

Plan for the Future

2008-2023



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Introduction

Our Vision

This Plan for the Future is in essence like a road map of the City's future in that it provides us with a 15 year outlook as to the future range of services and facilities we can expect to enjoy and benefit from within our City.

The Plan seeks to map or step out, in a logical sequence over time, those services and facilities, both current and proposed, considered essential to support the anticipated growth of the City, in a manner that is not only sustainable but also importantly, consistent with the City's Vision and Values as expressed in the following statements -

Our Vision is for the City to be -

- Strong in opportunity
- Clean, green and prosperous
- A strategic regional centre
- A place combining city living with a beautiful bushland setting
- A place where change is welcomed, and
- A great place to raise children and grow old with dignity

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

This Plan for the Future has a 15 year outlook however, for practical reasons, its focus, in terms of providing more detailed information about project initiatives and funding estimates, is on the next 5 years.

Today and the Recent Past - A City Perspective

The City of Armadale today is significantly different to what it was just 5 years ago and undoubtedly, the City as we know it today will again be significantly different in future years when the current population of 55,000 residents is forecast to double in the next 20 years.

Located only 30 minutes south-east of the Perth CBD, the City of Armadale is one of the state's fastest growing regional centres and is the heart of a bustling urban community offering all the conveniences of modern day living with a relaxed lifestyle.

Over the past 5 years the City has undergone considerable change for the better, an outcome that has certainly been assisted, particularly in terms of the City's regional role, by the creation of the Armadale Redevelopment Authority (ARA) which, at Council's instigation, was formally established in 2002.

The ARA's primary role is to transform the City into a strategic regional centre by generating investment, education and employment opportunities in its CBD, and the "runs are on the board" already. The ARA is also responsible for enhancing the social development of the City.

The ARA has strong links to the State Government and has been extremely successful in lobbying key decision makers and affirming the strategic importance of Armadale to the State of Western Australia.

In partnership with the City, the ARA is facilitating the development of a number of sites that add to the vitality of the Armadale City centre. The ARA also has control over future residential areas in the Wungong region and at Champion Lakes, holds key land areas of the Kelmscott town centre and is responsible for the Champion Lakes Recreational Development and the Forrestdale Business Park.

Some of the *stand-out* developments and initiatives that have occurred over the last 5 years that have and will, well into the future, provide many new opportunities in terms of private and public sector investment in the City and local employment for our residents, have included -

A new state-of-the-art cinema complex

Since opening back in 2005 the cinema, which was borne out of an innovative tripartite agreement involving the City, the owner of the Armadale Plaza site and Grand Cinemas, the cinema, and indeed the new Armadale Plaza shopping complex, have established themselves as a very popular place for residents to frequent for their entertainment and shopping purposes. The cinema has been constructed in such a way as to enable additional theatres in the future commensurate with growth demands.

The new, and much improved, Armadale railway station

Perth's electrified rail network directly links Armadale to the Perth CBD (just 28 km away) and to all other centres on the expanding rail network. The \$8.3 million Armadale Railway Station was officially opened in 2004. The new station provides a first class entrance to the shopping and entertainment precinct that lies at the heart of the Armadale City Centre.

Major shopping centre redevelopment in the Armadale CBD

The City's major shopping centre, Armadale Shopping City, has recently completed a \$75 million upgrade to revitalise the centre and cater for a range of new major retailers. Developers estimate that the current expansion of the Armadale Plaza alone will generate more than 500 new jobs - constituting a significant boost in local employment. Shoppers will also be provided with a greater range of shops to choose from. This project is expected to attract \$40 million in spending money to the City each year. By completion, the two major shopping centre redevelopments, Armadale Shopping City and the Armadale Central / Westzone Development on Orchard Avenue, will have increased the value of the Armadale CBD by over \$140 million.

The revitalisation of the Kelmscott Town Centre

Located on Albany Highway and the Armadale-to-Perth railway line, Kelmscott is also accessible by Brookton Highway, which extends its catchment to a vast rural hinterland. Its position on the foreshore of the Canning River offers the town of Kelmscott unique advantages. Revitalisation, during the last few years, of the town centre of Kelmscott has been a State and Local Government initiative. Kelmscott is now poised to undergo a significant facelift. Facilitated by the Armadale Redevelopment Authority and the Public Transport Authority, improvements will include the refurbishment of the Kelmscott Train Station, the creation of safer railway crossings, urban design improvements and the transformation of Albany Highway into a safe and attractive boulevard.

Construction and commissioning of the Champion Lakes international rowing complex

This site boasts an international rowing course which will act as a drawcard for athletes and tourists alike not just for the City, but for the entire State. The excavation of the 2.2 kilometre long and 300 metre wide rowing course was completed in 2005 and is the first of its kind in Australia. Further proposed recreational development on the site includes 56 hectares of open water and includes the establishment of a white water rafting facility for canoeing and kayaking. On the shores of the lake an Aboriginal Enterprise and Interpretive Centre will be built along with some of the State's most prized residential lots.

Major infrastructure works within the Armadale City Centre

The City and the ARA have contributed significant funding to undertake joint infrastructure and streetscape initiatives within the City centre. The City recently completed road works in Commerce Avenue, Third Road and Jull Street that improve access to the City centre. In addition, new street lighting and furniture have been installed, new footpaths constructed and selected areas have been landscaped to enhance the appearance of the City.

Development of the Forrestdale Business Park

The Forrestdale Business Park, currently in the infancy stage, provides an excellent opportunity for industrial businesses, especially those looking to expand their West Australian operations, to take advantage of the affordable land and access to transport routes, principally Tonkin Highway, the strategically located Forrestdale area provides. Located at the intersection of Tonkin Highway with Ranford Road and Armadale Road, the 180 hectare park provides convenient access to the airport and Perth CBD. It is estimated that the full development of the park will create 4,600 new jobs.

The construction of the Tonkin Highway

The State Government's extension of the Tonkin Highway provides a range of opportunities for the City and investors. The Tonkin Highway extension to Thomas Road, south of Armadale, completes a vital link in the regional road network and provides high speed road access north-east and south-west. The extension of the highway has provided the much needed impetus for industrial development, particularly the new Forrestdale Business Park, and residential growth west of the Armadale City centre. Development proposals for Armadale, Kelmscott, Forrestdale and Brookdale are already taking shape. The extension of the Tonkin Highway also provides rapid access to Perth airport, which is a mere 22 kilometres from the Armadale City Centre.

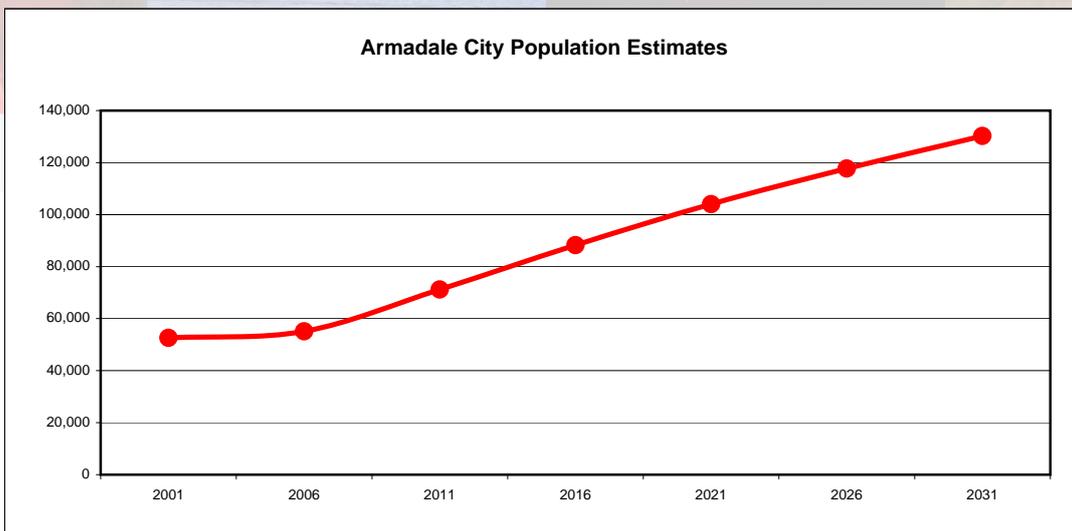
A new Town Planning Scheme

The City recently introduced its new Town Planning Scheme Number 4 which effectively sets the scene from a land use perspective as to what can be expected in the future commensurate with community and business expectations and needs.

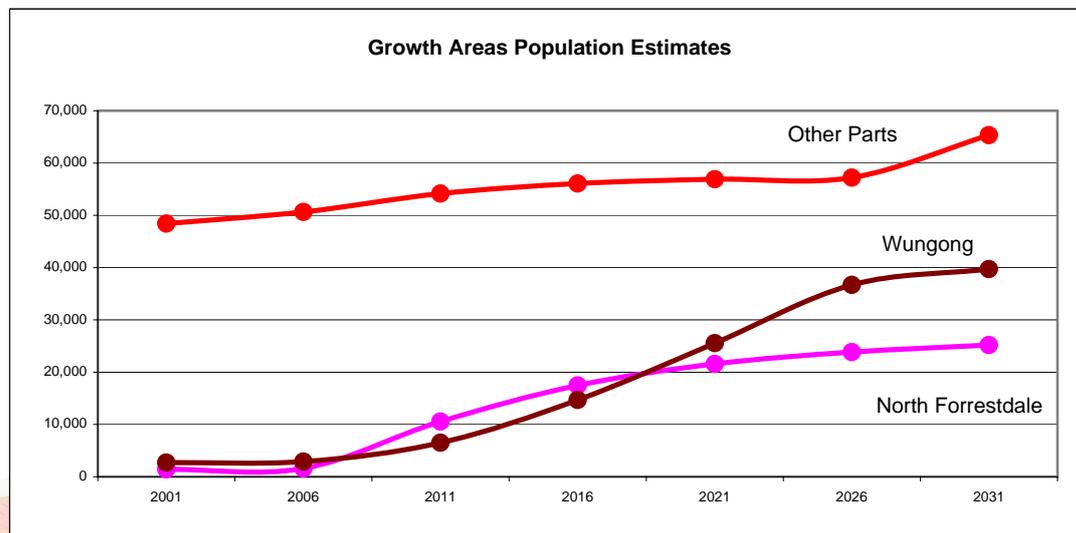
The Road Ahead - A City Perspective

With significant forecast population growth and development comes the need for prudent, but innovative and sustainable, planning, both at a community service and facility level as well as at a fiscal level. Whilst the City's population growth over the next several years is expected to grow significantly, bringing with it new demands on Council, the Council is also conscious of the current population and the demands placed on it by the long term residents of the region. Just as the last 5 years have been a time of considerable change for the City, the forecast change over the next 15 years is anticipated to be even greater as the City's population doubles in the next 20 years.

This Plan is predicated on the following population estimates, which have a flow-on effect in determining rating estimates for residential (primarily), commercial and industrial areas.



The City recognises that within the population estimates shown previously there exists two major growth areas, these being the Piara Waters and Harrisdale region and the Wungong region. The population estimates for these two areas are shown below, with a comparison to the remaining parts of the City.



Commensurate with the above population projections is the need to plan for the growth of existing services and facilities as well as the provision of new services and facilities. In terms of proposed new services and facilities, the following is a snapshot of some of the new initiatives that are being planned over the next 15 years, the details of which are further explained in the following sections of this Plan -

- In 2008 - 2009 it is proposed that the **Armadale Library Service** be relocated, at a cost of \$1.25 million, to premises within the Westzone Shopping Centre extensions.
- Also in 2008 - 2009, and as part of a 2-staged **Civic Accommodation Strategy**, the current Armadale Library premises will be refurbished for office purposes at a cost of \$700,000 – stage 2 of this strategy is planned for 2011 - 2012 when \$10 million has been allocated to address current and future civic accommodation needs.
- In 2011 - 2012 it is proposed that a new **Youth Activity Area** in the Armadale CBD, including a skate park, be developed at a capital cost of \$900,000.
- A major upgrade of the **Armadale Aquatic Centre** is planned for 2011 - 2012 at a cost \$4.3 million and later, in 2019 - 2020, \$18 million has been allocated for a new **25 metre indoor aquatic facility**.
- A major refurbishment of the **Armadale District Hall** costing \$3.25 million is planned for 2011 - 2012 as a means of providing greater community use including perhaps the performing arts of this State Heritage Registered building.
- A 2-staged **redevelopment of Frye Park** to cope with increased usage demands. Stage 1 involves a \$1.2 million redevelopment of the playing surface and reserve lighting in 2009 - 2010 and stage 2 entails a \$1.5 million upgrade of the pavilion, change rooms, etc. planned in 2011 - 2012.

- A \$3.3 million **new sporting facility** is planned for the Piara Waters and Harrisdale area in 2010 - 2011 – also planned in the same year, and in the same area, is a \$750,000 upgrade to a proposed **community facility** called Bakers House.
- In year 2012 - 2013, and at a total capital cost of \$28 million (when complete, and which is primarily funded from state government and developer sources), a new **major Regional Recreation Facility** in the Wungong area is proposed – this initiative will be staged over an 11 year period.
- In the 6 - 10 year timeframe of this Plan, new initiatives in the southern part of Piara Waters include a **Community Centre** at a cost of \$1 million and a **new Sporting Facility** estimated to cost \$2.9 million.
- Also in the 6 - 15 year timeframe of this Plan, new initiatives planned to occur in the Wungong area, include 2 **community facilities** at a combined capital cost of \$3 million, funded largely from developer contributions.

An Invitation to Comment

Community comment is sought on any aspect of this Plan and can be made to the following -

Submissions may be lodged by letter, email or fax to:

**Chief Executive Officer
City of Armadale**

**Locked Bag 2
Armadale WA 6992**

**Fax: (08) 9399 0184
info@armadale.wa.gov.au
www.armadale.wa.gov.au**

All submission received by the Chief Executive Officer on or before **4:30 pm 23 July 2008** will be considered by the Council. Once all submissions have been considered this Plan, with or without modification, will be adopted by the Council and will carry the status of a public document, and be available for inspection at the main administration office and libraries during normal office hours.

Public Involvement and Legislative Requirements

Legislation

Before it was first legislated that all local governments must prepare Plans for the Future, the City had in place a range of forward planning tools, e.g. a Strategic Plan, a 15 Year Financial Plan, a 5 Year Works Program to mention but a few, which collectively have provided the City with a sound foundation and forward direction on which to base and make forward projections and responsible decision-making on matters of community and financial planning and management.

Section 5.56 of the Local Government Act 1995 requires that -

1. A local government is to plan for the future of the district.
2. Plans made under subsection 1 are in accordance with any associated Regulations.

Regulations associated with Section 5.56 of the Local Government Act require that a local government -

1. Look at least 2 years into the future for the district.
2. Sets out the broad objectives of the local government for the period specified.
3. Reviews the Plan at least every 2 years and may make modification.
4. Determines by absolute majority whether to adopt the Plan, with or without modification.
5. Applies the Plan across the district for the period specified.
6. Consults with the electors and ratepayers of the district with regard to the Plan.
7. Includes a description of the involvement by the electors and ratepayers.
8. Ensures that a Plan for the Future applies to each and every financial year.

The City has continuously demonstrated a high level of regard for the sustainable management of Council's resources and this Plan for the Future not only supports sound financial management but also meets the legislative requirements contained within the Local Government Act 1995 and associated Regulations.

The Plan for the Future is designed to link the City's strategic direction with its financial and organisational capacity. The Plan is predicated on informed decisions regarding the allocation of scarce resources and, accordingly, provides an overview of the financial resources allocated to significant initiatives proposed by the City over the next 15 years.

Each of the City's operational service delivery programs are also included in the Plan for the Future and are summarised in the Ongoing Services and Programs section of this document.

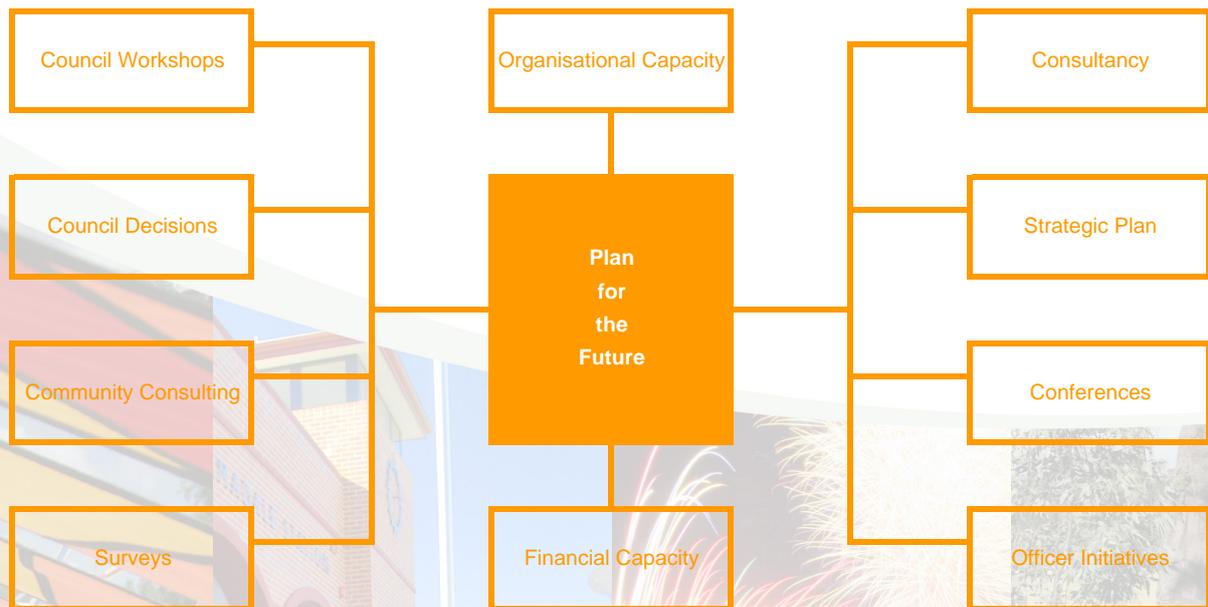
The City has developed the Plan based around the Management Areas of Council and how they are best incorporated into the Ongoing Services and Programs. These are also used for the determination of monthly financial reporting.

Responsible financial management and effective guidance over the City's assets are at the forefront of a Council's most important responsibilities, with this Plan for the Future demonstrating the Council's long term commitment to the financial sustainability of the region.

The Plan demonstrates the manner by which the Council intends to service the future needs of the ever increasing population. It is important to note that, although this Plan seeks to outline the future development initiatives required for long term sustainability, at no time should it be construed that all the projects and initiatives contained within this Plan will automatically occur as per the timeframes and estimates shown. Financial projections are reviewed annually, and take into account many factors including economic conditions, community expectations and estimated population and development rates. Methods to fund the initiatives are also reviewed in order to demonstrate affordability within the region for proposed projects and initiatives.

In addition to the legislative requirement to review the Plan and invite public comment, the City actively reviews the document throughout each year in order that it continues to offer relevance and supports the notions of financial, social and environmental sustainability.

The Plan is developed from a wide range of input processes some of which are outlined in the diagram below and, when collated, assist in the long-term outlook of the Plan, short-term works programs and the Annual Budget which, ultimately, is the first year of the Plan.



Community consultation and engagement is an ongoing process at the City of Armadale which serves to guide Council's decision-making when developing the Plan for the Future.

Some specific examples of our consultative processes over the last 12 months, which have guided the development of this Plan, include -

- Strategic Library Services Study
- Active Sporting Reserves Needs and Feasibility Study
- Aquatic Centre Needs and Feasibility Study
- Frye Park Community Concept Planning
- Community Perceptions Survey
- Community Safety Plan Review
- Youth Precinct Study / Youth Activities Area
- Seniors / Disabilities Plan
- Forrestdale Community Workshops
- Roleystone Revitalisation Workshops
- Indigenous Services Consultation
- Families and Children Needs Analysis
- Westfield Works - Meet in the Street Survey
- Advisory Committee Review
- North Forrestdale Planning Steering Group Community Forums
- North Forrestdale Structure Plan Comment Period - Harrisdale and Piara Waters
- North Forrestdale Structure Plan Comment Period - Piara Waters Stage 2
- Wungong Master Plan Comment Period

Assumptions and Methodologies

Indicative Revenues and Expenditures

All revenues and expenditures contained in this Plan are indicative only and it should not be construed that the figures contained herein will automatically be allocated exactly as shown, nor will they automatically be funded exactly as depicted.

Financial projections are reviewed annually, and take into account many factors including economic conditions, community expectations and estimated population and development rates. The annual review is an ongoing part of Council's sound financial management process.

Consequently, new initiatives may be added or planned initiatives may be deferred, or even deleted, according to the priorities established by Council each year. Methods to fund the initiatives are also reviewed in order to demonstrate affordability within the region for proposed initiatives.

It is important to note that an initiative is not ultimately approved nor automatically included in any budget simply because it is considered and included in any Plan for the Future produced by Council.

Key Elements of the Plan

The Plan has been prepared on the basis of each year of the Plan returning a balanced year-end financial position, i.e. the sum of the revenues equals the sum of the expenditures, with minimal or no year-end surplus or deficit positions.

A rates growth factor of +3% applies for the first year of this Plan, and thereafter at +1% per annum. The rates growth factor is designed to fund new expenditure initiatives considered essential to the City's future economic prosperity and sustainability, and the shortfall in day-to-day actual cost increases that are not adequately measured by the Consumer Price Index factor that otherwise occurs.

A Managed Loan Borrowing program that restricts loan borrowings to purposes of asset / infrastructure creation and contains loan repayments expressed as a percentage of ordinary revenue (debt service ratio) to not more than 10%.

Recognition of the City's future asset renewal requirements and funding allocations over the life of the Plan, totalling \$44 million, is included as part of any new initiative included within the Plan where it is that the initiative will have some need in the future for renewal.

Recognition of future rate revenues arising from projected new residential developments is included within the Rates Revenue estimates.

Other points to note include -

- All \$ values are rounded to the nearest thousand
- All \$ values are in 2007 - 2008 dollars and are yet to be adjusted for inflation
- Revenue is expressed as a negative value, expense is expressed as a positive value, and
- Rounding errors may occur

Major Initiatives (Years 1 to 5)

Overview

Hereunder are the major initiatives planned by the City for implementation over the next 5 years.

The initiatives are presented in timeline order commencing the 2008 - 2009 year. For each initiative, there is a brief explanation of what the initiative is about together with funding source and application estimates. As mentioned earlier in this document, whilst this Plan spans a 15 year period it nevertheless focuses more on the upcoming 5 year period and accordingly the explanations and estimates for initiatives occurring in this period are generally more detailed than those occurring in the latter years.

Planned for Commencement in Year 1 (2008 - 2009)

Armadale Library Relocation

The City's Library Services has a membership base in excess of 50% of the residential community. In 2006 the City commissioned a strategic library study to determine the future of its Library Services for the following 10 years. As the regional library for Armadale the current facility was identified as too small (450 m²) and limited in the services it could offer to library users. As a consequence, in 2007 Council resolved to relocate the Armadale Library from its current location on Orchard Avenue to leased premises (1,100 m²) within the proposed Westzone redevelopment of the Armadale Central Shopping Centre. It is intended, subject to completion of the building works, to relocate the service, including the City's Local Studies Library, in early 2009. As part of the relocation Westzone will contribute \$150,000 and Council has set aside \$1.1 million to support that relocation, including project management, layout design, fitout and furniture for the new premises.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	1,250	-	-	-	-	-	-	1,250
Grants / Contributions	(150)	-	-	-	-	-	-	(150)
Loan Borrowings	(1,100)	-	-	-	-	-	-	(1,100)
Operating Costs	300	508	508	508	508	2,538	2,538	7,407
Loan Repayments	-	131	131	131	131	656	656	1,836
Net Effect	300	639	639	639	639	3,194	3,194	9,242

Armadale Library - Conversion to Office Space

Once the Armadale Library Service has relocated to the Armadale Central Shopping Centre in early 2009, the former library premises will be temporarily refurbished to accommodate the immediate need for additional administration office accommodation. An amount of \$700,000 has been included in the Plan for the refurbishment and fitout of the facility.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	700	-	-	-	-	-	-	700
Loan Borrowings	(700)	-	-	-	-	-	-	(700)
Operating Costs	-	56	56	56	56	280	56	560
Loan Repayments	-	105	105	105	105	527	105	1,053
Net Effect	-	161	161	161	161	807	161	1,613

Closed Circuit Television Initiative

Council has focused for some time on the reinvigoration of the Armadale and Kelmscott Central Business Districts and the safety and amenity of residents, business operators and visitors to the City is an important part of that revitalisation. As a consequence, and in partnership with major service providers, the Police and Government Agencies, Council has determined a strategy to introduce Closed Circuit Television (CCTV) surveillance cameras to the Armadale CBD in 2008 - 2009, specifically the Jull Street Mall, as Stage 1 of a significant security upgrade for the City.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	330	-	-	-	-	-	-	330
Grants / Contributions	(150)	-	-	-	-	-	-	(150)
Operating Costs	15	15	15	15	15	75	75	225
Net Effect	195	15	15	15	15	75	75	405

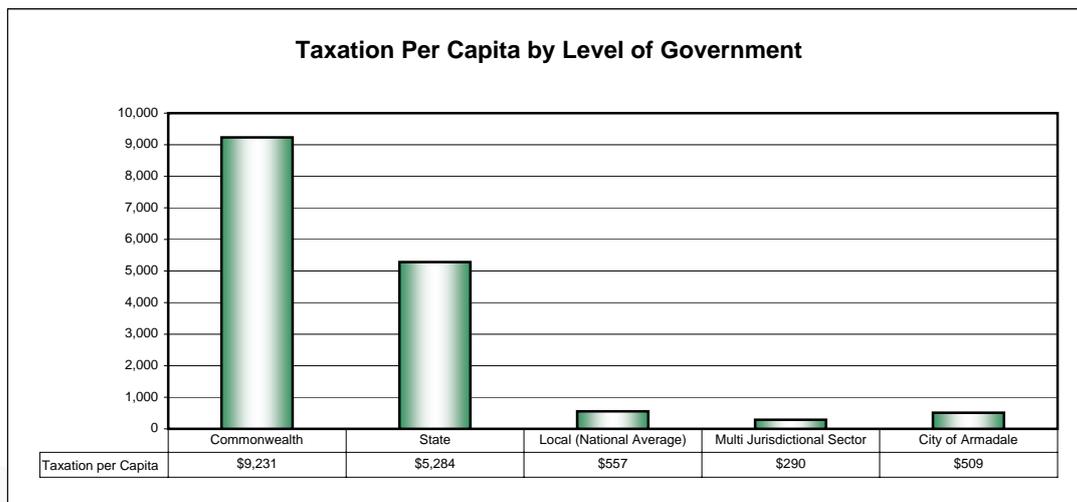
New Estates - Additional Public Open Space Maintenance

New residential estates have already been developed in the Piara Waters and Harrisdale area (including Vertu, Arion, Heron Park and Newhaven) and several more estates will be developed over the next 15 years to cater for the City's population growth. The standard of public open space amenity provided in some of these new estates will be higher than the standard level of amenity applying throughout the City and, accordingly, the cost to maintain these higher amenity estates will also be higher. To fund these higher amenity costs, and therefore maintain that greater level of amenity into the future which has a positive impact on property values in these estates to the benefit of property owners, it is proposed that owners of land in these new residential estates pay a specified area rate sufficient to fund the difference between the higher and standard amenity costs of maintenance and asset renewal. The following estimates reflect this difference in costs and the commensurate funding by way of specified area rates.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Operating Costs	271	525	809	1,117	1,360	10,621	16,147	30,851
Rate Revenue	(271)	(525)	(809)	(1,117)	(1,360)	(10,621)	(16,147)	(30,851)
Net Effect	-	-						

Asset Renewal - Facilities and Public Open Space

Asset renewal has become the single most vexing issue for all levels of government the world over, and the City is no exception. Put simply, asset renewal is about recognising that assets have a limited economic life beyond which they will either require replacement and / or major improvement. Recognising and quantifying this future cost is the first part, however determining how to fund these costs is not so readily solved. The issue of how local government will fund its asset renewal responsibilities has, and continues to be, the subject of debate and numerous reports and inquiries Australia wide. One of the prevailing outcomes of this and these reports is that local government cannot itself fund all of the replacement needs and, accordingly, for local government to be sustainable there needs to be a fairer distribution of total taxation revenue. The following chart demonstrates what the local government believes represents the current imbalance of taxation revenue collected by the 3 levels of government in Australia.



Therefore, whilst local government and the City of Armadale will continue to actively lobby other levels of government for a fairer share of the total taxation take, the City accepts it has a responsibility to fund as much of its asset renewal requirements as it believes affordable by the community. With this view in mind, the approach taken by the City towards its asset renewal funding obligations includes -

- The discipline, when including any new capital works into this Plan, to include in the related project costs an asset renewal component, thereby ensuring that future ratepayers of the City are not saddled with an even greater unfunded asset renewal than that which we face today (in this regard, the total asset renewal funding for new capital projects proposed in this Plan is \$44 million).
- An annual allocation of funds to replace / renew assets of the past and those to be contributed by way of future developments within the City, at a level considered by the City to be affordable (these estimates total \$27 million over the life of this Plan and are shown in the following table).

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Operating Costs	647	650	650	651	650	6,905	16,754	26,907
Net Effect	647	650	650	651	650	6,905	16,754	26,907

Community Sport and Recreation Facilities Fund Initiatives

Each year Council receives a number of applications from Community and Sporting Clubs for the Community Sport and Recreation Facility Fund (CSRFF), administered by the Department of Sport and Recreation (DSR). The fund is based upon equal contributions from individual Clubs, Council and DSR. The annual allocation is to provide Council with the capacity to support such applications once received, considered and prioritised.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	140	140	140	140	140	700	700	2,100
Grants / Contributions	(80)	(80)	(80)	(80)	(80)	(400)	(400)	(1,200)
Operating Costs	8	15	23	30	38	300	488	900
Net Effect	68	75	83	90	98	600	788	1,800

Freehold Land Sales and Investment Strategy

The Freehold Land Sales and Investment Strategy, that was first initiated in 2007 - 2008, seeks to more effectively manage the City's Land assets by maximising returns, disposing and investing in new assets where appropriate, and allocating funds to strategic capital works. It is proposed that 70% of the proceeds from proposed land sales be re-invested in income producing assets yielding a higher investment return with the remainder, 30%, being applied to major asset / capital creation programs. The key estimates for this strategy as contained in the following table are:

- Potential net proceeds from proposed land sales - \$20.7 million.
- 70% reinvestment in income producing assets/investments - \$14.5 million.
- Allocation to various major initiatives - \$6.2 million

The reserve development works to be funded by this strategy in brief include:

- An upgrade in 2008 - 2009 of the Pries Park facility as a temporary replacement for Frye Park for in 2009 - 2010 a \$1.2m grounds redevelopment of Frye Park is planned.
- Other active reserve development works include Alfred Skeet Reserve, Morgan park, William Skeet Reserve and Palomino Reserve, all of which are still subject to more detailed concept planning.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	100	300	-	350	200	400	-	1,350
Grants / Contributions	(5)	(100)	-	(60)	(40)	(90)	-	(295)
Net Sale Proceeds	(1,320)	(405)	(8,627)	(10,328)	-	-	-	(20,679)
Reserve Funds	924	284	8,339	9,729	(550)	(4,250)	-	14,476
Operating Costs	4	19	30	56	64	506	506	1,183
Net Effect	(297)	97	(258)	(252)	(326)	(3,435)	506	(3,966)

Loan Borrowings

As part of the City's managed loan borrowing program, supplementary (to proposed loan borrowings for specific major projects) loan borrowings of \$1.6 million are proposed to fund necessary annual infrastructure works, e.g.. roads, footpaths, drainage and reserves. Part funding of infrastructure works by way of loans is considered a fair and equitable means of sharing the cost amongst current and future ratepayers given both current and future ratepayers will benefit from such works.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Loan Borrowings	(539)	(539)	(539)	-	-	-	-	(1,618)
Loan Repayments	-	64	129	193	193	964	964	2,507
Net Effect	(539)	(475)	(411)	193	193	964	964	889

Public Open Space Land Strategy

The Public Open Space (POS) Land Sales Strategy that was first launched in 2007 - 2008, has, as its primary objective, a more efficient and effective utilisation of public open space lands across the City. The Strategy seeks to identify and sell POS lands that are superfluous to current and future requirements with 30% of the net sale proceeds being directed to a Regional Recreation Reserve Account and the balance to be spent on improving those POS lands to be retained. All of this is underpinned by a Precinct methodology which effectively means that the majority of proceeds from POS sales in a particular precinct (of which there are 10) are to be spent on improving the remaining POS areas in that same precinct. The estimates for this Strategy are summarised as follows:

- Potential net proceeds from proposed POS sales - \$4.6 million.
- 30% reinvestment in regional recreational initiatives - \$1.5 million.
- New capital works on remaining POS lands - \$2.9 million (this estimate includes proposed grants and contributions).

Details of the works program for this initiative are currently being developed. As with the Freehold Land Sales and Investment Strategy, a self-imposed discipline is that no associated works will commence until the land sale proceeds have been received.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	841	1,200	700	100	150	-	-	2,991
Grants / Contributions	(110)	(370)	(185)	(30)	(35)	-	-	(730)
Net Sale Proceeds	(1,377)	(3,137)	(115)	-	-	-	-	(4,628)
Reserve Funds	646	2,307	(400)	(70)	(115)	-	-	2,367
Operating Costs	63	153	206	213	224	1,122	1,122	3,102
Net Effect	63	153	206	213	224	1,122	1,122	3,102

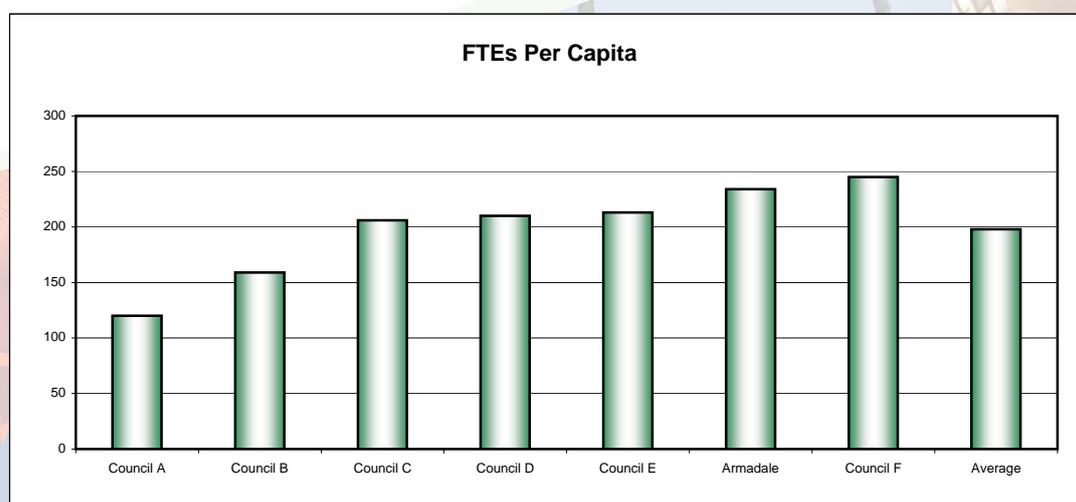
Planned for Commencement in Year 2 (2009 - 2010)

Additional Staff Resources and Associated Expenses

Like many other service based organisations, the City's staff resources are a key consideration when planning for the future. This initiative;

- Seeks to recognise that, as the range and extent of services provided by the City increases, commensurate with an increasing population, there will be a corresponding need to increase staff resources.
- Proposes that an allocation equal to the cost of 3 full time resources per annum until the end of Year 3 and then an additional 2 full time resources per annum until the end of Year 5 be provided.

It is to be noted that the City's current and future staff number projections compare favourably with other like growth local governments, reflecting a considered and responsible approach (refer to the chart below that shows population per full-time equivalent positions). Part of this considered approach includes the presentation to Council, each year, of a staff level report prepared by the Chief Executive Officer for decision making by Council when allocating resources as part of the annual budget process.



Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	37	38	37	65	239	294	710
Operating Costs	-	210	421	555	698	3,526	3,535	8,945
Net Sale Proceeds	-	-	-	(18)	(18)	(144)	(200)	(381)
Net Effect	-	247	458	574	745	3,621	3,629	9,274

Replacement of Core Computer System

The City's current core technology systems were acquired in 2003 - 2004. These systems have been, and will continue to be, developed and upgraded commensurate with emerging and growing information needs and technology changes. However, inevitably, and due in the main to technology advances, there will be a need in the future to replace the current core systems. This initiative therefore seeks to recognise that eventuality and, accordingly, the plan is to annually set aside funds in the interim years thereby ensuring the City's access to future costly advanced communication and information technologies is affordable.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Reserve Funds	-	108	108	216	216	1,078	1,078	2,804
Net Effect	-	108	108	216	216	1,078	1,078	2,804

Planned for Commencement in Year 3 (2010 - 2011)

Armadale Youth Activity Area

In recent times there have been numerous approaches to Council, both formal and informal, in relation to youth activities within the Armadale CBD and in particular the provision of a skate park. After consultation with the local community in relation to youth services and activities, the City engaged a leading skate park design company to consider options for a *street real* youth activity area and skate facility, which incorporated the expressed needs of young people within a design that was unlike traditional skate parks and more of a social and interactive community activity area designed to complement the current CBD community and recreational facilities. Funding for the proposed activity area will be dependent upon both Community Sport and Recreation Facility Funds (CSRFF) administered by the Department of Sport and Recreation (DSR) and other grants and contributions. The City's contribution will be from a combination of City funds and Public Open Space (POS) contributions.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	900	-	-	-	-	900
Grants / Contributions	-	-	(700)	-	-	-	-	(700)
Operating Costs	-	-	10	55	55	275	275	670
Net Effect	-	-	210	55	55	275	275	870

Piara Waters Sporting Facility

A new Sporting Pavilion and Oval is planned for commencement in 2011 to serve the growing areas of Piara Waters and Harrisdale. The development will be largely funded through the North Forrestdale Developer Contribution arrangements. A 400 m² building including change rooms, toilets, kitchen, storerooms and club rooms is proposed. A playground, cricket nets, sporting oval, lighting and shared use pathways are proposed. The location of the pavilion and oval are currently being negotiated with land developers in the area.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	3,300	-	-	-	-	3,300
Grants / Contributions	-	-	(3,000)	-	-	-	-	(3,000)
Operating Costs	-	-	-	240	240	1,200	1,200	2,880
Net Effect	-	-	300	240	240	1,200	1,200	3,180

Aquatic Centre - Upgrade

A proposal to increase capacity at the Armadale Aquatic Centre with the introduction of an indoor facility incorporating a 25 metre pool, family leisure pool and additional support facilities has been the subject of a significant Needs Assessment and Feasibility Study by Council. Recent revised cost estimates for the new facility put the construction cost at approximately \$18 million. A grant application to the Department of Sport and Recreation in 2007 was unsuccessful and the estimated cost is in excess of Council's capacity to fund. In determining to reprioritise the Indoor Aquatic Facility to future years of the Plan for the Future, Council determined to set aside funds to commence a total refurbishment of the existing outdoor facility in line with previously received due diligence reports in relation to an upgrade of the Centre's hydraulic systems, change rooms and out buildings, concourse, grandstand, pool basins, kiosk and outdoor facilities.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	2,150	2,150	-	-	-	4,300
Grants / Allocations	-	-	(250)	(250)	-	-	-	(500)
Loan Borrowings	-	-	(1,900)	(1,900)	-	-	-	(3,800)
Loan Repayments	-	-	-	199	398	1,992	1,992	4,581
Operating Costs	-	-	-	-	143	715	715	1,573
Net Effect	-	-	-	199	541	2,707	2,707	6,154

Community Facility - Bakers House - Refurbishment

Located in Harrisdale, Bakers House is a large residential homestead originally built and owned by the Baker Family and currently used by the Piara Waters and Harrisdale Land Developers as a site office. It is scheduled to transfer from the North Forrestdale Developer Contribution arrangement's control to the City in 2010 - 2011 to become a community centre for the new communities in the area. In order for this transition to occur, and depending upon the future uses of the facility, certain upgrade and modification works will be required. It is likely that these works will include an upgrade of the kitchen and toilet facilities, as well as modifications to each of the bedrooms (depending on proposed use) including structural changes, information technology and communications, air-conditioning, new fixture and furniture and upgrades to external infrastructure. A significant contribution to this refurbishment will be made by the Developer whilst grant opportunities will be explore to support any proposed changes.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	375	375	-	-	-	750
Grants / Contributions	-	-	(325)	(325)	-	-	-	(650)
Operating Costs	-	-	-	78	78	388	388	930
Net Effect	-	-	50	128	78	388	388	1,030

Planned for Commencement in Year 4 (2011 - 2012)Administration Office - Extensions

The existing City Administration Offices have exceeded their capacity and, as a consequence, some staff were relocated to temporary accommodation within the Civic Precinct in 2006. With the relocation of the Armadale Library in 2009 this will free up additional temporary office accommodation capacity. Council is planning to explore a longer term solution to the City's Administration Accommodation needs. The proposed allocation (commencing in 2011 - 2012) will allow for a substantial additional footprint as either a separate administration facility or an addition to the current administration building. Officers are currently considering the many issues associated with this project prior to presenting to Council during 2008 - 2009.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	1,000	4,000	5,000	-	10,000
Loan Borrowings	-	-	-	(1,000)	(4,000)	(5,000)	-	(10,000)
Loan Repayments	-	-	-	-	105	4,718	5,242	10,064
Operating Costs	-	-	-	-	-	2,700	3,000	5,700
Net Effect	-	-	-	-	105	7,418	8,242	15,764

Armadale District Hall Upgrade

The Armadale District Hall is currently listed on the State Heritage Register and, as a consequence, any redevelopment or changes to the facility are influenced and limited by the State Heritage Council. Based upon Councillor and community feedback requests, Council has determined to set aside funds to both investigate the future of the facility and, once that future has been determined, plan and implement the agreed recommendations. The future of the District Hall will be contingent upon any changes within the remainder of the Civic Precinct, the limitations of the facility given its Heritage status, its current uses and any future proposed uses.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	3,250	-	-	-	3,250
Grants / Contributions	-	-	-	(500)	-	-	-	(500)
Loan Borrowings	-	-	-	(2,750)	-	-	-	(2,750)
Loan Repayments	-	-	-	-	288	1,442	1,442	3,171
Operating Costs	-	-	-	-	168	838	838	1,843
Net Effect	-	-	-	-	456	2,279	2,279	5,014

Frye Park Redevelopment - Stage 2

Following on from Stage 1, which is to include a total redevelopment of the drainage, surface, reticulation and lighting (2009 - 2010), the Stage 2 redevelopment will include a total refurbishment of the pavilion, change rooms, car park, playground and other outdoor facilities. The commencement of Stage 2 is subject to the finalisation of Stage 1.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	1,500	-	-	-	1,500
Loan Borrowings	-	-	-	(1,500)	-	-	-	(1,500)
Loan Repayments	-	-	-	-	157	786	786	1,730
Operating Costs	-	-	-	-	73	363	363	798
Net Effect	-	-	-	-	230	1,149	1,149	2,527

Planned for Commencement in Year 5 (2012 - 2013)

Wungong Regional Recreational Facility

A jointly funded Active Sporting Reserves Study by the City, Armadale Redevelopment Authority (ARA) and the Department of Sport and Recreation (DSR) has made recommendation to Council in relation to the future recreation needs of the City and, in particular, the Haynes / Hilbert redevelopment areas in Wungong Urban Waters. Approximately 40 hectares of land has been identified for Regional Recreation that will support the future needs of the City as it grows from a population of 55,000 to double that amount in 20 years. As a significant sporting facility it will be funded over a 15 year period commencing in 2012 - 2013. Stage 1 is estimated to be \$14 million and will be funded by the City, the ARA, DSR and land developers.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	14,000	7,000	7,000	28,000
Grants / Contributions	-	-	-	-	(14,000)	(7,000)	(7,000)	(28,000)
Operating Costs	-	-	-	-	-	3,875	4,500	8,375
Fees / Charges	-	-	-	-	-	(50)	(80)	(130)
Net Effect	-	-	-	-	-	3,825	4,420	8,245

Kelmscott Library Relocation

Council has set aside funds within the Plan of an increased annual lease contribution and fitout on the assumption that the Kelmscott Library will relocate to new premises. The current facility is approximately 500 m². It is anticipated that the new facility will be in excess of 650 m².

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	539	-	-	539
Loan Borrowings	-	-	-	-	(539)	-	-	(539)
Loan Repayments	-	-	-	-	-	321	321	643
Operating Costs	-	-	-	-	209	1,262	1,262	2,733
Net Effect	-	-	-	-	209	1,583	1,583	3,376

Development of Recreational Reserves

This initiative is primarily targeted at raising the general amenity and standard of public open space parks and reserves throughout the City in keeping with community expectations. Nearer the 2011 - 2012 year, a works program to spend the proposed allocation of \$216,000 per annum will be developed. This initiative is supplementary to the proposed POS and active reserve improvement program of works, which commences in 2008 - 2009, hence the reason for this initiative not commencing for another 4 years.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	216	1,078	1,078	2,373
Operating Costs	-	-	-	-	11	539	1,348	1,898
Net Effect	-	-	-	-	226	1,618	2,427	4,271

Golf Course Redevelopment

As reported to Council in 2008, and subject to future detailed concept planning, a successful grant application to the Department of Sport and Recreation and other contributing bodies, a modest upgrade to the existing facility including fairways, greens, reticulation, fencing, and facilities is planned. In addition, a separate study, based on business case principles, will be explored by officers with a view to making more informed recommendations about the future of the golf course and its possible redevelopment options prior to the proposed redevelopment works so that a co-ordinated upgrade can be staged.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	600	-	-	600
Grants / Contributions	-	-	-	-	(400)	-	-	(400)
Loan Borrowings	-	-	-	-	(200)	-	-	(200)
Loan Repayments	-	-	-	-	-	150	150	301
Operating Costs	-	-	-	-	33	325	325	683
Net Effect	-	-	-	-	33	475	475	983



Major Initiatives (Years 6 to 15)

Planned for Commencement in Years 6 - 10 (2013 - 2014 to 2017 - 2018)

Outline

Initiatives in Years 6 - 15 are yet to undergo the necessary studies, consultation and deliberation to determine the exact nature of the initiative, however it is Council's intention to provide scope for the delivery of initiatives in the latter years of the Plan, and so a number are included to provide some indication as to the areas of growth and need as determined by today's Council using today's population projections. As these projections change it is likely that the delivery time or initiative may also change.

Forrestdale Community Centre - Projected for Year 6 (2013 - 2014)

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	-	1,000	-	1,000
Grants / Contributions	-	-	-	-	-	(550)	-	(550)
Loan Borrowings	-	-	-	-	-	(450)	-	(450)
Loan Repayments	-	-	-	-	-	189	236	425
Operating Costs	-	-	-	-	-	360	450	810
Net Effect	-	-	-	-	-	549	686	1,235

North Forrestdale Sporting Facility - Piara Waters - Projected for Year 6 (2013 - 2014)

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	-	2,970	-	2,970
Grants / Contributions	-	-	-	-	-	(2,700)	-	(2,700)
Operating Costs	-	-	-	-	-	680	850	1,530
Net Effect	-	-	-	-	-	950	850	1,800

Wungong Community Facility - Central (District) - Projected for Year 8 (2015 - 2016)

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	-	2,000	-	2,000
Grants / Contributions	-	-	-	-	-	(1,650)	-	(1,650)
Operating Costs	-	-	-	-	-	320	800	1,120
Net Effect	-	-	-	-	-	670	800	1,470

Planned for Commencement in Years 11 - 15 (2018 - 2019 to 2022 - 2023)Cultural / Performing Arts Centre Provision - Projected for Year 11 (2018 - 2019)

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Reserve Funds	-	-	-	-	-	-	3,400	3,400
Net Effect	-	-	-	-	-	-	3,400	3,400

New 25m Indoor Aquatic Facility - Projected for Year 12 (2019 - 2020)

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	-	-	18,000	18,000
Grants / Contributions	-	-	-	-	-	-	(2,000)	(2,000)
Loan Borrowings	-	-	-	-	-	-	(16,000)	(16,000)
Loan Repayments	-	-	-	-	-	-	4,193	4,193
Operating Costs	-	-	-	-	-	-	2,115	2,115
Net Effect	-	-	-	-	-	-	6,308	6,308

Wungong Community Facility - West (Local) - Projected for Year 12 (2019 - 2020)

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Capital Costs	-	-	-	-	-	-	1,000	1,000
Grants / Contributions	-	-	-	-	-	-	(800)	(800)
Operating Costs	-	-	-	-	-	-	270	270
Net Effect	-	-	-	-	-	-	470	470

Ongoing Services and Programs

Overview

Critical and fundamental to the City's future success and sustainability is the diverse and many ongoing range of services and programs that the City provides on a daily basis, many of which are mandated by legislation.

The Local Government Act 1995, at Section 1.3, states, in part -

1. This Act provides for a system of local government by -
 - b. describing the functions of local governments; and
 - d. providing a framework for the administration and financial management of local government; and
3. In carrying out its functions, a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

A total of approximately \$29 million per annum of total fund allocations is set aside for the provision of ongoing services and programs.

Examples included within the following tables include -

- The maintenance and improvement of the City's 553 kilometre road network
- The maintenance and improvement of the City's 1,645 hectares of parks and reserves
- The maintenance and improvement of the City's 186 public buildings
- The provision of library services at 3 locations
- Street lighting, both the operating and improvements
- Building, health and planning services
- Ranger, fire and emergency services
- Cultural and community events
- Recreation and leisure services
- Corporate governance and financial management services

In developing the Plan for the Future, these programs are subjected to a critical evaluation on a progressive basis to ensure that the programs -

- Remain relevant
- Deliver value for money
- Reflect the most appropriate method of delivering the service
- Are not duplicating services already available from other service providers
- Have a reasonable level of demand
- Are financially sustainable, and
- Are socially sustainable

Detailed infrastructure projects are yet to be fully endorsed by Council and, as such, do not appear as individual values in the Plan. Indicative funding levels have been established for improvements and renewal of each of the infrastructure assets of Council. The net value of these works is included within the values covered in the following pages. Detailed project programs will firstly be endorsed by Council and managed with regard being had to the relevant allocation of funds provided.

The Ongoing Services and Programs have been grouped into the following key result areas -

- Planning Ahead and Evaluating Progress
- Building Our Community
- Communicating and Marketing
- Developing Our City
- Developing Our Organisation, and
- Providing Physical Infrastructure and Caring for the Natural Environment

Planning Ahead and Evaluating Progress

Scope

To achieve our Vision it is important that we develop and co-ordinate long-term plans for all services.

These plans must consider the economic and financial strength of the City, environmental sustainability and community development.

Aims

Our aims are to -

- Achieve a better quality of life for all our citizens
- Achieve an integrated local economy
- Enhance the qualities and benefits of our natural and built environment, and
- Regularly evaluate and consult on the implementation of the Plan for the Future

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 evaluations, and
- Reporting to Council and community

Associated Management Area Totals

Management Area	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Community Services	366	366	366	366	418	3,773	5,325	10,982
Corporate Services	567	567	567	567	598	3,456	4,232	10,555
Development Services	322	272	222	222	253	1,732	2,508	5,533
Technical Services	1,567	1,386	1,422	1,455	1,467	7,507	7,807	22,610
Net Effect	2,823	2,592	2,578	2,611	2,736	16,468	19,872	49,679

Management Area Descriptors

Community Services

Includes the administration of the Executive Director of Community Services' Office, including specialist projects relating to the Community Services Directorate. Overseen by the Executive Director of Community Services.

Corporate Services

Includes the administration of the Executive Director of Corporate Services' Office, including specialist projects relating to the Corporate Services Directorate. Overseen by the Executive Director of Corporate Services.

[Development Services](#)

Includes the administration of the Executive Director of Development Services' Office, including specialist projects relating to the Development Services Directorate. Overseen by the Executive Director of Development Services.

[Technical Services](#)

Includes the administration of the Executive Director of Technical Services' Office, including specialist projects relating to the Technical Services Directorate. Overseen by the Executive Director of Technical Services.

Building Our Community

Scope

This area plays a key role in making Armadale a special place to live by fostering community pride and ensuring we have the required range and quality of community services and events.

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 City's direction
- Foster a supportive and caring community
- Deliver 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 Development
- Senior Citizens and Youth Services
- Libraries and Heritage Services
- Recreation Services
- Cultural Events
- Health Services, and
- Ranger Services

Associated Management Area Totals

Management Area	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Comm Development	855	868	875	877	869	4,373	4,423	13,139
Libraries / Heritage	1,809	1,866	1,841	1,841	1,841	9,203	9,203	27,604
Rangers / Emergency	594	594	594	594	594	2,968	2,968	8,903
Recreation	635	635	645	645	655	3,336	3,466	10,017
Recreation Facilities	234	234	234	249	234	1,185	1,185	3,554
Health	489	489	489	489	489	2,444	2,444	7,331
Net Effect	4,616	4,685	4,677	4,694	4,681	23,508	23,688	70,549

Management Area Descriptors

Community Development

Includes the administration and operation of services relating to indigenous support, volunteers, youth, aged and disabled, and community development. Overseen by the Executive Manager Community Services.

Libraries and Heritage

Includes the administration and operation of local libraries, museums, historical facilities and tourism information offices. Overseen by the Manager of Libraries and Heritage Services.

Rangers and Emergency

Includes the administration and operation of fire prevention services, animal control, voluntary emergency service groups, the control of off-road vehicles, enforcement of local laws and vehicle impoundment. Overseen by the Manager of Ranger and Emergency Services.

Recreation

Includes the administration and operation of halls, outdoor sporting complexes, recreational programs, festivals and celebrations. Overseen by the Manager of Recreation Services.

Recreation Facilities

Includes the administration and operation of public swimming pools and indoor sporting complexes. Overseen by the Manager of Recreation Facilities.

Health

Includes the administration, inspection and operations of programs concerned with the general health of the community and includes the provision of immunisation programs, inspection and licencing of food premises and conducting preventative service programs. Overseen by the Health Services Manager.

Communicating and Marketing

Scope

Good communication between the City and its community is essential if there is to be a shared understanding of direction, objectives and service levels.

Communication is equally important in promoting the City to prospective residents, customers and investors.

This area focuses on building relationships and effective communication strategies.

Aims

Our aims are to -

- Maintain dialogue to understand community needs and expectations
- Communicate our achievements to the community
- Promote and market the City locally, nationally and internationally, and
- Ensure our communication is understood

Ongoing Service Delivery

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

- Consultation processes, including meetings, using the City's web site and publications
- Working Government and other key stakeholders to market the City of Armadale, and
- Promoting our Local Government, including achievement of external awards

Associated Management Area Totals

Management Area	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Chief Executive	1,082	1,163	1,082	1,163	1,113	6,274	6,970	18,847
Public Relations	222	222	222	222	222	1,111	1,111	3,332
Net Effect	1,304	1,385	1,304	1,385	1,336	7,385	8,080	22,179

Management Area Descriptors

Chief Executive Officer

Includes the administration of the Chief Executive's Office and the Members of Council, including fees, expenses and allowances paid to Elected Members. Overseen by the Chief Executive Officer.

Public Relations

Includes all facets of corporate marketing and promotion, including newsletters, media releases, corporate image development and marketing plans. Overseen by the Public Relations Co-ordinator.

Developing Our City

Scope

Our activities in town planning and development have a significant influence on the style and character of the City.

Aims

Our aims are to -

- Create and integrated metropolitan centre with a full range of services
- Sustain and maintain the distinctive character of the City
- Maintain Armadale as a special place, and
- Balance development needs with sustainable economic, social and environment objectives

Ongoing Service Delivery

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

- Town Planning
- Planning and Building Services
- City centre and district centre improvement projects
- Neighbourhood improvement projects, and
- Economic development initiatives

Associated Management Area Totals

Management Area	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Building	(28)	(28)	(28)	(28)	(28)	(139)	(139)	(416)
Planning	1,174	1,184	1,164	1,164	1,164	5,653	5,849	17,353
Project Co-ordination	-	-	-	-	-	-	-	-
Net Effect	1,147	1,157	1,137	1,137	1,137	5,514	5,710	16,937

Management Area Descriptors

Building

Includes the administration, inspection and operations concerned with application of building standards, including the examination, processing and inspection of buildings, building sites and swimming pools. Overseen by the Building Services Manager.

Planning

Includes the administration, inspection and operation of town planning and regional development services including the preparation of town planning development schemes, zoning considerations and maintenance of geographic information systems (GIS). Overseen by the Planning Services Manager.

Project Co-ordination

Includes the administration and application of major planning projects, currently the North Forrestdale Developer Contribution Scheme. Overseen by the Project Co-ordinator.

Developing Our Organisation

Scope

This area focuses on the effective management of Council resources and processes.

Aims

Our aims are to -

- Deliver high quality, professional governance and administration
- Enhance our ability to embrace and manage change
- Ensure the Council is a proactive, enquiring organisation
- Ensure our workplace enables staff to be innovative and confident, and
- Implement 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 -

- Governance
- Human Resource Services
- Financial Services
- Information Technology, and
- Council Services

Associated Management Area Totals

Management Area	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Human Resources	659	659	659	659	659	3,297	3,297	9,892
Finance	953	1,092	1,118	1,199	1,222	6,116	6,272	17,971
Governance / Admin	947	980	980	1,008	1,008	5,040	5,040	15,002
IT Services	1,337	1,337	1,337	1,337	1,337	6,683	6,683	20,049
Rates	35	35	191	35	35	488	488	1,307
Net Effect	3,931	4,103	4,285	4,238	4,261	21,623	21,779	64,220

Management Area Descriptors

Human Resources

Includes the administration and co-ordination of all corporate Human Resources related matters, including corporate training, occupational safety and health advisement, and staff recruitment. Overseen by the Human Resources Manager.

Finance

Includes the administration and operation of all corporate finance related matters, including cash receipting, billing, investment of funds, payment of creditors, and the corporate finance systems. Overseen by the Manager of Financial Services.

Governance and Administration

Includes the provision of governance services, such as preparation of policy documents, annual report, statutory reviews and the maintenance of statutory registers. The area also includes the administration of the corporate office requirements, including reception, record keeping, photocopying, stationery, and insurance related matters. Overseen by the Manager of Governance and Administration.

IT Services

Includes the provision, operation and maintenance of the corporate computer systems, including software management, hardware management, printing and consumables and telephones and communications networks. Overseen by the Manager of Information and Communications Technology.

Rates

Includes the administration, and maintenance of, rate records and rating valuations. Overseen by the Co-ordinator of Rating Services.

Providing Physical Infrastructure and Caring for the Natural Environment

Scope

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

Aims

Our aims are to -

- Continue a whole of government approach in the provision of infrastructure
- Maintain and improve physical infrastructure to meet the needs of the local community, and
- Ensure all our activities have a strong focus on sustainability

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
- Support and Mechanical Services
- Infrastructure
- Contract Administration
- Engineering Design, and
- Environmental Services

Associated Management Area Totals

Management Area	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
Environment Planning	137	137	137	137	137	684	684	2,051
Asset Management	330	332	335	337	341	1,755	1,843	5,272
Civil Works	5,345	5,480	5,485	5,497	6,527	35,479	34,118	97,931
Engineering Design	914	929	930	910	982	5,010	5,179	14,854
Infrastructure	231	233	236	238	240	1,239	1,301	3,719
Parks	4,285	4,529	4,794	4,969	4,809	25,622	28,066	77,073
Property	2,451	2,532	2,605	2,379	1,783	7,918	7,685	27,354
Subdivisions	39	39	39	40	40	206	216	619
Support	172	102	162	102	162	666	656	2,023
Waste	(184)	(216)	(247)	(249)	(250)	(1,275)	(1,315)	(3,736)
Net Effect	13,719	14,097	14,475	14,362	14,770	77,303	78,433	227,160

Management Area Descriptors

Environment Planning

Includes the administration, inspection and operation of environmental concerns including flood mitigation works, river bank restoration, bush land redevelopment, water catchment maintenance and soil and air conservation. Overseen by the Senior Environmental Planner.

Asset Management

Includes the monitoring and recording of Council's assets, including infrastructure, and the development of plans for their maintenance and redevelopment. Overseen by the Asset Management Co-ordinator.

Civil Works

Includes the administration, regulation, maintenance and construction associated with the provision of streets, roads, bridges, pathways, drainage, and associated components, under the control of the City. Overseen by the Manager of Civil Works.

Engineering Design

Includes the engineering analysis and associated design of Council works, generally associated with Civil Works, Parks and Subdivisions. Also includes the administration of Council's private crossovers program. Overseen by the Manager of Engineering and Design.

Infrastructure

Includes the planning associated with new infrastructure assets including those relating to the Civil Works and Subdivision areas. Overseen by the Manager of Technical Services.

Parks

Includes the maintenance and construction associated with the provision of recreation grounds, parks, gardens, streetscapes, road verges and roundabouts. Overseen by the Manager of Parks.

Property

Includes the provision and maintenance of Council's built assets such as community facilities, sporting clubs and pavilions, public halls and centres, administration centres, and emergency service facilities. Overseen by the Manager of Property Services.

Property

Includes the provision and maintenance of Council's built assets such as community facilities, sporting clubs and pavilions, public halls and centres, administration centres, and emergency service facilities. Overseen by the Manager of Property Services.

Subdivisions

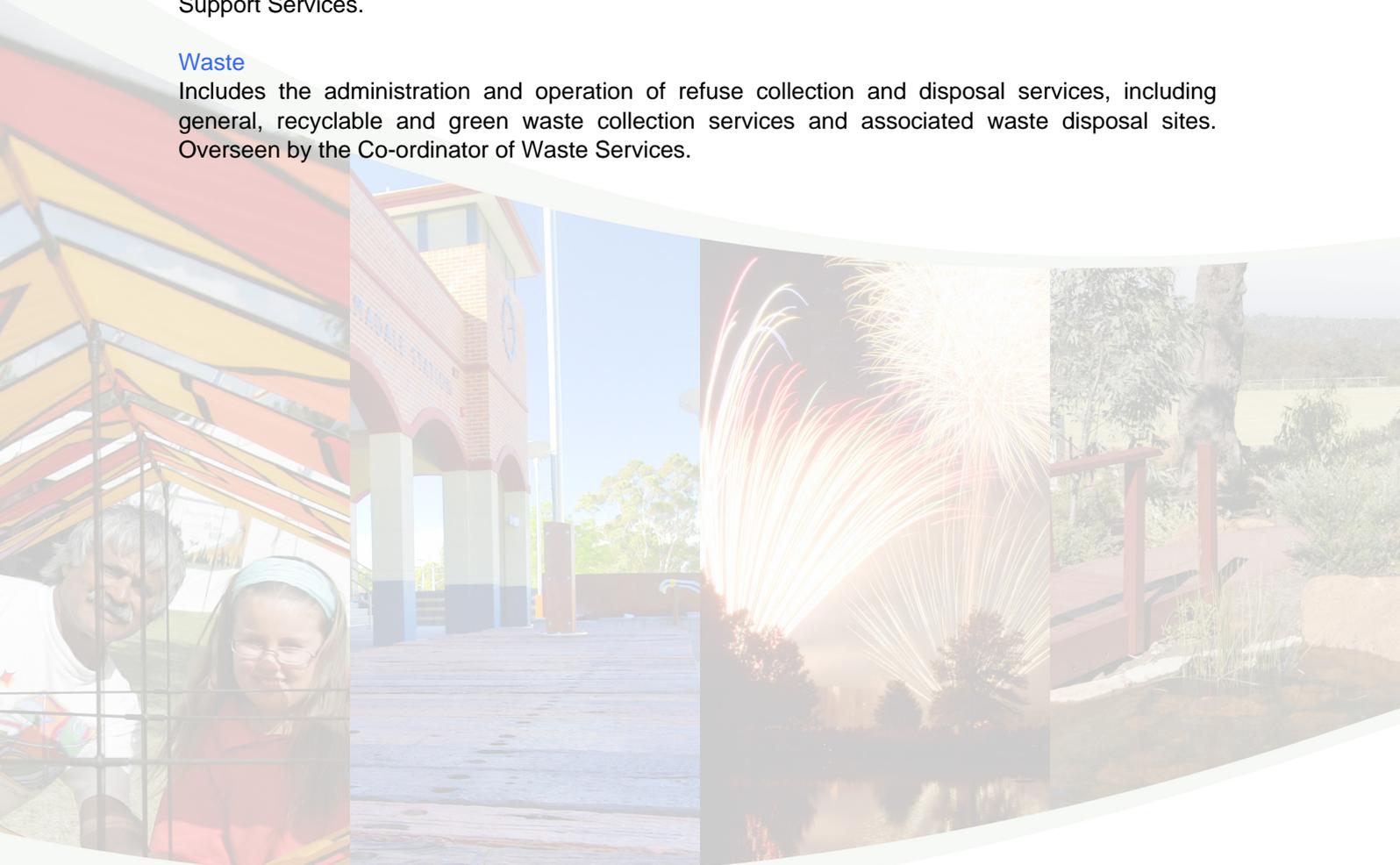
Includes the planning and engineering requirements associated with new subdivisions. Overseen by the Subdivision Engineer.

Support

Includes the maintenance and provision of the works depot, machinery and equipment of the City, and inventory such as fuel, oil and road construction materials. Overseen by the Co-ordinator of Support Services.

Waste

Includes the administration and operation of refuse collection and disposal services, including general, recyclable and green waste collection services and associated waste disposal sites. Overseen by the Co-ordinator of Waste Services.



Financial Information

15 Year Financial Plan

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6-10	Yrs 11-15	Total
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Financial Summary

Opening Balance	-	-	-	-	-	-	-	-
Corporate Funds	(27,975)	(29,690)	(30,666)	(31,546)	(33,707)	(191,816)	(223,493)	(568,893)
Steps to the Future	27,539	28,020	28,455	28,426	28,920	151,801	157,564	450,724
Strategic Initiatives	436	1,670	2,211	3,121	4,786	40,016	65,929	118,168
Closing Balance	-	-	-	-	-	-	-	-

Corporate Funds

Corporate Funds	(2,961)	(2,646)	(2,911)	(2,709)	(3,355)	(12,085)	(9,073)	(35,740)
Leasing	(169)	(169)	(169)	(169)	(169)	(847)	(847)	(2,540)
Loans	500	500	485	470	1,120	1,609	583	5,268
Rate Revenue	(26,040)	(27,243)	(28,320)	(30,028)	(31,527)	(179,832)	(221,562)	(544,551)
Reserve Funds	695	(132)	250	889	224	(661)	7,405	8,671
Restricted Funds	-	-	-	-	-	-	-	-
Net Effect	(27,975)	(29,690)	(30,666)	(31,546)	(33,707)	(191,816)	(223,493)	(568,893)

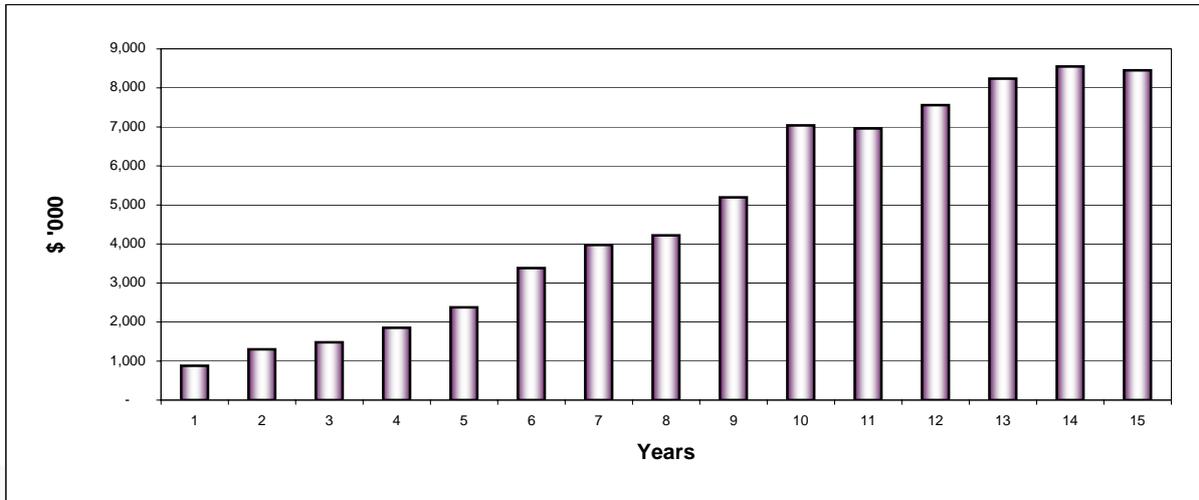
Major Initiatives

Arm Library Relocate	300	639	639	639	639	3,194	3,194	9,242
Convert Office Space	-	161	161	161	161	807	161	1,613
CCTV Initiative	195	15	15	15	15	75	75	405
New Estates - POS	-	-	-	-	-	-	-	-
Asset Renewal	647	650	650	651	650	6,905	16,754	26,907
CSRFF Initiatives	68	75	83	90	98	600	788	1,800
Land Sales / Invest	(297)	97	(258)	(252)	(326)	(3,435)	506	(3,966)
Loan Borrowings	(539)	(475)	(411)	193	193	964	964	889
POS Land Strategy	63	153	206	213	224	1,122	1,122	3,102
Additional Staffing	-	247	458	574	745	3,621	3,629	9,274
Replace Core System	-	108	108	216	216	1,078	1,078	2,804
Youth Activity Area	-	-	210	55	55	275	275	870
Piara Waters Sports	-	-	300	240	240	1,200	1,200	3,180
Upgrade Aquatic	-	-	-	199	541	2,707	2,707	6,154
Refurb Bakers House	-	-	50	128	78	388	388	1,030
Extend Administration	-	-	-	-	105	7,418	8,242	15,764
Upgrade District Hall	-	-	-	-	456	2,279	2,279	5,014
Frye Park - Stage 2	-	-	-	-	230	1,149	1,149	2,527
Regional Recreation	-	-	-	-	-	3,825	4,420	8,245
Kelm Library Relocate	-	-	-	-	209	1,583	1,583	3,376
Reserve Development	-	-	-	-	226	1,618	2,427	4,271
Upgrade Golf Course	-	-	-	-	33	475	475	983
Forrestdale Centre	-	-	-	-	-	549	686	1,235
Piara Waters Sports	-	-	-	-	-	950	850	1,800
Wungong Central	-	-	-	-	-	670	800	1,470
Cultural Centre	-	-	-	-	-	-	3,400	3,400
25m Indoor Aquatic	-	-	-	-	-	-	6,308	6,308
Wungong West	-	-	-	-	-	-	470	470
Net Effect	436	1,670	2,211	3,121	4,786	40,016	65,929	118,168

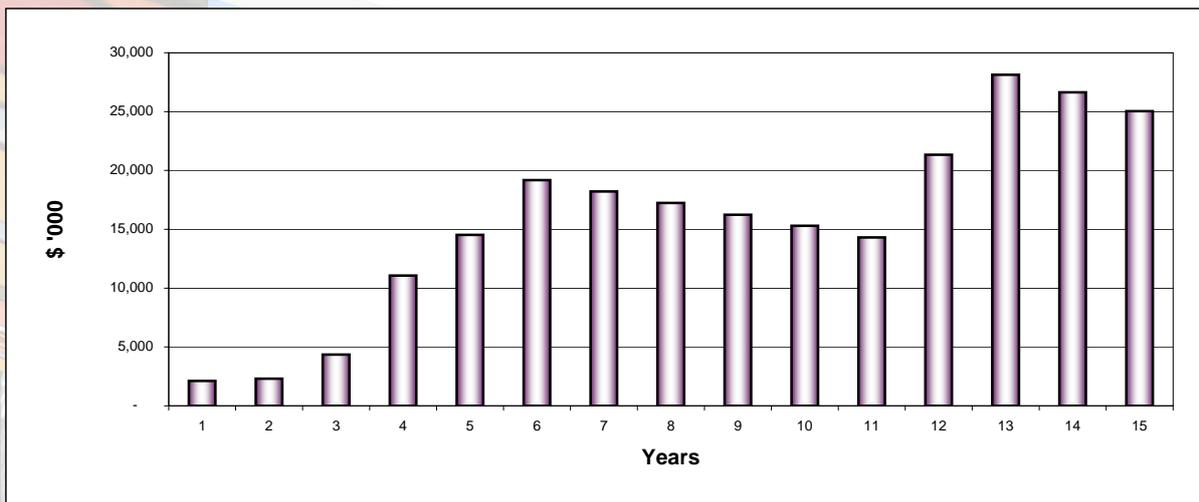
Ongoing Services and Programs

Planning / Evaluating	2,823	2,592	2,578	2,611	2,736	16,468	19,872	49,679
Building Community	4,616	4,685	4,677	4,694	4,681	23,508	23,688	70,549
Communicating	1,304	1,385	1,304	1,385	1,336	7,385	8,080	22,179
Develop City	1,147	1,157	1,137	1,137	1,137	5,514	5,710	16,937
Develop Organisation	3,931	4,103	4,285	4,238	4,261	21,623	21,779	64,220
Physical Infrastructure	13,719	14,097	14,475	14,362	14,770	77,303	78,433	227,160
Net Effect	27,539	28,020	28,455	28,426	28,920	151,801	157,564	450,724

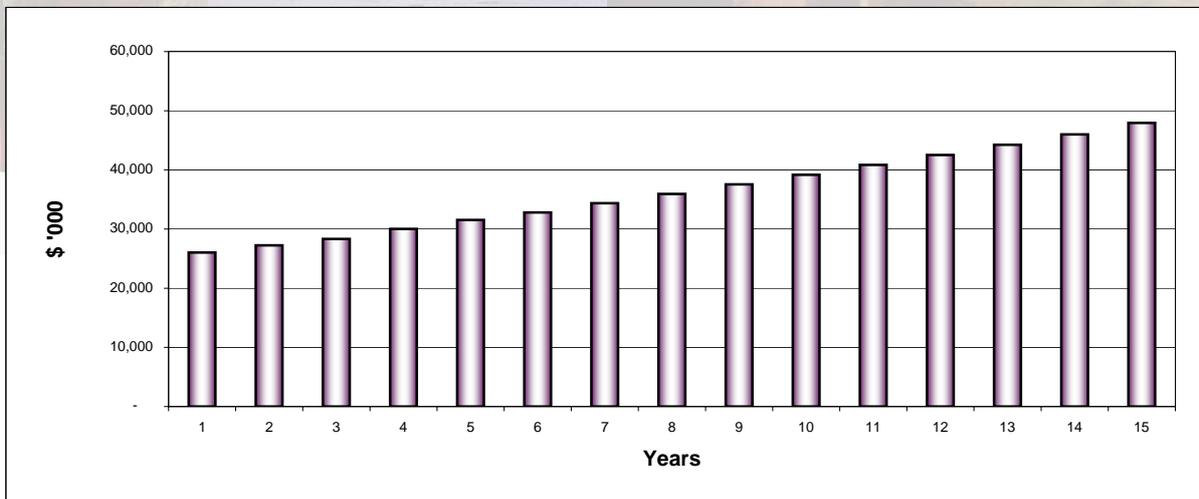
Renewal Allocation (per annum)



Outstanding Loan Principal (at each year end)



Rate Revenue (per annum)





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