

## CSF042: MT ADELAIDE AND MT CLARENCE PRECINCT MASTER PLAN

**Attachments** : Mt Adelaide and Mt Clarence Precinct Master Plan  
**Responsible Officer(s)** : Executive Director Corporate Services (G Adams)  
Manager Major Projects (A McEwan)

**Responsible Officer's Signature:**



### STRATEGIC IMPLICATIONS

1. This item relates directly to the following elements of the City of Albany Strategic Community Plan 2023 and Corporate Business Plan 2013-2017:
  - a. **Key Theme:** Smart Prosperous and Growing.
  - b. **Strategic Objective:** 1.3 To develop and promote Albany as a unique and sought-after visitor destination.
  - c. **Strategic Initiative:** 1.3.2 Develop an iconic heritage and tourism precinct that takes in Mount Adelaide, Mount Clarence, Princess Royal Forts and the Anzac Interpretive Centre.



**CSF042: COMMITTEE RECOMMENDATION  
VOTING REQUIREMENT: ABSOLUTE MAJORITY**

**THAT COUNCIL:**

1. **NOTE** that City Officers plan to procure specialist consultancy services, that will work with City Officers to develop an integrated Master Plan for Mt Adelaide and Mt Clarence precinct; and
2. **APPROVE** the transfer of \$80,000 from the master planning funding reserve to the Mt Adelaide and Mt Clarence precinct master plan project account.

**CSF042: COMMITTEE RECOMMENDATION**

**MOVED: COUNCILLOR GREGSON  
SECONDED: COUNCILLOR SUTTON**

**THAT COUNCIL:**

1. **NOTE** that City Officers plan to procure specialist consultancy services, that will work with City Officers to develop an integrated Master Plan for Mt Adelaide and Mt Clarence precinct; and
2. **APPROVE** the transfer of \$80,000 from the master planning funding reserve to the Mt Adelaide and Mt Clarence precinct master plan project account.

**CARRIED:12-0**

**CSF042: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT COUNCIL:**

1. **NOTE** that City Officers plan to procure specialist consultancy services, that will work with City Officers to develop an integrated Master Plan for Mt Adelaide and Mt Clarence precinct; and
2. **APPROVE** the transfer of \$80,000 from the master planning funding reserve to the Mt Adelaide and Mt Clarence precinct master plan project account.

## BACKGROUND

2. Mt Adelaide and Mt Clarence (Mounts) and surrounding environs comprise a wealth of historic, contemporary, cultural and commemorative and natural assets that provide a substantial base on which a wide range of functions and programs can be based.
3. Currently there is a significant amount of work being done on the Mounts, with Mt Clarence infrastructure upgrade and Anzac Interpretive Centre, located at Princess Royal Fortress, which will raise the Albany's profile on a national level and in conjunction with Anzac Centenary events being planned between 2014-2018, there is potential for international exposure.
4. By November 2014, critical infrastructure will be in place and ready to be leveraged, so there is a sense of urgency around this work.
5. Mt Adelaide and Mt Clarence environs are a unique asset which should be integrated into an overall master plan to be marketed as a unique Albany experience.
6. Currently there exists a comprehensive amount of relevant reports and documentation, together with the business case that is being finalised for the Anzac Interpretive Centre. This work will need to be considered in context.
7. Reports previously undertaken include:
  - May 2006, *City Mounts Management Plan* Mount Melville, Mount Clarence, Mount Adelaide, Bluff Rock, Council Management Plan
  - 2002, *Princess Royal Fortress Albany Conservation Plan*, Council Management Plan
  - 2008, *Princess Royal Fortress Strategic Plan 2008-2013* Council Strategy
  - Jan 2009, *Princess Royal Fortress Council Business Plan*
  - Nov 2011, *Princess Royal Fortress Military Museum Interpretive Signage Design Report*, Stage 2, AECOM
  - *Mt Clarence Landscape and Interpretation Signage Design Report*, AECOM, Oct 2011
  - Nov 2004, *Princess Royal Fortress Albany Interpretation Plan*, Paul Bridges & Jenny Moroney
8. In conjunction, the City is also undertaking a comprehensive trail hub strategy and cycle strategy which will help connect key precincts within Albany.

## DISCUSSION

9. The purpose of a comprehensive master plan will be to link all of the Mounts' assets and attractions, outline a framework to guide future development and investment and to conserve, enhance and develop the Mounts environs for future generations.
10. The challenge will be to establish a strategic approach to achieve:
  - long term vision and strategic objectives for the Precinct
  - integrated master plan (staged)
  - market identity and branding strategy
  - prioritised implementation and asset management plan
  - strong governance framework
  - community ownership and place activation

11. The strategic objectives, future directions and strategies of the master plan will include:
- Anzac Heritage: enhance and promote Albany's role in the Anzac story and the significance of the natural setting and views.
  - Cultural Heritage: conserve, enhance and promote the Aboriginal, colonial, military and contemporary cultural heritage of the site.
  - Biodiversity: conserve and enhance any native biological diversity of the site.
  - Interpretation and Education; enhance and promote understanding and conservation of natural and cultural heritage and diversity of the site.
  - Buildings, Facilities and Infrastructure: assess, maintain, enhance and utilise existing built assets and carefully plan new services and infrastructure.
  - Landscape and Amenity: conserve and enhance the natural environment, landscape features, public art and amenity of the site.
  - Land Management: adopt sustainable and adaptive manage practices to conserve and enhance biological diversity and enhance visitor experience.
  - Active and Passive Recreation: provide, improve and promote active and passive recreational services and facilities on the site, particularly walking, running and cycling.
  - Tourism and Visitation: build the brand, provide, improve and promote tourism services and facilities on the site with aim of enhancing visitor experience and repeat visitation.
  - Trails and Linkages: improve, promote and consolidate a hierarchy of trails and paths throughout the site and link with surrounding precincts.
  - Community Ownership and Place Activation: provide and enhance a diverse range of community activities and programmes to activate the site, nurture community pride and ownership, volunteers involvement and generate business.
  - Research and Learning: undertake and promote research and investigation into matters related to the care, control and management of the site and to biodiversity conservation.
  - Collections and Displays: conserve, develop, enhance, manage, display and undertake research into existing collections.
  - Safe and Secure Environment: maintain, promote further improvement in public safety, protection of public assets, conservation of cultural heritage and biodiversity.
  - Asset Management: infrastructure and services, roads and paths, trails and walks, drainage and water treatment, heritage elements, fire management, weed control, vegetation protection and enhancement, feral and domestic animal control, solid waste management, signage and public elements.
12. An integrated master plan will also build a strong, identifiable brand, to:
- Build the business, establish and drive the vision and strategies (4<sup>th</sup> extraordinary WA).
  - Ensure the site is recognised nationally from a heritage and cultural significance perspective.
  - Raise national profile, increase revenue and visitation.
  - Attract sponsorship, corporate liaison.
  - Establish site asset management partnerships & contractual agreements.
  - Market promotions and implementation.
  - Build retail and merchandising.

- Manage and promote programmes, events and community engagement strategies.
  - Build community pride: recruitment, training and management of volunteer groups and individuals.
  - Link with wider precincts, such as Albany Peace Park, Visitors Centre, WA Museum and other tourism programs.
  - Attract future capital investment from the Commonwealth and State.
13. Led by Major Projects division, the master plan process would be done in close collaboration with other directorates through a Project Working Group (PWG).

#### **GOVERNMENT & PUBLIC CONSULTATION**

14. Extensive consultation has been ongoing as part of the Mt Clarence infrastructure upgrade and Anzac Interpretive Centre. It would be advised that this public consultation process continue in the development of the master plan.
15. Extensive consultation has also included many key stakeholder groups:
- WA Dept Premier and State
  - Returned Service League
  - Dept Veteran Affairs
  - Heritage Council
  - Department of Indigenous Affairs (DIA), South West Aboriginal Land and Sea Council (SWALSC) and Aboriginal Heritage Reference Groups
  - Princess Royal Fortress Volunteers
  - WA Museum
  - Friends of the Mounts
  - Apex Club
  - Albany Historical Society
  - St John's Church
  - National Trust WA
  - Australian War Museum
  - Other interested Friends Groups
  - Albany Port Authority
  - Great Southern Development Commission
  - Dept Environment and Conservation
  - Western Power, DFES and other service agencies
16. In addition, there is extensive consultation dating back to the development of the City Mounts Management Plan, May 2006 (adopted by Council).

#### **STATUTORY IMPLICATIONS**

17. The release of \$80,000 from the master planning funding reserve to the Mt Adelaide and Mt Clarence precinct master plan project account is compliant with section 6.11 (Reserve Accounts) of the Act as the money is being used in accordance with the purpose of the reserve.
18. Council approval to release the funds requires \*Absolute Majority.
19. Note: In accordance with the current delegation titled: Payments from the Municipal Fund and Trust Fund, each payment will be noted on the list of payments and presented each month to Council for noting.

**POLICY IMPLICATIONS**

20. There are no policy implications related to this item.

**RISK IDENTIFICATION & MITIGATION**

21. The risk identification and categorisation relies on the City's Risk Management Framework:

<b>Risk</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Analysis</b>	<b>Mitigation</b>
<i>Lack of community engagement</i>	<i>Possible</i>	<i>Insignificant</i>	<i>Low</i>	<i>This risk was mitigated through a thorough consultation and engagement process undertaken by City.</i>
<i>Council rejects/fails to support master planning recommendation impacting on AIC business case</i>	<i>Possible</i>	<i>Major</i>	<i>High</i>	<i>Detailed Council agenda item.</i>

**FINANCIAL IMPLICATIONS**

- 22. It is estimated that the costs to undertake the master plan process would be \$80,000. Majority of these costs would be associated with specialist professional consultancy services.
- 23. Funds will be transferred from the master planning funding reserve, which will leave a balance of \$190,000.
- 24. All costs associated with the master plan process would be borne by the City of Albany.
- 25. Development of the master plan will assist in future funding submissions and applications.
- 26. The Master Plan will assist in developing and maintaining a sustainable business model for the forts precinct and will drive economic benefits for the City.

**LEGAL IMPLICATIONS**

27. Nil

**ENVIRONMENTAL IMPLICATIONS**

28. There are no direct environmental implications related to this report. Any proposed developments will address environmental implications in future reports.

**ALTERNATE OPTIONS**

29. Council may decide to give no further consideration to this project.

**SUMMARY CONCLUSION**

30. Mt Adelaide and Mt Clarence (Mounts) and surrounding environs comprise a wealth of historic, contemporary, cultural and commemorative and natural assets that provide a substantial base on which a wide range of functions and programs can be based.
31. Mt Adelaide and Mt Clarence environs are a unique asset which should be integrated into an overall master plan to be marketed as a unique Albany experience.
32. The master plan will establish a strategic approach to achieve:
  - long term vision and strategic objectives for the Precinct
  - market identity and branding strategy
  - prioritised implementation and asset management plan
  - strong governance framework
  - community ownership and place activation
33. Currently there is a significant amount of work being done on the Mounts, with Mt Clarence infrastructure upgrade and Anzac Interpretive Centre, located at Princess Royal Fortress, which will raise the Albany's profile on a national level and in conjunction with Anzac Centenary events being planned between 2014-2018, there is potential for international exposure.
34. By November 2014, critical infrastructure will be in place and ready to be leveraged, so there is a sense of urgency around this work.
35. Currently there exists a comprehensive amount of relevant reports and documentation, together with the business case that is being finalised for the Anzac Interpretive Centre. This work will need to be considered in context.
36. The purpose of a comprehensive master plan will be to link all of the Mounts' assets and attractions, outline a framework to guide future development and investment and to conserve, enhance and develop the Mounts environs for future generations.
37. Without such a plan it will be difficult to attract future Commonwealth and State funding.

<b>Consulted References</b>	<i>Local Government Act 1995 (the Act)</i> <i>Council Plan: City Mounts Management Plan May 2006</i>
<b>File Number (Name of Ward)</b>	<ul style="list-style-type: none"> <li>• EM.PLA.4 Environmental Management Planning – City Mounts Management</li> <li>• STR173 Strategic Management Planning Project – City Mounts Management Plan</li> <li>• GR.STL.59 Government Relations – ANZAC Interpretive Centre</li> </ul>
<b>Previous Reference</b>	OCM 15/05/2012 Item 1.3 – City of Albany Participation in ANZAC Centenary Events and Associated Infrastructure Construction OCM 16/07/2013 – Annual Financial Budget