

CITY OF ARMADALE

A G E N D A

**OF CITY STRATEGY COMMITTEE TO BE HELD IN THE COMMITTEE ROOM,
ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON TUESDAY, 17
AUGUST 2004, AT 7.00 PM.**

Meal to be served at 6.15 pm

PRESENT:

APOLOGIES:

OBSERVERS:

IN ATTENDANCE:

DISCLAIMER

The Disclaimer for protecting Councillors and staff from liability of information and advice given at Committee meetings to be read by the Chairman.

DECLARATION OF MEMBERS' INTERESTS

QUESTION TIME

DEPUTATION

Nil

CONFIRMATION OF MINUTES

RESOLVED

Minutes of the City Strategy Committee Meeting held on 13 July 2004, be confirmed.

Minutes of the Special City Strategy Committee Meeting held on 26 July 2004, be confirmed.

ITEMS REFERRED FROM INFORMATION BULLETIN

INFORMATION BULLETIN – ISSUE NO.15/2004

The following items were included for information in the “City Strategy section”

- Progress Report on the Replacement of IT Core Systems Project
- Progress Report on Contingency, Operational and Strategic Projects
- Report on Outstanding Matters

If any of the items listed above requires clarification or a report for a decision of Council, this item to be raised for discussion at this juncture.

I N D E X

CITY STRATEGY COMMITTEE

17 AUGUST 2004

MISCELLANEOUS

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STRATEGIC PLAN REVIEW

WARD : All
FILE REF : MAN/3
DATE : 12 Aug 2004
REF : RST
RESPONSIBLE : Chief Executive
MANAGER : Officer

In Brief:-

- A Councillor Workshop was held on 6 March 2004 to review the Strategic Plan. The outcomes of this workshop formed the basis for the 15 Year Plan and Annual Budget workshops.
- Proposal is to publish a 16 page marketing document (approx.500 copies) for publication along with a “poster” version for display at the office and libraries.
- Draft version to be published for public comment in early October. The final colour version to be completed, possibly in conjunction with the 2003/04 Annual Report (early-November).
- It is recommended that Council note and confirm the broad text of the Strategic Plan (as attached) which is being converted into a presentation document.

Officer Interest Declaration

Nil.

Strategic Implications

Council’s Strategic Plan provides the framework for the City’s direction and new initiatives.

Legislative Implications

Nil.

Council Policy / Local Law Implications

Changes to Strategic direction may involve amendments to policy and local laws.

Budget / Financial Implications

The 2004-05 Annual Budget includes funding of approx. \$6,000 for publication of the Strategic Plan.

Consultation

Liz Pattison (consultant)
Councillors
Community
Staff

BACKGROUND

In March this year Council held a Workshop on the Strategic Plan. The Workshop reviewed completely the text of the Strategic Plan which had been developed over several steps in 2003.

The outcomes of the March workshop, including priorities formed the basis of subsequent 15 Year Financial Plan workshops and preparation of the 2004-05 Budget.

The first 5 years of the 15 Year Financial Plan establishes the funding commitments which underpin the Strategic Plan.

COMMENT

Council will recall that it had been proposed to prepare an 8 to 12 page marketing document to be published as the Strategic Plan.

This will be under-pinned by a 30 to 40 page Corporate Plan, based on the outcomes of the recent 15 Year Financial Plan and 2004/05 Budget. Draft-2 of the Strategic Plan, including a Priorities List is shown as **Attachment A-1 to the Agenda**.

The Aims and Initiatives have been confirmed through the 15 Year Plan and Budget and the Plan is now being converted into “copy” for publication.

The 8 page Draft will convert to approximately 16 pages with graphics. Initially, approximately 500 copies will be produced.

A “poster” version will also be prepared for office and library display.

The Plan is being prepared in parallel with the 2003/04 Annual Report, with potential logistic and design savings.

A black and white version is anticipated to be available for public comment in the first week of October.

This will enable the final colour version to be completed for release either in conjunction with 2003/04 Annual Report (early November) or at the Annual General Meeting of Electors in mid November.

It is now appropriate that Council confirm the broad text of the Strategic Plan, attached as Draft-2, which has formed the basis of the 15 Year Financial Plan and Annual Budget, for compilation into a presentation document to be released for public comment in early October.

RECOMMEND

That Council approve the broad text of the Strategic Plan and Priorities List shown at Attachment A-1, for compilation into a presentation document to be released for public comment.

Moved Cr _____
Motion Carried/Lost (.....)

NEIGHBOURHOOD IMPROVEMENT PROJECT (NIP)

WARD : Westfield and West
Armadale
FILE REF : PSC/29
DATE : 14 July 2004
REF : IM/YC
RESPONSIBLE : EDDS/EDComS
MANAGER
:

In Brief:-

- The NIP program has run over the past four years to revitalise particular suburbs with assistance from Department of Housing and Works and, latterly, ARA.
- The Program is nearing completion. This report provides an overview of the program identifying the lessons learnt.
- Recommend that the report be received and noted.

Tabled Items

Nil.

Officer Interest Declaration

Nil.

Strategic Implications

- To foster a supportive and caring community;
- To have in place a range of services to meet community needs; and
- To improve the overall well being and safety of the community.

Legislation Implications

Nil.

Council Policy / Local Law Implications

Nil.

Budget / Financial Implications

The City contributed \$50,000 to the project in 2003/04. The project was jointly funded by the Department of Housing and Construction, Keystart and, in its last year, the ARA.

Consultation

- ♦ ARA, Department of Housing and Works (Keystart)

BACKGROUND

The Neighbourhood Improvement Project (NIP) commenced in the Armadale area in 2000 to upgrade two neighbourhoods with a significant number of Homes west rentals and considered to have families with low incomes, high unemployment, and high rates of crime. The City of Armadale received sponsorship from the Department of Housing and Works (previously Ministry of Housing) through Keystart to create an urban renewal project in Armadale. The Armadale Redevelopment Authority agreed to join the program in 2003.

The purpose of this report is to advise Council of the success of the NIP program now that it is nearing completion. While some carry-over funds will allow for the completion of works, the project is not being funded in 2004/05. The project officer's report is attached for information. **(Refer Attachment A-3 to the Agenda).**

CONCLUSIONS FROM NIP

In the initial community consultation, the community in Hollybush had voiced that they were afraid to use their parks particularly Bernice Hargrave Reserve. The parks are now being well used and this is a strong indicator of the success of NIP. The community process has also created a greater awareness of different community organizations that are active in the area and this has served to increase networks and links for some of those who had previously been isolated in their homes.

Streetscapes in three streets are visually more pleasing with continuity in planting of street trees and mulch spread over verges. A fence was built around one corner house to create a visual barrier so the neighbours, who objected to the view into the front and back yard could be appeased. These initiatives by NIP have shown the community that public authorities care, are willing to listen to concerns and are committed to making a difference, thus encouraging a more energetic response from households to participate and take pride in their environment.

The NIP areas were selected on the basis of their need. The chosen areas were characterized by lowest socio-economic groupings and most manifest neglect in the surroundings. There is no doubt that the attitude to one's community is determined to a significant extent by the physical surroundings. These are in part in the private and in part in the public domain. NIP aimed to both engender a sense of belonging through community events and the provision of opportunities to meet and relate, and latterly focused particularly on making physical improvements to the public domain.

The difficulties posed by the desire to make physical improvements was firstly the fact that they were restricted to the public domain but more importantly the cost of making significant improvements was well beyond the project budget. Early in the discussions on NIP Stage 2 it was concluded that significant streetscape improvements resulting from tree removal and replanting would have more than accounted for the whole budget. In addition the possibility of undergrounding the power lines was considered but rejected as being prohibitive.

It was the view of the Steering Group that the imposition of the program would not be acceptable but that suggestions needed to come from the community. Various surveys were undertaken including a structured house to house survey during 2003. This determined that many of the priorities were beyond the scope of the project and its budget. Notably concerns about crime were difficult to address, although a CPTED (Crime Prevention Through

Environmental Design) study provided useful directions that will be taken up in part. The CPTED survey's recommendations included the suggestion that a house be demolished to facilitate the opening up of streets - but this would be expensive initially and in opportunity costs.

The work undertaken on verges provided a practical opportunity to make a physical difference. But whether these improvements will filter onto the private areas, by improvements in the private front gardens, it is too early to say. There was good intention to use the verge mulch spreading as an opportunity for participants to assist each other and thereby "connect" however the contractors undertook to spread and level the mulch, which they could easily do with their equipment, without realizing that sweat equity was an objective of the project.

It can be concluded that improvements undertaken to the public parks, particularly where the community had been involved in design, brings many benefits to the community. While some of the works on Bernice Hargrave and Kuhl Parks is yet to be completed, there were a number of significant improvements to the parks, which were delivered during the NIP program and have resulted in greater community pride, ownership and park usage. In particular, the successful inclusion of the community in the creation of the park works, allowed for secondary opportunities during NIP Stage 2, with links made with the Armadale Community Family Centre, who will be sourcing funds for additional works at Bernice Hargraves as a result.

The NIP also incorporated programs to increase local residents knowledge of sustainability – specifically through the Switched on Living project, the Great Gardens workshops and the Regional Housing Retrofit project. These informed the local community on topics such as sustainability, the greenhouse effect and climate change. This empowered them to take action to reduce their impact on the environment, whilst also saving them money on on-going energy and water bills (i.e. through being more energy-efficient (reducing local greenhouse gas emissions), and waterwise (reducing local water consumption and flow of nutrients into the river).

The Armadale renewal project was not as large in scale or as intensive a project as similar initiatives eg. Coolbellup, Medina, Balga and Midvale. This has resulted in small improvements spread over a wide area in NIP Stage 1 and although substantial have not had a strong visual impact on the two areas. The second stage of the project that focused on three streets in one area may produce a stronger visual impact.

Families who live in these areas appear to value the increased services and facilities for their children, beyond the projects main focus on making the neighbourhood look and feel better.

The Survey and the CPTED outcomes indicated that satisfying all identified community needs and the provision of a better environment would require significant capital expenditure and dramatic changes in the planning of the neighbourhood to make a significant change to this area.

NIP projects have not all been completed due to some delays arising from the difficulty in making all the arrangements for the development of the adventure playground and the finalisation of land sales in Kuhl Park. Additional works have also been scheduled to complete streetscape works (through tree planting and maintenance) and to implement the

conclusions of the Crime Prevention Through Environmental Design report with works within Bernice Hargrave Reserve, Grovelands POS and between Third Avenue and Gillam Drive.

It is proposed that upon the completion of the adventure playground that an event be arranged to serve as a celebration of the completion of the playground and to provide some closure to the NIP project.

Options

1. Council could receive and note the report
2. Council could seek further information regarding the NIP program.

CONCLUSION

The NIP program has run over the past four years. It has had a general impact on the Neerigen and Hollybush localities with a latter focus on the Hollybush area. The funding for the program terminated in June 2004, although unspent funds have been carried forward to facilitate the completion of key projects such as the Adventure Playground and CPTED works.

It is concluded that significant improvements in community attitudes towards their suburbs, particularly in respect of their parks, has been achieved. Streetscape improvements have been beneficial, however, the cost of significant improvements are beyond the budget available to NIP. It is recommended that the report be received and noted in accordance with Option 1.

RECOMMEND

That the report summarising the achievements of the NIP program be received and noted.

Moved Cr _____
Carried/Lost ()

ARMADALE SETTLERS COMMON –MANAGEMENT PLAN

WARD : Armadale
FILE REF : A177815
DATE : 2 August 2004
REF : CRG
RESPONSIBLE : EDTS
MANAGER

In Brief:-

- A draft Armadale Settlers Common Management Plan has been prepared and internally distributed for staff comment.
- The draft management plan identified over \$700,000 of management recommendations for the Common over a five-year period. This amount addresses key threats to the Common and ensure its persistence as an ecological, social and economic resource for the City.
- A number of options for the management of the Common have been identified, for consideration by Council.

Tabled Items

Nil.

Officer Interest Declaration

Nil.

Strategic Implications

The City of Armadale's strategic plan identified the protection of history and heritage as a 'make or break issue' for the future, and identified it essential that the City focus on developing tourism potential.

The Strategic Plan (Physical Infrastructure 5.2) also identifies the key step to '*Maintain, conserve and improve our natural environments and bushland reserves, including rivers and streams*'.

Legislation Implications

Nil.

Council Policy / Local Law Implications

Nil.

Budget / Financial Implications

The draft Armadale Settlers Common Management Plan (hereafter referred to as the draft management plan) recommends expenditure in the order of seven hundred thousand dollars over a five-year period for the management of the Common. These management recommendations address immediate threats to the Common, and are prioritised to ensure adequate management of the Common for the ecological, social and economic resource values it provides.

Currently, funds from the Bushcare and Environmental Advisory Committee's budget are used for management of the reserve for conservation purposes. These funds range annually from \$10,000 to \$20,000 and are also used to provide support to the City's 18 Friends Groups and the

Bungendore Park Management Committee. Additional funds will be required across a number of the City's departments to ensure the implementation of this management plan.

A number of options for the implementation of the draft management plan have been identified in this item, for Council's consideration.

Currently, no funds have been budgeted for the implementation of management recommendations in the City's five-year or fifteen-year budget.

Consultation.

The Draft Management Plan was circulated to middle-management in the Technical Services, Development Services and Community Services areas. It has not yet been considered by the Management Executive (Manex)

BACKGROUND

The Armadale Settlers Common is an important asset for the residents of the City and the wider metropolitan area. The Common is 383 hectares. It includes Reserve 4127 and the adjoining land owned by the Department of Planning and Infrastructure, leased to the City of Armadale by the Western Australian Planning Commission (See Figure 2).

The City of Armadale's State of the Environment Report identified the need to prepare a management plan for the Armadale Settlers Common (Action 2.19), to replace the plan that expired in 2000.

A draft Armadale Settlers Common Management Plan has now been prepared by the consultant *Ecoscape*. This management plan considers the management requirements of the Common in order to ensure its environmental, social and economic benefits to the City are maintained.

The key outcome of the management plan is a set of management priorities that identify actions and responsible bodies for achievement of management objectives and goals. Management of the Common requires a whole-of-City approach, and expands beyond the environment department.

The purpose of this Council item is to consider how this area should be managed in light of management recommendations that have been identified in the draft management plan. This item identifies the values of the Common, and provides information relating to what actions are required to adequately manage and protect these values.

Significance of the Armadale Settlers Common

The Common provides opportunities to the community for passive recreation, aesthetic enjoyment and biodiversity conservation, and is regularly identified as a tourist attraction in tourist centre publications.

Some of the social, environmental and economic values of the Armadale Settlers Common to the City are identified below.

Environmental Values

The Armadale Settlers Common is a large area of bushland close to the metropolitan area. The Common provides a cross section of the Darling Scarp, and forms an integral part of the Darling Range Regional Park. The greater part of the Common is bushland in good to excellent condition, and provides a home for an array of flora and fauna.

A wealth of biodiversity is found in the Common including:

- 2 declared rare and priority flora species
- 318 species and 63 families of plant
- 145 fauna species (namely 58 bird species, 49 reptile species, 24 mammal species, and 14 amphibian species)
- 8 species of threatened or priority fauna

Social Values

Armadale Settlers Common has high value as a recreational resource for the community. Individuals and community groups take advantage of the opportunities provided by the Common and its closeness to the metropolitan area to undertake passive recreational activities including bushwalking, hiking, orienteering, nature appreciation, picnicking, exercising and nature photography.

An annual event called 'Walk the Common' is coordinated by the Recreation Department of the City of Armadale. The event consists of a series of walks through the Common with temporary interpretative signage erected on the walks that are detailed on a map provided by event organisers. The event attracts approximately 100 people each year and the walk is often followed by a sausage sizzle and entertainment in the afternoon. A gold coin donation is collected to cover the costs of the event.

The Common provides a base from which to study the natural features of the area. It also provides a focus for the Friends of Armadale Settlers Common which unites neighbours for a common cause. This group, along with the Management Committee, conduct volunteer based work within the Common.

The Common has a field centre that is used as a community meeting place. It forms a base from which to study the Common's environment. The Orienteering Association also uses the Common.

The Common contributes significantly to the amenity value of the district as it forms a significant part of the backdrop to the Armadale City Centre. It is a part of the Heritage Country Tourist Drive. The Common has been identified for its important aesthetic and social value by the Western Australian National Estate Aesthetic Value Identification and Assessment Project during the Comprehensive Regional Assessment component of the Regional Forest Agreement for Western Australia. The Common was recommended for inclusion on the Register of National Estate.

The Common houses the historic Willow Heights Building that is listed on the City of Armadale's Municipal Heritage Inventory. The Common also contains a registered aboriginal heritage site.

Economic Values

One of the economic values of the Common and its biodiversity, includes the potential for ecotourism activities. In particular economic benefits result from bushwalking and interpretation activities in the Common, which leads to longer visits and more expenditure by visitors to the City of Armadale.

The Common is currently marketed as a tourist attraction. A brochure has been published and distributed through the Armadale Tourist Centre, and other local tourist agencies including the Heritage Country Tourist Association.

Markets for eco-tourism are rapidly expanding worldwide, and people are demonstrating that they are willing to pay for the protection of the environment (*Conservation Biology for the Australian Environment* by Burgman and Lindenmayer 1998). The two key components of their willingness to pay for environmental protection are the recreational value and landscape aesthetics. These in turn contribute to the economical values of areas such as the Common.

Tourism in Western Australia accounted for \$2.2 billion in economic activity in the State in 2001-2002, representing about 3.1% of all economic activity in the State, with studies showing that on average, 45% of international tourists visit for ecotourism experiences (Australian Tourism Commission 2004). Clearly, the ecotourism industry is flourishing and natural features such as the Armadale Settlers Common need to be protected for the environmental features that underpin this industry, and to utilise the resource to the City's best advantage.

The Ministry for Housing Western Australia's website identifies the Armadale Settlers Common as a key attraction to the City of Armadale in its sales promotion material. This demonstrates that there is a market for property in the area as a result of proximity to the Armadale Settlers Common.

The Common also serves an ecosystem service (for example by providing clean water, nutrient cycling in soil and pollination of crops and plants) as a large bushland remnant. It is these ecological functions and processes on which consumptive and productive values depend.

To maximise the values of the Common to the City, the resource must be maintained appropriately to support the environmental features for what the Common is valued. This requires financial investment into the draft management plan.

DETAILS OF PROPOSAL

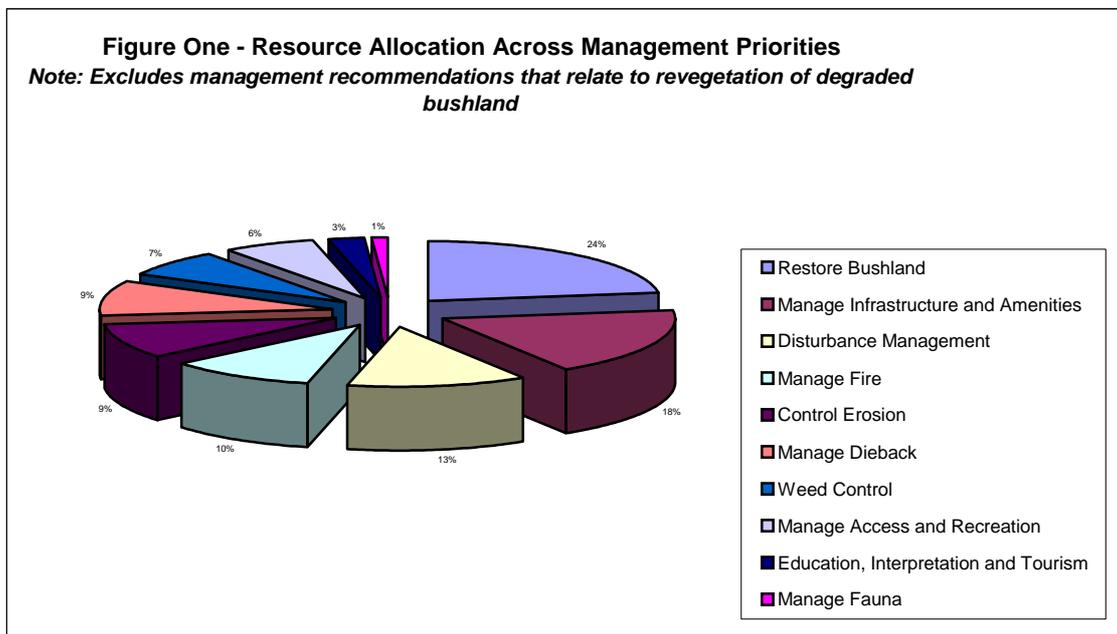
A copy of the draft management plan has been provided for your reference under separate cover. The purpose of this item is to provide Council with a preliminary view of the Draft Management Plan which is awaiting Manex consideration of the suggested option.

Management Objectives

The draft management plan identifies long term (ten year) objectives and goals for the Common. Consideration of these goals and objectives is essential in determining the allocation of resources for the management of the asset, as these inform the management recommendations proposed to be implemented.

Management objectives are detailed in the Executive Summary of the draft management plan. For ease of consideration, these management objectives have been summarised in **Table 1 (refer page 21)**.

Figure One illustrates the proposed investment into management priorities for each of the categories of management objectives.



Priorities for Management

As previously described, it has been estimated that over seven hundred thousand dollars could be required to implement the draft management plan.

The implementation of the management plan is applicable across a number of the City of Armadale’s Departments. Each management recommendation identifies the party responsible for implementation.

The costs of the implementing management priorities over the management plan’s five-year implementation period, are detailed in **Table 2 (refer page 22)**.

Table 2 illustrates management recommendations organised into priority order. Recommendations that relate to revegetation have been detailed separately for the purpose of describing options for Council’s consideration.

Resource Requirements

The draft management plan is structured to be reviewed every five years, so following review, further funds will be required to continue the management of this resource. Funds for the management of the Common will be required in perpetuity.

However by implementing recommendations of the draft management plan, key threats to the Common will be addressed. This will decrease management costs over time, as threats are mitigated and ecosystem health increases.

COMMENT

Comparison of Management Costs between Bungendore Park and the Armadale Settlers Common

Like the Armadale Settlers Common, Bungendore Park is also managed by a Management Committee, whom work under a management plan, due to be revised in 2007. Funds will then be required for the implementation of management recommendations in this area.

A different approach was adopted for the Bungendore Park Management Plan as this area is quite different to the Armadale Settlers Common.

The funds required for the implementation of management recommendations in Bungendore Park are likely to be less than that required for the Common. This is due to the good condition of Bungendore Park in comparison to the degraded nature of parts of the Armadale Settlers Common.

Availability of External Funding

Natural Heritage Trust 2, Envirofund and Swan Alcoa Landcare Program Funds, may provide a future source of funding. However, funds available through programs such as these, are small and limited, and largely rely on volunteer activity. There are few other external sources of funds available (for example grant opportunities) except for the Department of Industry and Tourism's Initiative that may be an option for the City to pursue.

Costs of Resource Management and Ecosystem Health

Threats to the Common as identified in the draft management plan have been previously described. Some of these threats include fire, uncontrolled access, weeds, dieback and erosion. Each of these threats are contributing to the degradation of the bushland. It is the bushland that is the keystone to all the other values of the Common.

There is a cost differential between managing good condition bushland and restoring degraded bushland. In theory, good condition bushland, in ecological balance, should require minimal management.

Based on management recommendations of the draft management plan, the cost of re-creation of bushland (not including the costs associated with weed management) is estimated at being over 1.2 million dollars per hectare. In comparison, the costs of managing good condition bushland, equates to around \$2,500 per hectare (480 times lower).

Clearly, addressing key bushland threats and allocating sufficient resources to the management of good condition bushland is advantageous.

ANALYSIS

Recommendations of the draft management plan are prioritised over the five-year implementation period to address key threats to the Common. High priority management recommendations are considered essential for the conservation and protection of the Common, as an economic, social and environmental resource of the City.

Currently, funds from the Bushcare and Environmental Advisory Committee's budget are used for the management of the reserve for conservation purposes. These funds range annually from

\$10,000 to \$20,000 and are also used to support the City's 18 Friends Groups and the Bungendore Park Management Committee. Clearly, additional funds will be required across a number of departments to ensure the implementation of this management plan.

OPTIONS

Based on analysis of the management recommendations and how they could be prioritised, there are a number of options for the implementation of the management plan, and allocation of funds. These options are presented in **Table 3 (refer Page 28)**, and discussed below.

The total cost of the implementation of each option is identified. This total cost does not represent the funds required for implementation including the current contribution to management through the Bushcare and Environmental Advisory Committee. For example, if Option 2 were selected, the extra funds required would be \$183,800 subtract the contribution made currently by BEAC (up to \$25,000). By representing total costs in this manner, Options are comparative.

Option 1 – Continuation of the current level of management of the Common

At the current management level of the Common, the bushland is degrading, and recreational and tourist values are not being enhanced. The lack of marked tracks has been identified as a disappointment to tourists. Less than one fifth of the management recommendations and not all priority one management recommendations can be implemented at this level of funding.

If the City latter decides to maximise the values of the Common and establish the area as a key asset, future management costs of the area will increase with the degradation of the bushland.

Total Cost over five years = Up to \$25,000

Option 2: Implementation of only priority one and two management recommendations

The allocation of funds for the implementation of priority one and two management recommendations, will address key threats to Common. Ongoing management costs will be reduced, as key threats to the Common are mitigated. This option for management addresses threats to the conservation of the Common, but does little to promote the Common as a social and economic resource.

Total Cost over five years = \$183,800

Option 3: Implementation of all management recommendations except those that relate to revegetation.

Management recommendations 5.1, 5.2 and 5.3 all relate to revegetation/ regeneration of the bushland, with recommendation 5.1 relating to regeneration of good condition bushland and recommendation 5.2 relating to revegetating degraded areas. Management recommendations 5.3a and 5.3b relate to both management recommendations 5.1 and 5.2 respectively.

Table two above, shows management recommendation 5.2 and 5.3b separately and demonstrates the costs of implementation of the recommendations before and after their exclusion. The total cost of implementing management recommendation 5.2 and 5.3b is over \$500,000. Currently, the City prioritises expenditure on the protection of existing good condition bushland, prior to expenditure on degraded areas.

Whilst rehabilitation of degraded areas is important, it is not considered a priority for the management of the Common.

Recommendation 5.1 relates to the regeneration of good condition bushland. The allocation of funds to the regeneration of good condition bushland will have follow on effects in reducing costs of managing fire hazards and weeds. Option 3 does not allow for this assisted regeneration of good condition bushland.

Option 3 illustrates the costs of excluding management recommendations that relate to rehabilitation of degraded bushland areas and regeneration of good condition bushland areas.

Total Cost over five years = \$183,790

NOTE: The reason that this option's total cost is less than option 2 where by all priority 1 and 2 management recommendations are implemented, relates to management recommendation 5.1 being a priority 1.

Option 4: Implementation of all management recommendations, allowing for a portion of the costs for regenerating good condition bushland, but not allowing for revegetating degraded bushland areas..

Option 4 illustrates the costs of excluding management recommendations that relate to revegetation of degraded bushland areas but allowing some funds for regeneration of good condition bushland. Regenerating good condition bushland is important to ensure the condition is maintained and not allowed to degrade.

The allocation of the full amount of funds required for the regeneration of good condition bushland may not be required in light of external grant funding available the City. The allocation of a portion of the funds required for regeneration of good condition bushland, could be used as a tool to attract dollar for dollar funding from external funding bodies.

This option still recognises the importance of regenerating good condition bushland to the overall conservation of the Common, whilst utilising options for external funding.

Total Cost over five years= \$208,790

Option 5: Implementation of all management recommendations except those that relate to the revegetation of degraded bushland areas.

Option 5 fully funds regenerating good condition bushland areas, however, does not allow for any rehabilitation works in degraded bushland areas. Key threats to the Common are addressed, and good condition bushland areas are protected from a number of threats. Management costs will be reduced through the mitigation of threats to the Common post 2009. Funds allocated to the regeneration of good condition bushland areas can still be used to attract external grant funds for regeneration or revegetation works in other areas (including the degraded areas) of the Common.

Total Cost over five years= \$233,790

Option 6: Implementation of all management recommendations

The implementation of all management recommendations of the draft Armadale Settlers Common Management Plan will address key threats to the Common, and promote the values of the area. The achievement of management recommendations will reduce future management costs, and mitigate a number of threatening processes within the Common.

Total Cost over five years= \$750,614

Clearly, there are a number of options for the investment of funds into the management of the Common. Currently, there are no funds identified for the management of this resource, outside of Option 1. Each option has different implications for the future of the Common as a social, environmental and economic resource to the City. Each option also has differing financial implications.

CONCLUSION

To ensure the environmental, social and economic values of the Armadale Settlers Common are conserved and protected for the City and the wider community, plus for future generations, a draft management plan for the Armadale Settlers Common has been prepared.

The draft management plan identifies the values of this unique reserve. The Common supports an array of native flora and fauna, is largely used for recreation and as a Community meeting place. The Common also attracts not only tourists to the City, but investors in property.

The draft management plan responds to threatening processes that may degrade the resource, through the prioritisation of management recommendations.

Management of the Common will be a whole-of-City approach, and expands beyond the environmental department. The key outcome of the draft management plan is a set of recommendations that identify priority actions and responsible bodies for the implementation of recommendations.

Prior to the release of the draft management plan for public comment, Council are invited to determine an approach for the implementation of this management plan. A number of investment options have been identified in this report, for Council's consideration.

Determination of an approach for implementation of the draft management plan prior to a formal public comment period will enable the City to better inform the community about the proposed approach to managing the Common.

RECOMMEND

That Council refer Option-5 to Management Executive (Manex) as the preferred approach for the implementation of the draft Armadale Settlers Common Management Plan and the following occur:

- a. Manex consider the financial ramifications of Option-5 and the Management Plan generally;**
- b. The item be recommitted to the City Strategy Committee following investigations of funding options.**

Moved Cr _____
Carried/Lost ()

Table 1: Management objectives of the draft Armadale Settlers Common Management Plan

Topic	Recommendation numbers	Management Objectives
Planning and Management Structure	1.1 to 1.4	<ul style="list-style-type: none"> • Create an effective management structure with identified roles and responsibilities • Management of the common becomes the responsibility of a single administrative body to achieve coordinated management within five years
Management Zones	2.1 and 2.1	<ul style="list-style-type: none"> • Divide the Common into relative homogeneous areas that have a uniform basis for management • Manage the Common in relation to their purpose of Special Conservation, Conservation, Buffer and Education.
Disturbance Management	3.1 to 3.7	<ul style="list-style-type: none"> • Minimise disturbance to natural bushland within the Armadale Settlers Common • Limit and reduce activities that contribute to disturbance and degradation of natural areas
Weed Control	4.1 to 4.4	<ul style="list-style-type: none"> • Identify and control existing weeds with the highest priority for control, and widespread weeds with a moderate priority for control • Prevent introduction of additional weed species • Prevent further encroachment of weeds into bushland areas • Minimise any detrimental effects of the weed control programme on the native biota • Integrate a weed control program with bushland restoration programmes.
Bushland Restoration	5.1 to 5.3	<ul style="list-style-type: none"> • Reinstate indigenous flora and vegetation communities, where they have been disturbed and/or depleted • Minimise the impact of activities that could result in degradation of vegetation communities through the use of appropriate management strategies • Improve the overall condition of vegetation communities within the Common • Ensure that vegetation communities are self-sustaining and are capable of natural regeneration
Fire Management	6.1 to 6.7	<ul style="list-style-type: none"> • Protect human life • Protect property • Protect the ecological integrity and biological values
Dieback Management	7.1 to 7.5	<ul style="list-style-type: none"> • Prevent the spread of dieback to uninfected areas beyond it's natural rate of expression • Educate bushland regenerators and the community about dieback and ways to limit it's spread
Erosion Control	8.1 to 8.3	<ul style="list-style-type: none"> • Control the causes of erosion and rehabilitate existing eroded areas • Prevent erosion caused by inappropriately placed tracks • Prevent erosion after weeds have been removed
Fauna Management	9.1 to 9.4	<ul style="list-style-type: none"> • Preserve and improve fauna habitat • Control feral animals within the Common where possible and appropriate • Ensure that feral animal control measures do not adversely impact on native biota of the study area or on the people visiting the area • Restrict the movements of domestic animals that currently roam the Common
Cultural Heritage Management	10.1 to 10.2	<ul style="list-style-type: none"> • Prevent damage to cultural and heritage values

Topic	Recommendation numbers	Management Objectives
		<ul style="list-style-type: none"> • Maintain European and Cultural heritage values, structures and artefacts • Promote awareness of cultural values through education
Access and Recreation	11.1 to 11.6	<ul style="list-style-type: none"> • Provide an appropriate level of access to minimise recreational conflicts and preserve the ecological and cultural values of the Armadale Settlers Common • Facilitate appropriate recreational activities by providing suitable resources and infrastructure • Provide a safe environment for passive recreation.
Education, Interpretation and Ecotourism	12.1 to 12.3	<ul style="list-style-type: none"> • Inform and educate visitors on the natural and cultural values of the Common • Develop opportunities for ecotourism with minimal impact on the environment • Increase the level and quality of information available to the community on the flora, vegetation and fauna of the park • Increase the knowledge of Armadale Settlers Common environmental, local and regional significance.
Infrastructure and Amenities	13.1 to 13.7	<ul style="list-style-type: none"> • Provide a level of amenities to aid the enjoyment and function of the reserve • Provide security for the biophysical values in the Common • Maintain the existing infrastructure and amenities to an acceptable standard

Table 2: Estimated costs for the implementation of the draft Armadale Settlers Common Management Plan (sorted by priorities)

Recommendation number	Recommendation	Responsibility	Priority	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	Recommendation Total	Rational
4.1	Undertake Bushland Condition mapping of ASC.	Env Srv / consultant	1	2000					2000	
4.2	Undertake annual best practice weed control activities based on the methods and priorities outlined in this Management Plan, Map 3.3 and bushland condition map once completed.	Env Srv / P&R Srv / FOASC / contractor	1	2000	2000	2000	2000	2000	10000	To control 2 ha per annum, requires \$1000 per hectare.

Recommendation number	Recommendation	Responsibility	Priority	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	Recommendation Total	Rational
5.1	Carry out assisted natural regeneration in <i>Good</i> condition areas following the principles of the Bradley method based on bushland condition mapping.	Env Srv / P&R Srv / FOASC	1	10000	10000	10000	10000	10000	50000	To achieve target objective of 20 hectares in 5 years (based on 3/4 of ASC being in good condition)
7.3	Monitor dieback-free areas by mapping every 5 years	Env Srv / consultant	1	2000					2000	
8.3	Undertake further works to reduce erosion initiated as a result of the installation of culverts under Triton Crescent.	Eng Srv	1	1000					1000	
11.1	Audit potential walking tracks for standards to AS 1256 and determine upgrade requirements and cost	Rec Srv / contractor	1	2500					2500	
11.4	Continue to promote and hold the annual 'Walk the Common' event	Rec Srv	1	600	600	600	600	600	3000	\$3000 split over 5 years
12.1	Provide potable water to Field Study Centre by 2005	Rec Srv / Eng. Srv / Prop Serv	1	6000					6000	
13.1	Audit and ensure signage consistent and complies with AS 2156	Rc Srv	1	1000					1000	based on estimate of 5 signs

Recommendation number	Recommendation	Responsibility	Priority	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	Recommendation Total	Rational
3.2	Gradually close and rehabilitate all tracks not depicted in Figure 4.2. Prioritise tracks susceptible to erosion or within dieback-free areas.	P&R Srv / FOASC	2		6,000	6000	6000	6000	24000	
3.4	Block all access points not gated with minor earthworks	Ranger Srv / P&R Srv	2		3000				3000	Estimate of 15 access points at \$200 each
4.4	Monitor success of individual weed control sites using quadrats that are checked annually.	Env Srv / FOASC / consultant	2		600	600	600	600	2400	Estimate of control 2 ha per annum
6.1	Prepare and implement a Fire Control Management Plan for the Armadale Settlers Common using FESA guidelines that includes investigation of the mosaic burning and areas with different fire frequencies.	Ranger Srv / Env Srv / Bush Fire Brigade	2		4000				4000	
6.3	Undertake hazard reduction through control of grassy weeds.	Env Srv / P&R Srv / contractor	2		5000	5000	5000	5000	20000	Estimate of 5 hectares controlled per annum
7.2	Train revegetation and maintenance personnel in dieback hygiene measures	Env Srv / P&R Srv / FOASC	2		600	600	600	600	2400	Allows for training two people per year
7.4	Upgrade drainage along Settlers Road to prevent dieback spores infecting dieback-free area by 2005	Eng Srv	2		15000				15000	

Recommendation number	Recommendation	Responsibility	Priority	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	Recommendation Total	Rational
11.2	Undertake a comprehensive safety audit of public access areas within ASC	Rec Srv / contractor	2		1500				1500	
11.3	Establish signposted, named walking trails in the Common with informative signage at trail heads as indicated in Figure 6.5	Env Srv / P&R Srv / Rec Srv / ASCMC / FOASC	2		5000				5000	Estimate of 5 trail heads
11.5	Update and redistribute ASC brochure,	Rec Srv	2		2000				2000	
13.2	Provide disabled access to Field Study Centre and toilet facilities to AS 1428 by 2006.	Eng. Srv/ Cty Dvt	2		12000				12000	
13.3	Provide sewerage infrastructure to Field Study Centre by 2006.	Rec Srv / Eng. Srv / Prop Srv	2		15000				15000	
7.5	Include information about dieback hygiene in interpretive signage and provide boot-scrub facilities at trail heads.	Env Srv	3			2500			2500	
8.1	Undertake further earthworks to restore natural stream contours at the old dam site by 2007.	Env Srv / Eng Srv	3			20000			20000	
11.6	Monitor visitor numbers annually	Rec Srv / consultant	3			330	330	330	990	\$1000 split over 3 years
13.6	Construct information shelters at trail head indicated in Figure 6.5	Rec Srv / Env Srv / contractor	3			2700	2700	2700	8100	\$8100 split over three years
3.5	Erect regulatory signs at trail heads to advise of prohibited activities by 2005	Env Srv / P&R Srv	4				1000		1000	

Recommendation number	Recommendation	Responsibility	Priority	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	Recommendation Total	Rational
3.6	Encourage local residents to report illegal activities through enhancing reserve custodian program with a focus on ASC by raising awareness with leaflets and website updates	Env Srv / BEAC / ASCMC	4				1500		1500	
5.3a	Monitor the success of individual restoration projects using quadrats	Env Srv / FOASC / consultant	4				1500	1500	3000	One quadrat per hectare & 5 ha revegetated annually.
9.1	Undertake habitat supplementation such as nesting boxes and raptor platforms and monitor their use	FOASC	4				2500		2500	
13.5	Reopen car park on Carradine Road redesigned with reduced area to discourage antisocial behaviour.	Eng Srv / P&R Srv	4				4000		4000	
4.3	Monitor success of overall weed control activities by repeating bushland condition mapping every 5 years	Env Srv / consultant	5					2000	2000	
8.2	Construct culvert where track crosses stream fed by old dam spring by 2007	Env Srv / Eng Srv	5					1000	1000	
10.2	Facilitate further research on the identification of cultural heritage values	Plan Srv / ASCMC / University	5					1000	1000	

Recommendation number	Recommendation	Responsibility	Priority	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	Recommendation Total	Rational
13.7	Construct an additional electric BBQ at the Field Study Centre complex	Rec Srv / P&R Srv	5					2400	2400	
TOTALS				27,100	82,300	50,330	38,330	35,730	233,790	
<i>Priorities relating to revegetation of poor areas</i>										
5.2	Carry out reconstruction / revegetation in areas indicated by Figure 3.3 and in <i>Poor</i> and <i>Very Poor</i> Condition areas based on bushland condition mapping.	FOASC	3			166006	166006	166006	498020	Based on recommended costs section 6.5.3 of management plan
5.3b	Monitor the success of individual restoration projects using quadrats	Env Srv / FOASC / consultant	4				9402	9402	18804	One quadrat per hectare & 5 ha revegetated annually
TOTALS				27,100	82,300	216,336	213,738	211,138	750,614	

Table 3: Options for the implementation of the draft Armadale Settlers Common Management Plan

Armadale Settlers Common Management Plan – Implementation Options									
Option	Costs							Implications for the Common	Other
	04/05	05/06	06/07	07/08	08/09	2009 on	Total Cost 04-09		
1. Continue the management of the Common as previously managed	Range of \$5000 - \$10,000	\$25,000 to \$50,000	<ul style="list-style-type: none"> Funds allocated to the Common are applied for by the Management Committee for the implementation of works. Recommendations for priority works are not achievable by the management committee. Funds are inadequate to address threats to the Common, and the resource will continue to degrade. If the City latter decides to establish the Common as an asset, management costs will be greater as the Common will have further degraded. Less than one fifth of the management recommendations can be implemented, and doesn't allow for the implementation of all priority one management recommendations. The lack of marked tracks will continue to disappoint tourists and visitors to the Common. 	The Common and Bungendore Park are both currently managed under this system. However, Bungendore park is in better condition and has benefited from ongoing development and management, reducing ongoing management costs.					
2. Implementation of only high priority (priority one and two) management recommendations over the five-year period.	\$27,100	\$82,300	\$24,800	\$24,800	\$24,800	Less than \$36,760 p/a	\$183,800	<ul style="list-style-type: none"> Addresses key threats to the Common in a time period where threats will minimally intensify. Reduces on-going management costs after 2009. Addresses threats but to a lesser extent promotes the Common. 	

Armadale Settlers Common Management Plan – Implementation Options									
Option	Costs							Implications for the Common	Other
	04/05	05/06	06/07	07/08	08/09	2009 on	Total Cost 04-09		
3. Implementation of all management recommendations except for those that relate to re-vegetation of degraded areas (5.2 and 5.3b), and regeneration of good condition areas (5.1 and 5.3a)	\$17,100	\$72,300	\$40,330	\$28,330	\$25,730	Less than \$36,158 p/a	\$183,790 This figure does not include providing a sum for attracting funding and achieving recommendation 5.1 – See Option 4&5.	<ul style="list-style-type: none"> Addresses key threats to the Common in a time period where threats will minimally intensify Reduces on-going management costs after 2009 Does not provide for re-vegetation of degraded areas or revegetation of good condition bushland areas 	Assisted regeneration of good condition bushland (5.1 and 5.3b) will in perpetuity, reduce ongoing bushland management costs.
4. Implementation of all management recommendations except for 5.1, 5.2 and 5.3 (a and b), but allowing funds to attract external funding for the regeneration of good condition bushland areas.	\$22,100	\$77,300	\$45,330	\$33,330	\$30,730	Less than \$41,758 p/a	\$208,790	<ul style="list-style-type: none"> Allows \$5,000 p/a to attract external funds for rehabilitation works. This will address edge effects of bushland degradation and further reduce management costs in relation to weeds etc. (long term). Does not provide for re-vegetation of degraded areas Addresses key threats to the Common in a sensible time period where threats will minimally intensify Reduces on-going management costs after 2009 	Whilst external funds for the management of the Common are limited, there are still opportunities for the community to attract funds for re-vegetation. Available funds for other groups may be reduced.

Armadale Settlers Common Management Plan – Implementation Options									
Option	Costs							Implications for the Common	Other
	04/05	05/06	06/07	07/08	08/09	2009 on	Total Cost 04-09		
5. Implementation of all management recommendations except recommendation 5.2 and 5.3	\$27,100	\$82,300	\$50,330	\$38,330	\$35,730	Less than \$46,000 p/a	\$233,790	<ul style="list-style-type: none"> Addresses key threats to the Common and ensures protection of good condition resources Promotes ecological, social and economic values of the Common. Addresses degradation of the Common by threatening processes as a priority, to minimise latter costs in management of the resource Includes re-vegetation of good condition areas of the Common. Reduces on-going management costs after 2009 	Allows for assisting regeneration in good condition areas (5.1). External funding could still be sought using this money for other works in degraded areas.
6. Implementation of all management recommendations	\$27,100	\$82,300	\$216,336	\$213,738	\$211,138	Less than \$150,000 p/a	\$750,614	<ul style="list-style-type: none"> All threats to the Common will be addressed and the area promoted for it's values Management recommendations will be achieved and reduce future management costs if areas further degrade at the current rate. 	

Note: Calculations of the management costs post 2009, are non comparable between options. This is because this figure is calculated on the assumption that the management costs will be less than that spent on-average over the first five year period, and reflects this original expenditure.

GEOGRAPHICAL INFORMATION SYSTEM (GIS)

WARD ALL
FILE REF: TEN/14/3
DATE 10 August 2004
REF AFM
RESPONSIBLE Executive Director
MANAGER Corporate Services

In Brief:

This report presents:

- details of a tender previously accepted by Council but for which no contract has yet been signed due to circumstances as explained in this Report,
- options enabling contract documentation to be finalised and systems implementation to commence.

The Report recommendation is that the CEO be authorised to sign contract documentation for the supply of GIS MapInfo software at a cost, over 5 years, of \$215,500.

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

Corporate Services – to make maximum use of available technology to improve administration, governance and service delivery.

Legislation Implications

Local Government Act 1995

3.57. Tenders for providing goods or services

- (1) A local government is required to invite tenders before it enters into a contract of a prescribed kind under which another person is to supply goods or services.
- (2) Regulations may make provision about tenders.

Local Government (Functions & General) Regulations 1996

Part 4 — Tenders for providing goods or services (s.3.57)

Council Policy/Local Law Implications

Council Policy ENG 5 – Tendering and Purchasing

(NB: the related Management Practice ENG 5 has recently been amended to enable purchases of computer hardware and software via preferred supplier contracts held by WALGA and the State/Commonwealth Governments, which pursuant to clauses 11(2)(b) and (e) of the Tender Regulations, are valid alternatives to calling tenders for purchases with an expected value of more than \$50,000)

Budget/Financial Plan Implications

The cost of \$215,500 over a 5 year period as referred to in this Report recommendation is within both the current year's budget, ie. 2004-05 Annual Budget, and the estimates in the Fifteen Year Financial Plan.

Consultation

- Management Executive (Manex)
- Department of Local Government
- City's lawyers
- City's GIS Office
- Digital Mapping Solutions

BACKGROUND

In September 2003, (3) tenders were accepted as part of the initiative to replace the City's core computer systems, ie. Civica's core systems (financial and property) product called Authority; Civica's document management system called Domino.doc and Digital Mapping Solutions GIS interface product called IntraMaps.

The accepted tender from Digital Mapping Solutions (DMS) was for the supply of software enabling the display of mapping information on user PC's at a cost of \$83,000. The software product tendered and accepted is referred to as "IntraMaps" and its primary function is to act as an interface between the property textual data held in the new Authority system and the spatial/mapping data held in council's existing geographical information system (GIS) called Arcview.

Subsequent to accepting DMS's tender, it was established that the tendered price was predicated on running the software on a single server and that to run it on a quad server would increase the related software license costs fourfold, ie. rather than the \$50,000 license fee as tendered, the license fee would be \$200,000. As explained further in this report, a single server falls well short of the City's technical requirement. Both the City's initial tenderers had quoted for a single server. Due to the complexity of tender documents, this only became apparent when negotiations on installation commenced. Given this realization, discussions then ensued with DMS on possible alternatives the end result of which is this report. It is to be noted that the software licensing issue is not a matter that DMS acting as a distributor can influence or vary. Attempts to negotiate a more acceptable outcome with the software supplier MapInfo, have proven futile.

DETAILS OF PROPOSAL

The proposal presented for Council's consideration and approval is as follows:

- **to enter into a contract with DMS which not only provides for the supply of the IntraMaps software as tendered but also the full suite of MapInfo products at the affordable cost of \$215,500 over 5 years,**

This proposal not only overcomes the single/quad server licensing issue but as well and more importantly, it serves to replace the City's existing spatial/mapping system called Arcview, which as explained later in this Report has limitations.

COMMENT

Analysis

The relevant considerations to this matter are presented hereunder.

(a) *Evaluation of the other Tender*

In September 2003 Council accepted DMS's tender, after the tender evaluation process narrowed down the choice of tenders to two, ie. DMS and National Geographical Information Systems (NGIS). DMS was the eventual choice due to its overall higher evaluation score according to the selection criteria. The tender from NGIS has been re-examined and like the DMS tender, it too was predicated on the basis of the software running on a single server. Accordingly the cost differential to run it on a quad server is again four times the tendered cost. As such, there is no advantage to be gained by reconsidering the other tender from NGIS.

(b) *Single versus quad server issue*

A strong case based on technical specifications, functionality and industry standards can be made in favour of a quad server. However, for the purposes of this report the real difference between the two basically comes down to acceptable response times. That is, to place the software on a single server would simply not cope with either current or future user demands.

(c) *Options submitted by DMS*

Discussions with DMS have resulted in (4) options being presented, the details of which are presented at **Attachment B-1** to this report.

The options presented are explained in brief as follows:

Option A – this is the tendered option, ie. the supply of the software product IntraMaps operating on a single server with programming to provide the link between Authority and Council's current GIS – total cost over 5 years = \$127,000 – Not Recommended due to the single server platform and there being no efficient or effective capability to change mapping data. This will be essential as the evitable use of spatial/mapping functionality grows over time.

Option B – as per option A PLUS additional software product licenses enabling the mapping data to be changed as required – this option is still based on a single server – total cost over 5 years = \$157,876. Again Not Recommended due to the single server platform and the limited future growth capabilities and functionality.

Option D – presents a complete listing of all MapInfo software products if purchased separately on an “as and when” needs basis – this option is still based on a single server – total cost over 5 years = \$295,476. Again, Not Recommended due to the single server platform and the higher cost factor.

Option C - this is the recommended option on the basis that it offers an unlimited number of licenses over the full range of MapInfo products operating on any server. This option will not only satisfy today’s spatial/mapping requirements but importantly it positions the City to take full advantage of tomorrows requirements as the City grows – total cost over 5 years = \$215,500. It is to be noted that this option will serve to replace the City’s current geographical information system called Arcview which is a desirable outcome given that the MapInfo product has in recent years in GIS circles become an industry standard. Some 11 metropolitan local governments currently use this product.

(d) *Tender Regulations*

The key consideration in terms of the Tender Regulations has been if there is support for option C as explained above, then given the tender as accepted, is there a requirement to re-tender given that this option differs from the original tender requirements?

Both legal and Department of Local Government advice has been sought on the matter and that advice is summarized as follows:

Whilst a new tender could be called, there are other valid options pursuant to the Tender Regulations enabling the proposed acquisition of additional DMS software products without the need to re-tender. The relevant clause (clause 11) from the Tender Regulations states:

- (2) *Tenders do not have to be publicly invited according to the requirements of this Part if—*
 - (e) *the goods or services are to be supplied by or obtained through the government of the State or the Commonwealth or any of its agencies, or by a local government or a regional local government;*
 - (f) *the local government has good reason to believe that, because of the unique nature of the goods or services required or for any other reason, it is unlikely that there is more than one potential supplier.*

It has been confirmed that DMS hold a current preferred supplier contract with the Commonwealth Government and DMS is the sole distributor of MapInfo products in WA. Therefore Council can legitimately on (2) counts (parts (e) and (f) above) proceed to acquire the additional software from DMS without the need to re-tender.

Should Council be supportive of the following recommendation, it is proposed that the additional software be acquired under the Commonwealth Government contract and

that the standard contract document used by the Federal Government for the supply of information and telecommunication products and services (referred to as GITC version 4 – Government Information Technology and Communications framework) be the source contract document between the City and DMS.

Furthermore, to be certain that the recommendation presented in this Report complies with the Tender regulations - given the informal advice received from the Department of Local Government - written background details have been forwarded to the Department with a request to provide written confirmation of their prior verbal advice (this written confirmation is not yet to hand and hence the proviso included in the following report Recommendation).

(e) *Budget/Fifteen Year Financial Plan Implications*

There is provision within the current year's budget and the Fifteen Year Financial Plan to accommodate the Option C cost of \$215,500 over 5 years (**the additional cost per annum works out to be \$17,700 per annum which is financially affordable and manageable**).

A portion of the cost – approximately \$83,000 – will as originally intended, be funded from the \$800,000 loan raised last financial year for the replacement of the City's core IT systems.

The remaining cost of \$135,000 can be accommodated from the Software Maintenance/Support estimates contained in the Fifteen Year Financial Plan, which quite independently of the current circumstances, were increased in anticipation of additional demands for greater GIS functionality in future years.

Options

The possible options are as follows:

Option 1 – Sign a Contract with DMS for the Tender as Accepted. This option **is not recommended** for the reason that:

- It would be a very short term partial solution to the City's spatial/mapping requirements, indeed operating on a single server would by comparison to current functionality levels actually be a retrograde step.

Option 2 – Call a new tender for a new GIS. This option **is not recommended** for the reason that:

- It is unnecessary and would result in additional costs being incurred (the time and cost factors associated with calling tenders are not insignificant) for the same eventual outcome as presented in this Report. As well, this option has the disadvantage of not being able to interface and display the textual and spatial data

for many months. From an operational perspective, this would be a backward step given this functionality was available with the previous core systems.

Option 3 – Sign a Contract with DMS for the tender as accepted **plus** the additional software under the Commonwealth Government held Contract. This **is the recommended option** for the reasons that:

- It provides the City a sound and industry standard GIS platform upon which to confidently move forward into the future at an affordable and manageable cost,
- It obviates the time consuming and costly aspects of re-tendering, and
- It provides a timely response to the much needed current textual/mapping functionality void which occurred as of 1st July 2004 with the move to the Authority system and which, if not filled in the near future, will pose adverse operational issues.

Other reasons for selecting the MapInfo product as the preferred GIS platform for the City include:

→ unlike Arcview, it incorporates tools enabling spatial data capabilities, ie. spatial data is a necessary function of GIS where both spatial data (location based) and non-spatial data types can be joined for easy access and information reporting (a benefit in having selected the Authority system is that all datasets are held in a manner suited to GIS capability) and the benefits associated with this particular set-up include the real-time updating of information from each desktop as data is keyed into Authority – the NGIS Arcview product is dependent upon GIS operators manually updating the spatial data each time a change is required, which is less efficient and effective.

→ other benefits associated with MapInfo include:

- ease of use for relatively unskilled users,
- point and click operation,
- easy access to add and customize layers of data,
- easy installation of software across the entire organization, and
- is fully compatible with Council's core Authority system and indeed there are a number of WA local government sites that have already successfully integrated the (2) products.

GIS functionality has and will increasingly so, become the cornerstone for the majority of system applications in local government. This is a logical future direction given the majority of council's responsibilities and functions relate to land use and management. Hence the imperative for the City to have a sound and proven GIS platform.

Conclusion on Tender

For the reasons outlined in this Report, it is recommended that DMS be contracted (via the Commonwealth Government held contract) to supply the City with MapInfo software products in accordance with Option C as per **Attachment B-1** to this Report at a total cost of \$215,500 over a 5 year period.

Related Issue – Cadastral Data

Finally, a related aspect for Council to note is the issue of the current cadastral data for the City not being “rectified” to the global geodetic system. Some of the City’s newer subdivisions and central city block are geodetically “correct” but those areas digitally mapped on the Department of Land Information (DLI) system, can be up to 2 metres out. While this doesn’t affect general mapping it is totally unsatisfactory for detailed mapping or overlay work on a city-wide basis.

Discussion with DLI on this long-standing issue is summarised as follows:-

- the majority of metropolitan local governments are still affected by this problem,
- DLI have a program for rectifying the data over time. However, the process has currently been in progress for 10 years and Armadale is not scheduled within the next 5 years of the program,
- a number of local governments have already at their own expense, rectified their cadastral data, e.g. Melville, South Perth and Victoria Park
- indicative estimates (worst case scenario) to rectify the City’s cadastral data are in the range of \$125,000 to \$150,000
- ARA areas are being corrected by the State Government. The balance may reduce the cost for Armadale to about \$80,000.
- the practical implications of the current cadastral data include:
 - an inability to provide stakeholders with accurate information for planning and building alignments ,
 - the development of spatial data layers is effectively curtailed. On the current data base, it is likely to result in current work having to be redone,
 - inaccurate alignment of land parcels when measured using global positioning system devices.

A further Report on this issue will be presented to Council in the near future.

RECOMMEND

- 1. That Council, approves the acquisition of the full suite of MapInfo software products from Digital Mapping Solutions at a total cost of \$215,500 (over 5 years) and accordingly authorizes the Chief Executive Officer to sign the related contract document, noting that the acquisition:**
 - **will be made pursuant to clauses 11(2)(e) and (f) of the Tender Regulations,**
 - **cost is within the current year's budget and the estimates in years 2-5 of the Fifteen Year Financial Plan, and**
 - **is subject to the Department of Local Government providing written confirmation that, in the circumstances as explained, the proposed acquisition via clauses 11(2)(e) and (f) complies with the requirements of the Tender Regulations**

- 2. That Council note the current state of the districts digital mapping base and seeks a further report on the updating of all of the City's cadastral data.**

Moved Cr _____
Motion Carried/Lost (....)

PUBLIC QUESTION TIME – Questions submitted for Council Meeting of 19th July 2004

WARD ALL
FILE REF: MTG/7; PCY/1
DATE 10 August 2004
REF SDS
RESPONSIBLE Chief Executive Officer
MANAGER

In Brief:

- A series of questions was received prior to the 19th July 2004 Council meeting for presentation at that meeting.
- As the author of the questions was not present at the Council meeting these were not dealt with during “Public Question Time”.
- However, following closure of the Council meeting and during an informal councillor briefing, the author of the questions, arrived in the Chamber and with the indulgence of Council, the Mayor dealt with the questions at that time.
- As the questions and response did not actually form part of the business of the meeting it was not appropriate for these to be recorded in the Minutes.
- The Mayor has requested that the questions and responses provided be placed on the public record.

Officer Interest Declaration

Nil

Strategic Implications

To foster an effective professional environment for the governance and administration of the City’s services.

Legislation Implications

Section 5.24 of Local Government Act 1995 and Regulation 5 of the Local Government (Administration) Regulations 1996

Council Policy/Local Law Implications

Policy EM-6 and relevant Procedure EM-6

Budget/Financial Implications

Nil

Consultation

Mayor

BACKGROUND

A series of questions was received by Council in writing for address at the Council Meeting on 19th July 2004.

The Mayor has requested that due to the unusual circumstances prevailing, the questions and answers conveyed in an informal briefing of Council following the meeting, be placed on the public record.

The matter was not dealt with at the appropriate time during the meeting as the author of the questions was not present in the Council Chamber during "Public Question Time". Hence it could not be reported in the Minutes of that meeting.

The following is an extract from the Minutes of the Council Meeting of 19th July 2004 under the item "Public Question Time"..

The Mayor advised that Council was in receipt of several questions in writing but that the author of the questions was not present at the meeting.

The Mayor explained that:

- *Standing Orders relating to the conduct of Public Question Time require persons to be present at the meeting to personally ask their questions;*
- *the questions that had been received in writing related to the proposed proceedings for the conduct of the Special Electors Meeting to be held on 22 July 2004; and*
- *as the author has not attended a Council meeting for several years, he may not be aware of the 7.00 pm start time for Council Meetings and hence the reason for his absence.*

The Mayor sought the permission of Council to allow consideration prior to the end of the meeting of the Suspension of Standing Orders to allow Public Question Time to be re-opened later in the meeting, in the event that the author of the written questions was in attendance.

MOVED Cr Reynolds that in the event that the author of the submitted questions should be in attendance, Council consider prior to the end of the meeting the Suspension of that part of the Standing Orders that would allow Public Question Time to be dealt with later in the meeting.

MOTION not opposed, DECLARED CARRIED (12-0)

COMMENT

Following closure of the Council Meeting the Mayor invited all councillors to remain in the Chamber for an informal briefing on the procedures to be followed at the Special Meeting of Electors to be held on Thursday 22nd July.

It was at this time that the person submitting the questions, Mr Grimwood, entered the Chamber and the Mayor took the opportunity, with Council's indulgence, to address the series of questions put by Mr Grimwood. The questions predominantly related to clarification of procedures for the Special Electors meeting.

Following the Council meeting a copy of the Mayor's response was forwarded to Mr Grimwood, with a copy to all Elected Members.

Due to the unusual circumstances in which these questions were dealt with, the responses were not available for public information. This is now attached for the public record. (**Refer Attachment A-2 to this Agenda**).

RECOMMEND

That the information be noted.

Moved Cr _____
Motion Carried/Lost (.....)

COUNCILLORS' ITEMS

CHIEF EXECUTIVE OFFICER'S REPORT

MEETING DECLARED CLOSED AT _____

CITY STRATEGY COMMITTEE

SUMMARY OF "A" ATTACHMENTS

17 AUGUST 2004

Attachment No.	Subject	Page
A-1	Strategic Plan 2004-2008 – Draft 2 – August 2004 and Priorities List	44 – 53
A-2	Responses given to Mr Grimwood's questions on 19 th July 2004 following the Council meeting	54 – 60
A-3	Neighbourhood Improvement Program Review – Assessment – 2000 to 2004 – Final Report	61 - 70

CITY OF ARMADALE STRATEGIC PLAN 2004 – 2008

*Creating a caring and vibrant city,
rich in history, heritage and lifestyle*

DRAFT 2 - AUGUST 2004

FOREWORD:

TO BE PREPARED

OUR VISION:

Our vision is for the City of Armadale to be:

- a city strong in opportunity;
- a place with the advantages of city living and the natural beauty of the bushland setting;
- a major metropolitan centre;
- a great place to raise children and where we can grow old with dignity;
- clean, green and prosperous; and
- a place where change is welcomed and managed.

Our community will be recognised for:

- a tradition of innovation, readily embracing new people and new ideas;
- a strong sense of hospitality and tolerance; and
- pride in their city.

OUR COMMITMENT TO THE FUTURE OF OUR COMMUNITY:

To create a caring and vibrant city, rich in history, heritage and lifestyle.

THE STEPS TO THE FUTURE:

The Steps to the Future for our community have been built around six areas of initiative:

1. Planning our Future and Evaluating our Progress
2. Building our Community
3. Communicating and Marketing
4. Developing our City
5. Providing Physical Infrastructure and Caring for our Natural Environment
6. Developing our Organisation

PLANNING OUR FUTURE & EVALUATING OUR PROGRESS

Scope:

To achieve the desired future for our City it is important that we develop long-term plans for all our activities, and that these plans interlink.

Within the scope of this area are the long-term plans for the economic and financial strength of the City, environmental sustainability and community development.

Aims:

Our aims are to:

- achieve a better quality of living for the people of our City;
- achieve an integrated local economy;
- enhance the qualities and benefits of our natural and built environment; and
- regularly consult, evaluate and communicate the progress in the implementation of the Strategic Plan to our community.

Ongoing Service Delivery:

The ongoing delivery of the following services and activities plays a major role in achieving our aims:

- strategic planning processes, including community consultation;
- performance evaluation processes; and
- reporting to Council and community.

Initiatives over the next 5 years:

1. Develop an overall Community Strategy for the City of Armadale, focusing on community development and fostering the distinctive identity of each community, by:

- 1.1 Developing a Community Services policy framework.
- 1.2 Developing Community Plans.

2. Enhance the City's Environmental Management Strategy to protect the natural resources and ensure the long-term sustainability of the City of Armadale, by:

- 2.1 Identifying and prioritising key human settlement environmental indicators¹ in the context of the City's State of the Environment Report (2004).
- 2.2 Implementing the programmed environmental management actions already identified in the City.

3. Promote business development, employment and residential growth, encouraging the overall economic well being of the community, by:

- 3.1 Taking an active role in the partnership with the Armadale Redevelopment Authority and key stakeholders for the long-term benefit of the City.

4. Sustain our leadership status and capability, by:

- 4.1 Developing and implementing a plan for organisational development and performance.
- 4.2 Refining the City's financial strategy in order to fund and support the vision.

5. Develop and implement enhanced reporting to Council in relation to the Indicators of Success and New Initiatives in the Strategic Plan, by:

- 5.1 Reporting on progress of the Strategic Plan, linked to the budget review process.

¹ Measures the impact of our lifestyle on the environment (eg energy use leads to greenhouse gas emissions).

BUILDING OUR COMMUNITY

Scope:

This area plays a key role in making Armadale a special place to live. There is a strong focus on ensuring we have the required range and quality of community services and events. The scope also includes fostering community pride and involvement.

Aims:

Our aims are to:

- facilitate a wide range of social and cultural experiences;
- encourage community participation and responsibility;
- cultivate community pride and ownership of the future direction of the City;
- foster a supportive and caring community;
- have in place a range of services to meet community needs; and
- *improve the overall well-being and safety of the community.*

Ongoing Service Delivery:

The ongoing delivery of the following services and activities plays a major role in achieving our aims:

- Community Services and Community Development;
- Cultural Events;
- Armadale-Kelmscott Senior Citizens Centre;
- Libraries and History House;
- Recreation Services, including Aquatic Centres;
- Health Services;
- Ranger Services, including Dog and Stock Control, Parking, Fire Control, Law and Order, and Emergency Services; and
- Environmental Services, including Waste Collection, Disposal and Minimisation.

Initiatives over the next 5 years:

1. Work together with government, community and the private sector to address identified shortfalls in community services, by:

- 1.1 Implementing the Community Plans for Seniors, Youth, Recreation, and People with Disabilities.
- 1.2 Working with key agencies and community groups to address the specific needs of our Aboriginal community.

2. Use cultural planning and community development activities in a targeted way to enhance the sense of belonging to neighbourhoods and the City, by:

- 2.1 Implementing the City's Cultural Policy and Plan.

3. Progress initiatives to improve the quality of life in our residential neighbourhoods, by:

- 3.1 Developing Place Plans and Community Plans to enhance the amenity of neighbourhoods.
- 3.2 Engaging in development of the new communities at Brookdale and Forrestdale.
- 3.3 Implementing the Community Safety Plan.
- 3.4 Incorporating the principles of "Liveable Neighbourhoods" urban design criteria in new residential subdivisions and developments.
- 3.5 Optimising the use of community buildings and facilities.

4. Enhance public environmental health outcomes, by:

- 4.1 Implementing the City's Environmental Health Plan.
- 4.2 Encouraging equity of access to community health programs for all sectors of the community.

COMMUNICATING AND MARKETING

Scope:

Good communication is essential for Council and community to work together to promote the City of Armadale. Communication is also the key to the community understanding Council's role, participating in Council activities and being aware of the services and facilities available in the community. Our style is one that embraces relationships and partnerships of mutual benefit.

This area focuses on building relationships and achieving effective marketing and communication strategies.

Aims:

Our aims are to:

- maintain dialogue with the community in order to have a clear understanding of the community's needs and expectations;
- communicate our achievements to the community;
- promote and market the City, its opportunities and potential – locally, nationally and internationally; and
- ensure all our communication is readily understood.

Ongoing Service Delivery:

The ongoing delivery of the following services and activities plays a major role in achieving our aims:

- community consultation and communication, including via community meetings, the City's Web site and a range of other publications;
- working with State Government and other key stakeholders to market the City of Armadale; and
- promotion of the Local Government, including via achievement of external awards.

Initiatives over the next 5 years:

1. Improve two-way communication with the local community, by:

1.1 Developing the City's extensive consultation processes into a policy.

2. Market the advantages of the City of Armadale as a great place to live, invest, develop new businesses, and grow existing businesses, by:

2.1 Developing and implementing a Marketing Strategy for the City.

2.2 Promoting the City by celebrating the major achievements of the City and the Armadale Redevelopment Authority.

2.3 Developing key events to promote the City at a State and National level.

3. Maintain strong communication links with politicians, government agencies, industry and commercial groups, by:

3.1 Developing and maintaining close relationships with local industry.

3.2 Building and maintaining close relationships with major investment, commercial and development industries, including hosting targeted events and forums with State and national media coverage.

DEVELOPING OUR CITY

Scope:

Our activities in town planning and development have a significant influence on the style and character of the City of Armadale. These activities impact on our success in becoming a metropolitan centre of significance as well as on the attractiveness of the City as a home for all.

Aims:

Our aims are to:

- create an integrated metropolitan centre with a full range of services (residential, business, commercial, recreational, civic and leisure);
- sustain and maintain the distinctive character of the City based on good design principles;
- maintain the City of Armadale as a place where people can enjoy a special lifestyle; and
- balance the needs of development with sustainable economic, social and environmental objectives.

Ongoing Service Delivery:

The ongoing delivery of the following services and activities plays a major role in achieving our aims:

- Town Planning;
- Economic Development initiatives, including the “Armadale Alive” investment strategy;
- City Centre and District Centre improvement projects;
- Urban Planning and Neighbourhood Improvement Projects, including “Enquiry by Design” initiatives; and
- Planning and Building Services.

Initiatives over the next 5 years:

1. Review the City’s Town Planning Scheme and set long-term planning and development directions for the City, by:

- 1.1 Finalising the City’s new District Town Planning Scheme No. 4 and its associated policies.
- 1.2 Incorporating urban expansion areas within the City’s Town Planning Scheme.

2. Progress the development projects of the City’s “Armadale Alive” investment strategy, by:

- 2.1 Revitalising the Armadale City Centre.
- 2.2 Promoting development and operation of cinemas in the CBD.
- 2.3 Working with the Armadale Redevelopment Authority on planning, structure and design guidelines for:
 - a) Forrestdale Business Park.
 - b) Champion Lakes Recreation Park
 - c) Brookdale urban area.
- 2.4 Implementing the City’s Economic Development Strategy and Action Plan.

3. Implement the Kelmscott District Centre Strategy Plan, by:

- 3.1 Developing and implementing outcomes for the Kelmscott Enquiry by Design study.

PROVIDING PHYSICAL INFRASTRUCTURE & CARING FOR OUR NATURAL ENVIRONMENT

Scope:

The way we develop, maintain and replace the physical infrastructure of our City and care for our natural environment has a major impact on our quality of life. This area includes transport, community buildings and facilities, parks and reserves, and natural resource management.

Aims:

Our aims are to:

- continue our whole of government approach in the provision of infrastructure to our community - transport, water management systems, regional facilities;
- maintain and improve the physical infrastructure to meet the needs of the local community; and
- ensure all our activities have a strong focus on sustainability, understanding the impact of our actions on future generations.

Ongoing Service Delivery:

The ongoing delivery of the following services and activities plays a major role in achieving our aims:

- Civil Construction and Maintenance;
- Parks and Reserves Development and Maintenance;
- Property Development and Maintenance;
- Plant Acquisition and Replacement;
- Supply Services;
- Mechanical Services;
- Crossovers, Street Lighting and Public Utility Reinstatements;
- Technical Services;
- Contract Administration; and
- Engineering Design.

Initiatives over the next 5 years:

1. Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure, by:

- 1.1 Participating in Tonkin Highway Working Groups to ensure project completion on time and on budget.
- 1.2 Participating in water resource studies and works with key stakeholders to improve efficiency and effectiveness of water conservation and drainage.
- 1.3 Participating in the South East Metropolitan Regional Council (SEMRC) in relation to waste facilities and recycling.

2. Develop and implement long-term asset management programs, by:

- 2.1 Incorporating and maintaining integrated "best of breed" asset management practices, scoped to City of Armadale needs, and including appropriate technologies

3. Continue to develop an integrated transport system, by:

- 3.1 Developing and adopting appropriate elements of the Integrated Regional Transport Strategy in partnership with the Department of Planning & Infrastructure (DPI) and neighbouring local governments, as appropriate.
- 3.2 Reviewing the footpath and cycleway strategies, linking community needs, Bikewest strategies and the City's financial resources.
- 3.3 Constructing Ranford Road and Champion Drive to provide interconnectivity with Tonkin Highway.
- 3.4 Developing a comprehensive parking strategy for the CBD.

**PROVIDING PHYSICAL INFRASTRUCTURE
& CARING FOR OUR NATURAL ENVIRONMENT**

Contd....

- 4. Enhance townscapes and parkland to complement our natural environment and bushland reserves, by:**
 - 4.1 Implementing townscape, streetscape and parkland improvements by priority to enhance the distinctive character of the City.
 - 4.2 Further developing and implementing the Tree Management Plan.
- 5. Enhance and sustain our natural environment and bushland, by:**
 - 5.1 Implementing the Natural Area Maintenance Program.
 - 5.2 Developing a long-term capital works program to address potential threats to bushland condition.
 - 5.3 Completing Bushland and Urban Fire Management plans as outlined in the City's State of the Environment Report.
- 6. Progress new and enhanced facilities to meet community needs, by:**
 - 6.1 Developing a process to establish needs, demands and corporate priorities to match infrastructure investment decisions to the City's resources.
 - 6.2 Reviewing utilisation levels of community facilities and community needs / demands.
 - 6.3 Addressing the physical infrastructure requirements of Community Plans.
 - 6.4 Developing an infrastructure funding strategy.
 - 6.5 Progressing the design and construction of the new Armadale Golf Course in conjunction with the Armadale Redevelopment Authority.

DEVELOPING OUR ORGANISATION

Scope:

This area focuses on the effective management of Council resources (staff, finances and information and communications technologies), customer service, business practices and processes, and the governance activities of Council.

Aims:

Our aims are to:

- deliver high quality, professional governance, administration and asset management for the City;
- enhance our ability to work with the community to embrace and manage change;
- ensure the Council is a proactive, citizen oriented organisation;
- ensure our workplace enables staff to be innovative, confident and continue to learn; and
- maintain and improve technologies to enhance decision-making, communication and service delivery.

Ongoing Service Delivery:

The ongoing delivery of the following services and activities plays a major role in achieving our aims:

- HR Services;
- Financial Services, including Audit and Asset Management;
- Information Technology;
- Property Leases and Rentals;
- Services to Councillors; and
- Governance.

Initiatives over the next 5 years:

1. Create a working environment characterised by shared vision, creativity, teamwork and self-empowerment, by:

- 1.1 Reviewing service plans and standards for all Council services, including individual team plans.
- 1.2 Reviewing the corporate structure, having regard to the City's strategic direction and service delivery plans.
- 1.3 Reviewing and evaluating the physical working environment to facilitate teamwork and service delivery.
- 1.4 Providing appropriate staff accommodation to delivery community service standards.
- 1.5 Re-stating organisational values.

2. Develop our human resource, by:

- 2.1 Developing and implementing a comprehensive Human Resource Management Plan.

3. Improve the environment for effective governance and decision-making, by:

- 3.1 Developing the role of the Audit Committee.
- 3.2 Continuing to review and update Council's policies and accompanying procedures.
- 3.3 Reviewing Council's reporting structure and decision-making processes.
- 3.4 Reviewing Ward boundaries and elected member representation as demanded by population changes.

4. Improve the overall financial viability of Council, by:

- 4.1 Implementing financial strategies, including investment, rating and infrastructure funding.
- 4.2 Developing processes to allocate costs across Council services.
- 4.3 Developing improved financial management reports to support enhanced decision-making.

5. Make maximum use of technology to improve administration, governance and service delivery.

- 5.1 Implementing the outcomes of the Business Process Review and introducing new corporate information systems, including staff training.

PRIORITIES LIST

Highest Priorities over the next 3 to 4 Years (identified at the Councillor Workshop 6th March 2004)	Cross Reference to Strategic Plan Initiatives¹
1. Maintaining relationships/partnerships with government, industry and other service providers, locally and globally.	Page 2: 3.1 Page 3: 1.2 Page 4: 3.1, 3.2
2. A focus on the CBD as the recreational “heart” (leisure, culture) of the City.	Page 5: 2.1, 2.2
3. Economic development, attracting new enterprises, and job creation.	Page 4: 2.1, 2.2, 2.3 Page 5: 2.4
4. Maintaining our financial strategy.	Page 8: 4.1
5. Providing and maintaining quality infrastructure including asset management, rationalisation and refurbishment.	Page 6: 2.1
6. Staff and organisational development – skilling, keeping corporate knowledge, and accommodation.	Page 8: 2.1, 1.4
7. Parking in the CBD.	Page 6, 3.4
8. Local transport (eg CAT).	Page 6, 3.1
9. Natural resource management as core business.	Page 7, 5.1, 5.2, 5.3 Page 3, 1.1 (Seniors Plan)
10. Carrying out a study of the implications of an ageing population.	Page 3, 1.1 (Youth Plan)
11. Continued / improved youth strategies.	Page 2, 2.1
12. Bringing the community together.	Page 4, 1.1, 2.1
13. Communication and marketing at multi levels.	Page 2: 3.1 Page 3: 1.2 Page 4: 3.1, 3.2
14. Advocacy.	Page 3, 1.2
15. Positively empowering our Aboriginal community.	Page 8, 4.1
16. Establishing priorities and identifying those things we can't continue to do.	

¹ Strategic Plan 2004 – 2008, Draft 2: August 2004.

QUESTIONS ON NOTICE

“WITHOUT PREJUDICE”

Mr D Grimwood, 7 Sapphire Court, Armadale

Council Meeting Monday 19 July 2004

Public Question Time

SUBJECT: SPECIAL MEETING OF ELECTORS 22 July 2004
TOWN PLANNING SCHEME No. 4

Question 1: Application of Standing Orders to Electors' Meetings

Council, do you recall that in response to a question put to you in Public Question Time at your meeting of 6 March 2001 regarding the management of Meetings of Electors, the record shows (quote):

“.....the Mayor advised that Standing Orders relate to meetings of the Council or Committee. An Electors' Meeting is not a meeting of the Council or Committee, but designated in its own right in the Administration Regulations. As the Person Presiding, the Mayor chooses to use the procedures of debate included in our Standing Orders to facilitate proceedings. Our Electors' Meetings have always been conducted in accordance with the Regulations.” (End quote)?

Council, do you further recall that in response to a further question put to you at that same meeting, asking (quote):

“will you amend said Standing Orders to:

- a) clearly define those clauses that apply and those clauses that do not apply to Electors' Meetings?*
- b) clearly define requirements for Electors' Meetings?*

The Mayor advised that the answer to this question is the same as that stated in response to the previous question.” (End quote)?

Council, in view of:

- (i) you since having amended Standing Orders in October 2000 to include “a member of the public”- but not “Electors”, and Electors having since received advice from the Department of Local Government that Local Law Standing Orders apply mutatis mutandis to a Meeting of Electors*
- (ii) there being nothing in Standing Orders to enjoin Electors specifically*
- (iii) there being nothing in Standing Orders to differentiate between a “Member of the Public” and an “Elector”*
- (iv) there being nothing in Standing Orders to prevent Councillors speaking adversely about Electors or Members of the Public, such as publicly (as the record shows) calling them “Rabble”, “Rabble Rousers” or “Rabble on the Hill”*
- (v) Council determining to apply Standing Orders in a discretionary manner on the night as it sees fit under your interpretation and application of the term “Procedures”*

- (vi) *you having often interpreted valid critique from Electors of you and your actions or inactions as “offensive” and “objectionable” (Standing Order 8.4(2))*
- (vii) *there being thus conflict and uncertainty in what does and what does not apply to Electors*
- (viii) *the absence of action by Council to amend Standing Orders since the above question in 2001 to ensure planning for the proper and orderly conduct of Electors’ Meetings, will you implement urgent remedial action to provide clear and concise procedures for conduct of the meeting to Electors present on 22 July 2004, in the same manner as you do for your own meetings?*

Mayor’s Response

Some of Mr Grimwood’s questions don’t confine themselves to a single train of thought, so I thank him for providing them in advance. I hope that I am able though the totality of my responses to deal with each issue raised by him.

Answer to Question 1

Fundamentally I understand the question to be: Will there be clear and concise procedures for the conduct of the Special Electors meeting on 22 July 2004.

If so, then the answer is YES. The process to be followed will be detailed when I open the meeting but I hope that you will find it to be inclusive, rather than exclusive.

Let me also pick up on some of the other threads to this lengthy question, and in particular I want to deal with the issue of Electors, or Members of the Public. The term member of the public is all embracing, and therefore in my view includes all electors. Given that it is to be an elector’s meeting, only those members of the public who are electors will be allowed to vote, but in all other respects the terms for the purpose of a meeting are I believe interchangeable. Certainly I will accept them as such.

In relation to the Local Government Act and Special Elector’s Meetings there are three key, guiding principles relating to the meetings conduct:

S 5.30 provides for the Mayor to preside at Elector’s Meetings

S 5.31 states that procedures are to be in accordance with regulations.

LG Administration Reg 18 provides that the procedures to be followed at a Special Elector’s Meeting are to be determined by the person presiding at the meeting.

At the 2000 Special meeting, the Mayor of the day determined that the **procedure** of the meeting would be conducted with the guidance of Council’s Standing Orders. This was entirely within his powers as it only related to the process to be used.

While I have not yet discussed with my colleagues the process for Thursday evening’s meeting, I am happy to indicate that we will retain those elements of Standing Orders that preserves polite, reasonable debate without unduly limiting any discussion other than to the published agenda. If it becomes necessary we could revert to strict order of debate, but I would prefer to operate more flexibly than that. However, it needs to be remembered by all

that will attend, that neither Council members or members of the public enjoy any form of privilege, and therefore will need to conduct themselves accordingly. Statements preceded with the words “Without prejudice” do not afford the speaker or writer any automatic protection at law.

Question 2: Application of Standing Orders to Electors’ Meetings

Council, given that following the Special Electors Meeting of 23 March 2000 you created Local Law Standing Order 8.4(c), which prescribes that “no member of the public is to reflect adversely on the character or actions of a member or officer (of Council)” - Penalty \$1,000 - and that the nature of the Special Meeting of Electors of 22 July 2004 is such that critique and criticism of Council and its actions is inevitable - in order to present issues, to reasonably debate them, and to express Community feelings, observations and attitudes, will you please resolve immediately that Standing Order 8.4 be withdrawn henceforth from application to all Meetings of Electors?

Answer

I do not accept that Standing Order 8.4 seeks to limit anyone’s ability to debate, criticize, etc a Council decision or action. What it does do is remind us all, Councillors, staff and members of the public that there is no protection if we step over the line and defame anyone. It is fair comment to say that you believe a Council decision to be wrong, either in fact or intent, and perhaps even that it is stupid or some similar expression. However, it is another thing to imply corrupt or similar behaviour without preparedness to prove it in court. It will always serve us better if we always deal with the issues rather than degenerate into a slanging match about personalities. After all the later does then make it much, much harder to achieve support for an alternative point of view.

Question 3: Conduct of Special Meeting of Electors of 22 July 2004

Council, would you agree that a reasonable interpretation of Parliament’s intention, as expressed in Subdivision 4 (Sections 5.26 to 5.33 inclusive) of the Local Government Act 1995 and as further defined by Regulations 15 to 18 of the Local Government (Administration) Regulations 1996, is that:

- (i) a Councillor, other than the Mayor (as Chairman), does not have a lawful right to be present excepting as an “Elector”*
- (ii) the only members of Council staff lawfully entitled to be present are the CEO and Minute Secretary, excepting in their capacity as “Electors”?*

Council, would you further agree that you have already expressed support for this interpretation of the Act by the Mayor’s statement as reported in Question 1 above?

Council, as a consequence of this statutory requirement, will you:

- (a) *not arrange yourselves across the room in your usual custom - as depicted in Leonardo DaVinci's painting "The Last Supper"- to avoid Electors being intimidated, confused, or over-awed by your presence and role in the meeting?*
- (b) *not commence the meeting with a time-consuming introduction to each and every Councillor and an account of what they do, as you did at the Special Meeting of Electors 23 March 2000?*
- (c) *not require your Executive and support Staff to be present and thus avoid significant costs to Ratepayers that, on past occasions, you have blamed Electors for unnecessarily incurring?*
- (d) *ensure the placement of the Chairman and Minute Secretary and microphone are such that when an Elector speaks, he or she will be facing the body of Electors and not Council (if present)?*
- (e) *not refer to those present as "The Public", as you did in the Special Electors Meeting of 23 March 2000, because there is no statutory provision for the public to be present at all (see S5.23 and 5.24 of the Local Government Act 1995)*
- (f) *ensure the Chairman adheres to the specified documented Procedures for the meeting and not attempt to make discretionary Law?*

Answer

I need to answer this question in some detail and deal with each part of it if possible.

- (i) No. I believe the LG Act Sections 5.26 to 5.33 inclusive does not canvass the role of elected members other than the presiding member. It therefore falls to the Mayor in this case to decide how the meeting is to be conducted and that includes determining seating arrangements. Some would say if Councillors aren't out the front that they are hiding, while some maintain that when they are out the front they can intimidate the electors. In any case, due to possible space constraints we have had to set up the room to include the maximum seating and that does not lend itself to large numbers of Councillors at the front. At this time it is likely that along with myself, the Chair of the Development Services Committee, the CEO and key Planning staff will be the only ones "out front" with Councillors seated amongst the electors. We do sit the Councillors out the front at Annual Electors Meetings as in that way they are displaying their accountability for the decisions of Council. Nothing else is intended, and many of us would happily make our contributions to the running of the City with less formality.
- (ii) Lawfully, any staff member that the Mayor considers is able to render assistance to the public, can and will be invited. Staff members that are not Electors of the City of Armadale will not be entitled to vote.
- (iii) Your further point in relation to a previous Mayor's statement is irrelevant as he is no longer the person deciding how the meeting will be run.
- (iv) Given that the meeting will be dealing with both TPS 2 and TPS 4 which have legislative status, and it will also undoubtedly involve some discussion of the Local Government Act, I have asked that staff provide some background to the issues raised so that all present are equally informed before we commence debate.

- (v) Whether the term “The Public” is used or any other facsimile is hardly I believe relevant, as the meeting will be correctly recorded as a Special Meeting of Electors.
- (vi) I am happy to undertake to the very best of my ability to adhere to the process that will be outlined at the commencement of the meeting. However, as with all meeting procedures there are times when the presiding person is called on to deal with a situation not envisaged and thus a discretionary ruling is required. The Local Government Act places that responsibility with the Mayor.

Question 4: Business of the Meeting

Council, you may recall that the Minutes of the Special Electors Meeting of 23 March 2000, held for similar purpose as that planned for 22 July 2004, record:

- (i) *that a Motion was put from the floor (ie an Elector) to the effect (quote) “that the Council commence proceedings in a court of law to determine whether or not the Chair (the Mayor) had committed offences against Local Law No. 73 in relation to the processes of this particular rezoning - ie Lot 60, Carawatha Avenue” (end quote), and*
- (ii) *that the Motion was not permitted to be put to the meeting (Ruled Out of Order) by the Mayor in his capacity of Chairperson, claiming discretionary powers to so do.*

*Council, are you aware that the longstanding **Principles of Natural Justice** declare that” a man shall not stand in his own cause” - ie judge his own case - and that such action by the Mayor, endorsed by your CEO and full Council at its next Meeting:*

- (iii) *should not have occurred, and*
- (iv) *in view of the CEO being present and responsible for the organisation and management of the meeting, should have been rectified by the CEO directing the Chair to vacate (as you often do when deliberating matters in which Councillors have a declared interest), and*
- (v) *the CEO allow the motion to be put to the meeting for its deliberation?*

Council, to prevent such a situation recurring will you undertake to allow all Motions from the floor of the Special Electors Meeting of 22 July 2004, to be put and voted upon by Electors as the law provides?

Answer

I feel a need to correct the opening sentence to this question. There is very little similarity between the Special Elector’s meeting held in 2000 with the one later this week. In 2000, Council was seeking to rezone some fee simple land from recreation to special use in order that it could sell the land.

In 2004 Council has advertised a replacement Town Planning Scheme which continues to show as residential, some long held fee simple residential zoned land that is currently being used for active sports, or in the case of Fancote Park as a town centre facility. (Council actively purchased those parcels of land in order to provide those facilities, and has not sought to dispose of them. Separately it refers to a lengthy, and very public process that

Council has been following over the last two years to take responsibility for more passive local recreation space while consolidating or preparing for disposal other small lots that cannot be effectively utilised for recreation. Fancote Park has also been commented on in the Kelmscott Enquiry by Design, with a view to consolidating and enhancing its role in that township.

I repeat that there is no intention to sell any of the land at this time, nor is there provision for any such activity in the recently adopted 15 year plan. In fact this is the very first Special meeting of Electors that I will attend where the desire of those members of the community who called the meeting is not contrary to the views of the elected Council. We at Council may have a desire to bed down some results from the Kelmscott Enquiry By Design before we finalise zonings at Fancote Park, but with regards Creyk Park and Gwynne Park there is no current, or proposed view that we should use them for anything but recreation.

Your reference to the previous Mayor ruling a question of yours out of order due to the subject not relating to the business of the meeting is not a live issue for Council today. You will recall, that in ruling it out of order, he did invite any Councillor who wished to raise it to do so appropriately at a Council meeting. None saw fit to do so, and thus his decision on the day was not tested. It is not appropriate that I comment on it any further as I was not at the Special Electors Meeting that night having been asked by the Department of Local government to assist with monitoring the Augusta Margaret River Council who were going through a rough time.

You may wish to know that the CEO cannot direct the Mayor or any other Presiding Member to stand down, nor can anyone else, including in my view the Minister unless and until the Council as a whole is suspended.

At Thursday's meeting all motions, provided that they are related to the business of the meeting, and that they are moved and seconded will be debated if that is the wish of the meeting. They will then be reported formally to Council as part of our review of TPS 4.

Question 5: Business of the Meeting

Council, given that:

- (i) notwithstanding the use of the mandatory term "discuss" in Section 5.28(2) of the Local Government Act 1995, on previous occasions you have taken the position (using your "procedural" powers) that only business as strictly and literally defined in Form 1: "Request for Special Meeting of Electors" may be presented to the meeting for its discussion, deliberation and vote, and;*
- (ii) the purpose of this meeting has been so mandatorily defined in Form 1 as being "to discuss",*

it follows that if you adhere to your previous ethos, it will be difficult, if not impossible, for Electors to make "decisions" as provided by Section 5.33 of the Local Government Act 1995 or move motions requiring Council to initiate action of any kind other than to "further discuss".

Council, will you allow Electors to exercise their lawful right to use this meeting for the purpose intended by the Parliament?

Answer

I think that I have already answered much of this question. However, your reference to previous ethos is no longer relevant given that there is a different Presiding Member. I am sure that you are aware that the LG Act only requires Council to consider any motions (i.e. decisions) that arise out of this meeting at its earliest convenient meeting. Given that the subject of the meeting is TPS, I would assume that any decisions supported by the meeting would be considered along with all other submissions made to the TPS 4 review. Council is not under any obligation to adopt them, but in saying that, Council does genuinely seek to take account of the views of our residents in our decisions. The team of representatives that I am very proud and privileged to lead do seek to represent the views of their community, living as they do in its midst, but equally they are prepared to make the hard decisions necessary for Armadale to advance.

Neighbourhood IMPROVEMENT PROJECT

NIP REVIEW – ASSESSMENT 2000 to 2004

Final Report

By Angela Zeck

June 2004



INTRODUCTION

The Neighbourhood Improvement Project (NIP) emerged in the Armadale area in 2000 to upgrade two neighbourhoods with a significant number of Homeswest rentals and considered to have families with low incomes, high unemployment, and high rates of crime. The City of Armadale received sponsorship from the Department of Housing and Works (previously Ministry of Housing) through Keystart to create an urban renewal project in Armadale. This report provides a brief overview of the project and draws conclusions regarding the merit of particular initiatives. Further details and illustrations relating to NIP are available in a separate Appendix.

STAGE 1

The early stages of NIP focused on refurbishing existing houses in both the Hollybush and Nerrigen areas with at least half the properties being subsequently sold to private buyers. The NIP also set about getting to know these two communities and encouraging the involvement of families by holding community festivals and arts projects.

The focus was on building social capital and reducing crime in the two areas. *“Whatever udu get involved”* (written on whiteboard by ten year old boy at a workshop) described the spirit of some meetings!

SUMMARY OF COMMUNITY VALUES:

What emerged from this consultation above all was the desire of families for more facilities for young people. In particular the following were sought:

- Park development;
- Cinemas;
- Entertainment venues;
- Skate parks and BMX ; in addition parents advocated the need for greater support for numeracy/literacy.

NEERIGEN COMMUNITY

YOUTH FESTIVALS

Gwynne Park Skate Park was the venue for a Youth Festival attended by 250 young people with workshops in:

- urban art works;
- metal sculpture for a fence around the skate park;
- skate board competitions; and
- food.



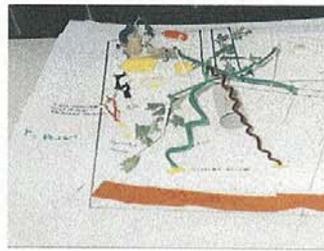
Reg Williams Oval where 300 young and older people enjoyed getting involved with:

- o local fire brigade's slippery slide;
- o community arts workshops in kite making and flying;
- o Capoeira Brazilian martial arts/music;
- o pony rides;
- o DJ Music and
- o food.



HOLLYBUSH COMMUNITY

The consultation process in Hollybush is documented separately. The process grew gradually with a series of events and a core group the Neighbourhood Park Group who guided the consultation. 200 people were involved in this process.



Two major events were held to implement some of the ideas illustrated in the mapping process:

- o **Neighbourhood Festival** involving three artists running workshops, music and food with an attendance of 500 people.



**Bernice Hargrave Reserve Armadale
Rotunda/Performance space**



- **Rotunda Performance Space Launch:** This event was arranged to celebrate the completion of this part of the original park map. The performance space was launched with a young blues/rock band, break dancers, belly dancers and a solo singer. In the audience were two of the three artists who ran workshops at the previous Neighbourhood Festival and the two artists involved in the Rotunda Performance Space. The Mayor was there to open this venue. The sides of this Rotunda contain images drawn by young people about stories told by older members of the community about life in this neighbourhood when they were young. An artist created the metal sculpture from these drawings. The tiles

surrounding the Rotunda were produced by the community at a previous neighbourhood Festival.



NIP Achievements in Stage 1

Both communities have gained from the small scale family days and park Festivals by using community arts as a tool to engage more productively as a community. As a result of these methods of consulting direction was provided for future development:

- Park Improvements were implemented for the following parks:
 - Angelo St,
 - Dawson St.
 - Gwynne Park
 - Rotary Park
 - Reg Williams Oval
 - Tollington Park
 - Bernice Hargrave Park
 - Kuhl Park
- Lighting: improved park and street lighting.
- Pilot verge improvement with water wise planting and mulch.
- Lotteries House car park fencing achieved through community arts project: involving local youth.
- Community mapping project in Bernice Hargrave Reserve:
 - BBQ and seating and water fountain.
 - Rotunda Performance Space
 - Adventure Playground
 - Half Basketball Court.
- Newsletters: produced biennially to describe what has been achieved and what is proposed through the NIP program.
- Formation of the **Neighbourhood Park Group (NPG)** for Bernice Hargrave Reserve. The NPG formed from the community into a group of about 18 people ranging across age, gender and culture who were the most pro active Hollybush residents and who worked on building the map of the park. They assisted in publicity for neighbourhood activities, and longer term developments, such as Adventure Playground.
- A strong partnership has developed with COA, Armadale Community Family Centre (ACFC) and the NPG. Currently the Neighbourhood Park Group are working along with the ACFC to seek extra funding for the **Adventure**

Playground. The NPG have supported the work being done in their community by writing letters of support.

STAGE 2

Since mid 2003 the Armadale Redevelopment Authority joined the NIP Program as a financial contributor. The NIP Steering Group adopted a new strategy focused on three streets, Third Avenue, Hollybush Way and Trangie Way in the Hollybush area. The objective was to make a significant difference in one area by; focusing on a limited area. The emphasis was on improving the environment by mulching verges, removing some trees and planting new ones to introduce some continuity to the overall streetscape.

SURVEY:

A door to door interview survey was conducted with families in the three streets to discover what the community thought of their neighbourhood and their priorities for further improvement. 70% of the residents were interviewed. The major priorities identified included in order of priority:



1. Security and safety
2. Access and transport
3. Verge maintenance
4. Play equipment in parks

The NIP Steering Group studied the survey results and concluded that some priorities lay beyond the scope of the project. Accordingly it was agreed that the project should be guided by the stated priorities of the interviewees that could be achieved. This resulted in an emphasis in NIP Stage 2 on:

1. Verge Development;
2. Crime Prevention strategies, using the CPTED process in a safety audit;
3. Impementation of the CPTED recommendations.

Crime Prevention Through Environmental Design: (CPTED)

In spite of what has been achieved there were still people who felt security was an issue. We commissioned a Landscaping firm to do a security/safety assessment in the area using CPTED techniques.

CPTED Recommendations:

- Improved lighting

- Grovelands Park
- Pedestrian Access – Third/Hollybush
- Pathway – Grasmere/Westfield road access. (near BBQ)

Energy and Water Saving Initiatives

The NIP also incorporated programmes to increase local residents knowledge of sustainability – specifically, aiming to impart practical skills to help increase resource efficiency.

A number of projects were run over the whole four year NIP project, including:

Switched on Living pilot project – consisted of a series of 4 workshops (1 / month), each one focusing on a specific area of the household, and giving tips on how to save energy and water, and reduce waste and greenhouse emissions. A total of 20 residents participated in the pilot project. Each participating household received a resource saving device at the end of each workshop to help them start saving straight away (e.g. CFL, tyre pressure gauge etc).

Great Gardens programme – *A total of four Great Garden workshops (3-hour workshops) were run at the CoA during 2003 and 2004, attracting more than 400 green thumb residents in total. The workshops provided practical advice on creating and maintaining environmentally friendly gardens and looked at issues such as pest management, dealing with diseases and attracting wildlife to the urban garden. The workshops aimed to help local residents create attractive urban gardens in a way that benefits the environment (e.g. waterwise etc).*

Regional Housing Retrofit pilot project - Thanks to a grant from the Sustainable Energy Development Office and support from the SE Regional Energy Group (**switch your thinking!** programme), the NIP offered 200 residents in the Hollybush precinct and wider Kelmscott area, the opportunity to participate in the *Regional Housing Retrofit* pilot project.

The pilot project gave local residents the opportunity to receive:

- A **free** energy and waste audit by an energy expert – 1 on 1.
- A **free** home and energy ‘retrofit pack’ worth over \$135.
- ‘Energy-smart’ tips on how to save more \$\$\$ off your energy bills

Just by installing and using the energy efficient products in the retrofit pack alone, participating households could save over \$160 p.a. and in the process reduce their household’s greenhouse emissions by approximately 2 tonnes per year (i.e. tonnes of carbon dioxide (CO₂) emissions resulting from the generation of power and its subsequent use, the decomposition of waste etc).

Over the course of the next five years, this pilot project will reduce the region’s greenhouse gas emissions by 1500 tonnes of equivalent CO₂.

POSITIVE ACHIEVEMENTS FROM NIP

A few years ago this community (Hollybush) were afraid to use their park. They now take full advantage of Bernice Hargrave Reserve and have responded to this engagement with clear directions to Council about their future needs and have provided positive acknowledgement of the changes taking place.

Greater awareness of different community organizations has been created through this process, a good example being the Armadale Community Family Centre and its partnership with the Neighbourhood Park Group who are now working together to source additional funding for the Adventure Playground.

Streetscapes in three streets are visually more pleasing with continuity in planting of street trees and mulch spread over verges. A fence was built around one corner house to create a visual barrier so the neighbours, who objected to the view into the front and back yard could be appeased. These initiatives by NIP have shown the community that public authorities care and are committed to making a difference, thus encouraging a more energetic response from households to take pride in their environment.

A marginal increase in house prices and improvements in some parks may be encouraging people to take a more positive attitude to their community. The neighbourhood is growing with ideas that came out of the consultation and as these ideas become a reality and the trees mature in the Hollybush area the fruits of this project will be enjoyed.

ANECDOTAL: (reference to Hollybush area)

‘Better lighting has made movement in the park at night safer’

‘Visitors were lining up to use the BBQ’.

‘Good to see more people using the park’.

‘When one family moved out of the neighbourhood much of the trouble and crime moved on as well’.

‘Feel safe walking through the park now’.

OVERVIEW OF THE NIP PROGRAM

The NIP areas were selected on the basis of their need. The chosen areas were characterized by lowest socio-economic groupings and most manifest neglect in the surroundings. There is no doubt that the attitude to one's community is determined to a significant extent by the physical surroundings. These are in part in the private and in part in the public domain. NIP aimed to both engender a sense of belonging through community events and the provision of opportunities to meet and relate, and latterly focused particularly on making physical improvements to the public domain.

The difficulties posed by the desire to make physical improvements was firstly the fact that they were restricted to the public domain but more importantly the cost of making significant improvements was well beyond the project budget. Early in the discussions on NIP Stage 2 it was concluded that significant streetscape improvements resulting from tree removal and replanting would have more than accounted for the whole budget. In addition the possibility of undergrounding the power lines was considered but rejected as being prohibitive.

It was the view of the Steering Group that the imposition of the program would not be acceptable but that suggestions needed to come from the community. Various surveys were undertaken including a structured house to house survey during 2003. This determined that many of the priorities were beyond the scope of the project and its budget. Notably concerns about crime were difficult to address, although a CPTED study provided useful directions that will be taken up in part. The CPTED survey's recommendations included the suggestion that a house be demolished to facilitate the opening up of streets - but this would be expensive initially and in opportunity costs.

The work undertaken on verges provided a practical opportunity to make a physical difference. But whether these improvements will filter onto the private areas, by improvements in the private front gardens, it is too early to say. There was good intention to use the verge mulch spreading as an opportunity for participants to assist each other and thereby "connect" however the contractors undertook to spread and level the mulch, which they could easily do with their equipment, without realizing that sweat equity was an objective of the project.

It was apparent that it was possible for one family to have a disproportionately detrimental impact on the neighbourhood. NIP decided that notwithstanding the questionable expenditure of funds on a private residence, the building of a strong fence around a particular property had merit. With hindsight this was a success and has been well received without any complaint from other residents that a particular family had been favoured.

It can be concluded that improvements undertaken to the public parks, particularly where the community had been involved in design, brings many benefits to the community. While some of the works on Bernice Hargrave and Kuhl Parks is yet to be completed, there were a number of significant improvements to the parks, which were delivered during the NIP program and have resulted in greater community pride a park usage.

The Armadale renewal project was not as large in scale or as intensive a project as similar initiatives eg. Coolbellup, Medina, Balga and Midvale. This has resulted in small improvements spread over a wide area in NIP Stage 1 and although substantial have not had a strong visual impact on the two areas. The second stage of the project that focused on three streets in one area may produce a stronger visual impact.

Families who live in these areas appear to value the increased services and facilities for their children, beyond the projects main focus on making the neighbourhood look and feel better.

The Survey and the CPTED outcomes indicated that satisfying all identified community needs and the provision of a better environment would require significant capital expenditure and dramatic changes in the planning of the neighbourhood to make a significant change to this area.

OTHER WORKS PENDING:

To fully sustain the work that has been done in the target areas, the proposed projects are funded and scheduled to be completed prior to the end of 2004.

- Adventure Playground in Bernice Hargrave Reserve
- Newsletter
- Opening celebration – Adventure Playground
- Half basket ball court at Kuhl Park.