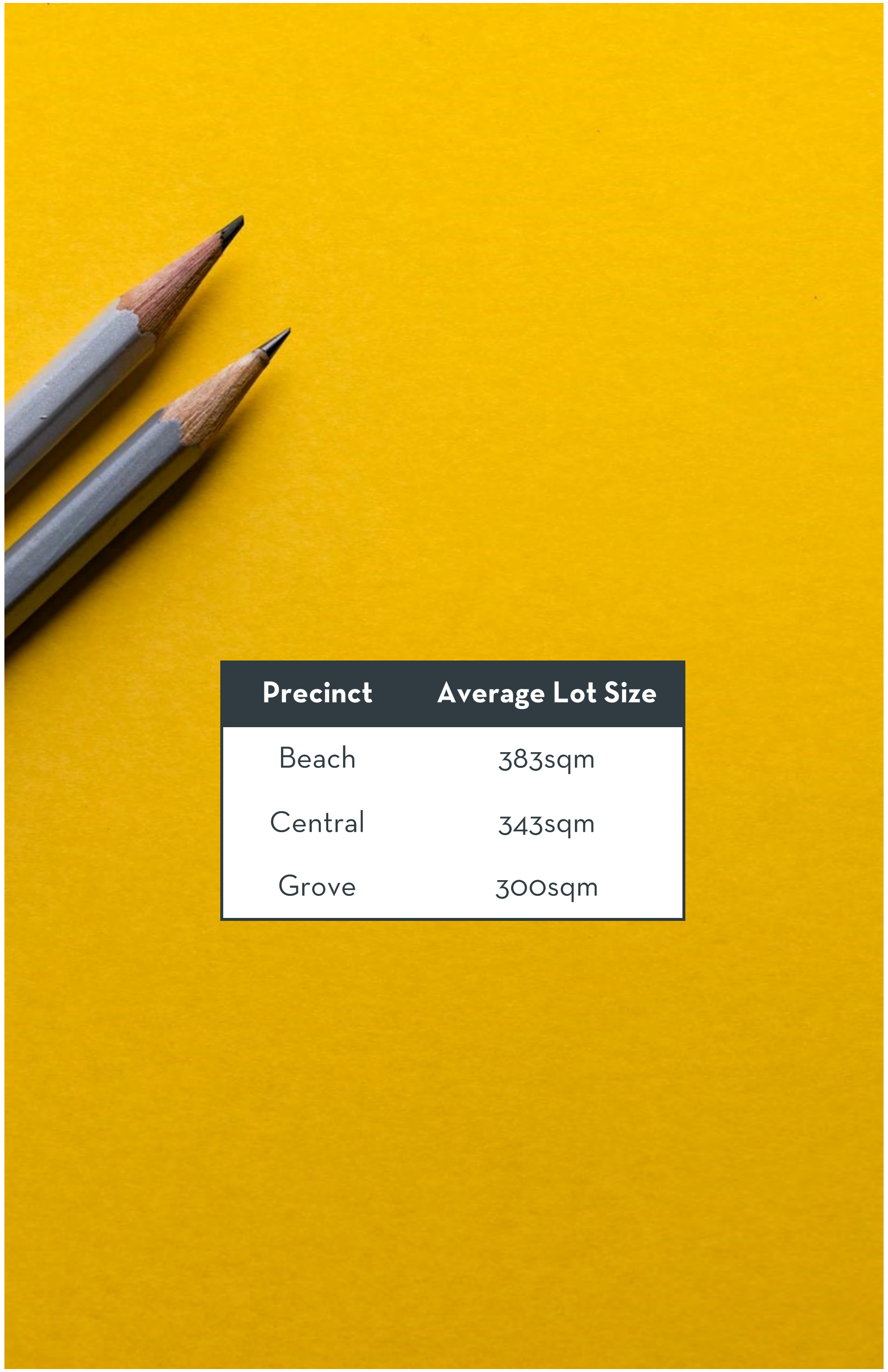
2. **Surrounding the Local Centre Site**
   A viable Local Centre Site will need to be supported by density and population. Sites surrounding the Local Centre will provide for compact forms of housing in ranging configurations. This will not only provide support for the centre but also produce affordable housing options and diversity of choice for Catalina Grove.

3. **Strong Movement Corridors (Catalina Green Link)**
   Smaller high density executive sized homes will be located along key movement corridors. These homes will provide a strong linear section of density to connect key amenity and infrastructure within Catalina Grove.

These three high density areas are considered within the Local Structure Plan and will be incorporated in the detailed design. To ensure their success these sites will not be constructed within Phase One. This will enable a greater understanding of the demand and likely timing of the Local Centre Site along with buyer profiles achieved in Precinct One.

During Phase One research will be completed on the viability and demand for different density options in the precinct. The information from this research, the buyer profiles achieved and sales feedback in Phase One will be used to establish design guidelines and objectives for each site. These guidelines will then by used to establish a request for tenders to take the sites to market.

The research will identify any opportunities for aged care, health care and other mixed use operations outside of standard residential. These opportunities can be presented to TPRC as an alternative delivery option that will achieve and provide a greater diversity of offerings within the precinct.



Precinct	Average Lot Size
Beach	383sqm
Central	343sqm
Grove	300sqm

4.4 Lot Mix

The composition of the lot mix proposed for Catalina Grove was informed by a number of factors.

One being the vision, aspirations and goals endorsed by TRPC which highlight the need to cater for different lifestyle choices and affordable housing opportunities. Of all the three precincts Catalina Grove is uniquely placed to not only offer a range of lot sizes and housing types but also provide affordable housing opportunities. These affordable housing options can be achieved via more compact lot options, group housing and apartments.

Both Liveable Neighbourhoods and Directions 2031 set out density targets which need to be achieved, and demonstrated to be achievable, with each stage of subdivision. These targets have been met and are forecast to be exceeded across the whole of Catalina. Whilst these targets could be met with a similar lot mix to those of it sister precincts (Beach and Central) the lot mix and density proposed for Grove has been increased due to the transport node of Clarkson Train Station and location of the Local Centre Site. The table contained on the left of this page shows the average lot size constructed in Beach and Central compared to the proposed average lot size in Grove. These comparisons exclude all grouped housing sites or apartments and reflect only green titled individual residential lots.

Using the factors above, along with the Local Structure Plan, Satterley have met in house, with the consultancy team and with various project home builders to produce a balanced and saleable lot mix. In particular input from the Satterley sales team and project home builders have supported the decreased lot size. Some of the reasons are;

- Many indicating a demand from first homebuyers that live in the area that would like a new home in this location but can't afford it. These buyers are currently purchasing further north in suburbs such as Alkimos. Creating a comparable price point via a smaller lot mix is forecast to capture some of these purchasers.
- Downsizers who live in the area will be attracted to a low maintenance home in the close proximity whilst taking some capital out of there existing larger home.
- Easy transport linkages and small lock and leave product should appeal to fly-in-fly-out buyers.
- Walkable catchment of the train station should drive density over time.

4.4 Lot Mix

The following lot mix is proposed for Phase One of Catalina Grove.

Lot Type	Lot Size	Example Dimensions	% of Lot Mix
Micro Lots	80sqm–145sqm	8m x 10m 10m x 15m 7m x 20m	5%
Squat Lots	250sqm–300sqm	12.5m x 20m 15m x 20m	10%
Cottage Lots	190sqm–380sqm	7.5m x 25m 10.5m x 25m 12.5m x 25m 15m x 25m	20%
Terrace	180sqm–230sqm	6m x 30m 7.5m x 30m	30%
Conventional	325sqm–520sqm	10.5m x 30m 12.5 x 30m 15m x 30m 17m x 30m	35%

This lot mix provides opportunities for diverse housing product ranging from 80sqm to 520sqm. Sites suitable for group housing, apartment developments or mixed use have been identified and do not form part of this lot mix. The delivery of these sites in Catalina Grove will be located close to adequate amenity and infrastructure to support the residents. In total over 1.5ha of net developable land has been identified for development for this purpose.

Development cells and road networks to create the proposed lot mix are flexible and provide opportunity to optimise the lot variety in accordance with market demand. The design is flexible and robust and may be readily adapted over time should market conditions and buyer preferences change. A range of densities has been proposed to satisfy the housing requirements of a broad demographic.

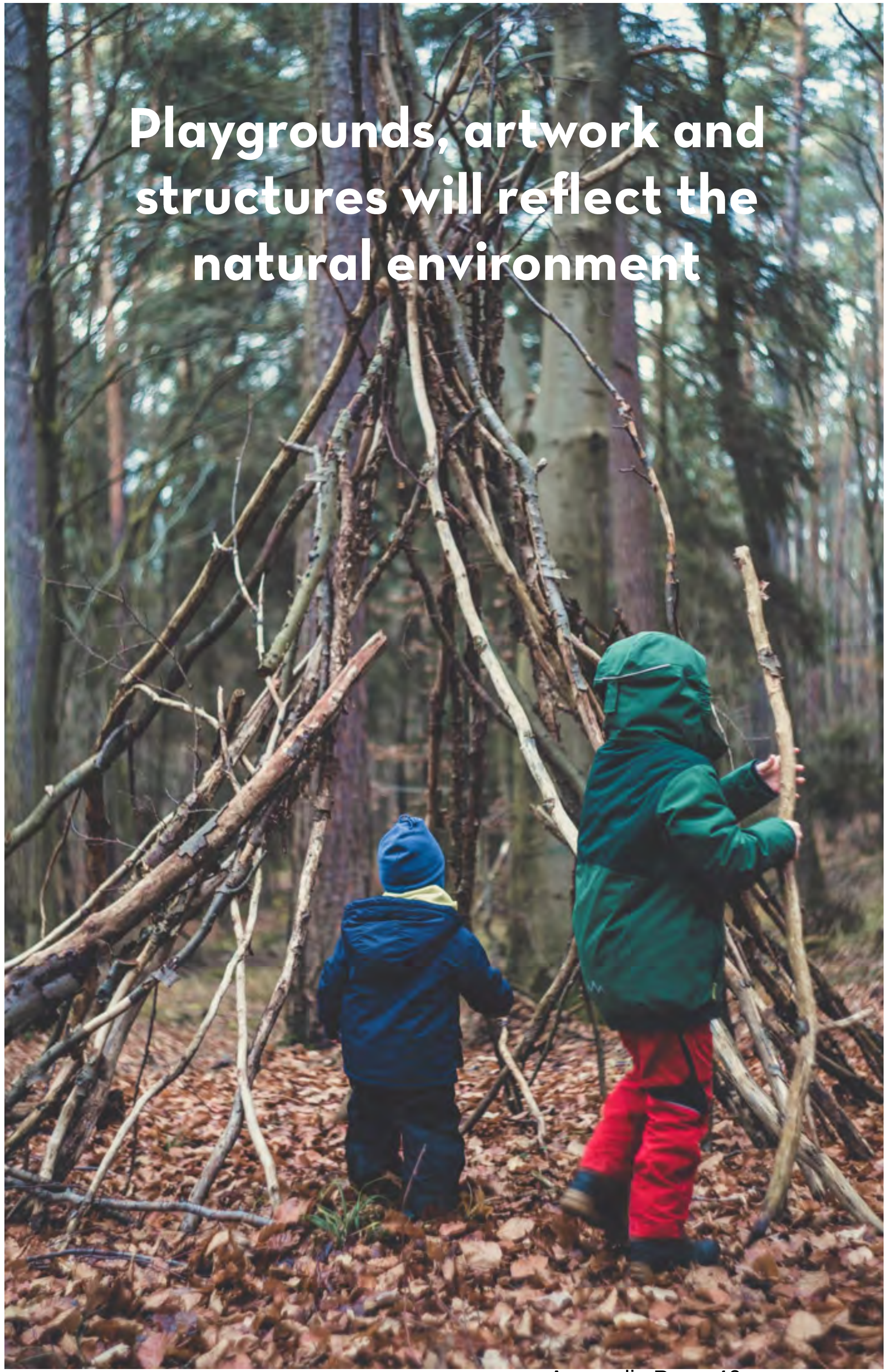
4.5 Estate Thematic

CIVIL AND LANDSCAPING

To ensure a green and natural connection is achieved throughout the precinct the following principles will be used to inform the landscaping and civil design.

- Grove will have a very distinct focus on greening streetscapes, with retained trees and increased tree numbers and sizes to streetscapes to ensure the canopy targets are achieved.
- The pavement, road pavement and lot wall materiality will be low key to enable a refocus of budget to enable highly vegetated streetscapes.
- Existing site levels will be retained where possible to enable the retention of trees.
- Road networks will be positioned to maximise solar orientation of lots where possible.
- Existing gravity sewer catchments are taken into account to ensure an efficient development rollout and the deferment of the construction of the required sewer pump station until necessary.
- Playgrounds, artwork and structures will reflect the natural environment. Emphasis will be given to recycled or sustainable materials. Designs will be created that tie into the natural environment aesthetic.
- Colours and materials of built form will be neutral and reflective of the natural setting.
- Opportunity to include modern sustainability practices or industry leading technology will be explored.

Catalina Grove residents will have a strong connection to the natural environment. Whether it is a stroll through pedestrian friendly shaded streets, stopping to admire the natural form in artwork or taking the kids down to the park to use their imagination in a vast nature play.



BUILT FORM

Prior to the commencement of Phase One new residential design guidelines will be established for Catalina Grove. They will ensure the vision, principles and overall theme of the precinct is achieved. The design guidelines will have a strong sustainability focus whilst ensuring the overall design quality and kerb appeal of the homes are still achieved. Creating a fine balance between affordability and aspirational designs will be critical. Whilst addressing similar criteria as the other precincts these design guidelines will also look to include information on the following;

- Opportunities to provide ‘eyes on the street’ and contribute to community safety.
- Creating opportunities for interactions with neighbours and passers-by.
- A precinct palette to inspire materials colours and treatments used in the house design.
- Climate responsive design advice which will provide design and construction principles to improve the comfort of the home and minimise the energy and water usage.

The current sustainability incentives will also be reviewed with the opportunity to provide a more distinct sustainability package for the residents of Catalina Grove. The incentives will be tailored towards smaller dwellings.

During Phase One research will be undertaken on the density sites located within the precinct. The research will inform the highest and best use, market value, mixed use potential, employment opportunities and potential built form outcomes. This will then be used by the project team to prepare design principles and guidelines for the sites located within Phase Two. Design elements similar to those in the residential design guidelines, minimum sustainability targets, guidance on icon elements and structures, and the design principles and guidelines will be used to prepare the sites for tender. Based on the maturity of the precinct in Phase Two the market may not be ready for the sales of these sites. However, they will be prepared and ready for when the market conditions change. This will enable the sites to be fast tracked should any opportunity arise.

4.6 Display Village

Creating high quality display homes fronting a major road has been a great success in Catalina Beach and an opportunity exists to replicate a similar setup in Catalina Grove. The approach of opening up the estate to Connolly Drive to support the Local Centre Site also supports the creation of a display village. The creation of a display village in the first stage of Catalina Grove has the following advantages;

- High quality homes will be constructed and frame the entry of the development
- These high quality homes will act as a design benchmark for residents to achieve
- The presale of lots to builders offers security of sales for the large initial costs to construct stage 1
- Builders will generate enquiry and traffic to the development that can be leveraged by the project
- Builders will look to establish homes quickly and in turn create early activation of the precinct

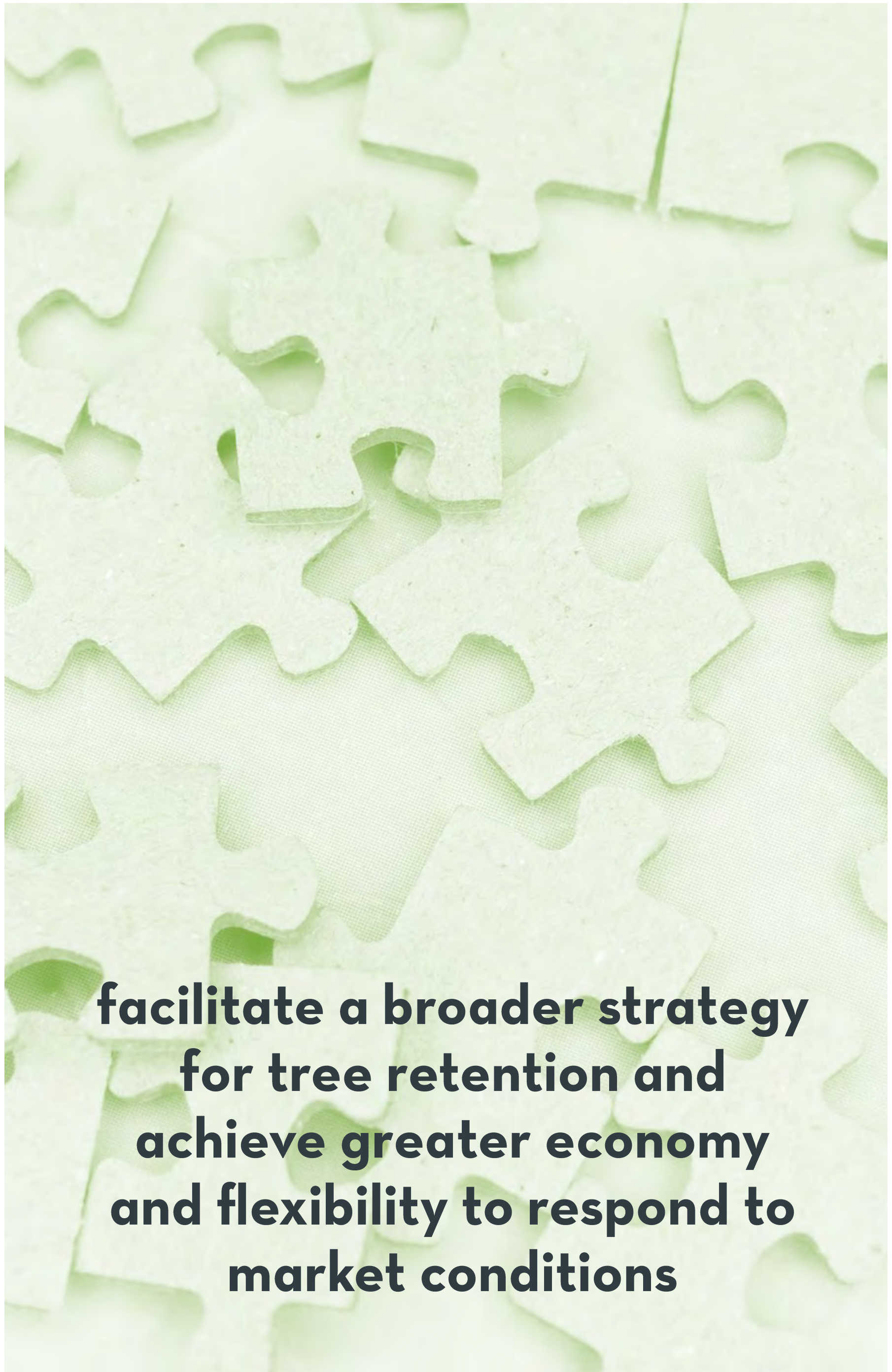
Satterley has spoken with a number of leading project home builders to establish the level of demand that may exist for this opportunity. All builders that were contacted indicated a strong desire to be involved with a display village in this location. Most builders indicted they would look to showcase smaller lot homes and use their first homebuyer brands that are not currently represented in Catalina Beach.

5.0 Development

In consultation with the project consultancy team Satterley has identified the efficient and optimal development rollout for Catalina Grove. Site constraints, key infrastructure, approvals, staging and budgets have helped to inform the development rollout.

The major challenge for the civil construction and design of Catalina Grove will be the retention of existing trees, and the impact this will have on earthworks and site levels. Natural low points and the overall site drainage layout is well advanced through design and is assisted by the free draining sandy conditions. Interface works with the surrounding road networks require detailed design but major connection locations have been agreed through the Local Structure Plan. The north west of the site can utilise existing sewer infrastructure, with a new pump station required for the later stages of development of the precinct. The design and documentation of this pump station is significantly progressed and can be finalised upon completion of the design of the precinct road network.

The delivery of Catalina Grove is proposed to be completed in multiple phases. To make an efficient use of capital and provide development efficiencies.



5.1 Phased Construction

Breaking up the construction of Catalina Grove up into phases will enable an effective use of capital and achieve development efficiencies. This approach is similar to that taken in Catalina Central, Catalina Beach and the development industry as a whole. Multiple stages of approximately 25-50 lots will then be further developed out of each phase.

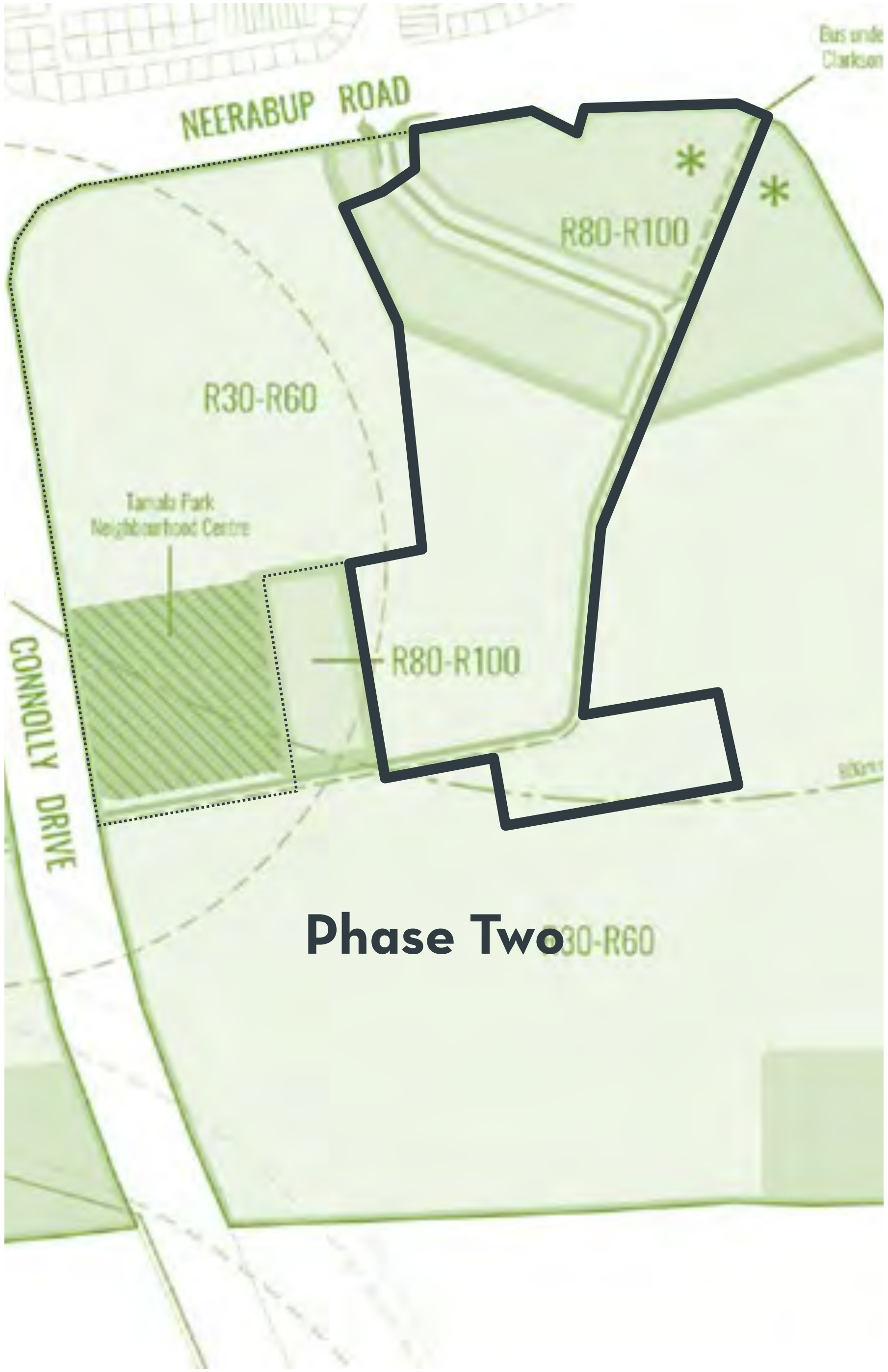
PHASE ONE

The first phase of earthworks in Catalina Grove will include an area that can yield approximately 140 lots, in the north west corner of the site. This approach of earth working a large area will facilitate a broader strategy for tree retention and achieve greater economy and flexibility to respond to market conditions. The location of Phase One considers the following;

- Responds to the sewer limitations by leveraging the existing gravity sewer network. This will enable the capital cost to construct a new pump station to be deferred.
- Opportunity for a builder’s display village with maximum exposure to passing traffic along Connolly Drive.
- Opportunity for product diversity (density and housing typologies).
- The creation of access / egress from Neerabup Road and Connolly Drive.
- Opportunity for landscaped entry statement along Connolly Drive (north of Aviator Boulevard) including POS / drainage at the intersection of Connolly Drive and Neerabup Road).
- Opportunity to create a linear woodland along the northern boundary adjoining Neerabup Road to showcase and create a connection to nature and the retention of trees.
- Opportunity to create and divest the Local Centre Site in recognition that this process and the process for the development of the centre may take several years to complete.

PHASE ONE (Continued)

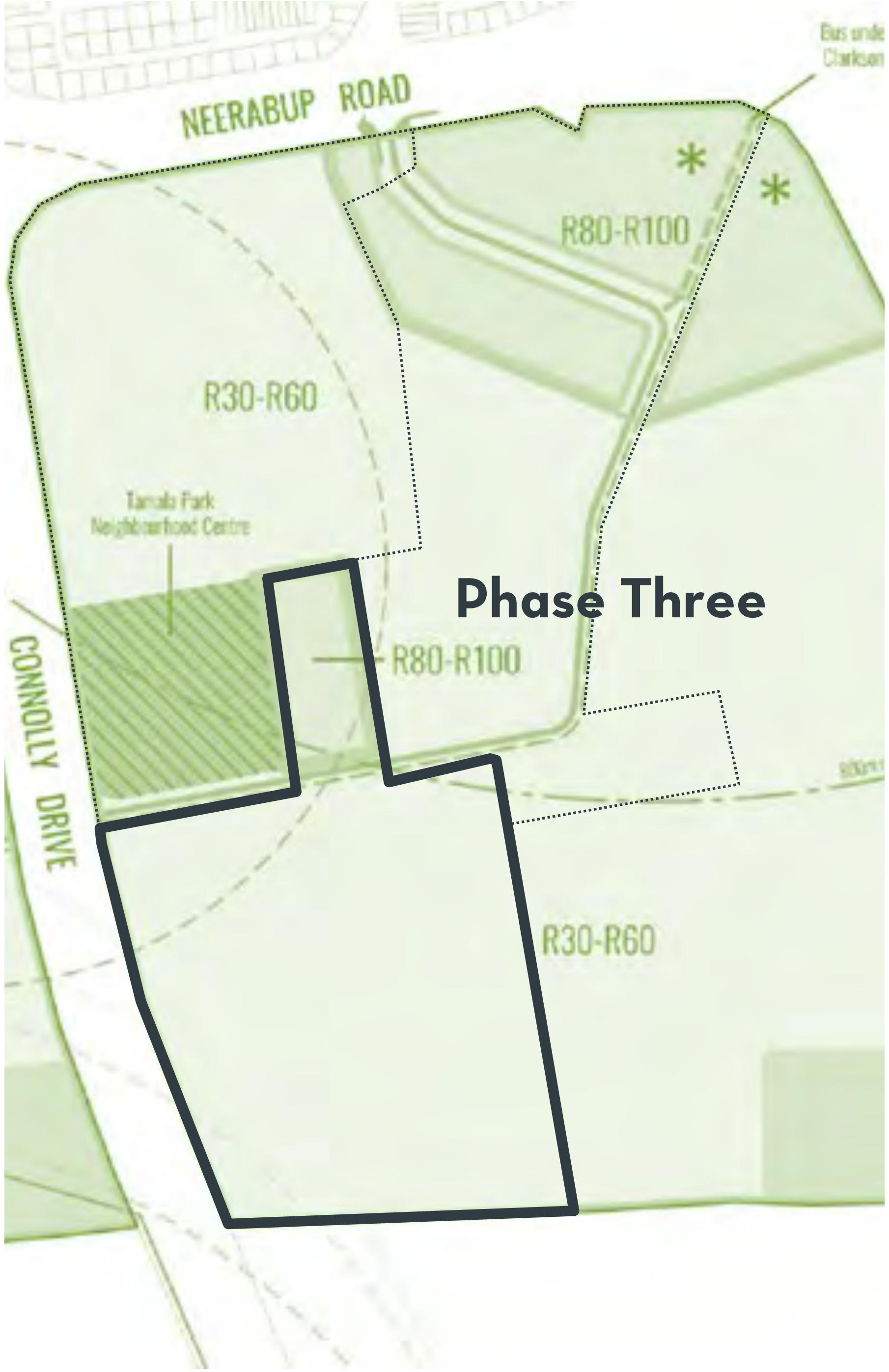
- Construction and landscaping of a highly visible roundabout along Connolly Drive
- Project exposure and marketing opportunities along both Connolly Drive and Neerabup Road.
- The retention of major trees at multiple POS and road reserve locations to establish the project aesthetic and vision.
- The opportunity to install public art or iconic structures at the permanent entry points of the project.
- A focus of presenting out towards its surrounds. The design will embrace Neerabup Road and Connolly Drive to welcome people in.
    - The use of existing trees and new landscaping will create a linear parkland along Neerabup Road.
    - Opening the development to present to Connolly Drive and locating a high quality display village to address this high traffic road.
    - Creation of the Local Centre Site to encourage commercial operators to active the site early.
    - Creating three entry points in and out of the precinct to enable greater vehicular, and pedestrian connections to its surrounds.



PHASE TWO

Phase Two of the development will move to the east of Phase One and will connect to the existing Neerabup Road underpass. This Phase continues on from the Phase One focus on connections by completing creating a major link through to Clarkson Train Station. Internalised amenity and the creation of sites for higher density development area also achieved during Phase Two. Phase Two has considered and will achieve the following;

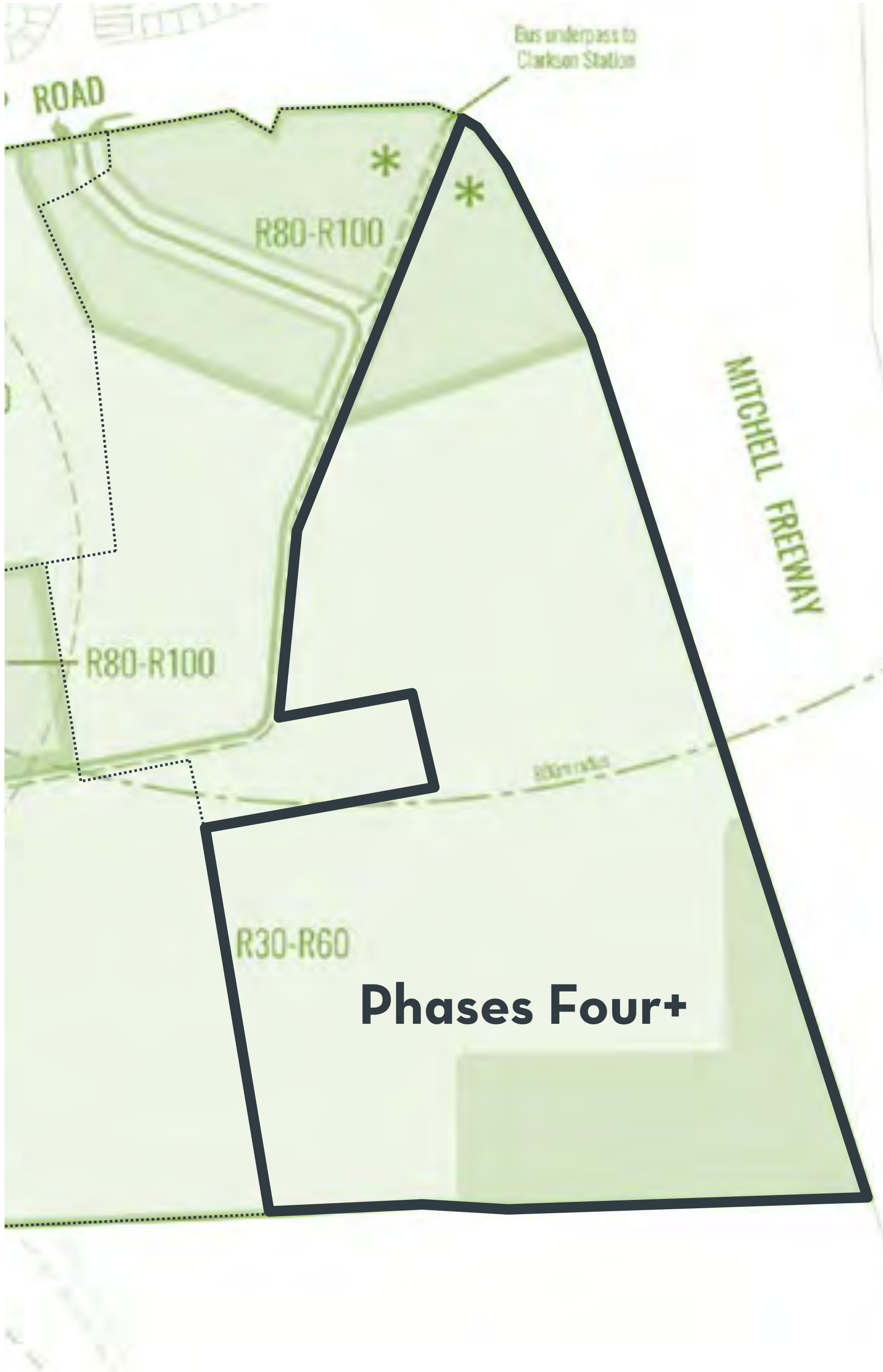
- Completing the final sections of the Green Link. This important connector will provide a landscaped connecting spine all the way from Clarkson Train Station through to the foreshore in Catalina Beach.
- The Public Transport Authority has committed to providing a bus service along Aviator Boulevard upon completion of the construction of the road. This bus service would provide efficient public transport throughout Catalina Beach, Catalina Central and Catalina Grove and activate the currently dormant (constructed) pedestrian and bus underpass. A bus service through the estate may assist with the saleability of lots (particularly smaller lot product within Catalina Grove).
- This phase has the opportunity to ready the highest density sites close to Clarkson Train Station for sale. Having these sites ready for sale will position the project to take advantage of any market upswing that may occur over time, fast tracking the development of these important sites.
- The construction of the major centralised park within Catalina Grove. This park will be a major attractor for the precinct and offer recreational opportunities to residents. The park will include a major nature based play area that will appeal to families.
- This phase will trigger the need to commit to the construction of a sewer pump station.



PHASE THREE

Phase Three of Catalina Grove will look to develop the area south of Phase One and continue to open the project up to and to further address Connolly Drive providing potential for;

- Another display village due to its exposure to high traffic volumes along Connolly Drive.
- Developing the area around the Local Centre including areas of higher density to support local employment and the commercial viability of the centre.
- Residential lots that will benefit from views and outlooks over the bushforever to the south.
- Exploration into an aged care site or health campus that is within close proximity of the local centre. This would provide additional diversity of housing options that Catalina does not have.
- The final entry and egress of the precinct on to Connolly Drive at the southern most boundary
- Continuing the approach taken in Phase One of presenting towards its surrounds. The project will not turn its back on Connolly Drive by putting long rows of rear boundary fencing hard against the boundary. Instead it will look for ways to present towards and soften the interface.



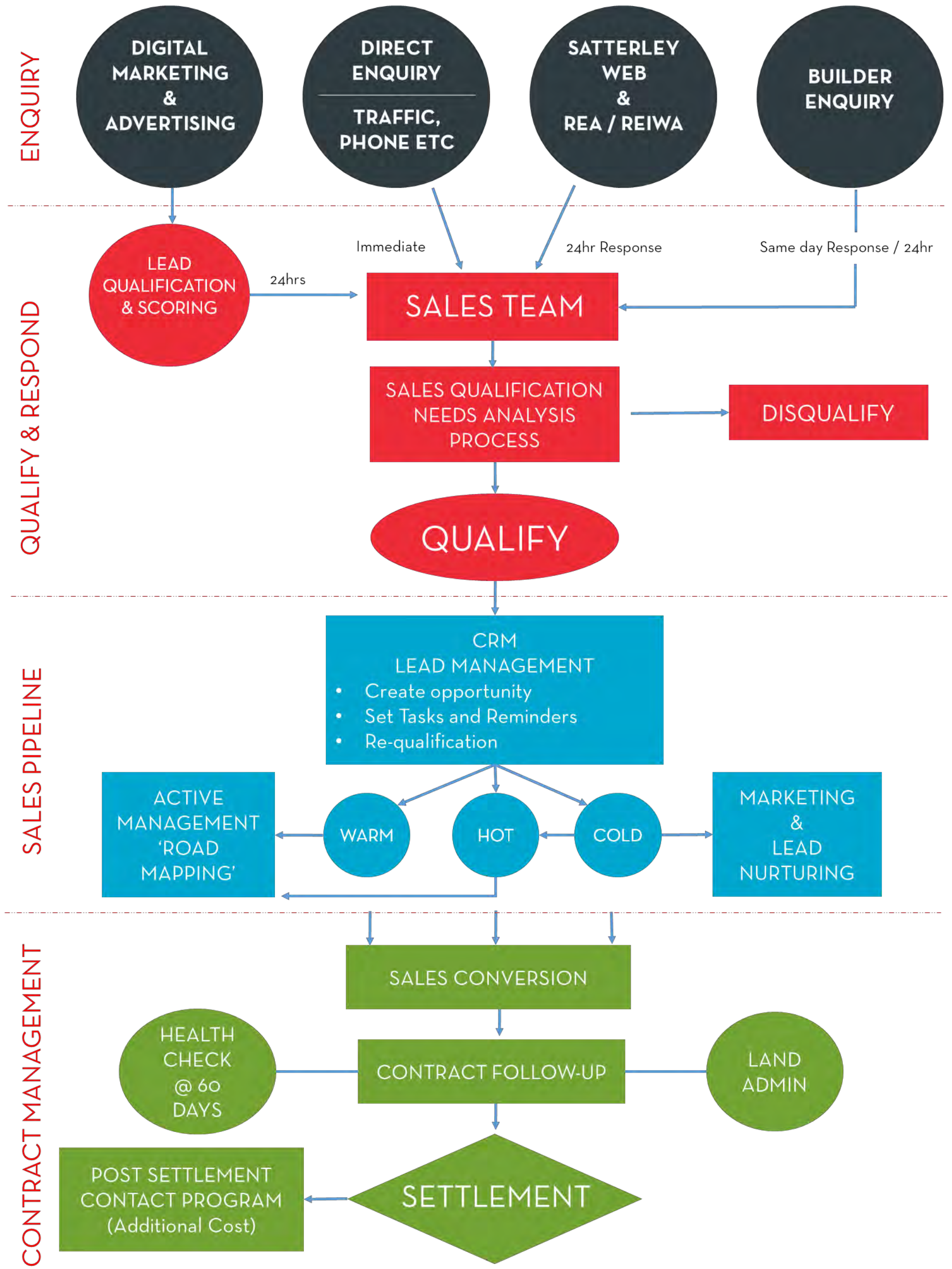
PHASES FOUR+

The remaining phases of Catalina Grove will see development progress to the eastern part of the precinct. These phases can and will be reviewed over time to ensure they are adapted to meet market needs and demands. Areas of significant opportunity are;

- Interface and potential views of bush land and conservation areas
- Integrating the cycle network to join with the established dual use path along the Mitchell Freeway
- Using the lessons learnt within Phase Two to construct high density sites that benefit from a walkable location to the Clarkson Train Station.
- The continuation of retention of significant existing trees within parks and streetscapes.
- Create a high connectivity from north to south across the estate to encourage pedestrian and cycle movement towards Clarkson Train Station.
- Frame the Southern Boundary of the Green Link with higher density green titled lots.

5.2 Sales and Marketing

The impact of COVID-19 has highlighted the need and the desire of purchasers to access more information and project details at home and at anytime of the day. Whilst the role of the traditional sales agent and office is still an essential requirement to deliver Catalina Grove it is proposed that the project leverages the existing sales infrastructure in Catalina Beach. Signing clients and face to face meetings for Catalina Grove will take places at the existing Catalina sales office. This approach is currently used to sell Catalina Central and is an efficient use of capital and will enable Grove to focus on more innovative marketing and sales tools.



SALES

The sales process currently in place and proposed to be used for the launch of Catalina Grove is detailed in the flow chart on this page. Satterley continually review this sales process and seek to provide a leading sales experience to the purchasers of Catalina Grove. The lot sales and release strategy will be further defined within the project Annual Plan. However, an overview of the approach to sell and launch Phase One of Catalina Grove is provided later within this section of the strategy.

MARKETNG

Marketing channels and functions are rapidly changing. To ensure that Catalina Grove is able to adapt to the market further details regarding the specific marketing of Catalina Grove will be reviewed and considered through the Annual Marketing Plan. The overarching strategy will be considered in the Economic and Marketing Strategy. However, an overview of the approach to market and advertise Phase One of Catalina Grove is provided later within this section of the strategy.

SALES – PHASE ONE

Sales in Catalina Grove Phase One will be targeted through two major channels. These channels are direct retail sales and home builder sales.

These two channels will require considered and careful strategies for engagement, communication and sales releases. An overview of the sales and engagement strategy is provided below.

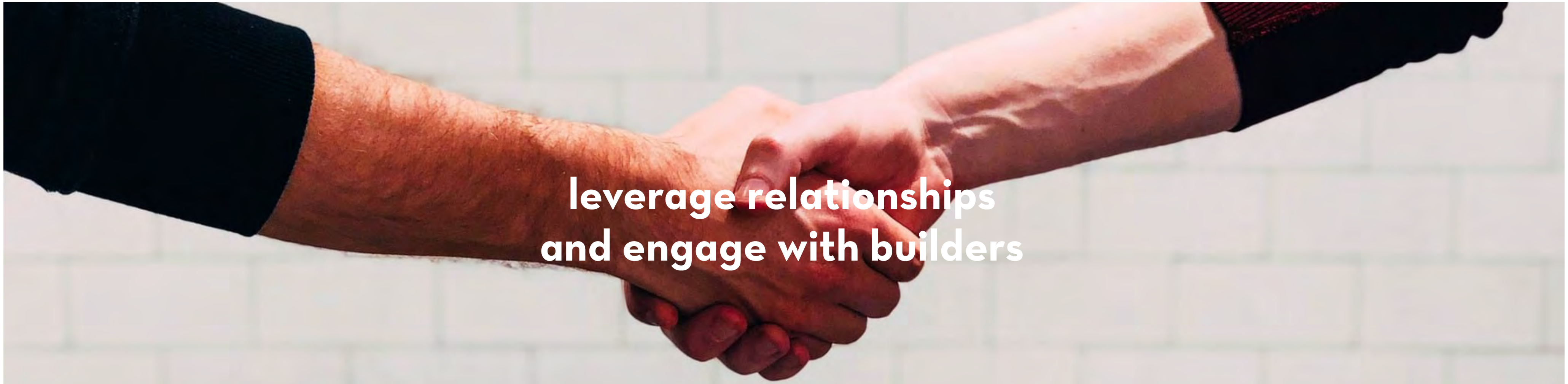
Builder Engagement

Satterley have a strong relationship with all of the key builders that are active within the north west coastal corridor. Satterley will leverage relationships and engage with builders to ensure that Catalina Grove obtains and maintains their support for not only the display village but also a consistent stream of referrals into the estate. These builders will also ensure a diverse range of product is being delivered within the precinct.

Prior to the retail release of Catalina Grove an Expressions of Interest (EOI) process will be completed with builders for the display village located within stage one. In addition to being advertised Satterley will approach its strong database of builders to encourage responses to the EOI. Anecdotal advice from a number of leading builders has indicated a strong demand for a display village in this location. These sales will help underpin the construction of stage one and approximately 12 months from titles the display village will act a as a major traffic driver to the precinct.

In addition to creating a leading display village, builders will provide retail referrals in to the estate. The following engagement strategy will be implemented to ensure these referrals are achieved at the start of the project.

- Weekly Electronic Direct Mail (eDM) communication to feature an introduction, and updates on Catalina Grove prior to release. WA builder database consists of 600 sales consultants. This communication will be consistent with the database communication.
- Produce hard copy sales collateral including estate brochure, pricing and sales documentation to be distributed to all builder head offices prior to initial sales release.
- Builder event to be held at the Catalina sales office prior to official launch to target sales consultants operating within the northern coastal corridor.
- Social media strategy to be implemented to engage with builders through at a management and sales consultant level.



Beyond the initial launch of Phase One a continuous program of events will ensure constant builder engagement. These include but are not limited to;

- The project Estate Manager and sales teams visiting builders head office sales teams to present and promote Catalina.
- The Estate Manager visiting the Catalina Beach, Catalina Grove and surrounding display villages to build a strong relationship and encourage referrals.
- The sales and marketing teams within Satterley working with a wide variety of builders to ensure a constant and varied options of house and land packages.
- Development updates will be provided to key management staff within builder groups to ensure buy in at the management level is achieved.

Retail Engagement

Retail sales are achieved through direct marketing and sales to the public or via builder partners that provide a referral to achieve a house and land package with a purchaser. The marketing brand and lead generation strategy will drive enquiry to register their interest. Driving people to register their interest for Phase One will enable a series of eDMs to be sent in the lead up to sales;

eDM 1: Upcoming project launch announced and database created

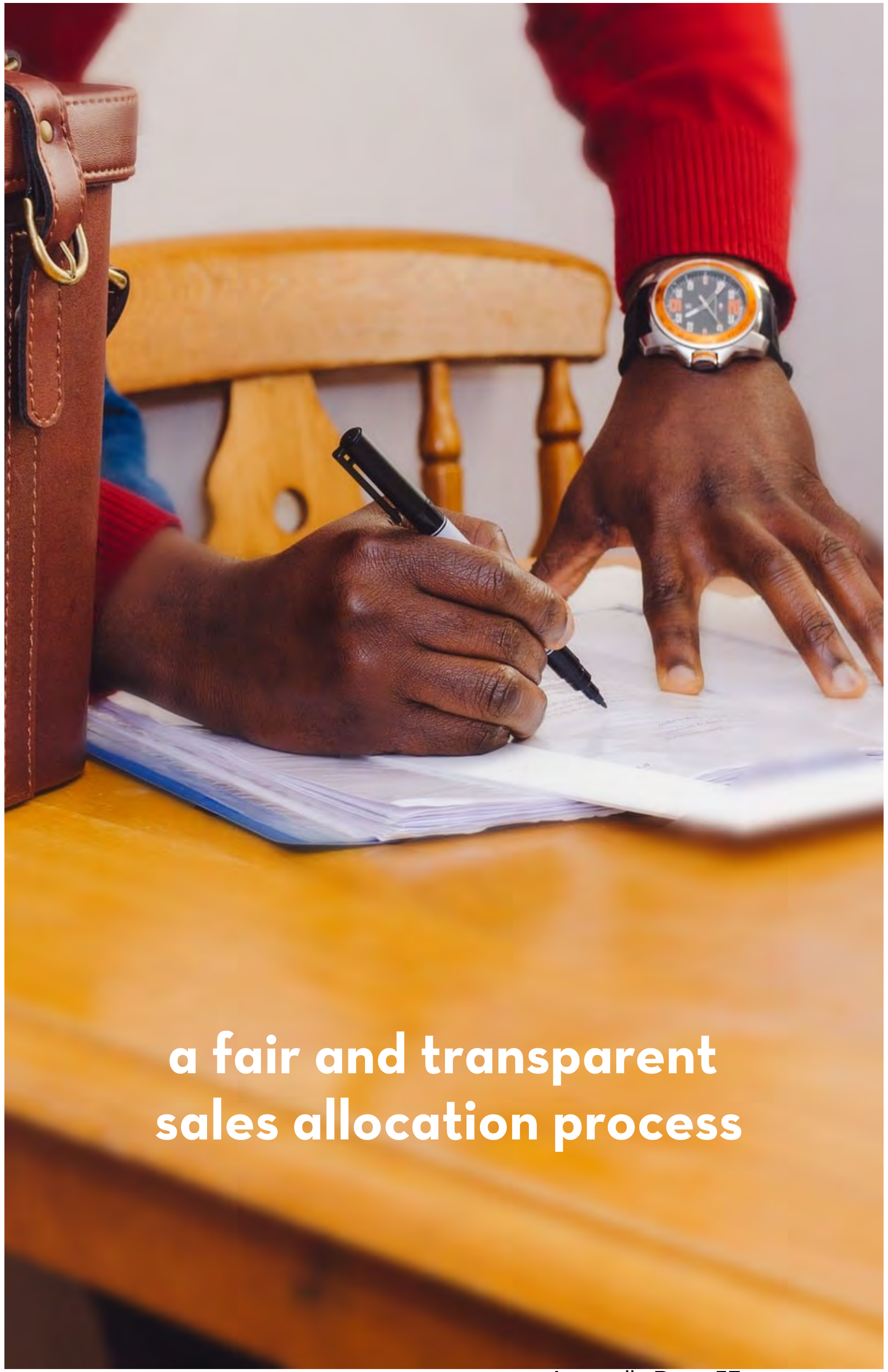
eDM 2: Release date, stage plan, price list and purchasing process distributed

eDM 3: Prepare your letter of eligibility

eDM 4: On-line registration link is distributed (24h before the release time)

The initial and subsequent sales releases are proposed to occur via online registration (the same as Catalina Beach and Central). This allows for buyers to be properly financially qualified and produces a fair and transparent sales allocation process.

The ongoing sales to retail engagement will be as per the sales process previously in this document. The Catalina sales team will continue to operate from the Catalina sales office (located in Catalina Beach) for the foreseeable future. This is in a highly visible location, is well known by the builders operating within the corridor and has a display village attached that attracts walk in traffic, particularly on the weekend.



MARKETING – PHASE ONE

Catalina Grove has the opportunity to provide a clear third brand under the overarching Catalina master brand. Prior to launch a brand health-check will review the Grove brand identity and its relevance to the current and projected market. The outcome of the brand health-check will direct the type of marketing assets necessary to generate Catalina Grove brand awareness (mobile app, CG renders, 3D modelling), and the tone of voice.

The tone of voice (brand language) and brand identity will be instrumental in informing content of key marketing communications and assets for the precinct: eDM, Media Releases, website, estate brochures.

Points of Difference

- Nature

Retained and mature vegetation enhanced by new planting and high quality public open spaces. Includes a number of sustainable building incentives and options. This will create a strong connection to nature.

- Connections

Convenient transport options with access to Clarkson Train Station, the Mitchell Freeway and will benefit from an early public bus route through the precinct.

Catalina Grove is a new precinct with all the benefits of an established suburb. Close location to schools, shops, marinas, beaches, existing communities and many public amenities.

- Health

Designs and principles that will ensure house designs address the street and encourage people to walk and use the public open spaces. Catalina Grove will promote and encourage the use of the Green Link to connect through the Catalina development. Being connected with your neighbours will be easier in Catalina Grove.

- Time

Smaller convenient lower maintenance homes free up time for you to do the things you love. Spend less time getting places (freeway, train and bus connections). Everything is already on your doorstep so why wait.

Target Audience

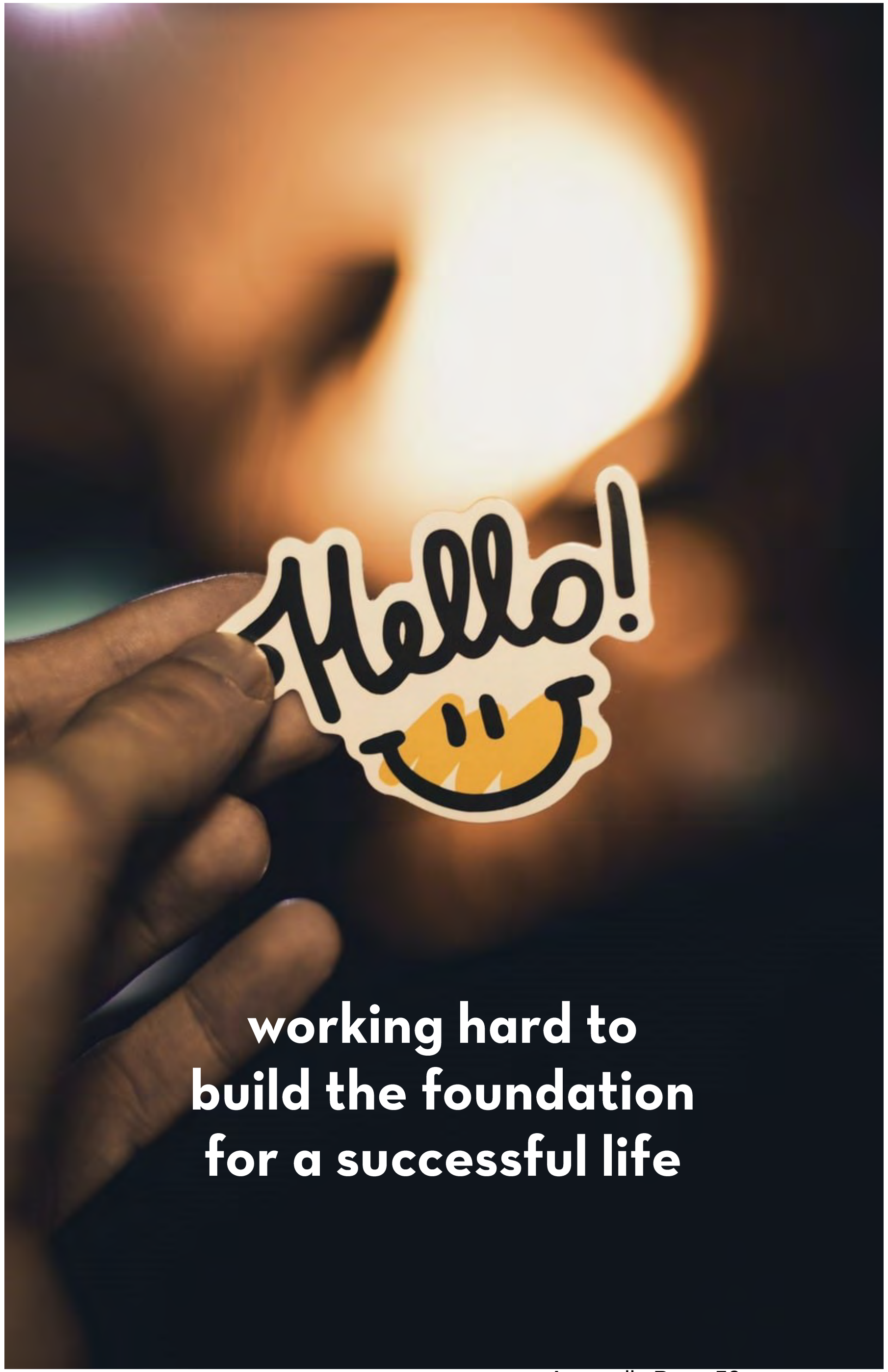
The following target audiences have been identified for this precinct ;

- Young professional couples and singles (most likely without children)
- Downsizers
- Empty nesters
- Easy-care property seekers

Due to the property sizes and convenient location investors may also join the purchasers organically but are not identified as being a target audience.

Using Helix Personas the following values, beliefs and attitudes have been identified for the target audience. These will inform the marketing launch though elements such as tone of voice and marketing channels.

- Future Focus: a mix of single and young families who are intending on working hard to build the foundation for a successful life.
- High Life: highly techy, culture and nightlife loving young couples and singles (sometimes living in shared households).
- Libertarians: socially aware, progressive and open minded, Possibly born in UK, Asia or New Zealand.
- Aspirational Family: highly ambitious and culturally diverse up-and-comers. Careful spenders, they are working hare to create a more successful tomorrow.
- Lifestyle Seekers: The majority are Australian born. Likely married, this persona skews to the older (a significant number are aged 50+), and as a result boasts a higher proportion of outright home ownership.

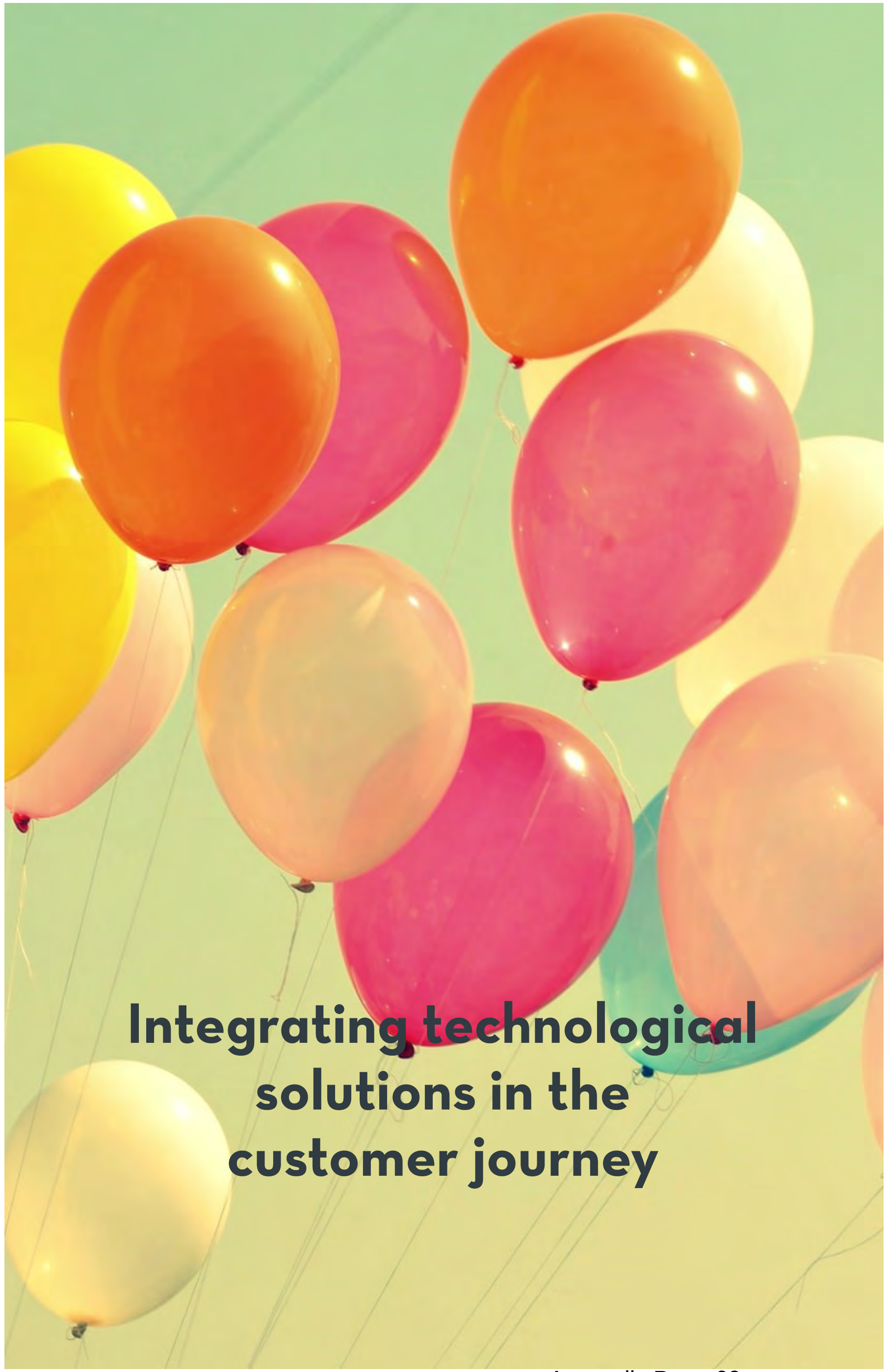


Marketing Launch

Phase One launch campaign will work at two levels: brand and lead generation. Brand campaign will explore alternative digital modes and platforms, while utilising traditional channels, such as print and radio. Lead-generation will take a proven data-driven approach of focusing on Google and social media advertising.

Grove will appeal to the right demographic through connection at the value, beliefs and attitudinal level. This is proposed to be achieved at three levels:

1. Integrating technological solutions in the customer journey (especially when researching the market) and the marketing tools used (potentially, a mobile application with 3D model of the precinct); some existing assets will need to be reviewed and updated (estate brochure, 360-degree virtual tour, etc.);
2. Tone of voice (brand language) and brand identity, and
3. Launch campaign, focusing in brand awareness and lead-generation.



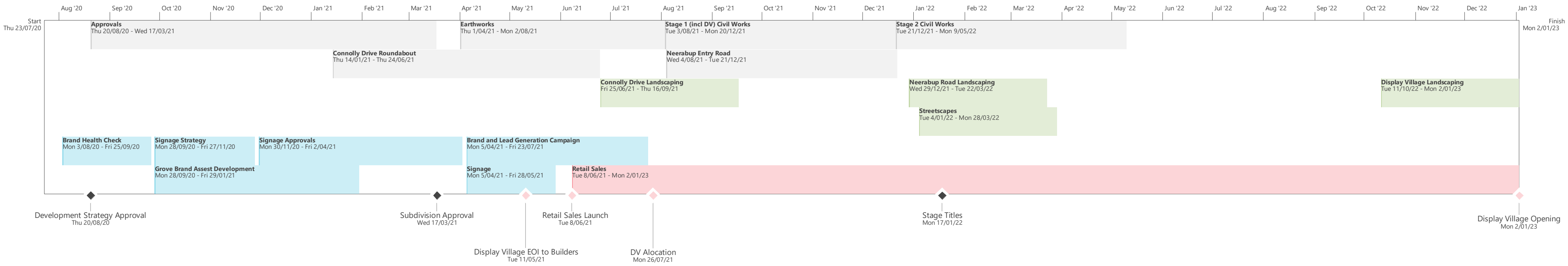
5.3 Budget

The financial impacts of achieving the vision and aspirations are provided as a guide in this strategy. However, these are likely to change over the life of the project.

Should opportunities arise to develop or achieve a greater financial return for the project they will be explored at the point of being identified.

CATALINA GROVE UNESCALATED CASHFLOW	INPUT	CATALINA GROVE JUN-20
Total Lots		743
Residential Area		*231,474m·*
Special Sites Area		*34,300m·*
GROSS INCOME		
Income - Lots		153,440,471
Income - Special Sites		11,740,000
Income - Other		-
Direct Selling Expenses		21,734,696
GROSS INCOME		**143,445,775**
DEVELOPMENT COSTS		
Land		10,206,000
Infrastructure		-
Special Sites/Other Development		840,000
Lot Production		54,122,334
Landscape		13,018,885
Contingency	*5.00%*	3,909,361
DEVELOPMENT COSTS		**82,096,580**
CONTRIBUTION TO PROFIT		**61,349,195**

A high level timeline of events to start works within Phase One which supports the budget is provided below.



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TAMALA PARK
REGIONAL COUNCIL

SATTERLEY

Appendix 8.5

CATALINA | FY21 Cashflow (July 2020)

CATEGORY	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	FY21 TOTAL
Sales - Stage 16A	-	6	3	3	3	2	-	-	-	-	-	-	**17**
Sales - Stage 17A	2	-	-	-	-	-	-	-	-	-	-	-	**2**
Sales - Stage 17B	11	-	-	-	-	-	-	-	-	-	-	-	**11**
Sales - Stage 18B	2	-	-	-	-	-	-	-	-	-	-	-	**2**
Sales - Stage 18C	-	-	-	-	-	-	2	2	2	2	2	2	**12**
Sales - Stage 25	2	-	-	-	-	-	1	1	1	1	-	-	**6**
Sales - Stage 26	18	5	-	-	-	-	-	-	-	-	-	-	**23**
Sales - Stage 27A	-	4	6	4	3	3	-	-	-	-	-	-	**20**
Sales - Stage 28	-	-	-	-	-	-	4	4	4	4	5	5	**26**
Total Sales	35	15	9	7	6	5	7	7	7	7	7	7	**119**
Titles	-	-	-	-	-	37	-	35	-	-	35	-	**107**
Settlements	7	5	10	11	22	9	14	12	11	4	5	7	**117**
Contracts on hand	52	62	61	57	41	37	30	25	21	24	26	26	**26**
Average Settlement Price	306,193	306,104	340,449	332,509	306,036	360,421	242,466	230,666	238,175	354,089	353,478	287,141	**296,485**
GROSS INCOME													
Income - Stage 16A	-	-	-	-	-	-	888,426	888,426	740,355	-	-	-	**2,517,207**
Income - Stage 17A	-	-	-	-	586,000	-	-	-	-	-	-	-	**586,000**
Income - Stage 17B	832,227	531,394	531,394	1,062,788	2,922,668	-	-	-	-	-	-	-	**5,880,472**
Income - Stage 18B	559,500	278,282	278,282	-	278,282	278,282	-	-	-	-	-	-	**1,672,627**
Income - Stage 18C	-	-	-	-	-	-	-	-	-	-	-	242,593	**242,593**
Income - Stage 25	395,000	351,038	-	-	351,038	-	-	-	-	-	351,038	351,038	**1,799,151**
Income - Stage 26	356,625	369,804	2,594,815	2,594,815	2,594,815	2,965,503	-	-	-	-	-	-	**11,476,377**
Income - Stage 27A	-	-	-	-	-	-	2,506,094	1,879,571	1,879,571	-	-	-	**6,265,236**
Income - Stage 28	-	-	-	-	-	-	-	-	-	1,416,354	1,416,354	1,416,354	**4,249,062**
Income - Lots Total	2,143,352	1,530,518	3,404,491	3,657,603	6,732,802	3,243,785	3,394,520	2,767,997	2,619,926	1,416,354	1,767,392	2,009,985	**34,688,724**
Income - Special Sites	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Income - Other	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Direct Selling Expenses	202,194	161,905	260,250	310,746	524,617	270,954	257,838	221,813	219,627	130,153	150,229	181,373	**2,891,698**
GROSS INCOME	**1,941,158**	**1,368,613**	**3,144,241**	**3,346,858**	**6,208,185**	**2,972,831**	**3,136,682**	**2,546,183**	**2,400,299**	**1,286,201**	**1,617,163**	**1,828,612**	**31,797,026**
DEVELOPMENT COSTS													
Land	-	-	-	-	-	-	-	-	-	-	5,103,000	-	**5,103,000**
Consultants	34,652	34,652	34,652	34,652	34,652	34,652	34,652	34,652	34,652	34,652	34,652	34,652	**415,819**
Infrastructure	777,832	12,832	12,832	12,832	12,832	12,832	759,165	759,165	759,165	1,023,315	1,016,333	613,423	**5,772,557**
Special Sites/Other Development	1,667	1,667	1,667	1,667	1,667	1,667	-	-	-	-	-	-	**10,000**
Catalina Beach Bulk Earthworks Stgs 29-31	3,333	20,321	20,321	20,321	20,321	16,988	16,988	273,396	273,396	273,396	273,396	273,396	**1,485,573**
Catalina Grove Cell Bulk Earthworks Stgs 36-40	-	-	2,500	2,500	11,875	11,875	11,875	11,875	11,875	11,875	378,037	378,037	**832,323**
Lot Production - Stage 16A	12,679	12,679	542,959	542,959	879,216	542,959	530,280	-	-	-	-	-	**3,063,733**
Lot Production - Stage 17B	1,415	1,415	1,415	-	-	-	-	-	-	-	-	-	**4,245**
Lot Production - Stage 18C	24,156	24,156	24,156	24,156	24,156	24,156	152,650	152,650	152,650	433,750	152,650	152,650	**1,341,933**
Lot Production - Stage 26	3,415	3,415	-	-	-	-	-	-	-	-	-	-	**6,830**
Lot Production - Stage 27A	13,106	13,106	366,304	361,904	567,354	361,904	353,199	-	-	-	-	-	**2,036,876**
Lot Production - Stage 28	16,989	16,989	16,989	16,989	487,509	487,509	773,609	470,520	470,520	-	-	-	**2,757,624**
Lot Production - Stage 27B	-	-	-	-	13,239	13,239	13,239	13,239	13,239	13,239	13,239	13,239	**105,911**
Lot Production - Stage 36	-	-	-	-	-	-	-	-	-	20,525	20,525	20,525	**61,574**
Landscape	54,273	20,900	43,363	43,363	13,200	13,200	29,551	95,093	142,630	222,013	499,325	492,789	**1,669,700**
Marketing	25,000	25,000	25,000	25,000	25,000	25,000	41,667	41,667	41,667	41,667	41,667	41,667	**400,000**
Community Development	11,156	11,156	11,156	11,156	11,156	11,156	18,594	18,594	18,594	18,594	18,594	18,594	**178,500**
Administration	85,050	85,050	387,470	85,050	85,050	85,050	78,383	78,383	78,383	78,383	78,383	78,383	**1,283,020**
Finance/Bonds	-	350,000	350,000	350,000	2,289,650	350,000	-	-	-	(700,000)	-	(2,639,650)	**350,000**
Debtor/Creditor Movement	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Contingency	53,236	14,167	74,539	59,127	109,361	82,109	140,693	97,462	99,839	108,570	381,490	105,868	**1,326,461**
DEVELOPMENT COSTS	**1,117,958**	**647,503**	**1,915,322**	**1,591,676**	**4,586,237**	**2,074,295**	**2,954,543**	**2,046,695**	**2,096,609**	**1,579,978**	**8,011,290**	**(416,428)**	**28,205,679**
CASHFLOW	**823,200**	**721,110**	**1,228,918**	**1,755,182**	**1,621,948**	**898,535**	**182,139**	**499,489**	**303,690**	**(293,777)**	**(6,394,127)**	**2,245,040**	**3,591,348**
Capital Calls	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Capital Returns	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Profit Distributions	-	-	-	-	-	-	-	-	-	-	-	3,000,000	**3,000,000**
Cumulative Cash Balance	42,994,345	43,715,454	44,944,373	46,699,555	48,321,503	49,220,038	49,402,178	49,901,666	50,205,357	49,911,579	43,517,452	42,762,492	**42,762,492**

Appendix 8.6

Catalina

Annual Marketing Strategy FY21

TAMALA PARK REGIONAL COUNCIL

SATTERLEY

ISSUE 1.0 | June 2020

This **Annual Marketing Strategy** provides an overview of how **Catalina** will progress towards its overall vision throughout **FY21** from the **marketing perspective.**

Contents

1.0 Introduction

This Annual Marketing Strategy for Catalina Estate outlines the key marketing and communication activities for 1 July 2020 – 30 June 2021 period. The purpose of the Annual Marketing Strategy is to provide an overview of the market conditions and a strategic overview for key marketing activities planned for the above-mentioned period.

The key objectives for the overarching Catalina Estate brand, as well as the Central, Beach and Grove sub-brands (precincts), vastly remain the same as in previous years, where the focus is placed on increasing brand awareness. Additionally, FY21 will see the early stages of the Catalina Grove and Catalina Beach brand health check, positioning both precincts to resonate with respective target audiences.

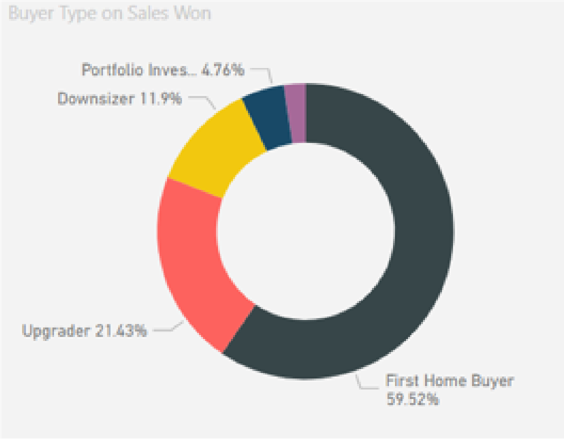
With the annual sales target set at 78 sales across Catalina Central and Catalina Beach on-going lead generation, lead nurture, SEO, content and advocacy activities will have to be put in place to enable the possibility of meeting the goal. The economic conditions are changing and best attempts were made to reflect these in the marketing strategy and budget allocation.

This Annual Marketing Strategy is subject to approval by the Tamala Park Regional Council (TPRC) and the achievement of the key project milestones.

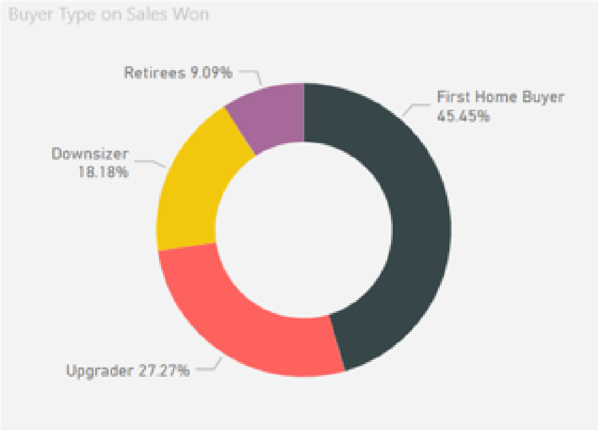
the project needs to be the first to react and establish momentum

2.0 Marketing Insights

Buyer Type, FY19



Buyer Type, FYTD20



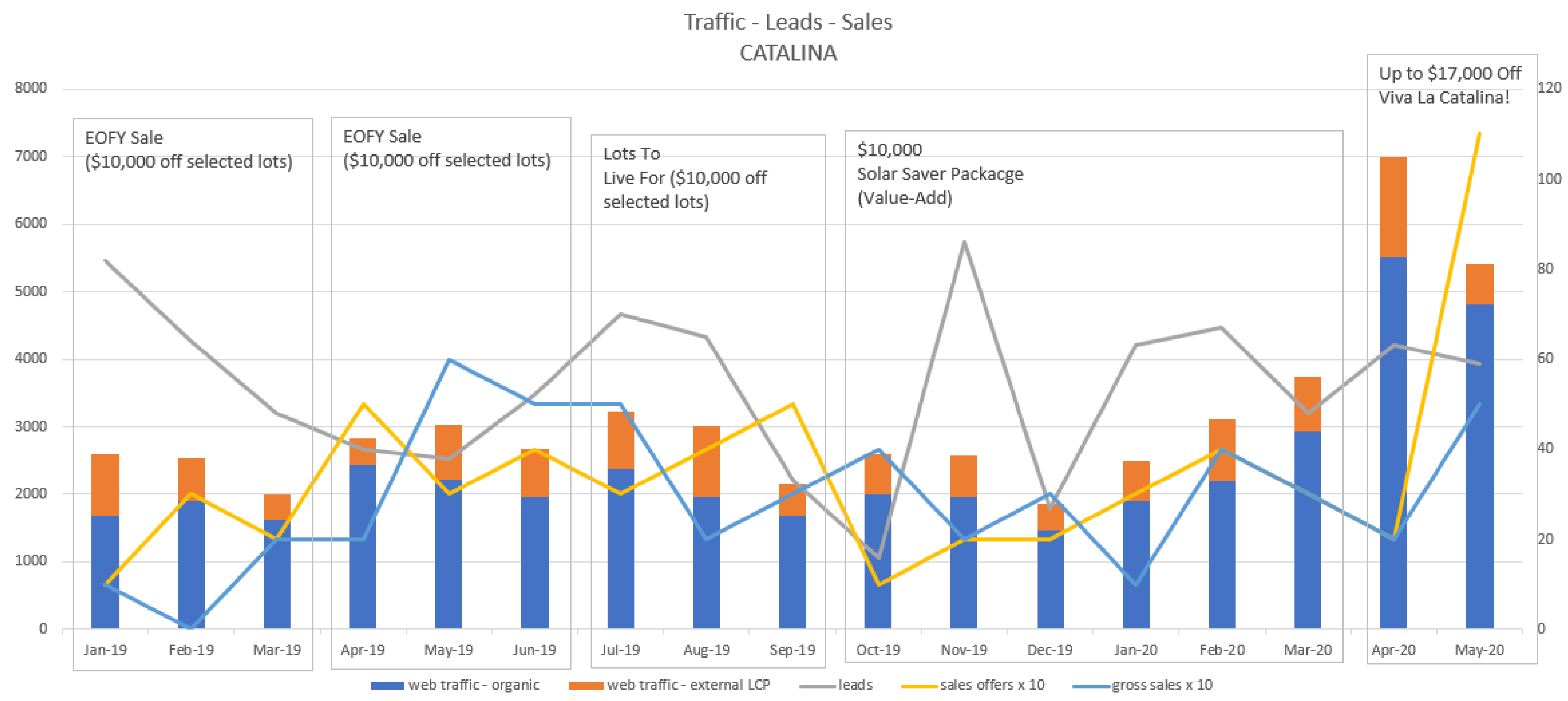
Source: Catalina Estate sales data, customer relationship management system (CRM)

Place	Sales share by suburb, FY19	Sales share by suburb, FYTD20
1	Clarkson	Clarkson
2	Joondalup	Mindarie
3	Burns Beach	Iluka
4	Mindarie	*Mandurah*
5	Currambine	Ocean Reef

Buyer Type and Location

- The share of first home buyers has shrunk, giving way to Upgraders, Downsizers and Retirees. This is most likely due to Catalina Central stock falling outside of the purchasers budget while Catalina Beach development has generated sufficient interest among second homebuyers.
- Most Catalina purchasers continue to come from Perth metropolitan northern suburbs, stretching from Perth CBD to Yanchep along the northern corridor, with Mandurah being an exception. This trend is likely to continue into FY21.
- The order of key suburbs buying into Catalina changed in FYTD20 compared to FY19 with the addition of Mindarie, Iluka and Ocean Reef (suburbs traditionally considered to be "more affluent" buyer suburbs).
- The emergence of Mandurah in the top five suburbs is unusual and can be assigned to the fact that the rest of the purchasers were evenly and thinly spread across variety of suburbs in the Northern Corridor (ie. two or three per suburb).

2.0 Marketing Insights



- Marketing strategies implemented in the FYTD, including sales incentive, lead generation, content and SEO program, contributed towards the upward trend in traffic and leads.
- "Discount off the price" incentive remains the most effective in the market that remains to be price-driven.
- Greater incentive of *Viva La Catalina!* helped convert new and existing customers (leads) into sales.
- This is likely to extend into the first months of FY21 supported by the Federal and State Government grants. However, a customer will still need to qualify for finance first. Therefore, competitive pricing is instrumental in achieving sales target.
- Downward trend in the gross sales and offers from February to April 2020 is vastly due to the effects of COVID19 restrictions and lower consumer confidence in general.
- Total leads to sale conversion rate for FY20 is 15 leads to 1 sale (15:1)

3.0 SWOT

STRENGTHS

SURROUNDING AMENITY

Mindarie Marina, Ocean Keys, Train Station, Freeway Entry

MINDARIE

Positive perceptions and association

SATTERLEY BRAND

Known and trusted developer of estates

ACTIVE DISPLAY VILLAGE

Catalina has a highly active display village (2nd highest visitations in WA)

WEAKNESSES

TAMALA PARK LAND FILL

Odour, Stigma

CLARKSON

Negative perceptions and associations

NO BEACH ACCESS

Competitors have direct beach access within the development

OPPORTUNITIES

DECISIVE RE-PRICING

Swiftly reprice lots to establish momentum

LEVERAGE SURROUNDING AMENITY

Promote a 'safe' investment by leveraging established amenity Mindarie Marina, Ocean Keys, Train Station, Freeway Entry

PRODUCT DIVERSITY

Three precincts, Ability to appeal to a broad range of purchasers

HIGH PROJECT VISITATIONS

Ensure the project presents well and seeks to convert visitors to the display village.

THREATS

ESTABLISHED HOMES

Significant price differential

NORTHERN AMENITY

Further amenity to the north reduces the impact of surrounding amenity

PRICING

Competing estates amend prices quickly to capture sales

4.0 Marketing Objectives

Catalina marketing objectives for FY21 were developed holistically, with the following factors duly considered: Catalina Annual Strategy FY21, Catalina Market Research (2019), historic primary and secondary data; Catalina FY21 sales targets; the state of the WA property market and a highly competitive sales environment predominantly driven by the product discounting and various incentives; the current status of the point of sale environment and project signage in comparison to other developments in the Northern corridor.

Development of each precinct within the Annual Plan FY21 was taken into consideration and will influence the course of marketing program throughout the year, among other factors. Building Catalina brand equity and improving brand position of the development as the preferred destination in the Northern Corridor will remain primary overarching objectives for Catalina and its precincts. The brand will form one level of the marketing objectives and strategy. To ensure that marketing qualified leads are converting into sales and a healthy marketing funnel of leads is maintained, product specific and incentive based campaigns will be required. This will form the second level of the marketing objectives and strategy. These two levels of marketing objectives and strategies will complement Catalina project vision and pillars below.

To create a sustainable urban community offering diverse housing choice, social connectivity and employment opportunities.

BUILT ENVIRONMENT

Provide marketing communications and activities that support diverse housing options that are attractive to a wide demographic and represent best practice urban design ad development

SOCIAL

Support the development of a connected, inclusive, safe and healthy community by directly engaging in existing community events within the primary and secondary catchment areas, and supporting Project's own community initiatives

ECONOMIC

Maximise return for member Councils whilst delivering environmental, social and economic objectives through data-driven approach to marketing expenditure and brand equity growth.

ENVIRONMENT

Demonstrate high quality stewardship in environmental management and innovation in sustainability by embedding environmental messages and points of difference in marketing communications and strategies when practical.

4.1 Catalina Master Brand

Catalina master brand remains the main vehicle the drives and connects all precincts from the customer perspective. The below objectives cover areas that are relevant to all precincts.

Brand and Brand Assets Development
Improve brand awareness for Catalina in the northern corridor through on-going digital brand campaign, up-to-date signage and consistency across all advertising campaigns and marketing materials. Increase brand awareness and share of voice in the primary, secondary and tertiary catchment areas.

Lead Generation
Generate sales leads and traffic to the estate sales office and website, achieving the quality of leads at 17 : 1 conversion rate or better through traditional and digital advertising and builder relationships.

Project Signage
Maintain directional signage to ensure a smooth and enjoyable customer journey; enable customers' un-assisted exploration of the estate.

Market Research
Inform marketing and product decisions through current market insights specific to Catalina, its product and brand perception.

Digital Visibility – SEO, Search Engine Marketing (SEM), Social and Content
Maintain strong organic discoverability of Catalina website through on-going search engine optimisation (SEO) and Content programs; utilise digital platforms as the key driving tool for value proposition communications, in conjunction with lead generation.

Community Development
Support the Community Development function from a marketing perspective to deliver greater added value and build brand equity and advocacy amongst existing and future residents.

Catalina

4.2 Catalina Central

These objectives are specific to Catalina Central and are set in addition to the overarching objectives, such as brand awareness, lead-generation, digital visibility, community development and market research.

- Catalina Central House and Land Packages. Engage with the audience through a competitive offering of land, and house and land packages specific to Catalina Central.
- Demonstration Housing – Sub-Brand Development. Develop sub-brand and positioning for the demonstration housing product in Catalina Central. Design designated marketing activities to drive sales enquires.
- Demonstration Housing – Sub-precinct Signage. Maintain directional signage to ensure smooth and enjoyable customer journey; enable customers' unassisted exploration of the estate.
- Demonstration Housing – Lead-generation. Existing Catalina data base will be prospected via a series of eDMs to extract high intent leads specific to this sub-precinct product. This information will be used to target and acquire similar customers through Google and social platform.
- Parks and Recreation–Stage 11 Park. Activate and integrate the recently completed Aviation playground in Catalina Central precinct.

Customer Takeaway

"This is a family friendly precinct with parks and easy access to the coast and beach. Schools, shops and cafes are on the doorstep. It's affordable.

We can grow our family here, next to the Mindarie Marina. With Joondalup hospital, Joondalup city centre and ECU within 10km distance away, it's the most convenient lifestyle in the northern corridor."

4.3 Catalina Beach

These objectives are specific to Catalina Beach and are set in addition to the overarching objectives, such as brand awareness, lead-generation, digital visibility, community development and market research.

- Foreshore Connection. Communicate the development of the foreshore connection as soon as practical to further strengthen precinct's brand value proposition.
- Brand position. 'Beach community" brand position, will replace 'coastal community'. Incremental re-positioning of the precinct will enable further alignment with the more affluent land and home buyers.
- House and Land packages. Engage with the audience through competitive offering of land, and house and land packages specific to Catalina Beach. Design designated marketing activities to drive sales enquires.
- Engage with local communities, festivals and events that align with Catalina Beach brand and increase geographical footprint through signage at various events within and outside of the primary catchment area.

Customer takeaway:

> *"Catalina Beach is precinct that offers premium beach lifestyle next to all amenities within an established suburb.*
>
> *I can easily and comfortably explore the land, house and land packages available, and all the amenities to chose the right option for my life stage. It's a place I will be proud to call home and invite my friends over"*

Catalina

BEACH

Catalina

GROVE

4.4 Catalina Grove

These objectives are specific to Catalina Grove and are set in addition to the overarching objectives, such as brand awareness, lead-generation, digital visibility, community development and market research.

- Develop brand assets for the precinct, including 3D CG renders to enable target audience conduct research on-line and help visualise the precinct before it's developed.
- Design brand value proposition and launch the brand campaign to draw attention to the commencement of development of the precinct and its unique offering.
- Develop and launch a lead-generation campaign to invite registrations for variety of product that is coming soon. This will allow to build Grove specific data-base for future marketing, community and project development communications in the future.

Customer takeaway:

> *"While it might be some time before the streetscapes will take place at Catalina Grove, I can see (through 3D model and CG renders) that it offers easy-care living near a train station and freeway access.*
>
> *I can live close to the coast yet be connected to the CBD and the City of Joondalup, where I may also be working. This connectivity will support my active and social lifestyle."*

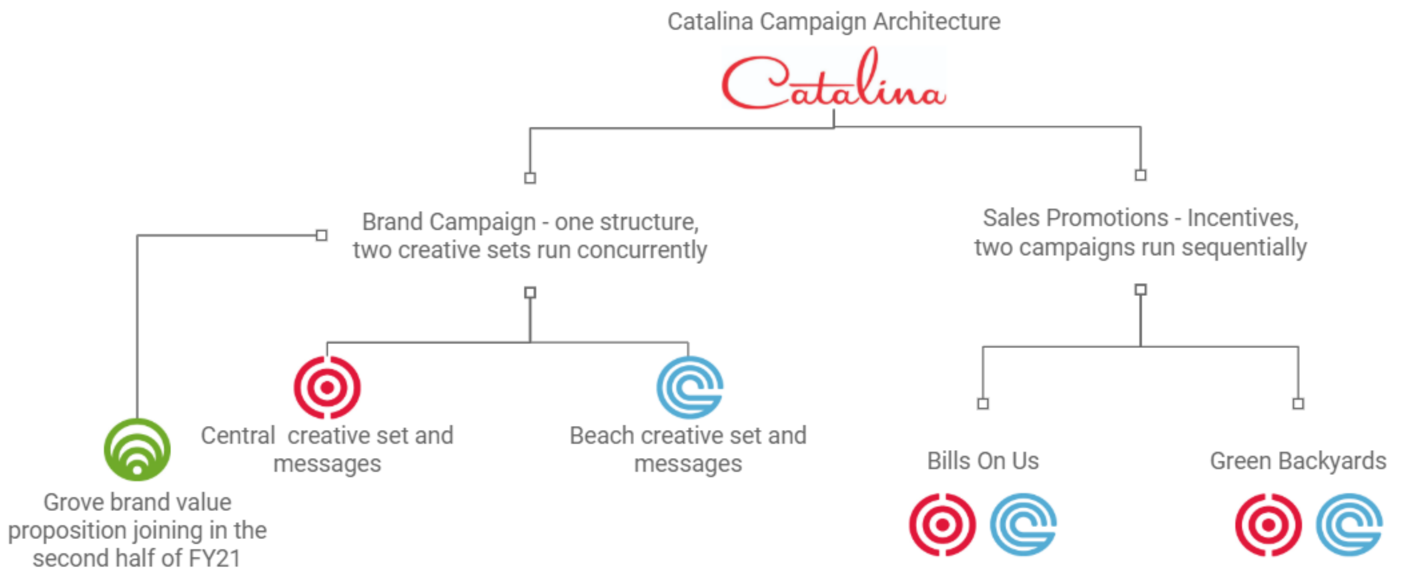
5. Marketing Strategies

These strategies are presented from the customer's purchasing journey point of view (purchasing funnel) and are justified by the Catalina Research 2019 conducted by Painted Dog Research and substantiated by the existing market and sales data.

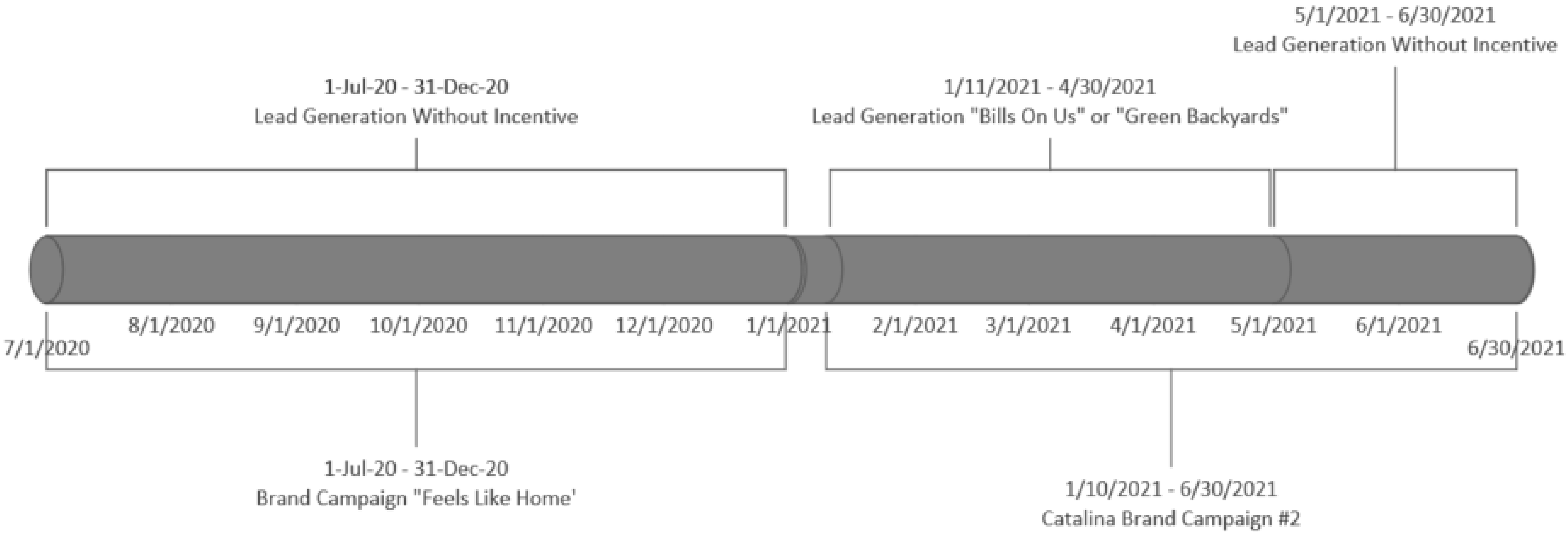
5.1. Brand Strategy Level. Identified as one of the key issues by the market qualitative and quantitative research, brand awareness and estate's value proposition will continue to be a key marketing focus in FY21. Existing brand assets will be updated and new assets will need to be created. Brand Campaigns may run concurrently or subsequently with Sales Promotion campaigns. This may include specific messaging and campaigns around:

- Catalina's 'safe' position as an investment due to its location, amenities, owners (TPRC) and Satterley involvement
- Catalina Beach access, that will shift the brand position from "coastal community" to "beach community"
- Catalina Grove development
- 'Local heroes' and testimonials to support community development and engagement program

5.2. Sales Promotion Strategy Level. This strategy works in conjunction with the SEO, Content and Advocacy strategies. There is a direct positive correlation between the sales promotion offer (incentive) communicated through a lead-generation activity. The data dictates to update such offers quarterly or twice a year to keep the market interested enough to generate leads. Following success of incentivised promotion (Viva La Catalina) in FY20 and to gain first mover advantage, the first campaign for FY21 will need to communicate the project repricing (as per this Annual Plan). This will allow the project to gain momentum ahead of its competitors and capture higher intent leads at the top, middle and bottom of the purchasing funnel. These campaigns will be supported by the Brand Campaigns, and vice versa.



5. Marketing Strategies



Brand

1 July —31 December 2020

Feels Like Home

When choosing an estate to live, the name you know is the way to go. The name that feels like home. Catalina feels like home.

The campaign message is flexible enough to incorporate the estate brand as a whole and highlight its individual assets and amenities. Generating initial interest, the campaign will enhance positive brand associations and assist with lead generation. Initially planned to run for six months, with an opportunity to extend for the full year.

Incentive Option 1

11 January—30 April 2021

Bills On Us

Many utilities offer environmental opt-ins to offset emissions, or source energy from cleaner sources. These opt-ins cost more, but we could cover these costs and then some if a customer signs-up to a more environmental contract. This will work together with the existing rebates and incentives.

Value: up to $10,000 in energy rebates.

Incentive Option 2

11 January—30 April 2021

Green Backyards

Landscaping the rear of a property often gets pushed to the bottom of the priority list, leaving it with a small or zero budget and no interactive elements. We can provide landscaping advice and ideas to help our buyers budget correctly for landscaping.

Value: up to $10,000 in landscaping rebates, or $8,000 'discount-off-the-price'.

5. Marketing Strategies

5.3. SEO Strategy. This strategy addresses on-line visibility of the project when potential customers are searching for broad property terms. The strategy stimulates greater volume of traffic to the website, and engagement with the Project's product information provided.

5.4. Content Strategy. This strategy works closely with the SEO, Sales Promotion and Advocacy strategies. The output of this strategy is content of various formats (blog articles, video testimonials, how-to lists, etc.) which is estate specific and aims to capture audiences at different stages of the buyer journey, stimulating conversion.

5.5. Advocacy and Customer Reviews Strategy. This strategy aims to improve the Project's rating and reviews across global platforms for customer reviews (focus on Google and Facebook customer ratings), to which customers refer prior to making the purchasing decision. The strategy aims to generate brand advocates who will actively recommend Catalina as the best choice (will do so organically and free of charge).

5.6. Lead (Objection) Nurture. Existing leads who are not ready to purchase go through a tailored program, which stimulates further enquiries and helps remain in the customer's consideration set.

5.7. Experiential Marketing. This is subject to COVID19 management restrictions. Working with the existing community development strategy, experiential marketing takes things further aiming to represent Catalina through an interactive experience in areas of high foot traffic. In addition to inviting an audience to experience estate first hand in Mindarie/Clarkson – "bring" the estate to where people are found in high numbers.

This marketing activities are advertising extension and brand promotion, falling outside of TPRC's sponsorship policy.

Brand promotion and community engagement via third-party events, such as

- Mindarie Marina Festival(s)
- City of Joondalup Festival(s)
- Presence at expos that concern strategic life milestones and fit the estate's brand

5. Marketing Strategies

5.8. Catalina Grove Launch Strategy. Catalina Grove Brand health-check will review Grove brand identity and it's relevance to the current and projected market. The outcome of the brand health-check will direct the type of marketing assets necessary to generate Catalina Grove brand awareness (mobile app, CG renders, 3D modelling), and the tone of voice.

The tone of voice (brand language) and brand identity will be instrumental in informing content of key marketing communications and assets for the pre-cinct: eDM, Media Releases, website, estate brochure.

Precinct launch campaign will work at two levels: brand and lead generation. Brand campaign will explore alternative digital modes and platforms, while utilizing traditional channels, such as print and radio. Lead-generation will take a proven data-driven approach of focusing on Google and social media ad-vertising.

Points of Difference

New customers will enjoy easy access to Mitchell Freeway, Clarkson train station, parks and the easy-care lock-up-and-leave built-form when buying into Catalina Grove. While enjoying these Grove-specific points of differences, future residents will take advantage of the in-fill nature of the Pt and estab-lished community: shopping centre, schools, parks, playgrounds; access to local employment centres (Joondalup, Butler, etc.) and proximity to Mindarie Marina and beach. This can be captured in the following customer benefits:

1. Nature. Retained and mature vegetation enhanced by new and high quality parks will provide a welcoming feeling of an established suburb and will favourably position Grove in the norther corridor. This will encourage a more sophisticated buyer.
2. Connectivity. While being a new precinct, Grove will enjoy benefits of an established community: freeway and public transport access, schools, shops, restaurants and cafes, marina and beaches. This will ensure Grove appeals to a broad target audience.
3. Health. Grove design principles will encourage residents to walk and use the public open spaces, as well as the Green Link. Combined with the exist-ing public transport, proximity to local sports facilities and beach, this will encourage a more active and healthy lifestyle.
4. Time. Grove product offering (low maintenance homes) and connectivity can free up more time to do things customers love.

Target Audience

Looking at the target audience from the 'buyer type' perspective, we are targeting Young professional couples and singles (most likely without kids), Down-sizers, Empty Nesters, Esasy-care property seekers. Investors may join organically as well. From the values, beliefs and attitudes point of view, Grove has the potential to the follow Helix personas from the 200 Metrotechs Community:

208 Future Focus: a mix of singles and young families who are intending on working hard to build the foundation for a successful life.

204 High Life: highly techy, culture and nightlife loving young couples and singles (sometimes living a shared households)

205 Libertarians: socially aware, progressive and open minded. Possibly born in UK, Asia, New Zealand (or have respective background).

5. Marketing Strategies

There will be some representation of 300 Aspirationals Community, who are highly ambitious and culturally diverse up-and-comers. Careful spenders, they're working hard to create a more successful tomorrow, as well as 100 Leading Lifestyle Community:

304 Lifestyle Seekers: The majority are Australian born. Likely married, this Persona skews older – a significant number are aged 50+, and as a result this Persona boasts a high proportion of outright home owners, and a similar proportion paying a mortgage.

110 Worldly and Wise: This Persona sits at the higher end of the Leading Lifestyles incomes scale and boasts one of community's highest proportions of outright home ownership.

Grove Launch Strategy and Timeline

Phase One will be launched through integrated, multi-channel data-driven approach and appeal to the right demographic through connection at the value, beliefs and attitudinal level. This is proposed to be achieved through developing appealing brand value proposition, brand assets, research tools and data-driven brand and lead generation campaigns. The strategy will work at the following three levels;

1. Integrating technological solutions in the customer journey (especially when researching the market) and the marketing tools used (potentially, an mobile application with 3D model of the precinct); some existing assets will need to be reviewed and updated (estate brochure, 360-degree virtual tour, etc.). These tools and assets will become instrumental during the early stages of the customer journey (identifying the need and research of alternatives), help understand the brand and its vision. These assets will be long-term assets that can be updated as the Precinct develops.
2. Tone of voice (brand language) and brand identity. As will be determined by the brand health-check, tone of voice and brand identity will be developed, informing launch campaign key message, channels and structure.
3. Launch campaign, focusing on brand awareness and lead-generation. Both, brand and lead generation campaigns, are planned to be launched at the time the earwork commences. Sufficient time needs t o be allowed prior to the first Grove land release to build data base. The following channels have been identified based on historic performance and data currently available:

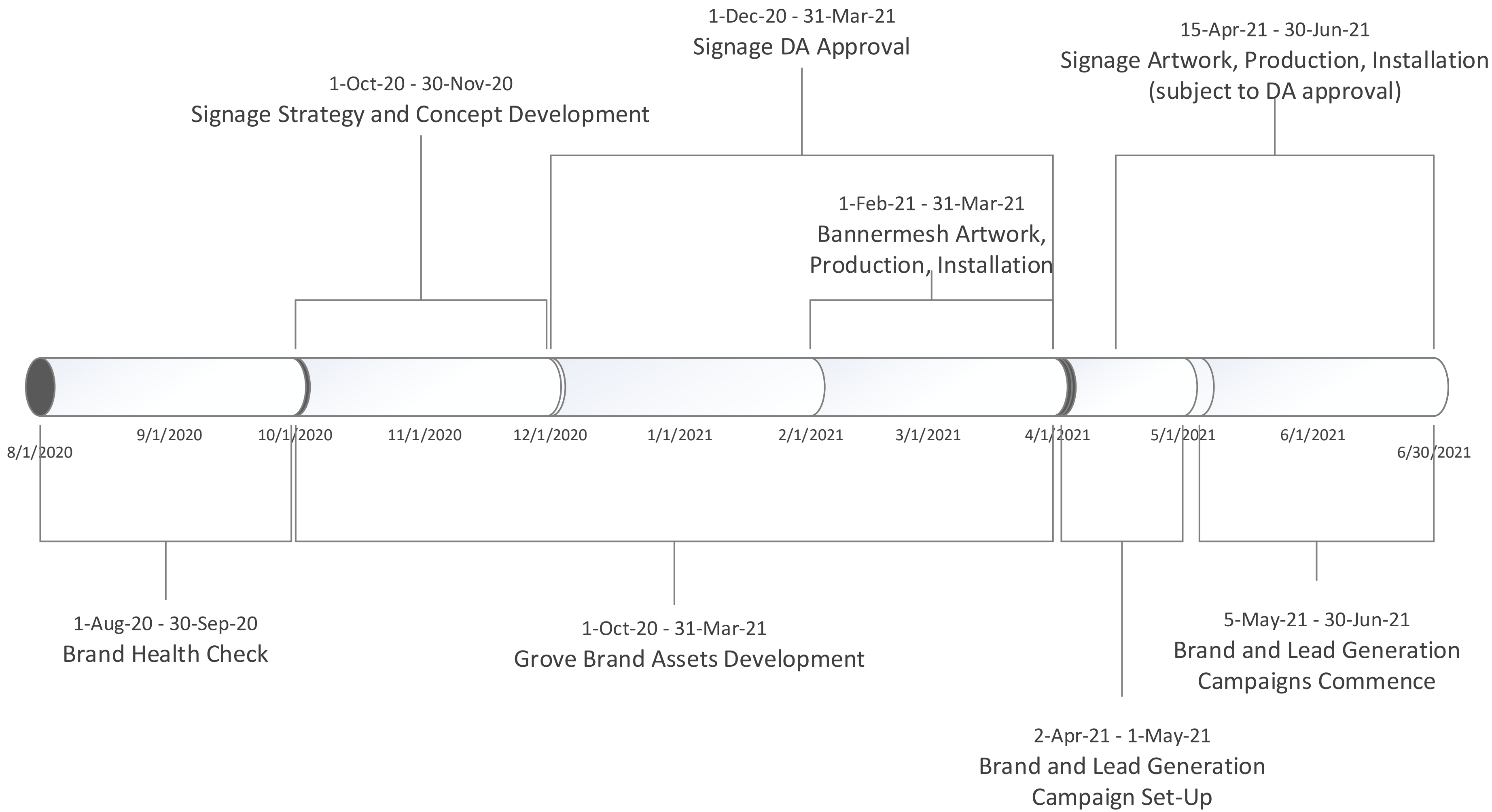
   - Google and relevant Social Media platforms
   - Signage
   - eDM
   - Point of Sale (Sales Office)
   - Print (local press)
   - Radio
   - Advertising via Event Sponsorship to reach target audience

Preparation for the Grove launch will commence in August 2020 and will follow the timeline presented below,

5. Marketing Strategies

5.8. Catalina Grove Launch Strategy (continued).

Catalina Grove Launch Timeline

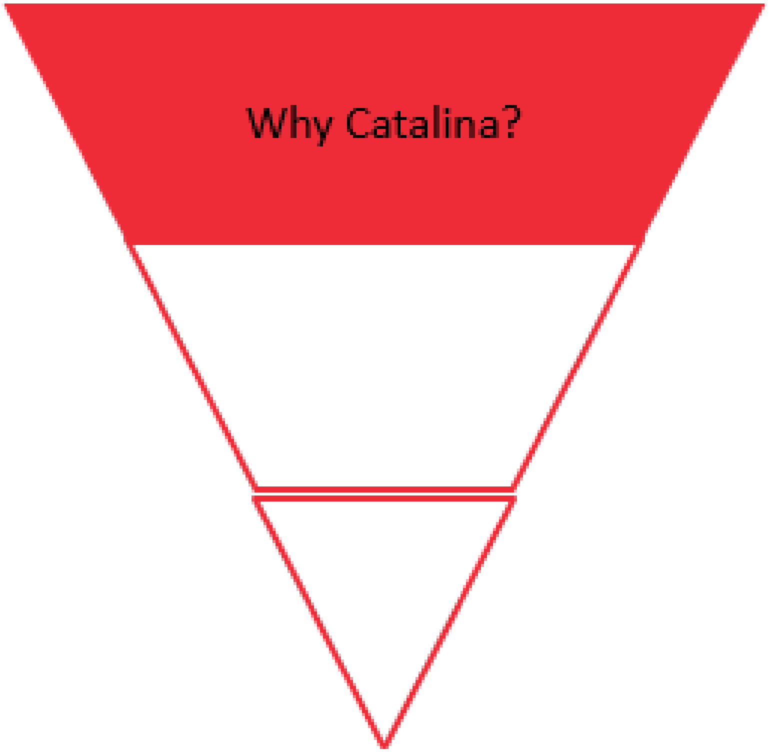


6. Purchasing Funnel Strategies Distribution

Customer View: **Why Catalina?**

Marketing Response:

Define and communicate project value proposition through a comprehensive brand campaign that gives each precinct its own voice.



Marketing Strategy

Brand Awareness Campaign
Launch multi-channel brand campaign communicating brand value proposition through tangible, substantiated positioning. Driven by the market research, supported by primary historic data

Experiential Marketing
Increase footprint in Mindarie and Clarkson area through sponsorship of strategically appropriate events and initiatives

Content Program
Progress with the project-specific content program to increase the digital footprint of Catalina and its precincts

SEO program
Be discoverable. Search words and content pages relevant to the top of the funnel

Experiential Marketing
Brand exposure and community engagement through third-party events with high-foot and/or strategic fit traffic.

Marketing Objective

Brand Awareness

Signage

Digital Visibility

Community

Demonstration Housing in Central

Foreshore Connection in Beach

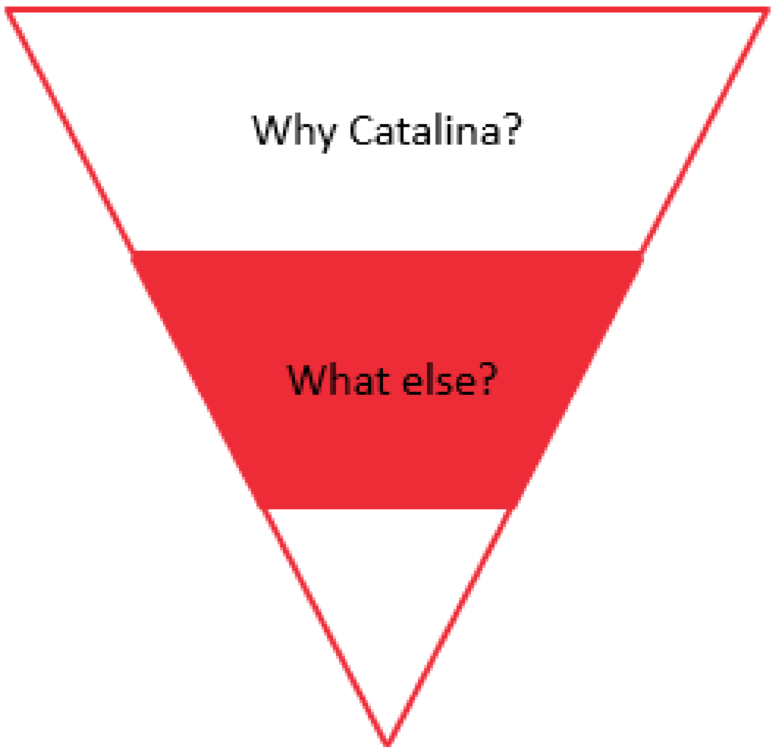
Grove is Coming soon

6. Purchasing Funnel Strategies Distribution

Customer View: **What else?**

Marketing Response:

Ensure lead generation. Provide greater specifics to engage and retain the lead: demonstrate amenities, give a chance to explore online and of line.



Marketing Strategy

Sales Promotions
Value-for-money incentivised promotions to support initial brand interest and generate sales enquiries

Content Program
Progress with the project-specific content program to increase digital footprint of Catalina and its precincts

SEO program
Be discoverable through the search words and content pages relevant to the middle of the funnel

Lead (Objection) Nurture Program
Launch Catalina-specific objection nurture program, work with the existing data-base

Marketing Objective

Lead Generation

Brand Awareness

Signage

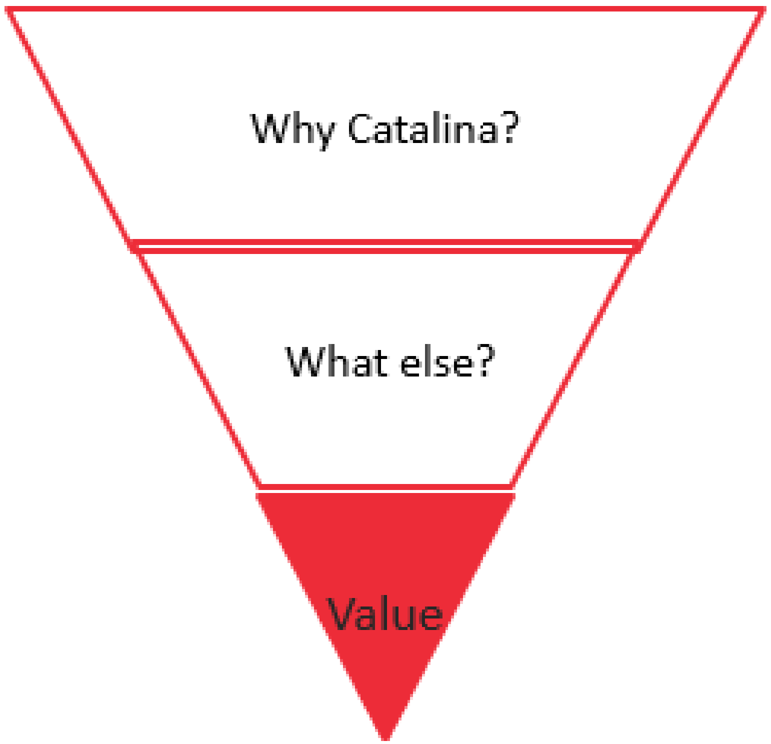
Digital Visibility

6. Purchasing Funnel Strategies Distribution

Customer View: **Value for money?**

Marketing Response:

Provide incentive options (inc. sales promotion incentive). Ensure consistent and continuing communication to demonstrate variety of home options, eco benefits, community program, etc. to demonstrate value for money compared to the "next best option".



Marketing Strategy

Sales Promotions
Value-for-money incentivised promotions to support initial brand interest and generate sales enquiries

Benefits Communications Program
Focus on customer benefits realised from specific Land and /or H&L offers (with or without incentive), transport facilities, parks, foreshore access, etc. communicated through paid and owned digital channels.

Content Program
Progress with the project-specific content specific to Catalina's unique value proposition, attribute and features (bottom of the funnel)

SEO program
Be discoverable. Search words and content pages relevant to the bottom of the funnel

Marketing Objective

Lead Generation

Lead Retention and Conversion

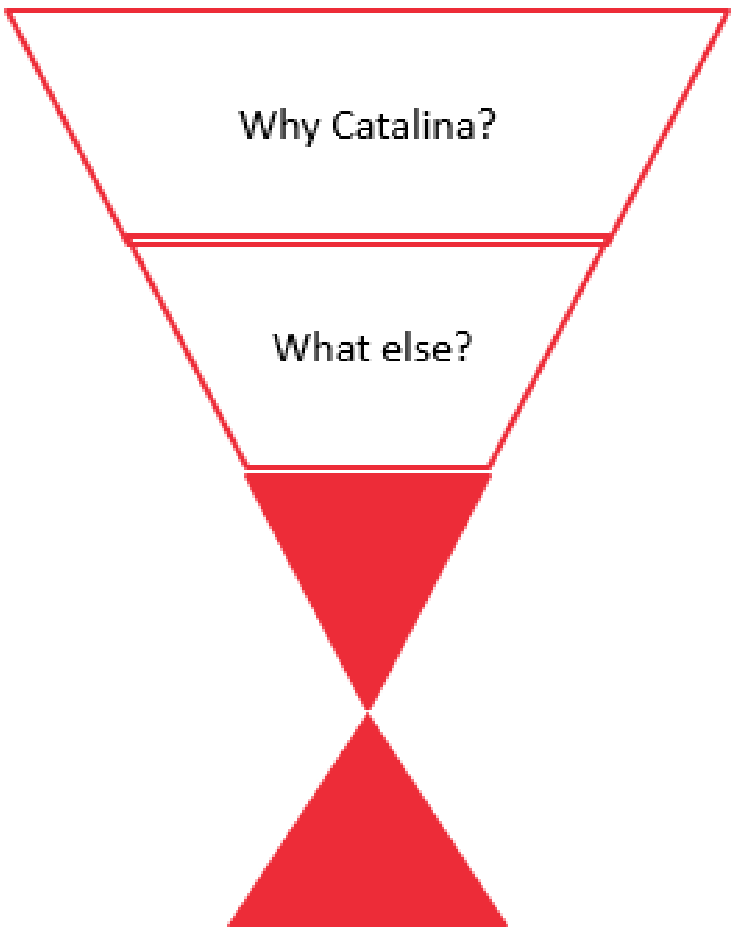
Digital Visibility

6. Purchasing Funnel Strategies Distribution

Customer View: **Would I recommend Catalina?**

Marketing Response:

Improve advocacy, share social proof through testimonials and success stories.



Marketing Strategy

Adoption and Advocacy
Discover positive and happy customers post-event and post-purchase. Create “social proof” assets (video, imagery, testimonials). Increase Catalina’s GMB review ratings

Integration with Brand and Lead Generation
Feature social proof assets in brand

Integration with Content Program
Include success stories into the project-specific content program

Community Events Amplification
Feed marketing program into community events where necessary, and vice versa. Identify and capture on video happy event attendants. Social proof can be based on event attendants’ intent to purchase in Catalina.

Marketing Objective

Brand Perception

Digital Visibility

Community Development

7. Marketing Budget

PROJECT BRAND	**Brand Development**	**$103,000**
	Marketing Plans (consultants)	$0
	Market Research	$30,000
	Brand Identity	$30,000
	Photography	$5,000
	Animation, filming, VR, AI	$35,000
	Consultants	$0
	Merchandise	$0
	Awards and submissions	$3,000
	Brochures /Sales Maps	**$15,000**
	Content and Public Relations	**$10,000**
	Consultants fees (articles, video, graphics)	$10,000
	PR Photography	$0
	Media monitoring	$0
MARKETING INFRASTRUCTUR	**Signage**	**$60,000**
	Estate signage & lot signs	$40,000
	New signs and lot plates	$30,000
	Campaigns	$10,000
	Estate maintenance	$20,000
	Ongoing maintenance (i.e. update of Stage sign and relocation)	$20,000
	Capitalised Assets	$0
	Estate Signage Strategy	$0
	Commercial lot signage	$0
	Sales Office	**$15,000**
	CRM & Website	**$12,000**
ACQUISITION	**Advertising**	**$185,000**
	Media - Television	$0
	Media - Press	$6,000
	Media - Radio	$10,000
	Media - Magazine	$0
	Media - Outdoor	$10,000
	Advertising production - new press, radio, online	$25,000
	Online advertising (lead-gen, SEO, Ratings, etc.)	$104,000
	DM - design, printing and distribution	$0
	EDM - design, distributing, reporting	$0
	Cross-promotion (builtform)	$0
	Merchandise	$10,000
	Sponsorship (ie. Mindarie Marina festival	$20,000
	TOTAL	**$400,000**

8. Marketing Activity Plan

	CATALINA	Proposed Budget FY21	July	August	September	October	November	December	January	February	March	April	May	June
			1, 8, 15, 22, 29	5, 12, 19, 26	2, 9, 16, 23	30, 7, 14, 21, 28	4, 11, 18, 25	2, 9, 16, 23	30, 6, 13, 20, 29	3, 10, 17, 24	3, 10, 17, 24	31, 7, 14, 21, 28	5, 12, 19, 28	2, 9, 16, 23
MILESTONES	**Project Marketing Milestones**													
	Brand Campaign - Value Proposition and Social Proof		Catalina overarching brand campaign "Feels Like Home"						Catalina overarching brand – New Branc Position as a Beach Estate (pending milestone)					
	Catalina Central		Lead Generation and Brand Campaigns							"Bills On Us" or "Green Backyards"				
	Catalina Grove								Precinct Brand and Assets Development					
	Catalina Beach		Lead Generation and Brand Campaigns							"Bills On Us" or "Green Backyards"				
	Incentivised Campaign				Bills On Us				Green Backyards					
	Project Milestones													
	Public Foreshore Access										Beach Public access available			
	Connolly Drive Roundabout													Practical Comp
	Catalina Grove Bulk Earthworks Phase 1												Construction commences	
	Stage 18C (micro lots)						Commenceme				Completion	Titles		
	Public Release		As per the Annual Plan FY21 and market conditions											
	Builder Partnership Release						Central, 17 lots				Central, 18 lots			
PROJECT BRAND	**Brand Development**	**$103,000**												
	Marketing Plans (consultants)	$0												
	Market Research	$30,000			award	pilot	survey	results						
	Brand Identity	$30,000	Catalina Beach and Grove											
	Photography	$5,000	as required											
	Animation, filming, VR, AI	$35,000	as required											
	Consultants	$0												
	Merchandise	$0												
	Awards and submissions	$3,000									UDIA Awards Preparation and Submission			
	Brochures /Sales Maps	**$15,000**												
	Content and Public Relations	**$10,000**												
	Consultants fees (articles, video, graphics)	$10,000	Content and essential PR											
	PR Photography	$0												
	Media monitoring	$0												

8. Marketing Activity Plan

	CATALINA	Proposed Budget FY21	July – June (weekly)
MARKETING INFRASTRUCTURE	**Signage**	**$60,000**	
	Estate signage & lot signs	$40,000	
	New signs and lot plates	$30,000	As per the Release and Development Schedule (Annual Plan FY21)
	Campaigns	$10,000	Brand and Incentive campaigns - as per the Annual Marketing Strategy FY21
	Estate maintenance	$20,000	
	Ongoing maintenance (i.e. update of Stage sign and reloc	$20,000	as requried
	Capitalised Assets	$0	
	Estate Signage Strategy	$0	
	Commercial lot signage	$0	
	Sales Office	**$15,000**	
	Sales Office interior - panels	$10,000	as required
	Sales Office exterior - signage	$5,000	as required
	CRM & Website	**$12,000**	
	Website maintenance (Hatchd)	$5,000	On-going support
	Project Maps	$5,000	
	Content Writing (consultants)	$0	
	Jet Interactive	$2,000	Jet Interactive Phone numbers to track performance
	Live Chat Monitoring	$0	
	Special website projects - CRM	$0	
ACQUISITION	**Advertising**	**$185,000**	
	Media - Television	$0	
	Media - Press	$6,000	as requried
	Media - Radio	$10,000	as requried
	Media - Magazine	$0	
	Media - Outdoor	$10,000	
	Advertising production - new press, radio, onlin	$25,000	as requried
	Online advertising (lead-gen, SEO, Ratings, etc.)	$104,000	
	DM - design, printing and distribution	$0	
	EDM - design, distributing, reporting	$0	
	Cross-promotion (builtform)	$0	as requried
	Merchandise	$10,000	as requried
	Sponsorship (ie. Mindarie Marina festival	$20,000	
	TOTAL	**$400,000**	

Appendix 8.8

Appendix 8.9

Appendix 8.10