



MINUTES

SPECIAL MEETING OF COUNCIL

Held on
Tuesday 25 June 2013
6.00pm
City of Albany Council Chambers

DISCLAIMER

No responsibility whatsoever is implied or accepted by the City of Albany for any act, omission or statement or intimation occurring during Council/Committee meetings or during formal/informal conversations with Staff. The City of Albany disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or limitation or approval made by a member or officer of the City of Albany during the course of any meeting is not intended to be and is not taken as notice of approval from the City of Albany. The City of Albany warns that anyone who has an application lodged with the City of Albany must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of the application, and any conditions attaching to the decision made by the City of Albany in respect of the application.

TABLE OF CONTENTS

	Details	Page
1.0	Declaration of Opening and Announcement of Visitors	2
2.0	Opening Prayer	2
3.0	Public Question and Statement Time	2
4.0	Record of Attendance/Apologies/Leave of Absence (Previously Approved	3
5.0	Declaration of Interest	4
6.0	Reports	
6.1	Adoption of Integrated Planning Framework	1-4
7.0	Resume Standing Orders 3.1	
8.0	Closure of Meeting	

1.0 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

[6:00:03 PM](#) Presiding Member declared the meeting open.

ITEM 1.0: RESOLUTION

MOVED: COUNCILLOR HOLDEN

SECONDED: COUNCILLOR HORTIN

THAT Council SUSPEND Standing Order clause 3.1 to allow recording of proceedings.

CARRIED 11-0

2.0 OPENING PRAYER

“Heavenly Father, we thank you for the beauty and peace of this area. Direct and prosper the deliberations of this Council for the advancement of the City and the welfare of its people. Amen.”

3.0 PUBLIC QUESTION AND STATEMENT TIME

Council’s Standing Orders Local Laws provide that each Ordinary Meeting of the Council shall make available a total allowance of 30 minutes, which may be extended at the discretion of Council, for residents in attendance in the public gallery to address clear and concise questions to His Worship the Mayor on matters relating to the operation and concerns of the municipality.

Such questions should be submitted to the Chief Executive Officer, **in writing, no later than 10.00am** on the last working day preceding the meeting (the Chief Executive Officer shall make copies of such questions available to Members) but questions may be submitted without notice.

Each person asking questions or making comments at the Open Forum will be **LIMITED** to a time period of **4 MINUTES** to allow all those wishing to comment an opportunity to do so.

No members of the public were present.

4.0 RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Mayor D Wellington

Councillors:

Breaksea Ward	R Hammond
Breaksea Ward	V Calleja
Frederickstown Ward	C Dowling
West Ward	G Gregson
West Ward	D Dufty
Kalgan Ward	Y Attwell
Kalgan Ward	C Holden
Vancouver Ward	S Bowles
Yakamia Ward	R Sutton
Yakamia Ward	A Hortin

Staff:

Chief Executive Officer	G Foster
Executive Director Corporate Services	G Adams
Executive Director Planning and Development Services	D Putland
Executive Director Community Services	C Woods
Facilitator Strategy and Improvement	S Grimmer
Minutes	C Crane

Public Gallery and Media:

Two members of the media were in attendance. No members of the public were in attendance.

Apologies/Leave of Absence:

Frederickstown Ward	G Stocks (Leave of Absence)
Vancouver Ward	D Bostock (Leave of Absence)
Executive Director Works and Services	M Thomson (Apology)

5.0 DECLARATION OF INTEREST

[Elected members of Council and staff are asked to use the forms prepared for the purpose, aiding the proceedings of the meeting by notifying the presiding member prior to the conduct of the meeting]

Name	Item Number	Nature of Interest
NIL		

6.0 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil.

6.1: ADOPTION OF THE INTEGRATED PLANNING FRAMEWORK

Proponent	: City of Albany
Owner	: City of Albany
Attachments	: <ul style="list-style-type: none"> • Community Strategic Plan • Corporate Business Plan • 10 Year Financial Plan • Asset Management Plans • Workforce Development Plan
Responsible Officer(s)	: Facilitator-Strategy and Improvement (S Grimmer)

Maps and Diagrams:



IN BRIEF

- Adoption of the Integrated Planning Framework plans listed above is required for the City to comply with the amended Local Government (Administration) Regulations 1996, which require Local Governments to adopt a Community Strategic Plan, Corporate Business Plan and informing strategies by June 2013.
- The development and adoption of an Integrated Planning Framework provides significant benefits as it defines a clear strategic direction allowing the City to better align their services and resources to the needs and expectations of our Community.
- The adoption of these Plans reinforces Council's commitment to long term strategic planning and provides a sound basis for continual improvement within the City.

RECOMMENDATION**ITEM 6.1: RESOLUTION****VOTING REQUIREMENT: SIMPLE MAJORITY****MOVED: COUNCILLOR CALLEJA****SECONDED: COUNCILLOR HAMMOND****THAT Council ADOPT the:**

- 1. Community Strategic Plan**
- 2. Corporate Business Plan**
- 3. 10 Year Financial Plan**
- 4. Asset Management Plans for Roads, Pathways, Drainage, Natural & Developed Reserves and Buildings**
- 5. Workforce Development Plan.**

CARRIED 11-0**BACKGROUND**

1. The current Strategic Plan was adopted in August 2011.
2. In 2012 the State Government amended the *Local Government (Administration) Regulations 1996* to enhance strategic planning processes through the adoption of a prescribed Integrated Planning Framework for all local governments.
3. In light of this, the current Strategic Plan was reviewed and a number of gaps were identified.
4. Over the past six months all City Directorates have been working together to develop a meaningful and compliant suite of plans. These plans supersede the previously adopted Strategic Plan and Asset Management Plans.

GOVERNMENT CONSULTATION

5. The City has researched the approach taken by other Local Governments, visited a number of WA Local Governments and consulted widely with agencies in the Great Southern.
6. Workshops were held with these agencies in March/April 2013 to gain their input and to reinforce to them that the City is committed to long term strategic planning.
7. The City involved the UWA, Great Southern Development Commission, Chamber of Commerce and Industry and the Department of Transport in a peer review of the Community Strategic Plan in April 2013. The approach and key themes were widely supported.

COMMUNITY CONSULTATION / ENGAGEMENT

8. In 2011 the City undertook significant community consultation leading to the adoption of the City of Albany Strategic Plan in 2011.
9. The adequacy of this plan was reviewed in late 2012 and it was deemed not to meet the requirements of relevant legislation or best practice. For this reason a further series of community workshops and forums were held in March/April 2013.

10. The framework commits the City to ongoing community engagement. This includes reinstating the Albany Scorecard Community Survey, more regular community forums and improved stakeholder engagement on projects.

STATUTORY IMPLICATIONS

11. The *Local Government (Administration) Regulations 1996* has been amended to require each local government to adopt a Strategic Community Plan and a Corporate Business Plan. Section 5.56(1) and (2) of the *Local Government Act 1995* requires that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations.
12. The adoption of the prescribed plans provides a sound basis for Council in monitoring the performance of the City.
13. The prescribed plans will assist Council to meet their obligation to:
- Direct and control the local government's affairs; and
 - Be responsible for the performance of the local government's function.

STRATEGIC IMPLICATIONS

14. The Key Themes and Strategic Objectives defined in the Community Strategic Plan and referenced in the Corporate Business Plan will form the basis for all future Council decisions. As a result City Officers will be required to demonstrate a clear justification against one or more of these strategic objectives for all future Council items.

RISK IDENTIFICATION & MITIGATION

15. The risk identification and categorisation references the City's Risk Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<i>Council does not adopt the Plans meaning it is breach of it's statutory obligations.</i>	<i>Unlikely</i>	<i>Extreme</i>	<i>High</i>	<i>Adopt the Community Strategic Plan, Corporate Business Plan, 10 Year Financial Plan, Asset Management Plans and Workforce Development Plan</i>

FINANCIAL IMPLICATIONS

16. While there are no direct financial allocation in relation to this item, failure to meet our statutory obligations would affect our ability to attract future State Government funding.
17. The 10 Year Financial Plan provides the basis for long term financial management of City assets and resources. The Integrated Planning Framework is subject to regular review to ensure that city programs and services remain financially viable.

18. The Integrated Planning Framework provides the direction for the ongoing management of Council's activities through the adoption of the following plans:
- a. Community Strategic Plan
 - b. Corporate Business Plan
 - c. 10 Year Financial Plan
 - d. Asset Management Plans
 - e. Workforce Development Plan

ALTERNATE OPTIONS

19. As detailed above the City has a statutory obligation to adopt a Community Strategic Plan (including associated supporting plans) that are compliant with the legislated (prescribed) Integrated Planning Framework under the *Local Government Act 1995*.
20. It is a statutory requirement to adopt the prescribed plans.

Consulted References	:	Western Australian-Integrated Planning and Reporting Framework
File Number (Name of Ward)	:	CM.RVW.3
Previous Reference	:	OCM 16.08.11 Item 1.4;



Workforce Development Plan

2013-2017

Our Vision

*“To be Western Australia’s most sought-after and
unique regional City to live, work and visit”*

Contents

1. Executive Summary	3
2. Workforce Development Plan in context	4
3. Our Values.....	5
5. Workforce Development-Guiding Principles	10
6. Organisation Structure.....	11
7. The 3 Cornerstones of Workforce Development.....	12
8. Workforce Development- Activity Planning	13
9. Workforce Dashboard Template	14

1. Executive Summary

The overall goal of our Workforce Development Plan is to ensure we build the capacity and capability of our workforce to enable them to better meet the needs and aspirations of our community. We will measure success against a set of key performance indicators set out in the integrated planning framework. We will use a dashboard approach to report on statistics.

The Council's workforce is employed in a variety of roles across a range of services and is the largest employer in Albany. Our Workforce Development Plan aims to ensure that we have the right number of people, with the right attitudes and skills, in the right place doing the right things.

To make this happen we will make a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned with our Vision and Values. Our values have been developed through staff and elected member consultation. They are very important to our organisation as they show the **way** we deliver services to our community as well as **what** we deliver.

There are three key cornerstones of this plan. They are interdependent and as such may overlap in some areas:

- Recruitment; Selection and Appointment;
- Performance Management;
- Learning and Development.

Robust and effective Information & Communication Technology (ICT) is important to be able to manage and monitor data for reporting purposes, and to support collaboration between the three cornerstones. We will be improving the functionality and use of ICT systems that deal with this during the next twelve months.

We are faced with a number of challenges. These include potential skills shortage in specific occupations, a proportion of our current workforce near retirement age and recruiting the next generation of skilled specialist staff. We are taking a proactive approach by developing policy and strategies for employment and support for professional development and capacity building of our workforce across the City.

We plan to focus on attracting and retaining talented people, including trainees, creating a learning culture, investing in developing leaders and recognising and rewarding our high performers.

As our council continually improves, we need to plan ahead, get things done right first time, and take our staff with us to create a 'fit for the future' contemporary organisation in order to deliver our communities' priorities.

This Workforce Development Plan aims to support the City of Albany in achieving the skilled, motivated, flexible and diverse workforce it needs to deliver value for money services that make a difference to our local community.

2. Workforce Development Plan in context

Background

Local Government Authorities's are required to adopt a plan for the future under section 5.56 of the Local Government Act 1995, (the Act). This section of the Act was amended to make it a requirement to develop and adopt an Integrated Planning Framework from July 2013.

The City of Albany, has developed this Workforce Plan with a view to adopting it as required prior to 1 July 2013.

Aim

The aim of the City's Workforce Development Plan is to engage our workforce in co-creating and implementing plans and approaches to address key challenges for the future which are:

- Skills shortage;
- Gaps between current and future workforce capability;
- Areas of workforce growth and shrinkage;
- Capacity building and a succession plan for critical positions;
- Designing a robust performance management system to identify capability, learning and training opportunities;
- Developing future Leaders.

Consultation

The development of the Integrated Planning Framework documentation has involved broad community consultation and briefings to staff on the process.

- In 2012 staff members were involved in a 'Training Improvement Team' process that identified key principles for workforce development; the guiding principles from that work have been included in this plan;
- Consultation has occurred throughout 2013 on the Values for the City of Albany and work has now started on a business approach to implementation;
- The cornerstones for Workforce Development included in the Corporate Business Plan form the basis of this plan;
- Implementation and communication with staff will be ongoing as we review and refine activities associated with delivering this plan.

3. Our Values

All Councillors, Staff and Volunteers at the City of Albany will be...

Focused: on community outcomes

This means we will listen and pay attention to our community. We will consult widely and set clear direction for action. We will do what we say we will do to ensure that if it's good for Albany, we get it done.

United: by working and learning together

This means we will work as a team, sharing knowledge and skills. We will build strong relationships internally and externally through effective communication. We will support people to help them reach their full potential by encouraging loyalty, trust, innovation and high performance.

Accountable: for our actions

This means we will act professionally using resources responsibly; (people, skills and physical assets as well as money). We will be fair and consistent when allocating these resources and look for opportunities to work jointly with other directorates and with our partners. We will commit to a culture of continuous improvement.

Proud: of our people and our community

This means we will earn respect and build trust between ourselves, and the residents of Albany through the honesty of what we say and do and in what we achieve together. We will be transparent in our decision making and committed to serving the diverse needs of the community while recognising we can't be all things to all people

1. Focused: on community outcomes	
Description/explanation	Example behaviours (words in brackets show the context for the behaviour)
<p>We do this by:</p> <ul style="list-style-type: none"> ▪ Ensuring we don't let unnecessary process get in the way ▪ taking responsibility for the service we give , seeking ways to improve it ▪ behaving as if we all work for the same organisation, so taking ownership regardless of whether it is our own service area ▪ knowing who our customers are – including colleagues and internal customers; giving them the same standards of service as we would to external audiences ▪ ensuring consistency in the high standard of service that customers experience; so-using a 'professional manner' while acknowledging we may not always feel like doing so ▪ managing our own emotions and not overreacting ▪ giving the right answer in the appropriate way ▪ providing a service that is focused on what customers need and expect, not focused on internal needs ▪ being polite, personable, approachable, calm and assertive ▪ motivating and encouraging staff to have a 'make it happen' attitude ▪ Staff in outreach business units are the City's ambassadors, keep them informed of business. 	<p>What we say We:</p> <ul style="list-style-type: none"> ▪ give rationale for decisions openly, ask if there's anything more we can help with, even if we personally can't do more ▪ explain the City's position simply and honestly, which will help to manage expectations ▪ be positive and proactive, displaying a 'make it happen' attitude, not appearing bureaucratic in attitude (whilst recognising that some services have essential bureaucratic process's) <p>What we do We:</p> <ul style="list-style-type: none"> ▪ listen to feedback and act on it ▪ follow things up ▪ don't pass the 'customer 'from one contact to another ▪ show attention to detail ▪ ask for as much information from people as possible question and listen. ▪ seek community feedback to improve service; consult using a variety of methods ▪ show empathy – convey that we appreciate how the member of the public feels and <i>want</i> to help them to resolve the issue ▪ convey a willingness to help: explain to the person what you are going to do and what the process will be; (conveying competency and reassurance) explain the options for dealing with it ▪ ask 'open' questions to understand ▪ let customer service staff know what's going on regularly, so that they can answer the public's questions.

2. United: by working and learning together	
Description/explanation	Example behaviours (words in brackets are context for the behaviour)
<p>We do this by:</p> <ul style="list-style-type: none"> ▪ seeking to learn, rather than blaming, sharing of learning within the team and with others; ▪ taking a collaborative approach to problem solving, ▪ empowering staff within clear boundaries, enabling them to take more responsibility efficiency and confidence of staff) ▪ ensuring that colleagues on other sites are not inadvertently ‘ left out of the loop’ ▪ being supportive of colleagues ▪ working collaboratively with staff, councillors and partners to access information from different sources and develop solutions ▪ making links across services to achieve greater learning ▪ reflecting on what was done and achieved; and recording experiences ▪ focusing on communicating the facts: there is significant scope to get things wrong when people hear what they want to hear. ▪ not passing the buck or blaming others, following things through to make sure they are resolved; giving staff, elected members and the public confidence that this will happen ▪ being positive, not cynical, about what the corporate body is trying to achieve when communicating and expressing opinions, ▪ providing moral and emotional support; contributing to a strong, supportive management culture ▪ encouraging contemporary & good ideas to be received through formal mechanisms – such as one-to-ones, performance appraisals– as well as informal ones ▪ bolstering the confidence of colleagues to take development opportunities, and encouraging training ▪ demonstrating that we all work for organisation 	<ul style="list-style-type: none"> ▪ listen to and learn from others ▪ communicate a clear and consistent message, listen and check. ▪ ask for help and admit mistakes ▪ (if things go wrong, rather than ignoring the situation) we will explain why and ask what we can learn from it ▪ keep promises but don’t over promise, do what we say we will do ▪ have <i>good</i> conversations with colleagues; take time to build the informal connections that ‘oil the wheels’ of how teams and directorates work together, which can help to build trust ▪ avoid the use of jargon (it is non-inclusive and a barrier to learning) ▪ share good and bad practice with colleagues including those working in outreach business units ▪ seek out good performance and publicise best practice, welcome new thinking, ask questions, explain ideas, listen, be unafraid of giving things a try and experimenting (when what to do isn’t clear) ▪ be inclusive, help team members to gain ownership of what they’re trying to achieve together. ▪ discuss projects early on to understand better the connections between teams /directorates ▪ take time out to have regular team discussions & Managers to have 1-1 with your team members ▪ Praise in public criticise in private

3. Accountable: for our actions	
Description/explanation	Example behaviours (words in brackets are context for the behaviour)
<p>We do this by:</p> <ul style="list-style-type: none"> ▪ working to corporate priorities/strategic initiatives in allocating resources; making links between people’s work and other services in connection with the broader outcomes ▪ understanding the need for performance management, taking it seriously and delivering on it ▪ committing to continuous improvement; having a clear understanding of how much it costs to provide the service; being creative and open-minded and displaying a willingness to change and accept new ways of working (not just blindly following processes if they are no longer the most effective) ▪ exploring partnerships to create value for money; understanding that the community’s idea of ‘value for money’ may be different to the Council’s ▪ using risk assessment to innovate, not prevent, action ▪ demonstrating to colleagues that we make decisions after evaluating options; ▪ demonstrating to the community that we understand their needs through our decisions about how and where we invest resources ▪ encouraging innovative activities and challenge: people might be less willing to ‘put their heads above the parapet’, particularly in the first year. This may impact negatively on the Council if it means less effective practices or processes are going unchallenged ▪ Appreciating that resources include property and assets, people and skills base, etc. 	<ul style="list-style-type: none"> ▪ measure success ▪ communicate outcomes that we need to achieve ▪ take responsibility for change, be prepared to question how things are done and ask ‘Is this the best way to use our resources?’ ▪ calculate the risks (involved in projects and new ways of working) and assess if they are acceptable ▪ (based on evidence), review and challenge processes and ideas, ▪ communicate reasons for decisions and be receptive to feedback ▪ communicate with the community to explain what they are getting for their money; talk and listen to them and seek to understand what value looks like to them; include questions in community survey’s and organise focus groups /community forums ▪ plan across teams and directorates , as early as possible, to enhance efficient use of resources ▪ explain tasks fully and appropriately ▪ use the skills of the team members ▪ Involve lead officers in training. <i>For example, finance staff could lead training for budget holders – this would involve more than the mechanics of accounting, but the judgements that sit behind budgetary decisions</i>

4. Proud: of our community and our colleagues	
Description/explanation	Example behaviours (words in brackets are context for the behaviour)
<p>We do this by:</p> <ul style="list-style-type: none"> ▪ being committed to serving diverse needs by involving relevant and appropriate parts of the communities in shaping our plans to design and improve the services we offer ▪ build effective working relationships between councillors and staff ▪ build effective relationship with our community ▪ plan ahead to ensure good communication with everyone impacted upon by the outcome (of a project or plan), this will maximise chance of achieving outcome ▪ being practically prepared: aware of what the cultural barriers might be, and who or what can help overcome them ▪ being creative in overcoming barriers, looking for alternatives ▪ acknowledging that differences are not always obvious ▪ recognising the differences between people and value them and in terms of operational, professional and status level ▪ recognising that you can't be all things to all people ▪ Almost everyone at the City is also a member of the community of Albany and a rate payer, use their knowledge and opinion of services to continually improve 	<ul style="list-style-type: none"> ▪ challenge inappropriate behaviour in the organisation wherever it is ▪ treat people fairly and respect confidences ▪ take the time to solve, or help others, solve problems, (for example, recognising that individual colleagues and groups may have different needs and expectations); giving them time and space to ask for clarification, etc. ▪ communicate with colleagues in a way that fits with work patterns and with how staff want to be involved. For example, find appropriate times for meetings; rotate timings; avoid jargon that colleagues may not understand ▪ listen to others (colleagues and the public) and take account of their needs ▪ treat colleagues and service users as individuals and don't make assumptions about them ... (but be aware that as humans we do make assumptions) ▪ celebrate internal and external achievement and success ▪ celebrate people's length of service and experience ▪ share good news stories and with the media

5. Workforce Development-Guiding Principles

The following are the principles which will guide the ongoing development and improvement of work force development Policies, Processes and plans.

To build the capacity and capability required to continually improve the level of service provided to our community;

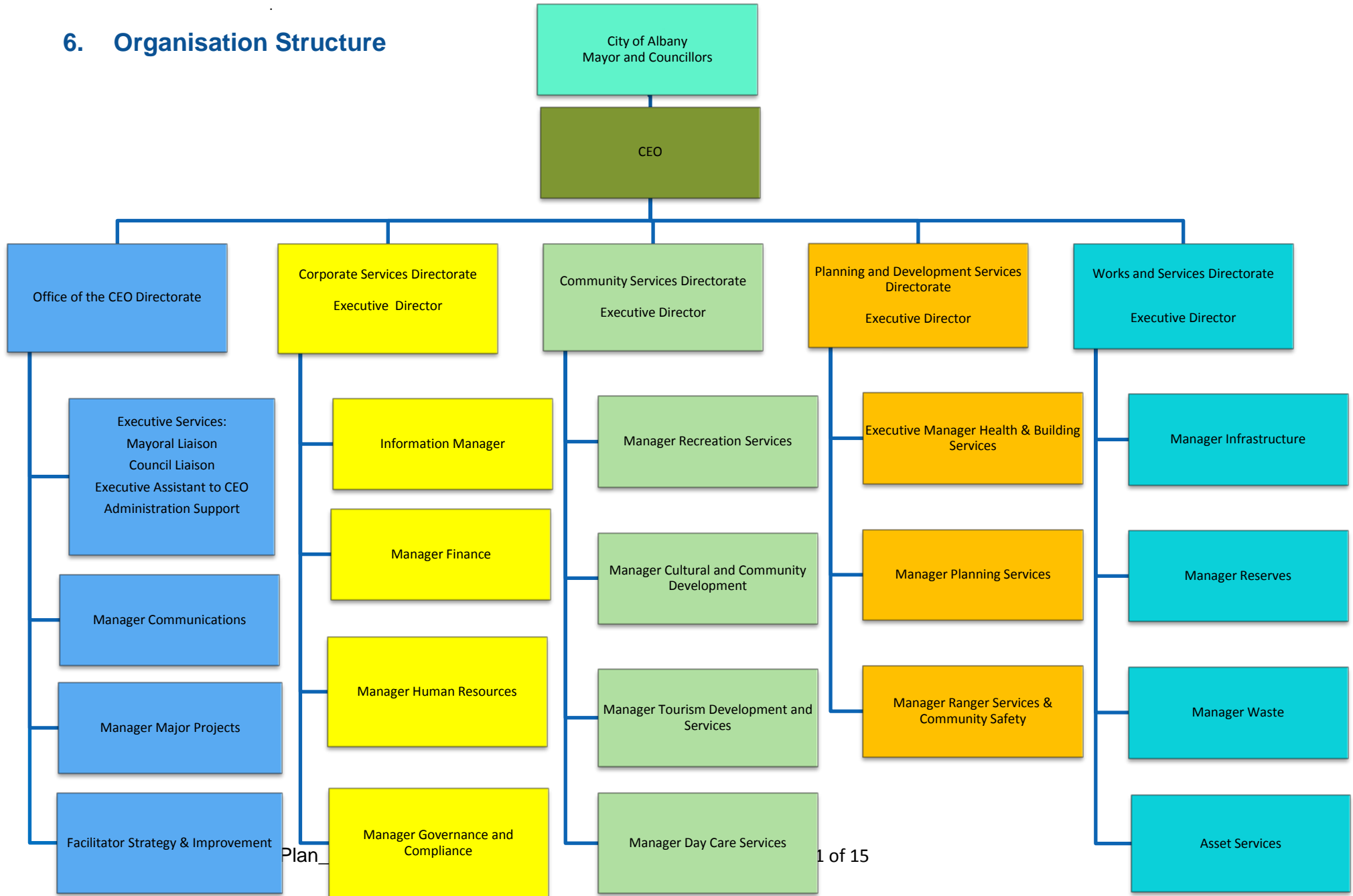
To encourage knowledge sharing and networking through conferences and working groups;

To provide an incentive to attract and retain talented people by shaping a culture of learning and improvement;

To encourage participation to enable employees to perform their jobs to their full potential, and to realise their career aspirations;

To ensure equity and fairness to all staff in sourcing development opportunities.

6. Organisation Structure



7. The 3 Cornerstones of Workforce Development



8. Activity Planning

The diagram below summarises training and development opportunities available to develop capability.



9. Workforce Dashboard Template

QUARTERLY REPORT TO CEO							
City of Albany				Quarter:			
Target met or improved upon			Requires monitoring			Immediate attention needed	
	Target	Actuals			Dashboard Indicator		Comments
		Last Quarter	This Quarter	FYTD			
Overall Workforce 'Health Check' Indicators							
FTE compared to FTE ceiling				269			
YTD Salaries Expenditure to YTD Salaries Budget							
Number of HR policies to review this quarter							
Actual training expenditure compared to budget							
Number of employees with > 8 weeks of accrued annual leave				3			
Unplanned Absenteeism (Average hours per FTE)				42.35hrs			
Recruitment Indicators							
Number of new employees or recruits				100			
Number of permanent positions filled				22			
% of employees in acting positions for > 6 months				1			
Average length of recruitment time				8 weeks			
Number of unfilled vacancies exceeding 8 weeks				0			
% of inductions undertaken to number of new employees/recruits				~100%			External agency staff have an OH&S and worksite induction as a minimum

City of Albany Workforce Development Plan

Retention Indicators						
Number of separations				54		
Turnover ratio (% of 'resignations/terminations to headcount)				12.77		
% of separations involving exit surveys				~1%		Has only recently been reinstated
% of employees participating in performance development				?		



Council Strategy

Asset Management Plan Overview

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	30/4/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	4
1.1	Overview.....	4
1.2	Financial Summary.....	4
Table 1.2.1	Current Replacement Value	4
1.3	Renewal Demand and Funding Gap	5
2.0	INTRODUCTION.....	5
2.1	Background	5
2.2	Core and Advanced Asset Management.....	5
2.3	Plan Framework	5
3.0	SERVICE LEVELS.....	6
3.1	Community Consultation	6
3.2	Current Levels of Service	6
3.4	Desired Levels of Service.....	6
4.0	FUTURE DEMAND	7
4.1	Demand Forecast.....	7
4.2	New Assets from Growth.....	7
5.0	LIFECYCLE MANAGEMENT PLAN	7
5.1	Physical Parameters.....	7
5.2	Asset Condition	7
Table 5.2.1 –	Maloney Asset Condition Rating Scale.....	7
5.3	Risk Management Plan	8
5.4	Routine Maintenance Plan	8
5.5	Renewal/Replacement Plan	9
5.6	Creation/Acquisition/Upgrade Plan.....	9
5.7	Standards and specifications.....	9
6.0	FINANCIAL SUMMARY	9
6.1	Financial statements and projections	9
6.2	Sustainability of service delivery.....	9
6.3	Funding Strategy	9
6.4	Valuation Forecasts.....	9
7.0	ASSET MANAGEMENT PRACTICES	10
7.1	Information Flow Requirements and Processes.....	10
8.0	PLAN IMPROVEMENT AND MONITORING	10
8.1	Improvement Plan	10

8.2	<i>Monitoring and Review Procedures</i>	10
9.0	ASSET MANAGEMENT PLANS.....	10
9.1	<i>Supporting Documents</i>	10
	<i>Asset Management Plan – Roads;</i>	10
	<i>Asset Management Plan – Pathways;</i>	10
	<i>Asset Management Plan – Drainage;</i>	10
	<i>Asset Management Plan – Reserves (Natural);</i>	10
	<i>Asset Management Plan – Reserves (Developed);</i>	10
	<i>Asset Management Plan – Buildings; and</i>	10
	<i>Adopted City of Albany Long Term Financial Plan</i>	10

DRAFT

1.0 EXECUTIVE SUMMARY

1.1 Overview

This document provides an overview and introduction to individual City of Albany Infrastructure Asset Management Plans (AMP's). AMP's should be read in conjunction and in context with the City of Albany Asset Management Policy and Asset Management Strategy. Asset classes covered by AMP's are as follows:

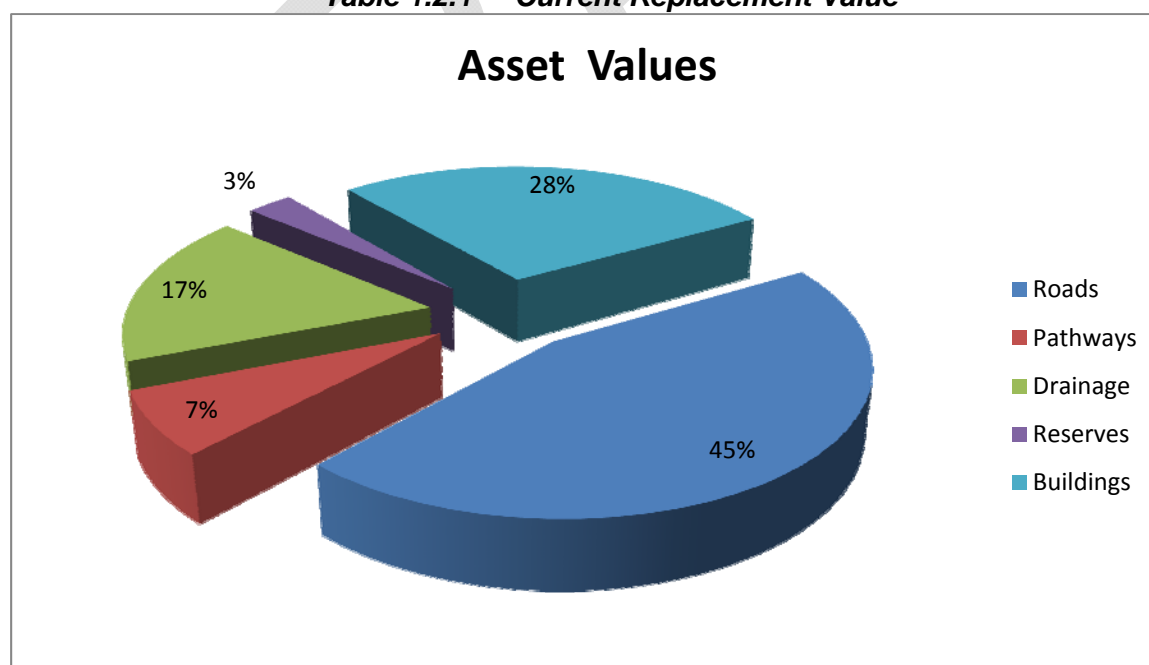
- Roads;
- Pathways;
- Drainage;
- Natural & Developed Reserves; and
- Buildings.

The objective of each AMP is to outline the financial resources required to manage and maintain the relevant asset network to an appropriate standard (or level of service). Each AMP provides an overview of the ongoing management of that asset network and acts as a tool to support the ability of Council to deliver well targeted, responsive and value for money maintenance and operational services for the community as a whole. Individual projects, renewal treatments or interventions which result from the plans are identified in the City's Long Term Financial Plan (LTFP). Note that the LTFP will be reviewed each year as the Asset Plans become more refined. The LTFP forecasts the next 10 years of asset expenditure.

1.2 Financial Summary

The City manages a network of road, pathway, drainage, reserve and building assets having a combined current replacement cost of \$383,142,512 (as at 1st June 2013).

Table 1.2.1 Current Replacement Value



1.3 Renewal Demand and Funding Gap

Each AMP will identify either a shortfall in funding or over servicing where funding exceeds the renewal demand. For individual asset classes a statement will be made whether the funding arrangement provides financial sustainability. While over servicing is not identified in the early years of the LTFP, where it is identified in later years (eg. roads) it presents an opportunity to redistribute funds to areas where there are shortfalls.

Once the confidence level in the data is improved, these redistributions can occur across asset classes in future plan reviews.

2.0 INTRODUCTION

2.1 Background

Each individual AMP seeks to target activities and programs in the LTFP which provide best value for money outcomes and ensure that the assets meet appropriate levels of service. This is achieved through informed decision making, based on the following analysis;

- Asset condition surveys;
- Asset performance (ie. rate at which the asset is deteriorating);
- Lifecycle costs;
- Risk costs; and
- Treatment options.

This approach means considering all management options and strategies as part of the asset lifecycle, from planning to disposal. The objective is to obtain the lowest long-term cost (rather than short-term savings) when making asset management decisions.

2.2 Core and Advanced Asset Management

The current AMP's have been prepared as '**core**' plans in accordance with the Department of Local Government Guidelines. Each has been prepared to meet minimum legislative and organisational requirements to enable sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at a 'network' level.

Future revisions of these AMP's will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet required service levels. This will ultimately be reflected in ongoing reviews of the LTFP and AMP's.

2.3 Plan Framework

Key elements of the plan are:

- Service Levels – specifies level of service of the asset class which is utilised in the financial forecasts. Where information about community and stakeholder service level expectation is not fully developed (which is the current situation across all infrastructure assets) then it is assumed the current service level should be maintained.
- Future demand – how this will impact on future service delivery and how this is to be managed.
- Life Cycle Management Plan – how City of Albany will manage its existing and future assets to provide the required level of service.
- Financial summary – what funds are required and what will be provided and what is the gap? How is the gap going to be managed?

3.0 SERVICE LEVELS

3.1 Community Consultation

The City will carry out quality community consultation over the next review period. This is an approach which will be required consistently across all asset classes. The purpose of the consultation will be to ascertain the community and stakeholder expectations in respect to levels of service. This will allow future reviews of the asset plans to incorporate these expectations into financial modelling. Stakeholders will include, but are not necessarily limited to:

- Council
- Internal working groups (ie Asset Management Working Group)
- General community
- Main Roads Western Australia (Road funding)
- Department of Transport (Cycling facility funding)
- Department of Water (Natural Reserves)
- South Coast NRM (Natural Reserves)
- User groups and Progress Associations.

3.2 Current Levels of Service

Level of service relates to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative and standards compliance. It also, in many respects has a direct relationship with the condition of the asset.

Supporting the service levels are operational or technical measures of performance developed to ensure that the minimum standards are met. These technical measures relate to service criteria such as:

- Quality – Reliability and aesthetics (eg. materials having better durability or appearance)
- Quantity – Adequate capacity (eg ability for a road to carry certain volume or type of traffic)
- Availability and Effectiveness – Distance from key community facilities (eg location of playground equipment)
- Safety – Number of injury accidents (eg road geometry)

In the financial modelling conducted thus far, it is assumed that the current levels of service in relation to the four (4) areas above are adequate. Therefore the condition of the asset is considered as being the major driver in forecasting expenditure requirements. Consequently if the forecasted renewal expenditure meets the predicted renewal demand, the City is in a financially sustainable position in the management of that particular asset.

3.4 Desired Levels of Service

In the absence of thorough consultation, the desired level of service assumed in the financial modelling across all asset classes is the current level of service. As a general rule any increase in the level of service requires additional financial resources from the City. In order to facilitate new or upgraded infrastructure external funding will be sought.

4.0 FUTURE DEMAND

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, community expectations, economic factors, etc.

According to the City of Albany Community Profile, population in the City of Albany municipality has increased from 31,574 in 2006 to 33,648 in 2011. Population growth has therefore been relatively modest. Demand for new infrastructure and acquisitions of infrastructure through subdivision in the short term are not seen to be a significant factor. More detailed analysis of this will form part of the next asset management plan review.

4.2 New Assets from Growth

The new assets required to meet growth are acquired from land developments and the City's own construction. Acquiring these new assets will commit the City to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. Through continuing data collection and validation, these future costs need to be identified and considered in developing forecasts of future operating and maintenance expenditures.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Physical Parameters

City of Albany assets have been grouped by like components. The useful life of an asset is defined as a period over which a depreciable asset is expected to be fully utilised, however, this period can be significantly impacted by maintenance practices.

The data collected on the assets is stored in various databases. These systems operate as inventory capture and asset management tools. They are used to forecast replacement upgrade requirements on a long term basis.

5.2 Asset Condition

Condition for the purpose of financial modelling is measured using a 0 – 10 rating system and summarised in Table 5.2.1. This aligns with the modelling software the City has used in generating the financial forecasts. This software is referred to as the "Maloney" model. In the case of Roads, the conditions are rated 1 – 5, however this is simply converted to a 1 – 10 scale in order to achieve consistency across asset classed when modelling.

Table 5.2.1 – Maloney Asset Condition Rating Scale

CONDITION RATING	DEFINITION
0	A new asset or an asset recently rehabilitated back to new condition
1	A near new asset with no visible signs of deterioration often moved to condition 1 based upon the time since construction rather than observed condition decline.
2	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	An asset in very good overall condition but with some early stages of deterioration evident, but the deterioration still minor in nature and causing no serviceability problems.
4	An asset in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly.
5	An asset in fair overall condition, deterioration in condition would be obvious and there would be some serviceability loss.
6	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Building serviceability would now be affected and maintenance cost would be rising.

CONDITION RATING	DEFINITION
7	An asset in poor overall condition, deterioration would be quite severe and would be starting to limit the serviceability of the building. Maintenance cost would be high.
8	An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance cost would be very high and the asset would be a point where it needed renewal.
9	An asset in extremely poor condition with severe serviceability problems and needing renewal immediately. Could also be a risk to remain in service.
10	An asset that has failed, is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service.

5.3 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Risks, being those requiring corrective action identified in the risk management plan are summarised in individual AMPs in a tabular format.

5.4 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance is work undertaken to ensure that City of Albany assets continue to meet the required performance and standard throughout its useful life.

Maintenance includes reactive, planned and cyclic maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions. Assessment and prioritisation of reactive maintenance is undertaken by City staff using experience and judgement.

Preventive maintenance – the actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure. Preventive maintenance is normally programmed by the relevant business unit responsible for the asset. In most cases, the programs are developed from historic information or through the experience of the relevant co-ordinators within the business unit.

Cyclic maintenance – preventative maintenance works undertaken on a regular cyclical timetable.

Reactive maintenance – the actions performed, as a result of failure, to restore an item or asset to its original condition, as far as practicable. Reactive maintenance may or may not be programmed. Reactive maintenance is generated from customer service requests. The targeted response time to these requests is 10 working days, however this is dependent on the type of request. In many cases, the request can be integrated with programmed preventative maintenance.

5.5 Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register. Candidate proposals are inspected to verify accuracy of the remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled into the LTFP. Where AMP's are sufficiently advanced priority ranking criteria for the asset class are detailed. Where the AMP's are yet to reach this level, this information is not provided.

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

5.6 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These new assets will be progressively included into the asset inventory so that they are considered in each annual AMP review.

5.7 Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal and will be the subject of a future revision. Generally, Australian Standards are the minimum applied.

6.0 FINANCIAL SUMMARY

6.1 Financial statements and projections

The financial projections are shown in each AMP for planned renewal, upgrade and new expenditure. Operational expenditure is detailed in the LTFP.

Financial projections will be improved in future reviews by:

- Service level expectations being collated and analysed.
- Data collection which allows a more detailed approach to understanding how assets are performing (ie, are assets deteriorating at the rate that we think?)

6.2 Sustainability of service delivery

In essence, if the City is meeting the renewal demand expenditure, it should consider that it is in a financially sustainable position. Where this is not the case (as is the case with some assets) an understanding of how this will be managed is detailed in the AMP under a section headed "Managing the Gap".

6.3 Funding Strategy

The funding strategy is detailed in the City's LTFP.

6.4 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset base from construction and acquisition by Council and from assets constructed by land developers and others and gifted to Council.

7.0 ASSET MANAGEMENT PRACTICES

7.1 Information Flow Requirements and Processes

The key information flows *into* the AMP's are;

- The asset register data on condition, value, remaining life of City of Albany assets;
- The unit rates for categories of work/material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including deterioration models; and
- Data on new assets acquired by the City of Albany.

The key information flows *from* the AMP's are;

- The estimated renewal demand and trends;
- The resulting expenditures which feed into the LTFFP.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Improvement Plan

The Asset Management Strategy identifies specific improvement plans for each asset class.

8.2 Monitoring and Review Procedures

Each individual AMP will be reviewed prior to the annual budget preparation and amended to recognise any changes in service levels and/or resources available.

9.0 ASSET MANAGEMENT PLANS

9.1 Supporting Documents

For more detailed information on individual asset classes please refer to the following Asset Management Plans:

Asset Management Plan – Roads;

Asset Management Plan – Pathways;

Asset Management Plan – Drainage;

Asset Management Plan – Reserves (Natural);

Asset Management Plan – Reserves (Developed);

Asset Management Plan – Buildings; and

Adopted City of Albany Long Term Financial Plan – For more detailed information on individual projects



Asset Management Plan Buildings

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	1/5/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0 EXECUTIVE SUMMARY	3
1.1 Overview.....	3
2.0 INTRODUCTION.....	3
2.1 <i>Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)</i>	3
Table 2.1.1 Assets covered by this plan.....	3
Table 2.1.2 Buildings by Category - Number.....	4
3.0 SERVICE LEVELS.....	4
3.1 <i>Desired Level of Service</i>	4
4.0 FUTURE DEMAND	7
4.1 <i>Demand Management Plan</i>	7
5. LIFECYCLE MANAGEMENT PLAN	7
5.1 <i>Asset capacity and performance</i>	7
5.2 <i>Asset Condition</i>	7
Table 5.2.1 - Asset Condition Profile (as at 1/12/2010).....	7
5.3 <i>Risk Management Plan</i>	8
Table 5.3.1. Critical risks and treatment plans	8
5.4 <i>Routine Maintenance Plan</i>	8
5.5 <i>Renewal/Replacement Plan</i>	8
Individual projects are identified in the LTFP.....	9
5.6 <i>Renewal Standards</i>	9
5.7 <i>Disposal Plan</i>	9
6. FINANCIAL SUMMARY	9
6.1 <i>Financial Summary</i>	9
6.2 <i>Financial projections</i>	9
Table 6.2.1 Renewal Expenditure and Demand	9
6.3 <i>Managing the Funding Gap</i>	10
REFERENCES	10
<i>Asset Management Plan – Overview</i>	10
<i>Adopted City of Albany Long Term Financial Plan</i>	10

1.0 EXECUTIVE SUMMARY

1.1 Overview

This Asset Management Plan (AMP) has been prepared from previous AMP and condition audits with data which is approximately two (2) years out of date. The building network is categorised into the following classifications:

- Municipal Buildings
- Albany Leisure & Aquatic Complex
- Depot (Works & Waste) Buildings
- Airport Buildings
- Heritage Buildings
- Leased Buildings
- Bush Fire Stations
- Public Conveniences
- Coastal Structures
- Minor Buildings & Structures (incl. Info Bays, Parks and Gardens & Misc. structures)

These assets vary from major complexes to minor information shelters and gazebos.

Overall building assets present the biggest renewal liability in the next 4 or 5 years and the renewal expenditure gap will be managed by:

- Undertaking a thorough condition audit which will result in improve information enabling better modelling on deterioration;
- Following this, undertaking a strategic review of all buildings to determine their usage requirements, level of service requirement and whether disposal is an option.

The confidence in the data used to prepare this plan is moderate.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)

The City of Albany has an extensive building network comprising of 244 structures.

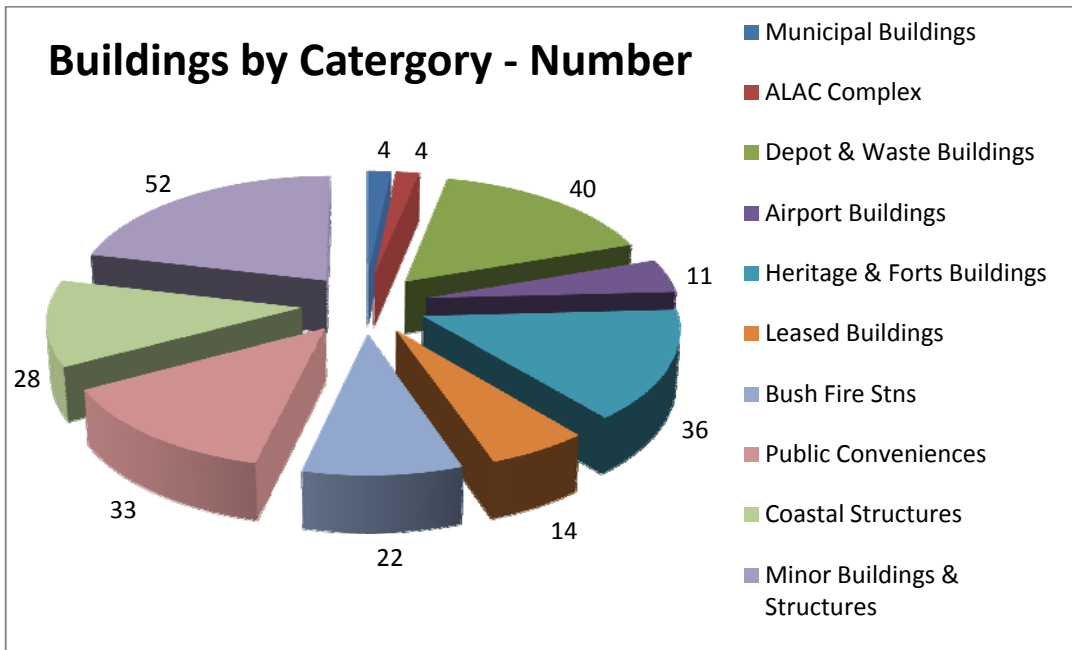
Table 2.1.1 Assets covered by this plan

Asset Category	No of buildings	Replacement value (1/12/2010)
Municipal Buildings	4	\$28,658,448
ALAC Complex	4	\$25,932,660
Depot & Waste Buildings	40	\$5,386,041
Airport Buildings	11	\$7,201,435
Heritage & Forts Buildings	36	\$21,865,462
Leased Buildings	14	\$15,388,126
Bush Fire Stns	22	\$2,417,200
Public Conveniences	33	\$3,289,030
Coastal Structures	28	\$6,295,200
Minor Buildings & Structures	52	\$4,583,150
TOTAL	244	\$111,016,752

Adoption Date:
Adoption Reference:
Review Date:
Maintained By: City Assets
Document Reference:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Table 2.1.2 Buildings by Category - Number



3.0 SERVICE LEVELS

3.1 Desired Level of Service

The desired level of service is driven by compliance with the Building Code of Australia and Australian Standards, accepted industry standards, and in line with the requirements of relevant City of Albany business units or lessees as the case may be.

The City of Albany is currently undertaking a detailed condition audit of all its buildings and structures. This will be followed by a strategic review of each building asset considering usage levels, maintenance costs and value to the organisation. The outcome will be a listing of buildings to be rationalised and future level of service requirements will be set against the criteria below.

The maintenance standards will provide five levels of service:

Service Levels	Levels	Description
*	1 = Dispose	No intervention
**	2 = Low	Low level of service
***	3 = Standard	Moderate level of service
****	4 = High	High level of service
*****	5 = Premium	Premium level of service

Adoption Date:
 Adoption Reference:
 Review Date:
 Maintained By: City Assets
 Document Reference:

102 North Road, Yakamia WA 6330
 PO Box 484, Albany WA 6331
 Tel: (+61 8) 9841 9333
 Fax: (+61 8) 9841 4099
 staff@albany.wa.gov.au
www.albany.wa.gov.au

Maintenance Standards Criteria

PREMIUM (5)

In such areas the requirement is to preserve the asset in 'as new' condition continuously and to correct unacceptable condition within a minimal timeframe (ie immediate reaction).

Performance Criteria:

Visual appearance: As new or highest quality reasonably achieved.

Function: All elements must function as intended at all times, with no or minimal down time during periods of intended use.

Legal: All legal responsibilities must be met.

Financial: Financial and economic criteria are not primary considerations in planning maintenance programs for buildings of this type. Maximum efficiency of maintenance and cleaning operations is required, to minimise expenditure in achieving the desired outcomes.

HIGH (4)

In such areas the requirement is to preserve the asset in good condition both visually and functionally, and to respond promptly in the event of failures.

Examples: Areas with public significance or commercial importance including reception areas and foyers of premises eg: Civic Centre, Administration Offices, and Library.

Performance Criteria:

Visual appearance: Minor signs or deterioration when viewed closely may be acceptable. No deterioration when viewed from normal distance. Some deterioration may be tolerated for short periods of time.

Function: All elements must function as intended during periods of intended use, with a low probability of failure.

Legal: All legal responsibilities must be met.

Financial: The primary aim in this category is to maximise the long term economic performance of the facility. Refurbishments, equipment replacements and maintenance planning should be above current standards to provide a high level of service and aesthetics.

STANDARD (3)

This standard is the 'default' standard, which should apply if no special conditions are present. It is aimed at preserving essential functionality, complying with statutory health, safety and environmental obligations, and rectifying faults before consequential damage incurs additional costs. In such cases the requirement is to preserve the operational capacity of the asset as much as possible.

Examples: This standard applies to most areas which are in use for public or community purposes and to which no special conditions apply eg: Sporting / Community Buildings.

Performance Criteria:

Visual appearance: In this case physical appearance is not the major consideration and some minor signs of deterioration when viewed from normal distance are acceptable.

- Function:** All required elements should function as intended during periods of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated.
- Legal:** All requirements with respect to health, safety and the environment must be met.
- Financial:** The primary aim in this category is to maximise the long term economic performance of the facility. Refurbishments, equipment replacements and maintenance planning should be in a strategic framework, and decision taken on a life cycle basis.

LOW (2)

This standard applies to assets that have a limited life or in use on an interim basis. Maintenance is aimed at minimising current operational costs whilst continuing to preserve essential functionality for operational purposes and complying with statutory obligations to the maximum extent possible. The standard is normally applied where the expected remaining life of the asset is than five years or where little use is expected.

Examples: This standard applies to facilities which are approaching the end of their life and for which vacation or disposal is planned, or areas that are rarely used.

Performance Criteria:

Visual appearance: Some signs of deterioration are acceptable.

Function: All elements required should function as intended during periods of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated.

Legal: All requirements with respect to health, safety and the environment must be met.

Financial: Limitation of short term maintenance costs is the primary objective.

DISPOSE (1)

This standard applies to assets that are not in current use, either being closed or relocated. Maintenance is aimed at maintaining safety and security, protecting against vandalism or other damage and limiting any cost penalties.

Examples: Facilities which are held vacant awaiting sale, demolition, or a decision about their future.

Performance Criteria:

Visual appearance: Not important.

Function: No requirement to retain any functional performance except to avoid degradation of asset value.

Legal: Only essential responsibilities with respect to safety and the environment must be met.

Financial: Limitation of maintenance costs is the primary objective.

4.0 FUTURE DEMAND

4.1 Demand Management Plan

The City will look to reduce the demand from Building assets by applying a strategic focus to those buildings which provide a significant renewal liability with a relatively small return.

5. LIFECYCLE MANAGEMENT PLAN

5.1 Asset capacity and performance

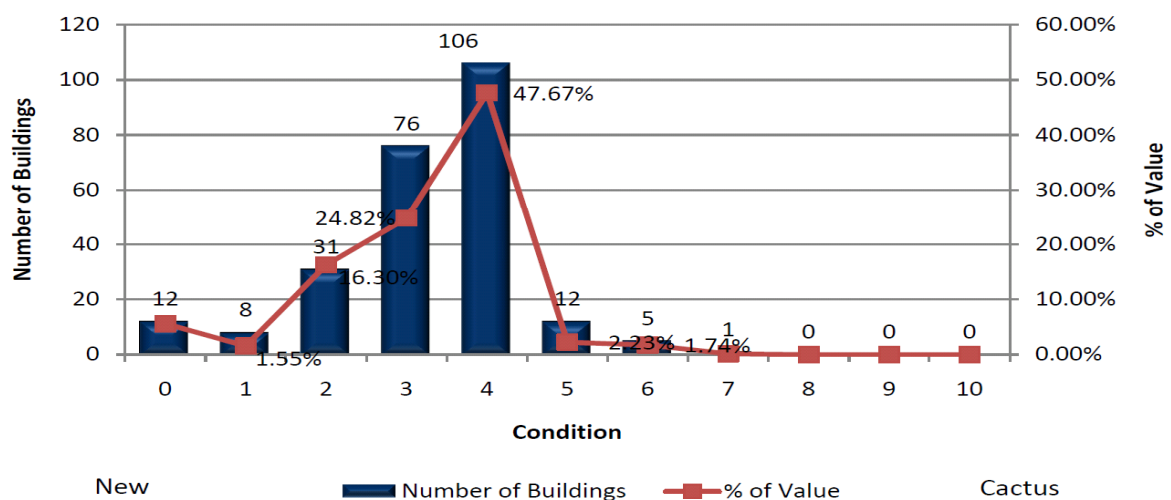
Current asset capacity is considered adequate. Asset performance in respect to deterioration would appear to be holding relatively steady which indicates there is a possibility that the deterioration models could be interrogated revealing that life expectancy of some structures is underestimated. This will become more evident as a result of the next review when more detailed data is available.

5.2 Asset Condition

The condition profile of Council's assets is shown below.

Table 5.2.1 - Asset Condition Profile (as at 1/12/2010)

Building Condition Profile - Long & Short Life Structures



5.3 Risk Management Plan

Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Buildings	Age, condition and insufficient maintenance over the years have increased the risk of injury to users	Medium	Planned replacement/ maintenance as per AMP's and service delivery
Buildings	Vandalism to buildings potentially causing damage to infrastructure, increasing maintenance costs	Medium	Use alternative building materials, install lighting and increase security patrols
Buildings	Non compliance with legislation.	Medium	Upgrades to comply with legislation
Buildings	Lack of notification of required maintenance by tenant causing City of Albany to be unaware of maintenance requirements	Medium	Communication with lease holders
Buildings (mainly Corporate Facilities)	Air-conditioning failure	Low	Replacement of plant, regular service and Inspections
Buildings	Roof leaks and internal flooding	Medium	Maintain roof. Regular maintenance and inspections. Programmed replacement plan

5.4 Routine Maintenance Plan

Preventative and cyclic maintenance planning will be reviewed once the detailed condition audit is complete. This information will feed into a new routine maintenance plan which will be kept in line with the LTFP which will be reviewed prior to the 2014/15 budget.

5.5 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.5.1. Individual projects or treatments are identified in the LTFP.

Table 5.5.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$732,200	\$201,800	-
2014/2015	\$680,000	\$75,000	\$75,000
2015/2016	\$512,000	-	\$100,000
2016/2017	\$512,000	-	\$100,000
2017/2018	\$414,000	-	\$60,000
2018/2019	\$614,000	-	\$440,000
2019/2020	\$716,000	-	\$250,000
2020/2021	\$816,000	-	\$410,000
2021/2022	\$818,000	-	\$470,000
2022/2023	\$918,000	-	\$480,000

Adoption Date:
Adoption Reference:
Review Date:
Maintained By: City Assets
Document Reference:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Individual projects are identified in the LTFP.

5.6 Renewal Standards

Renewal work is carried out in accordance with the following standards and specifications.

- Building Code of Australia and Australian Standards
- City of Albany, Lease / Tenancy Agreements – Buildings

5.7 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. The completion of the detailed condition audit will inform the strategic review of buildings and possible disposal options.

6. FINANCIAL SUMMARY

6.1 Financial Summary

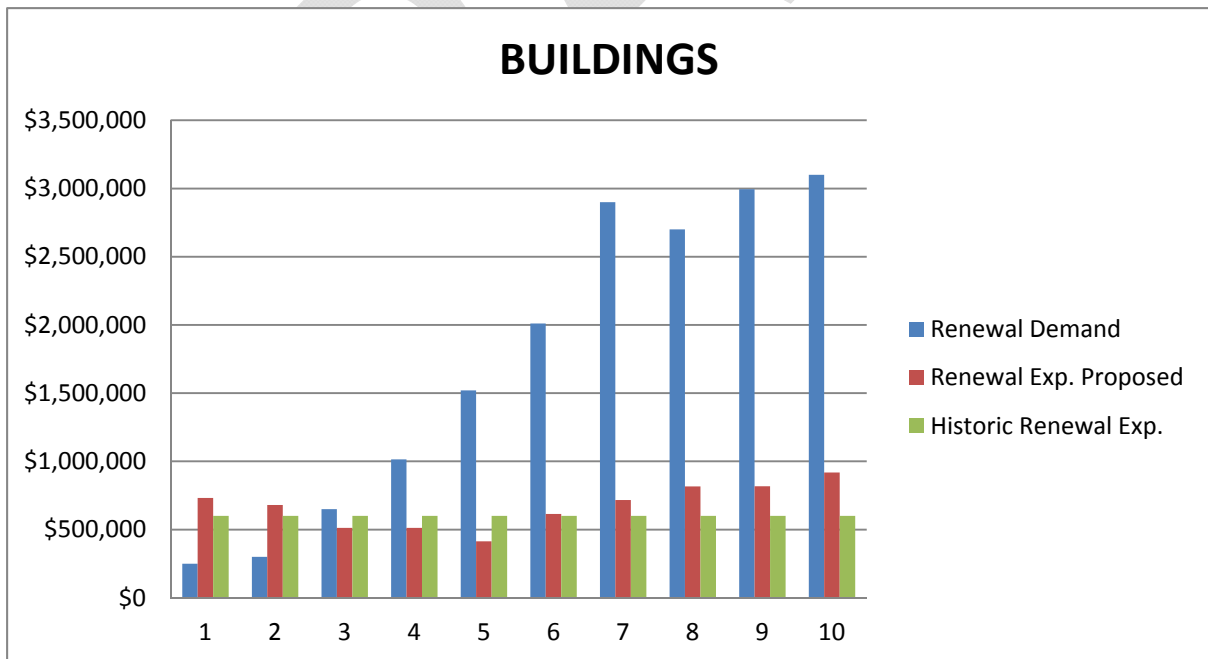
Current forecast expenditure against anticipated renewal expenditure requirements indicates that for this asset class, the financial position is not sustainable. It is important to understand the measures required to manage this in section 6.3.

6.2 Financial projections

The financial projections are shown in Table 5.5.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.2.1. Year 1 is the 2013/14 financial year.

Table 6.2.1 Renewal Expenditure and Demand



6.3 Managing the Funding Gap

As illustrated in Table 6.2.1, the City's proposed expenditure on buildings initially exceeds the renewal demand. However from year 4 to 10 a significant expenditure gap develops reaching \$2 million by the end of the 10 year forecast period.

The confidence level of the building asset data is moderate, however the City is looking at increasing the level of detail considered to ensure that renewal costs are true reflections. As previously mentioned, in order to improve the City's understanding of its asset base and renewal requirements for this asset class, a detailed condition audit has commenced and will be completed prior to the next asset management plan review. This will confirm whether assumptions made in the modelling are reasonable, and form the basis for decision making concerning rationalising these assets.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan – For more detailed information on individual projects

Adoption Date:
Adoption Reference:
Review Date:
Maintained By: City Assets
Document Reference:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au



Asset Management Plan Drainage

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	30/04/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	3
1.1	<i>Overview</i>	3
2.0	INTRODUCTION.....	3
2.1	<i>Knowledge of Existing Assets (Inventory and Condition of Assets)</i>	3
	<i>Table 2.1.2 Stormwater Pipes by Size</i>	3
3.0	SERVICE LEVELS	4
3.1	<i>Desired Level of Service</i>	4
4.0	FUTURE DEMAND	4
4.1	<i>Future Demand Management Plan</i>	4
4.2	<i>New Assets from Growth</i>	5
5.0	LIFECYCLE MANAGEMENT PLAN	5
5.1	<i>Lifecycle Management - Asset capacity and performance</i>	5
5.2	<i>Asset Condition</i>	5
5.3	<i>Risk Management Plan</i>	6
5.4	<i>Routine Maintenance Plan</i>	6
5.5	<i>Renewal/Replacement Plan</i>	6
5.6	<i>Renewal Standards</i>	8
6.0	FINANCIAL SUMMARY	8
6.1	<i>Financial Summary</i>	8
6.2	<i>Financial projections</i>	8
	<i>Table 6.2.1 Renewal Expenditure and Demand</i>	8
6.3	<i>Managing the Funding Gap</i>	8
	REFERENCES	8
	<i>Asset Management Plan - Overview</i>	8
	<i>Adopted City of Albany Long Term Financial Plan (LTFP)</i>	8

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City of Albany has a significant portfolio of stormwater drainage assets under its care and control. Large proportions of these assets have been in existence for many years and have originated from a combination of City of Albany construction and subdivisional development activity. As these assets have a lengthy useful life and a significant proportion are underground and complex to replace it is a difficult task to monitor the cost and timing of their renewal. Forecast expenditure against required renewal expenditure highlights the need for further data and more detailed analysis prior to the next review in order to ascertain whether the City can maintain this asset sustainably.

Although Bridges are included as an asset under this plan, being the responsibility of the City of Albany, they are managed separately through a partnership with Main Roads WA who maintain an asset register, conduct and record regular condition inspections, and initiate maintenance and renewal activities. Bridges are not considered in the financial modelling.

The confidence in the data used to prepare this plan is low at this time however ongoing data collection will see the confidence level increase to moderate by the next plan review.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Inventory and Condition of Assets)

Table 2.1.1 Assets covered by this plan

Asset Category	No/Length of Assets	Replacement value (1/06/2013)
Bridges	16	\$17,540,000
Stormwater Pipes	232km	\$41,448,250
Box Culverts	1.15km	\$1,549,822
Stormwater Pits & Headwalls	11,708	\$23,416,000
Rural Culverts	710	\$2,435,346
TOTAL		\$86,389,418

Table 2.1.2 Stormwater Pipes by Size

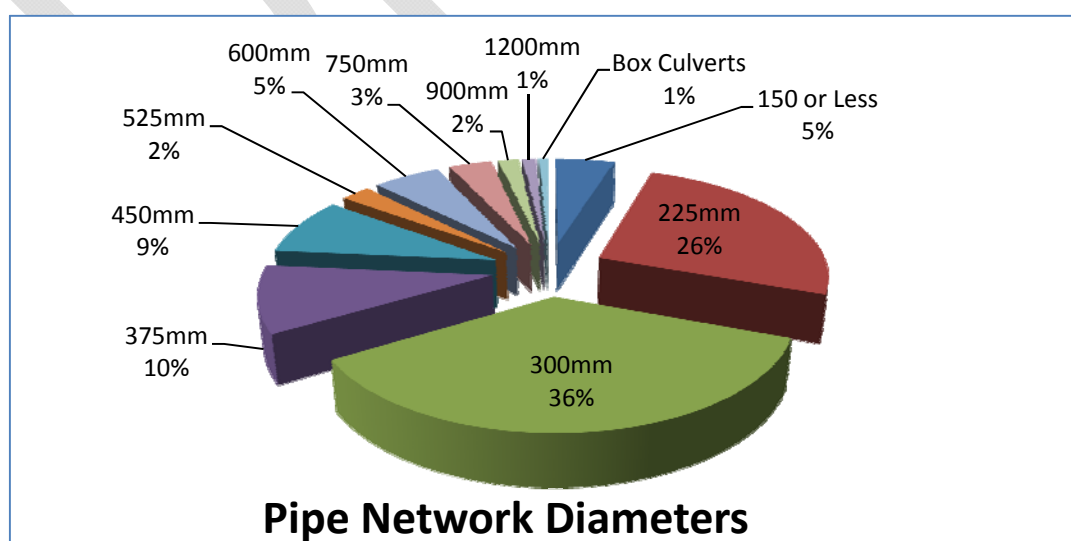


Table 2.1.3 Stormwater Pits by Category

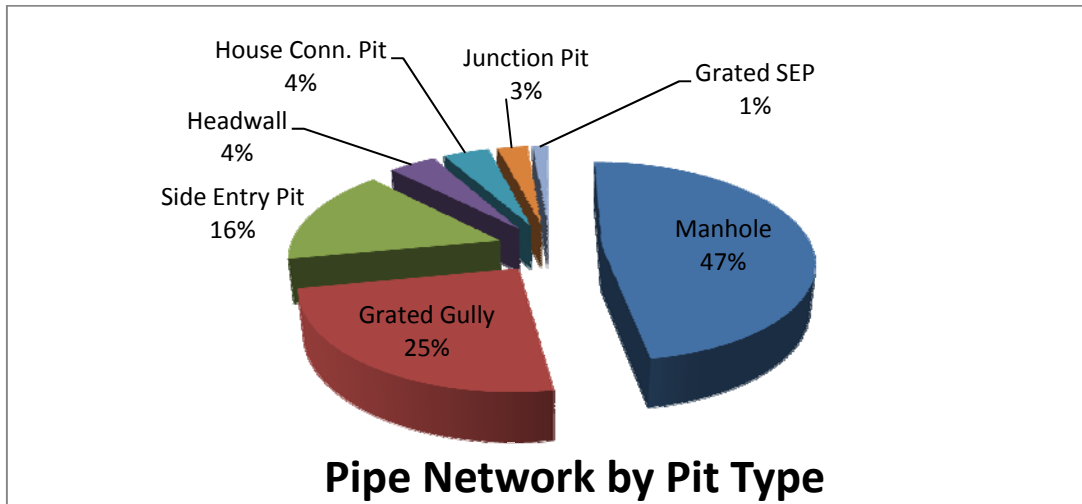
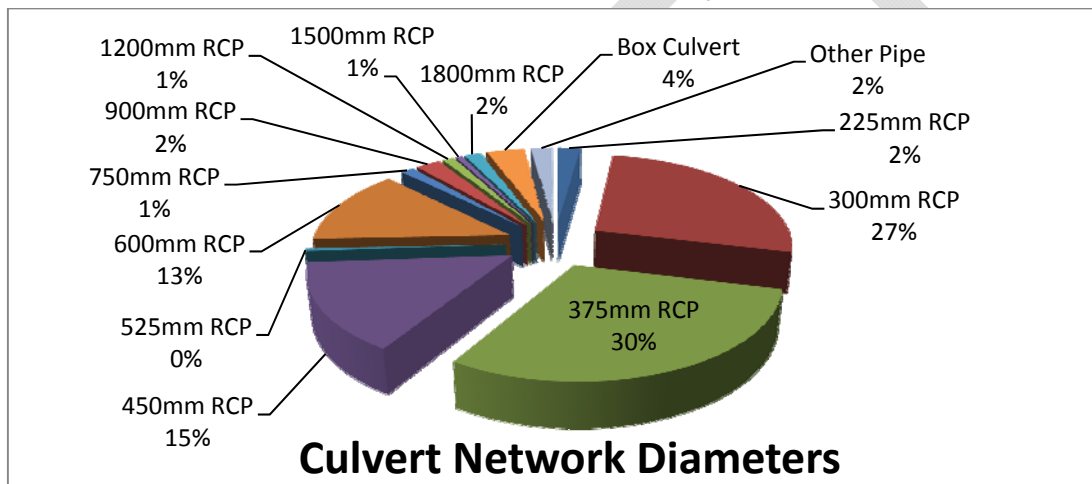


Table 2.1.4 Rural Culverts by Size



3.0 SERVICE LEVELS

3.1 *Desired Level of Service*

Services levels for drainage assets are dictated primarily by whether or not there is sufficient capacity. There are a number of isolated drainage issues throughout the municipality. These issues when identified are systematically and progressively resolved. However in most cases, this does not necessarily address ageing infrastructure which requires renewal. This will be a focus for future reviews.

4.0 FUTURE DEMAND

4.1 *Future Demand Management Plan*

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

Table 4.1.1 Demand Management Plan Summary

Service Activity	Demand Management Plan
Minimisation and mitigation of flooding	<p>Undertake catchment analysis and modelling to determine hydraulic requirements for drainage system.</p> <p>Inspect and evaluate the condition of old drainage system and compile replacement program.</p> <p>Provide new and/or upgrade existing infrastructure to increase capacity and carry increased stormwater runoff from infill development.</p> <p>Attenuate or reduce flows from infill development through enforcement of subdivision guidelines.</p>
Preserving & enhancing the environment	<p>Stormwater harvesting and treatment from chemicals, debris and organic matter.</p> <p>Public education and information on good storm water management practice (Water sensitive urban design principles).</p> <p>Designing soakage systems which discharge to the ground where practicable.</p>
Financial	<p>Developing long term financial management plans (LTFP) to ensure financial sustainability.</p>

4.2 New Assets from Growth

The new assets required to meet growth will be acquired from land developments and City of Albany construction. Acquiring these new assets will commit the City to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs need to be identified and considered in developing forecasts of operating and maintenance costs in future reviews of this Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

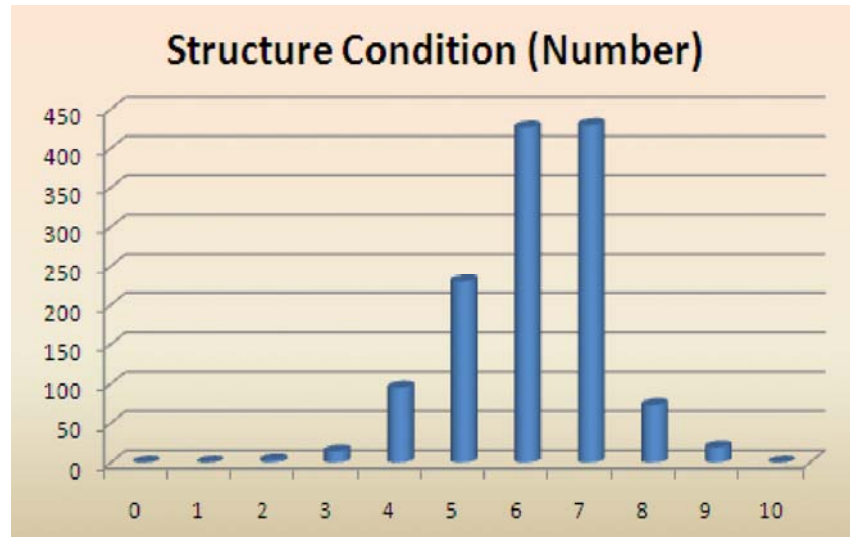
5.1 Lifecycle Management - Asset capacity and performance

City of Albany's services are generally provided to meet design standards where these are available.

5.2 Asset Condition

The condition profile of the City's drainage assets are not currently known across the whole network. A condition audit of the Oyster Harbour West Bank was completed in 2010 and the condition profile of that catchment is shown below.

Table 5.2.1 – Asset Condition Profile – Oyster Harbour West Bank



5.3 Risk Management Plan

Table 5.3.1 Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Open drains	Overgrown vegetation causes local flooding.	Medium	Proactive maintenance and prioritising Customer Service Requests
Headwalls	Soil erosion may cause an element to collapse causing injury.	Medium	Continue Customer Service request system, and maintenance, erosion protection and stabilisation
Stormwater Pipes	Subsiding trenches are likely to cause injuries and property damage.	High	Quality control of materials and workmanship during installation / repair and conformance with specifications
Stormwater Pits	Damaged /Misplaced lids and covers are a hazard for traffic and pedestrians.	High	Continue current practices with Customer Service Requests.
Rural Culverts	Silting and blockages cause local flooding.	High	Proactive maintenance.
Stormwater Drainage Design	Accuracy of catchment modelling.	High	Review current design practices.

5.4 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Current maintenance expenditure levels are considered to be adequate to meet required service levels. Upgrade/New expenditure levels are at present elevated in comparison to a long term network to resolve a backlog of stormwater network capacity failures.

Assessment and prioritisation of reactive maintenance is undertaken by City staff using experience and judgement.

5.5 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.5.1. Individual projects or treatments are identified in the LTFP.

Table 5.5.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$718,500	\$722,000	\$200,000
2014/2015	\$400,000	\$100,000	\$530,000
2015/2016	\$423,000	\$639,000	\$1,119,000
2016/2017	\$495,000	\$540,000	\$490,000
2017/2018	\$525,000	-	\$1,200,000
2018/2019	\$625,000	\$530,000	\$530,000
2019/2020	\$825,000	\$400,000	\$400,000
2020/2021	\$1,175,000	-	\$650,000
2021/2022	\$1,225,000	-	\$700,000
2022/2023	\$1,225,000	-	\$700,000

DRAFT

5.6 **Renewal Standards**

Renewal work is carried out in accordance with the following standards and specifications.

- Stormwater Management Manual for Western Australia – Department of Water
- AS/NZS 3500.3.2003 Plumbing and Drainage Part 3: Stormwater Drainage
- Australian Rainfall and Runoff – 4th Edition

6.0 **FINANCIAL SUMMARY**

6.1 **Financial Summary**

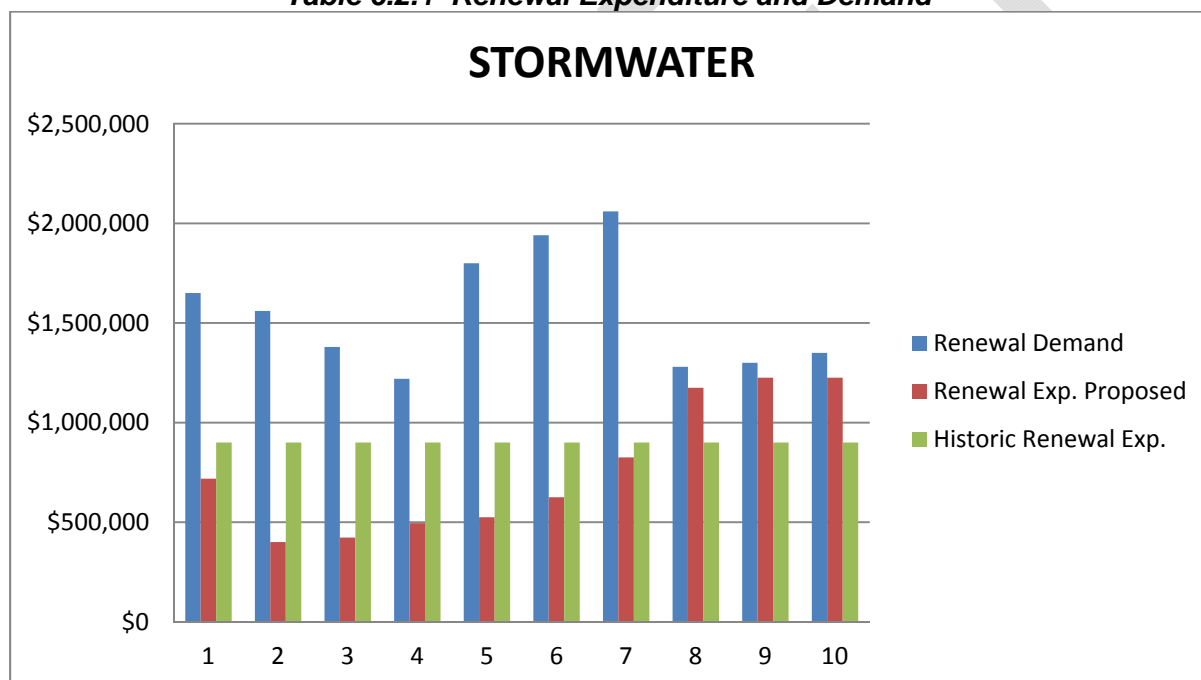
Current forecast expenditure against anticipated renewal expenditure requirements indicates that for this asset class, that the financial position is not sustainable however the City must be mindful of the relatively low confidence in the data. It is important to understand the measures required to manage this in section 6.3.

6.2 **Financial projections**

The financial projections are shown in Table 5.5.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.2.1. Year 1 is the 2013/14 financial year.

Table 6.2.1 Renewal Expenditure and Demand



6.3 **Managing the Funding Gap**

As demonstrated in Table 6.2.1, there is a significant gap between renewal demand and proposed renewal expenditure. This is based on current data, which has a relatively poor confidence level, so this gap is unlikely to be an accurate representation.

In order to improve the City's knowledge of its stormwater network data collection will be ongoing in order to improve the accuracy of forecasts contained in subsequent reviews of this plan.

REFERENCES

Asset Management Plan - Overview

Adopted City of Albany Long Term Financial Plan (LTFP) - For more detailed information on individual projects



Asset Management Plan Pathways

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	1/5/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	4
1.1	Overview	4
2.0	INTRODUCTION	4
2.1	Pathway Construction Types.....	4
	Table 2.1.1 Pathway Construction Types covered by this Plan.....	4
3.0	SERVICE LEVELS.....	5
3.1	Management Classifications and Hierarchy.....	5
	Table 3.1.1 Pathway Hierarchy.....	5
	Table 3.1.2 Key Management Principles	5
	Table 3.1.3 Design Assumptions	6
3.2	Pathway Criteria.....	6
	Table 3.2.1 New Path Criteria.....	6
	Table 3.2.2 Existing Path Criteria	7
4.0	FUTURE DEMAND.....	7
4.1	Demand Management Plan	7
5.0	LIFECYCLE MANAGEMENT PLAN	7
5.1	Lifecycle Management - Physical parameters	7
	Table 5.1.1. Asset Age Profile	7
5.2	Asset capacity and performance.....	8
5.3	Risk Management Plan	8
	Table 5.3.1. Critical risks and treatment plans.....	8
5.4	Asset condition.....	8
	Table 5.4.1 Asset Condition Profile (as at 1/06/2013)	8
5.5	Asset valuations	9
5.6	Routine Maintenance Plan.....	9
5.7	Renewal/Replacement Plan	9
	Table 5.7.1 Planned Capital Expenditure	9
5.8	Renewal Standards	9

6.0 FINANCIAL SUMMARY 9

6.1 Financial projections 9

 Table 6.1.1 Renewal Expenditure and Demand 10

6.2 Managing the Funding Gap 10

REFERENCES..... 10

 Asset Management Plan – Overview 10

 Adopted City of Albany Long Term Financial Plan 10

DRAFT

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City of Albany provides an extensive network of pathways throughout the municipality. This Asset Management Plan – Pathways has been compiled to ensure the maintenance, renewal and creation of new pathway activities are undertaken in a systematic way that reflects community needs.

The pathway network has been defined into the following classifications;

- **Path** A constructed corridor for pedestrian traffic only;
- **Shared Path** A constructed corridor that combines pedestrian traffic with other forms of transport such as bicycles, gophers and wheel chairs.
- **Cycle Lane** A constructed corridor predominately for bicycle usage (managed as part of the road network)
- **Trail** A marked informal corridor set in a natural environment for recreational purposes (managed as part of the reserves management plan)
- **Boardwalk** A raised platform corridor constructed due to steep topography, wet or environmental conditions.

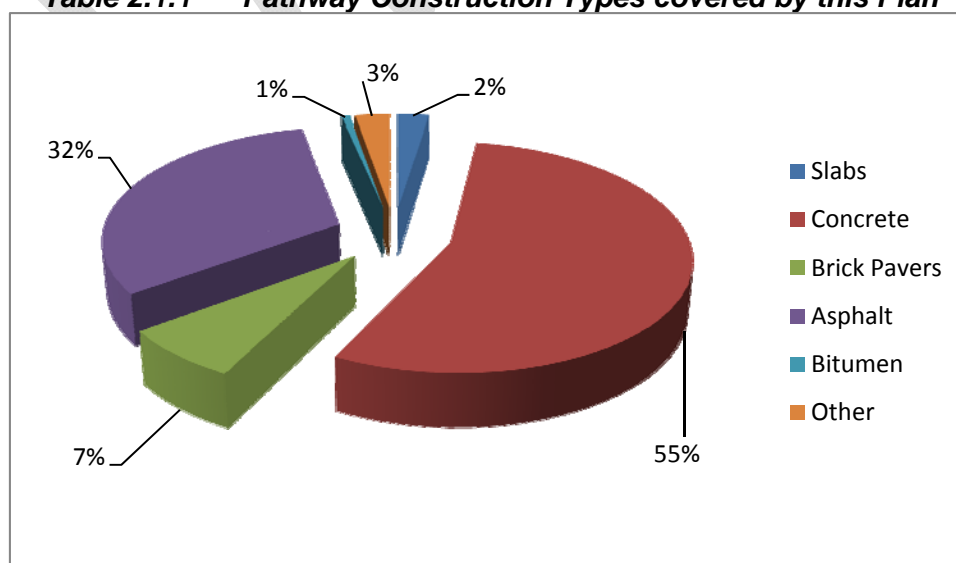
With the confidence in the data used to produce this plan being moderate to high, the City can consider itself in a relatively sustainable financial position in respect to the management of this asset class. The modelling does not suggest any over servicing which suggests the City must ensure financial allocations to this asset class are maintained in order to sustain the current level of service.

2.0 INTRODUCTION

2.1 Pathway Construction Types

This Asset Management Plan covers the following infrastructure assets:

Table 2.1.1 Pathway Construction Types covered by this Plan



3.0 SERVICE LEVELS

3.1 Management Classifications and Hierarchy

The following proposed path hierarchy and associated priority criteria have been developed to meet the current and future needs of the City of Albany. The “Pathway Hierarchy” consists of four levels as follows;

Table 3.1.1 Pathway Hierarchy

No	Classification	Description
1	Regional Distributor	A combined commuter & recreational shared path along linear areas of public open space, as a creek river, lake & coastal foreshore, or along / adjacent to the alignment of major roads, linking two or more localities / communities serving significant trip generators. Ideal path width in this location would be 2.5 to 3 metres; paths with an incline of greater than 1 in 11 (Austroads part 13 or 14) shall be constructed 3 metres wide. This will allow commuters to remain on their bicycles by weaving from side to side compensating for the steep grade of the path.
2	Principal Distributor	A shared commuter path along or adjacent to the alignment of major roads, often linking two or more localities, and/or serving major trip generators. Path width in this location should be 2.0 to 2.5 metres.
3	Local Distributor	A shared commuter path serving most users with-in the locality and connecting them from their residence and/or Local Access Path to their local destination, Distributor, Principle or Regional Paths. Path widths in this location are to be 2 metres.
4	Local Access Path	A footpath or shared path, within their locality, providing residents direct connection to their residence and/or local destination, Distributor, Principle & Regional Paths. Path widths in this location are to be no less than 1.5 metres.

Table 3.1.2 Key Management Principles

No.	Key Principle
1.	Roads within 400 metres of a school, neighbourhood centre or aged care facility requiring a path, excluding cul-de-sacs and roads with access to a path within 150 metres commuting distance.
2.	Roads with less than 150 metres to be traversed to access a pathway and / or less than 100 vpd (vehicles per day) considered a shared roadway.
3.	Roads with 100 to 300 vpd and greater than 150 metres to transverse to access a pathway considered but not necessarily provided a planned path.
4.	Roads with between 300 to 1000 vpd considered for planned provision of at least a 1.5m wide footpath.
5.	Roads with more than 1000 vpd considered but not necessarily provided for a planned shared path on one side of the roadway.
6.	All foreshore reserves, waterway reserves and greenways will be considered as alternative routes to busy roads if practical.
7.	All planned paths will be considered for their connection and direct route to end of trip generators. End of trip generators include, but are not limited to, Schools, Shopping Centres, Parks, Sports Grounds and Town Centres.

Table 3.1.3 Design Assumptions

No.	Assumption
1.	Every road reserve used for transport purposes requires pedestrian access.
2.	All roads can be traversed by bike, but all are not desirable to share with all other modes of traffic.
3.	Shared paths and footpaths may be deliberately rerouted off busy roads to quiet areas and integrated into parks, reserves and greenways.
4.	A grassed verge is not considered a path, yet should be walkable ie: a 1.5m minimum width smooth continuous corridor. Nor is a dirt track considered a path, even though it is often the best indicator of where a path should be.
5.	Aligns with the DPI liveable Neighbourhoods, State Government alternative transport aims and objectives such as their Strategy "Bike Ahead", Main Roads WA policy for Cycling Infrastructure and Part 13 & 14 of Austroads.

3.2 Pathway Criteria

The City have applied the following priority criteria for existing and planned new pathways throughout the municipality. Existing pathways have separate criteria that consider risk and intervention maintenance or renewal.

Table 3.2.1 New Path Criteria

New Pathways			
No	Criteria	%	Rationale
1	Strategic Significance		
	Intercommunity Access	10	Relationship between neighbourhoods.
	Community Activity	10	Relationship to facilities such as neighbourhood centres
	Safe Route to School	10	Connection to schools with focus on separation from traffic and child safety
	Demographics of users	10	Range of age groups impacting on lifestyle and universal access.
	Recreation Activity Potential	10	Linked to the promotion of passive recreation
	Gap to complete route	20	Where strategic infill in the network is required.
2.	Pathway Characteristics		
	Path classification and hierarchy	10	Priority ranking based on the hierarchy.
	Potential traffic	10	Location of path and destination generators such as schools and shopping centres.
	Hazard Risk and Safety	10	Survey results indicating safety of traverse.

Table 3.2.2 Existing Path Criteria

Existing Pathways			
No	Criteria	%	Rationale
1	Strategic Significance		
	Safe Route to School	5	Connection to schools with focus on separation from traffic and child safety
	Demographics of users	10	Range of age groups impacting on lifestyle and universal access.
	Recreation Activity Potential	5	Linked to the promotion of passive recreation
2.	Pathway Characteristics		
	Path Condition	40	Priority ranking based on the hierarchy.
	Hazard Risk and Safety	40	Survey results indicating safety of traverse.

4.0 FUTURE DEMAND

4.1 Demand Management Plan

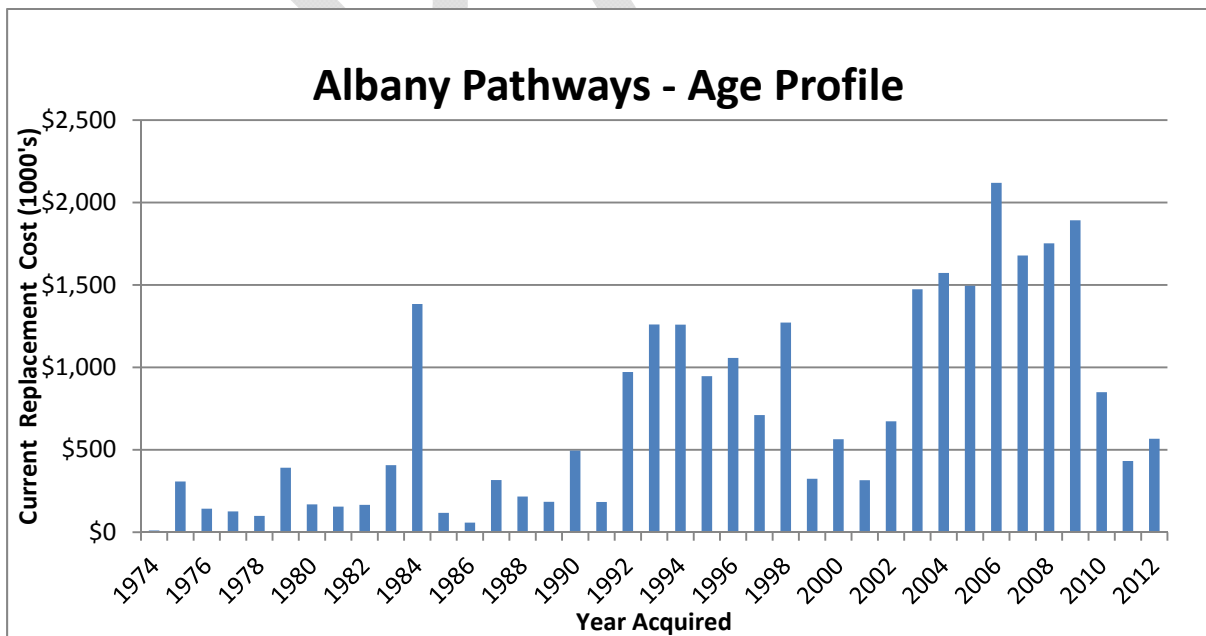
Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Lifecycle Management - Physical parameters

The age profile of the City’s assets is shown below.

Table 5.1.1. Asset Age Profile



5.2 Asset capacity and performance

The City's services are generally provided to meet design standards. As can be seen in table 5.1.1, the age profile of the pathway asset network is relatively young and therefore the performance of the network in terms of deterioration is relatively good. More detailed modelling will be required beyond the 10 year forecast to determine possible impacts. This will occur over the next review period.

5.3 Risk Management Plan

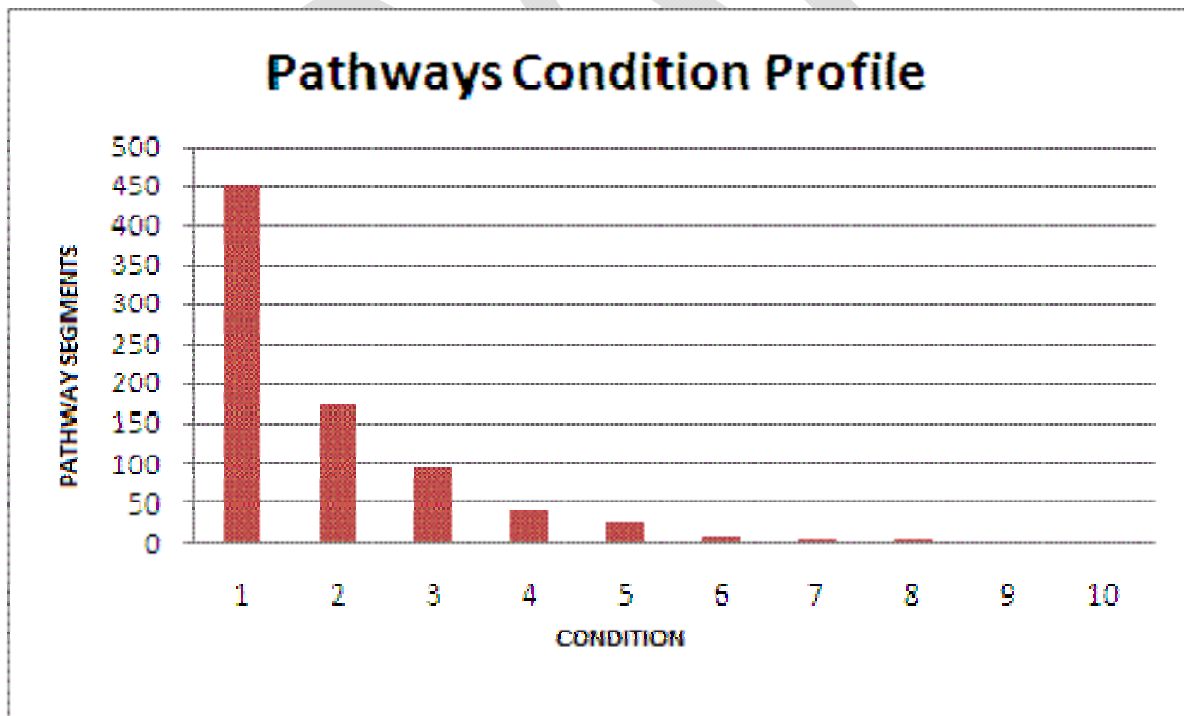
Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Concrete Slab Pathway	Cracking, Displacement	High	Routine inspection and maintenance, Scheduled Upgrades to in-situ Concrete
In-situ Concrete Pathway	Cracking, Displacement	High	Routine inspection and maintenance
Asphalt Pathway	Cracking, Potholes	High	Routine inspection and maintenance
Brick paved pathway	Displacement	High	Routine inspection and maintenance

5.4 Asset condition

The condition profile of Council's assets is shown below.

Table 5.4.1 Asset Condition Profile (as at 1/06/2013)



5.5 Asset valuations

The value of assets covered by this asset management plan is;

- Current Replacement Cost \$ 33,386,507 (as at 1/06/2013)

5.6 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Assessment and prioritisation of reactive maintenance is undertaken by City staff using experience and judgement.

5.7 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.7.1. Individual projects or treatments are identified in the LTFP.

Table 5.7.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$269,220	\$531,480	\$584,400
2014/2015	\$346,640	\$427,760	\$374,800
2015/2016	\$478,560	\$323,040	-
2016/2017	\$430,700	\$89,600	\$53,700
2017/2018	\$486,420	\$332,780	\$236,000
2018/2019	\$568,240	\$287,160	\$323,400
2019/2020	\$700,000	\$100,000	\$440,000
2020/2021	\$700,000	\$200,000	\$100,000
2021/2022	\$700,000	\$200,000	\$100,000
2022/2023	\$700,000	\$200,000	\$100,000

5.8 Renewal Standards

Renewal work is carried out in accordance with the following Standards and Specifications.

- Austroads Guide to Road Design Part 6A – Pedestrian and Cyclist Paths.

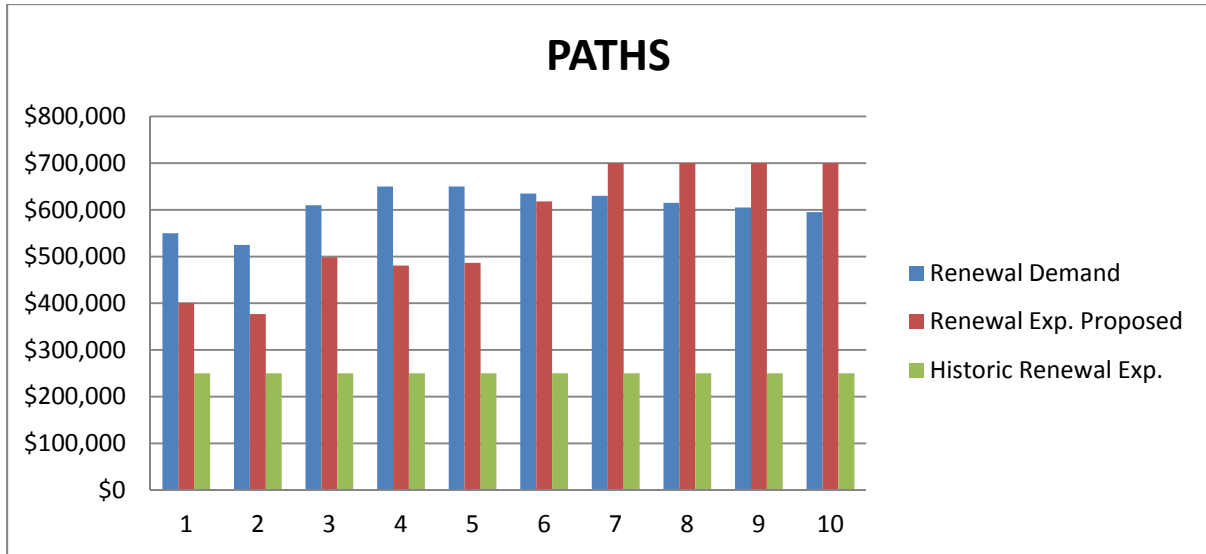
6.0 FINANCIAL SUMMARY

6.1 Financial projections

The financial projections are shown in Table 5.6.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.1.1. Year 1 is the 2013/14 financial year.

Table 6.1.1 Renewal Expenditure and Demand



Funding for maintenance renewal and creation of pathways infrastructure is principally provided by the City of Albany capital works programme. Supplementary funding is sourced through the Department Planning and Infrastructure Regional Bicycle Network (RBN) Local Government Grants Programme via individual project grants.

There are other intermittent funding opportunities through groups such as Lotterywest, Department of Sport and Recreation and 'Be Active' initiatives. These are considered one-off projects and subject to evaluation.

6.2 Managing the Funding Gap

As indicated in Table 6.1.1, the expenditure gap between renewal demand and proposed renewal expenditure reduces over time. This is based on data which provides a moderate to high confidence level (data collected in 2007/2008).

In order to improve the City's knowledge of its pathways network, and the renewal requirements, detailed survey and condition assessment will be undertaken on an ongoing basis.

The City's forecast expenditure for this asset class is considered adequate for the asset level of service to be sustained.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan – For more detailed information on individual projects



Asset Management Plan Reserves (Developed)

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	15/04/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Version:
Maintained By: City Assets:
Document Ref:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Table of Contents

1.0	EXECUTIVE SUMMARY	4
1.1	Overview	4
Table 1.1.1	Classifications and Description	4
2.0	INTRODUCTION	4
2.1	Knowledge of Existing Assets (Inventory and Condition of Assets).....	4
Table 2.1.1	Asset Valuations	5
3.0	SERVICE LEVELS.....	5
3.1	Key Management Principles	5
Table 3.1.1	Key Management Principles	5
3.2	Design Assumptions	6
Table 3.2.1	Design Assumptions	6
3.3	Priority Criteria	6
3.4	Hierarchy Developed Reserves	6
3.5	Developed Reserves Criteria	9
Table 3.5.1	Criteria Breakdown and Scoring Method	9
3.6	Current Levels of Service.....	9
3.7	Desired Levels of Service	9
4.0	FUTURE DEMAND.....	9
4.1	Demand Management Plan	9
5.0	LIFECYCLE MANAGEMENT PLAN.....	10
5.1	Asset capacity and performance.....	10
5.2	Asset Valuations	10
5.3	Risk Management Plan.....	10
5.4	Routine Maintenance Plan.....	10
5.5	Renewal/Replacement Plan.....	10
Table 5.4.1	Planned Capital Expenditure	11
6.0	FINANCIAL SUMMARY	11
6.1	Financial projections	11

Version:
Maintained By: City Assets:
Document Ref:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Table 6.1.1 Renewal Expenditure and Demand 11

6.2 Managing the Funding Gap 12

REFERENCES..... 12

Asset Management Plan - Overview..... 12

Adopted City of Albany Long Term Financial Plan 12

DRAFT

Version:
Maintained By: City Assets:
Document Ref:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City of Albany provides an extensive range of developed reserves throughout the municipality. This Asset Management Plan – Reserves (Developed) has been compiled to ensure the maintenance, renewal and creation of new reserves are undertaken in a systematic way that reflects community needs.

Traditionally known as parks and gardens, these assets have been defined into the following classifications;

Table 1.1.1 Classifications and Description

No	Classification	Description
1.	Regional facility	Regional facilities are provided for local and regional visitors, this class of parks is usually associated with another attraction to the area such as a lake, beach or a major regional facility such as Middleton Beach or the North Road Sporting Precinct.
2.	District Reserve	"These parks are to be a minimum 2.5ha to a maximum 7ha in area. They service approximately an area of between 600 metres and 1kilometre for approximately 1500 dwellings."
3.	Neighbourhood Reserve	"Services the local community of approximately 600 to 800 houses, within 400 metres and approximately 5000m ² in area."
4.	Local Reserve	"Services a local community and is located within 300 metres of all dwellings, park is approximately 3000m ² in area."
5.	Garden	A landscaped space designed and maintained for the display of various plants either native or exotic. A passive area utilized for relaxation and the enjoyment of the outdoors.
6.	Street Landscaping	A landscaped area within the road network designed to soften the harsh environment typically associated with roads This includes Verge treatments, median strips and roundabouts.

The confidence in the data used to prepare this Plan is low to moderate. Therefore the accuracy of the financial modelling is potentially unreliable. However, it should be noted that the preliminary modelling is based on reasonable assumptions and the City should be mindful that planned expenditure is likely to be inadequate for sustained levels of service.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Inventory and Condition of Assets)

The value of assets as at March 2013 covered by this Asset Management Plan is summarised below. As there are a number of asset types, they have been summarised into classes. The class of asset has been determined against functionality with the life and condition of the asset being averaged. The value has been calculated against individual reserve items which are reviewed annually.

Version:
Maintained By: City Assets:
Document Ref:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Table 2.1.1 Asset Valuations

Class	Life	Condition	Value (1/03/2013)	Depreciated value
Access	15	6	\$955,690	\$63,712
Concrete	50	3	\$1,287,810	\$25,756
Electrical	25	4	\$400,500	\$16,020
Fencing	25	3	\$472,010	\$18,880
Retaining Wall	60	8	\$4,581,503	\$76,358
Furniture	15	3	\$375,600	\$25,040
Play Equipment	12	5	\$1,079,650	\$89,970
Reticulation	20	4	\$1,398,272	\$69,913
Soft fall	10	4	\$514,700	\$51,470
Signage	10	6	\$75,375	\$7,537
Trails	10	4	\$132,163	\$13,216
Totals			\$11,371,273	\$464,409

3.0 SERVICE LEVELS

3.1 Key Management Principles

This Asset Management Plan – Reserves (Developed) currently involves applying the need for passive and active spaces as set out in Liveable neighbourhood's (Element 4) and the City of Albany's Subdivision and Development Guidelines.

Table 3.1.1 Key Management Principles

No.	Key Principles
1.	Identify areas where public parks and playgrounds are lacking.
2.	Aim to provide a neighbourhood park for each neighbourhood A neighbourhood structure as defined by liveable neighbourhoods, "a neighbourhood is contained within a 5 minute walk to the neighbourhood centre, typically 400m from the perimeter and containing 22 dwellings per site hectare."
3.	Identify Parks and Gardens requiring upgrades to a world class standard.
4.	Identify areas that are oversubscribed for asset disposal or reclassification.
5.	Partnership with community groups
6.	Identification of individual POS requirements.

3.2 Design Assumptions

Table 3.2.1 Design Assumptions

No	Assumptions
1.	Every local park requires an active play area to cater for children up to 12 years of age. A passive area for parents to relax while children play and a small portion of bushland to provide shade and shelter.
2.	Neighbourhood park designs should contain all the aspects of a Local Park with added infrastructure to accommodate teenage development and activities such as a half court or a skate park.
3.	District Park designs may contain some or all of the aspects of a neighbourhood park with addition of toilets, picnic and BBQ facilities.
4	Regional parks are general associated with major sporting or tourist precincts such as Albany Sporting Complex and ANZAC Peace Park.
5.	Gardens contained within the road reserve shall be designed for the ease of maintenance, use of water wise or drought tolerant species and maintain adequate sight lines for the motorist.
6.	Gardens contained within Public Open Space in a commercial environment shall be designed as a passive area with visual aesthetics, shaded areas and the use of public art.

3.3 Priority Criteria

The City will follow where possible the procedures set out in Liveable Neighbourhoods Element 4 and The City of Albany's Subdivision and Development Guidelines part 14 Public open space.

The following proposed reserves hierarchy and associated priority criteria have been developed in line with Liveable Neighbourhoods to meet the current and future needs of the City of Albany.

3.4 Hierarchy Developed Reserves

The City's developed reserves need to be classified to distinguish different uses and standards of infrastructure with classifications determined by hierarchy and function.

Standards for reserves;

- Landscape designs to include native drought tolerant flora endemic to the area.
- Where drainage sumps are incorporated in the design the quality and use of local water sources to be considered for reticulation.

Local Reserves

Serves a local community and is located within 300 metres of all dwellings, the reserve is approximately 3000m² in area.

Minimum infrastructure requirements are.

- Connectivity to a footpath.
- Park bench.
- A junior and senior swing combination.
- Small playground, or an interactive discovery area.
- Landscape and gardens to enable good passive supervision.
- Sand or pine bark soft fall with either a CCA sleeper barrier or concrete kerbing.

Version:
Maintained By: City Assets:
Document Ref:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Neighbourhood Reserves

Services the local community of approximately 600 to 800 houses, within 400 metres and are approximately 5000m² in area.

Minimum infrastructure requirements are:

- Connectivity to a footpath or shared path.
- Park bench.
- A junior and senior swing set.
- Medium playground or interactive art and play equipment.
- Picnic table.
- Active area for ball activities or wheeled sports.
- Rubbish bin.
- Landscape and gardens to enable good passive supervision.
- Reticulated active grassed areas within the park.
- Reconstituted rubber soft fall.

Additional infrastructure may include:

- Gazebos.
- ½ court for basketball and netball.
- Cricket pitch (practice net).
- Disabled facilities.
- Skate board track.

District Reserves

A reserve designed for neighbourhood interaction encouraging sporting and social events.

These reserves are to be a minimum 2.5ha to a maximum 7ha in area and are accessible to the community from between 600 metres and 1 kilometre.

District Reserves notionally serve 3 neighbourhoods (Livable Neighbourhood Element 4 R17) it is proposed that they serve 4 neighborhoods as in model 3.8.1 of Element 4 R17.

Having a district reserve serve four (4) neighbourhoods will not lessen the level of service provided within these reserves, it will however reduce the City's number of reserves and therefore reducing the maintenance effort and cost associated with extra reserves. This will enable the City to provide a higher level of service in existing and future reserves.

Minimum infrastructure requirements:

- Connectivity to a shared path network;
- Internal path network;
- Park benches;
- Large playground or interactive art and play equipment;
- Active area for ball activities or wheeled sports;
- Gazebos;
- Picnic tables;
- Rubbish bins;
- Landscape and gardens to enable good passive supervision and adequate shade;
- Reconstituted rubber soft fall;
- BBQ facilities, and
- Public toilets with disabled access.

Version:
Maintained By: City Assets:
Document Ref:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Additional infrastructure may include:

- Cold shower facilities when associated with a beach, and
- Multipurpose sports ground.

District reserves may also function as a picnic area with no active play areas provided; examples for this type of reserve would be Lower King Bridge or Vancouver ponds.

Regional Facility

Large reserves that have significant active area for informal and formal sports, high leisure, social and tourism function. Examples of this type of reserve would be Middleton Beach, North Road Sporting Precinct and ANZAC Peace Park.

Garden

A landscaped space designed and maintained for the display of various plants either native or exotic. A passive area utilized for relaxation and the enjoyment of the outdoors. A garden may include:

- Maintained gardens;
- Lawn area;
- Seats;
- Fountains;
- Arbours;
- Internal paths, and
- Public art.

Street Landscaping

Street landscaping includes those areas within a constructed road which is landscaped; they include median strips, verges and roundabouts. Street landscaping is an area within the road network designed to soften the harsh environment typically associated with roads. Plants and the design of median and verge spaces shall be constructed and maintained with urban sensitive water principles. Where existing median and verge gardens exist upon upgrade of these areas water sensitive urban design (WSUD) principles shall be considered.

All gardens within the road environment shall maintain good sight clearances for motorist.

These areas may include:

- Public Art.
- Low growing ground covers, sedges and shrubs.
- Rain harvesting basins.
- Specimen trees with a clear trunk to maintain sight lines.

3.5 Developed Reserves Criteria

Table 3.5.1 Criteria Breakdown and Scoring Method

Developed Reserves Priority Criteria			
No	Criteria	%	Rationale
1.	Strategic Significance		
	Social Activity	10	Relationship between neighbourhoods. Encouraging community activities.
	Safety	10	Focus on passive supervision from neighbouring properties and street view.
	Demographics of Users	10	Range of age groups impacting on lifestyle and universal access.
	Economic Benefit	10	Reserve has the potential to attract tourists and or regional sporting pursuits.
	Environmental	10	Reserve offers an area for the preservation of natural or unique flora.
	Gap to complete service	20	Where strategic infill in the network is required.
2.	Reserve Characteristics		
	Classification and hierarchy	10	Priority ranking based on the hierarchy.
	Potential use	10	Location of reserve and facilities provided.
	Hazard Risk and Safety	10	Survey results indicating safety of infrastructure.

3.6 Current Levels of Service

All developed reserves are maintained to a level which is determined by location and function. The City responds to customer service requests within 10 working days including evaluation and rectification works if required.

The service level is prioritized by park location and the amount of use it receives. Gardening and mowing schedules range from weekly to monthly. The maintenance of gazebos, toilets and boardwalks is carried out as required.

3.7 Desired Levels of Service

A better understanding of the level of service expectations of the community obtained through consultation will be included in the next review of this plan.

4.0 FUTURE DEMAND

4.1 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Asset capacity and performance

The lifecycle management plan is to be reviewed over the next 12 months once a full safety and infrastructure audit has been carried out.

5.2 Asset Valuations

The values of assets covered by this Asset Management Plan are;

Developed Reserves Infrastructure

Current Replacement Cost	\$11,273,273
Annual Depreciation Expense	\$457,875

5.3 Risk Management Plan

Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Playground Equipment	Failure of playground equipment leads to injury	H	2-yearly safety audit of all playground equipment
Retaining Walls	Failure of Retaining wall leads to erosion and fall hazards	H	Arrange inspection programme of existing retaining wall structures
Graffiti	Offensive graffiti displayed on Council Assets	L	Graffiti reporting system, removal prioritised by location and or visibility
Furniture	Failure of park furniture, e.g. benches, causing injury	M	Preventative maintenance scheduling, regular condition audits to track deterioration
Furniture	BBQ malfunction	H	Preventative maintenance scheduling, prioritisation of maintenance requests based on risk

5.4 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Assessment and prioritisation of reactive maintenance is undertaken by City staff using experience and judgement.

5.5 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.5.1. Individual projects or treatments are identified in the LTFP.

Table 5.4.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$167,430	\$371,170	\$215,000
2014/2015	\$90,000	\$72,000	\$99,463
2015/2016	\$143,480	\$198,120	\$60,000
2016/2017	\$60,500	\$374,500	-
2017/2018	\$103,000	\$246,000	\$96,000
2018/2019	\$280,000	-	\$180,000
2019/2020	\$280,000	-	\$100,000
2020/2021	\$280,000	-	\$100,000
2021/2022	\$280,000	-	\$100,000
2022/2023	\$280,000	-	\$100,000

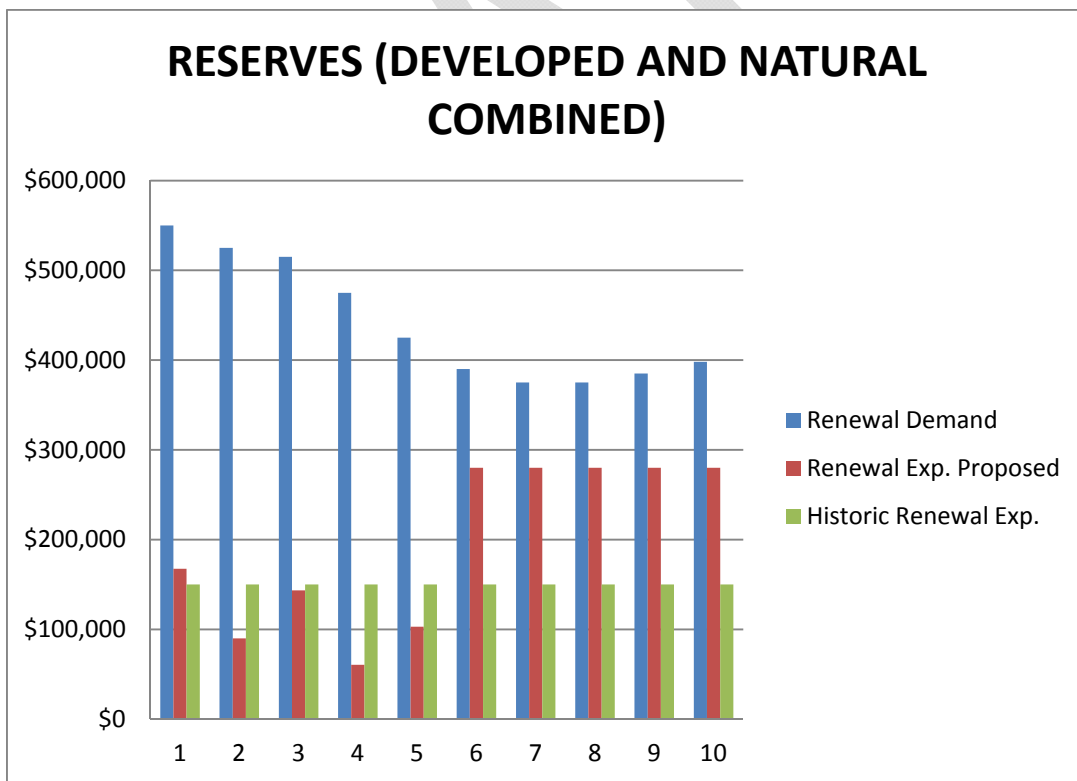
6.0 FINANCIAL SUMMARY

6.1 Financial projections

The financial projections are shown in Table 5.4.1 for planned capital expenditure (renewal, upgrade and expansion / new assets).

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 6.1.1. Individual projects or treatments are identified in the LTFP.

Table 6.1.1 Renewal Expenditure and Demand



6.2 Managing the Funding Gap

As demonstrated in Table 6.1.1, there is a significant gap between renewal demand and proposed renewal expenditure. This is based on current data, which has a relatively low confidence level, so this gap is not likely to be an accurate representation at this time.

In order to improve the City's knowledge of its reserves asset network, and the renewal requirements for this asset, a detailed survey regime, identifying assets and condition, will commence during the next review period.

REFERENCES

Asset Management Plan - Overview

Adopted City of Albany Long Term Financial Plan – For more detailed information on individual projects

DRAFT

Version:
Maintained By: City Assets:
Document Ref:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au



Asset Management Plan Reserves (Natural)

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	15/04/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY.....	3
1.1	Overview	3
2.0	INTRODUCTION.....	3
2.1	Knowledge of Existing Assets (Reserve Information Database).....	3
Table 2.1.1	Natural Reserves Information.....	3
Table 2.2.1	Natural Reserve Infrastructure Asset Valuation and Depreciation	4
3.0	SERVICE LEVELS	4
3.1	Over-arching Principles – Natural Reserve Management.....	4
3.2	Key Management Principles.....	4
Table 3.2.1	Key Management Principles.....	5
3.3	Natural Reserve Criteria.....	7
3.4	Current Levels of Service	9
3.5	Management Planning for Reserves	9
4.0	FUTURE DEMAND AND CHANGE	10
4.1	Demand Management Plan.....	10
4.2	New Assets from Growth.....	10
5.0	LIFECYCLE MANAGEMENT	10
5.1	Lifecycle and Standards	10
5.2	Asset Condition	10
5.3	Risk Management Plan	11
Table 5.3.1.	Critical risks and treatment plans.....	11
5.4	Asset Valuations.....	11
5.5	Routine Maintenance Plan	11
5.6	Renewal /Replacement Plan	11
Table 5.6.1	Planned Capital Expenditure.....	11
6.0	FINANCIAL SUMMARY	12
6.1	Sustainability of Service Delivery	12
6.2	Financial statements and projections	12
Table 6.2.1	Renewal Expenditure and Demand	12
6.3	Managing the Funding Gap.....	12
REFERENCES		13
Asset Management Plan – Overview		13
Adopted City of Albany Long Term Financial Plan (LTFP)		13

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City currently manages an extensive range of natural reserves. These areas are significant assets for the City in terms of their ecological functions, as well as generating economic, health and wellbeing benefits for the City and the broader community. This Asset Management Plan Reserves (Natural) has been developed to ensure that the long-term management of these reserves, existing and newly created, is undertaken in a systematic way.

Categories have been defined to allow for the grouping of reserves that have similar management requirements. The four categories are:

- Coastal reserves;
- Watercourse and foreshore reserves;
- Mounts reserves; and
- Hinterland reserves.

The confidence in the data used to prepare this plan is low to moderate. Therefore the accuracy of the financial modelling is potentially unreliable. However, it should be noted that the preliminary modelling is based on reasonable assumptions and the City should be mindful that planned expenditure is likely to be inadequate for sustained levels of service.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Reserve Information Database)

The City has a digital database for all City reserves which includes data from the Department of Regional Development and Lands. The main part of the database includes core information about reserves and the elements within them. The database was designed to generate priorities and rankings for action items by applying weighting to applicable reserve attributes. The existing database is supported by a Geographic Information System (GIS) which allows multiple layers of information to be viewed in a map format with aerial photos.

The information contained in the City's systems greatly increases its ability to plan for, and manage its reserve network. Information categories held in the database and/or on GIS are included in Table 2.1.1.

Table 2.1.1 Natural Reserves Information

Reserve Number :	Identifier assigned to a land parcel. A single site may be made up of several land parcels (e.g. Cosy Corner). This data is provided by Landgate the States Land Administration provider.
Unique City identifier:	The unique identifier has been applied by City of Albany staff to assist in financial reporting. This number differs from the Reserve Number assigned by Landgate
Reserve Name:	Some reserves have formal names (assigned by State Land Services Geographic Names Committee) or informal names.
Current Purpose:	All Crown Land Reserves have a purpose (e.g. recreation, conservation). Reserves should be managed in accordance with their purpose, unless the purpose is deemed to be inappropriate. A reserve purpose can be reviewed by the State Land Service.
Area of Reserve:	Area measured in square metres.
Function:	Function is defined by major features or uses of a reserve.
Hierarchy:	Natural reserves have been allocated a status that reflects the level of visitation and significance to the wider community.
Reserve Attributes:	Includes physical, environmental and social attributes of reserves. The database needs to be updated and redesigned to align with the City data management standards.

The value of Natural Reserves Assets covered by this asset management plan is summarised in Table 2.2.1.

Table 2.2.1 Natural Reserve Infrastructure Asset Valuation and Depreciation

Class	Life	Condition	Value	Depreciated Value
Fencing	15		\$76,250	\$5,083
Board Walks	20		\$128,750	\$6,437
BBQ's	10		\$75,000	\$7,500
Car Parks	20		\$1,875,042	\$93,752
Tracks & Trails	5		\$992,455	\$198,491
Furniture	15		\$111,950	\$7,463
TOTAL			\$3,289,647	\$320,740

3.0 SERVICE LEVELS

3.1 Over-arching Principles – Natural Reserve Management

In seeking to manage natural reserves, the over-arching principles which will guide management include consideration of the inherent environmental and community values of a reserve, and governance principles (cost benefits, priorities, accountability etc.). These principles are outlined below.

Principles for Management of Natural Reserves

1. Use the precautionary principle

Where there are threats of serious or irreversible damage, lack of scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation. Decisions should be guided by careful evaluation and risk based assessment.

2. Use the principle of intergenerational equity

The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

3. The principle of the conservation of biological diversity and ecological integrity

Conservation of biological diversity and ecological integrity should be a fundamental consideration.

These principles guide environmental protection in the Western Australian *Environmental Protection Act 1986*, are outlined in EPA Position Statement No. 7 and are generally considered to be the most appropriate overarching statement to custodians of public property.

3.2 Key Management Principles

There are a suite of issues that are considered in managing natural reserves. Many of the issues are complicated and have significant implications for the health of a reserve and its enjoyment by the community. Often there are competing and conflicting views on how these issues should be addressed. A list of management issues and suggested goals are included in Table 3.2.1. The list is not exhaustive and one issue is not necessarily more important than another.

Discussions with stakeholders suggest that the issues that are of greatest concern in natural reserves relate to threatening processes (weeds, dieback, fire etc.), access control (including four wheel drive and motorbike use) and signage. The value that a community puts on a reserve may be reflected in their interest in providing support for a particular reserve issue such as weed management. Issues that are of interest to a community are often the best ones to address, regardless of perceptions of what is the highest priority.

Table 3.2.1 Key Management Principles

Management Issue	Goal for Management
Reserve Tenure	
Tenure of Reserve	Ensure each reserve has tenure and purpose appropriate for its sustainable use and management with consideration for scenic amenity, level of use, fragility and different land uses.
Leasing of Reserves	Ensure that lease conditions take into account management needs, values and purpose of reserves so that management meets current best management practice expectations.
Purpose of Reserve	Ensure that the purpose of the reserve is appropriate for current and future needs and consistent with environmental and community values.
Amalgamation of Reserves	Consolidate management areas by amalgamating reserves that have similar management issues and are geographically linked.
Neighbour Issues	Ensure consistent management across boundaries to consider fire, corridors, connectivity and compatible land uses where reserves share common values (e.g. National Parks, Nature Reserves).
Land Uses	Encourage the use of reserves for educational and other compatible purposes (e.g. research, collection of seed for rehabilitation) where these activities do not compromise the values of the reserve.
Management for Significant Values	
Management of Natural Values	Ensure that reserves are managed for environmental, economic and community values.
Unauthorised / Inappropriate Use	Prevent unauthorised or inappropriate activities in reserves that are not consistent with the environmental or community values of the reserve.
Significant Flora or Fauna	Retain vegetation, flora and fauna values by reducing threatening processes and supporting the natural functions of the reserves.
Linkages and Ecological Connectivity	Consider the way that reserves are integrated to preserve or enhance ecological connectivity.
Heritage	Ensure that Aboriginal and European heritage values are considered in management decisions.
Visual Amenity	Consider the retention or protection of significant views or scenic vistas.

Management Issue	Goal for Management
Risk Management	
Climate Change	Plan for and adapt to the impacts of climate change on natural reserves by encouraging resilience of natural systems and adaptation to possible impacts.
Visitor Risk	Consider and assess risk to visitors in reserves and act to manage these risks in a way that does not compromise the reserve's values.
Fire Management	Take an integrated approach to management of fire risk by considering the environmental and community assets in reserves.

Management Issue	Goal for Management
Dieback Management	Determine priorities for dieback assessments to allow for prioritising of on-ground actions including access control.
Rehabilitation	Identify and prioritise areas to rehabilitate based on environmental and community benefit.
Access / Control	Control access within reserves (e.g. vehicles, walkers) to protect sensitive environments and reduce user conflict. Allow for emergency/maintenance access.
User Conflict	Reduce user conflict through consultation, provision of information and delineating activities (e.g. animal exercise areas) addressing access conflict and competing uses).
Sensitive Resources	Ensure that land uses in reserves (including leased land) do not increase the risk to sensitive resources (e.g. groundwater Public Drinking Water Source Areas (PDWSAs)).
Community Education	Encourage community interest and participation by being responsive and approachable.
Resourcing	Allocate adequate human and monetary resources to natural reserve management to ensure sustainable management for environmental and community values.
Facilities	
Signage	Signs to be standardised, appropriate and not visually intrusive.
Facilities e.g. car parks, bins, toilets, etc	Facilities need to provide essential services and be designed to reduce lifecycle costs. Excessive provision of facilities in City reserves are not encouraged due to maintenance and renewal costs.
Walking Tracks and Trails	Trails are managed to retain and enhance enjoyment of natural reserves for all users, while protecting the surrounding environment. Trails include walking, mountain bikes, four wheel drives, horse riders and motorbikes.
Camping	Existing camping areas (formal and informal) are managed so that they provide a safe and enjoyable experience without causing damage to the surrounding environment.
Boat launching	Provide safe and adequate boat launching facilities to cater for recreational and emergency requirements, while ensuring that safety and environmental issues are considered.
Man modified shorelines	Extensive community consultation and reference to best practice coastal engineering to occur before a shoreline is modified (eg. groyne, rock walls)
Public Open Space	Ensure that reserves acquired by the City are in a condition that ensures they can be sustainably managed in the long term.
Damaging Processes	
Fire	Undertake fire planning and implementation for firebreaks, emergency fire events, arson mitigation, controlled burns and after fire management strategies (e.g. weed control).
Drainage and nutrient enrichment	Consider impacts of drainage and eutrophication on reserves from surrounding land uses. Use best practice for water resource management.
Rubbish dumping and littering	Provide bins in high use areas, where appropriate. Elsewhere encourage visitors to remove their own rubbish. Remove dumped rubbish quickly to reduce impacts.
Weeds	Implement the actions of the <i>Environmental Weed Strategy for City of Albany Reserves 2005</i>
Erosion	Address the causes of erosion through access control and rehabilitation, where necessary.

Management Issue	Goal for Management
Dieback	Carry out assessments and implement management protocols that minimise the introduction and spread of dieback.
Extraction of sand, lime and gravel.	Extraction activities in predominantly natural reserves will be carried out to reduce environmental impacts, with plans for rehabilitation and disease minimisation.
Feral animal control	Implement feral animal control, where appropriate.
Vandalism	Minimise the impacts of vandalism and graffiti by reinstating/removing damaged infrastructure quickly

3.3 Natural Reserve Criteria

Table 3.3.1 Priority Criteria and Weighting Factors

Priority Criteria	Weighting Factor	Criteria Description
Environmental Values	40%	Condition assessment of environmental values
Social and Cultural Values	30%	Condition assessment of heritage values, visitation levels and community support
Economic Values	30%	Condition assessment of existing infrastructure, management levels and industry
Total	100%	

Environmental Values (Weighting Factor 40%)

It is necessary to ascertain environmental values so that areas of importance can be protected through appropriate management. Each reserve will be assessed for its environmental value based on the criteria indicated below.

Environmental Values	Criteria	Score
Priority 1	Presence of any one of the following: Declared Rare Flora (DRF) or Priority Flora or Threatened Ecological Community (TEC) or Priority Ecological Community (PEC) or Threatened Fauna Vegetation in 'Very Good to Excellent' condition (Kaesehagen, 1995) Well connected to other vegetated Reserves Dieback 'protectable areas' present Public Drinking Water Source Area (PDWSA) Conservation category wetlands or significant water courses Large area* Low boundary to area ratio*	8-10
Priority 2	Presence of one of the following: Vegetation in 'Fair to Good' condition (Kaesehagen, 1995) Moderate connectivity values Medium to large area* Low to moderate boundary to area ratio*	6-7

Environmental Values	Criteria	Score
Priority 3	Presence of one of the following: Vegetation in 'Poor' condition (Kaesehagen, 1995) Moderate to poor connection values Small to medium area* Moderate to high boundary to area ratio*	3-5
Priority 4	Presence of one of the following: Vegetation in 'Very Poor' condition (Kaesehagen, 1995) Low connectivity values Small area* High boundary to area ratio*	0-2

*More precise parameters of these criteria will be ascertained during the reserve assessment stage.

Social and Cultural Values (Weighting Factor 30%)

Consideration of the social aspects of reserves including demographics and population growth are increasingly important considerations if reserve infrastructure is to cope with levels of visitation and still deliver a quality experience to the community and protect the values of the reserve.

Three aspects of social benefit have been considered in this section, including Aboriginal and European heritage, visitation levels and community support.

Heritage Value

The presence of Aboriginal or European heritage features (i.e. present on Register of Aboriginal Sites or Heritage Council of WA Register) indicates that a higher level of management may be required, which can be reflected in presence or absence scoring.

Visitation Level

Natural reserves are subject to high variation in visitor numbers. Some reserves have many thousands of visitors in a year, while others may only have hundreds or even less. Many reserves are subject to markedly different visitation due to season influences (e.g. visiting the beach in summer). There is currently not a cost effective way to accurately measure demand or visitation in reserves. However, the City Reserves Officers have a good working knowledge of general trends for visitor demand.

The future demand of a natural reserve has been inferred from population growth and demographics discussed in Section 4. It is presumed that with population growth, there will be a general and gradual increase in demand for use and facilities in natural reserves into the future.

Community Support

Support from the community in terms of reserve management is a valid indicator of effort spent in reserves and often means that investment by the City is significantly magnified. Reserves where community groups are actively involved should be given a higher score for future management effort compared to reserves where there is no community support or input.

Economic Benefit (Weighting Factor 30%)

The economic value of natural reserves has been determined using three different set of criteria including presence of infrastructure, level of site management and presence of a PDWSA.

Infrastructure

Based on the current amount and type of infrastructure within a reserve, this is a direct indication of the City's previous investment in a reserve. The amount and type of infrastructure varies greatly between natural reserves, with some reserves having a large amount of infrastructure of various types (e.g. firebreaks, camp grounds, toilets, bins, barbeques, tables, bench seats). At the other extreme, some natural reserves have no infrastructure.

Site Management

Based on the number of days a year that the City spends within the reserve undertaking maintenance and other works (e.g. weeds control and bush rehabilitation). This criteria indicates the City's current annual investment in a reserve.

Public Drinking Water Source Area (PDWSA)

A PDWSA is a collective description for Water Reserves, Catchment Areas and Underground Water Pollution Control Areas declared (gazetted) under the provisions of the *Metropolitan Water Supply, Sewerage and Drainage Act 1909* or the *Country Area Supply Act 1947*. This criteria reflects the importance of a reserve for the future economy and health of the community.

3.4 Current Levels of Service

The City has several proactive initiatives that provide services and community input to natural reserve management. These include:

- Support of the Bushcarers Group and other community groups;
- Representation on the South Coast Management Group;
- Ongoing weed management program;
- Maintenance of trails; and
- Fire break planning and maintenance.

The City investigates and responds to community service requests within 10 working days.

3.5 Management Planning for Reserves

To date, the following management plans have been developed:

- Betty's Beach Reserve Management Plan, including Norman's Inlet Camp Site and Walk Trail (City of Albany, 2010);
- City Mounts Management Plan. (City of Albany, 2006);
- Cosy Corner Management Plan (City of Albany, 2008);
- Lowlands Coastal Reserve Management Plan (City of Albany, 2003);
- Nanarup Beach Management Plan (City of Albany, 1999);
- Nullaki Peninsula: Coastal Foreshore and Sand Blowout Management Plan (City of Albany, 1998a); and
- Nullaki Peninsula: Wilson Inlet Foreshore Management Plan (City of Albany, 1998b).

Woolstores to Frenchmen Bay Foreshore Management Plan (Water & Rivers Commission, 2000).

4.0 FUTURE DEMAND AND CHANGE

4.1 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

4.2 New Assets from Growth

When land is subdivided to create new residential areas, Public Open Space (POS) is often ceded to the City as Crown Land. The City receives the management orders subject to much of the infrastructure and elements in the new reserve being established by the developer. POS may be established for a number of purposes, including active open space (parks) or natural areas (bushland, wetlands, foreshore). Natural areas are generally managed for conservation and passive recreation purposes. Acquiring these assets adds to the ongoing operations and maintenance costs for Council. In addition, capital upgrades may be required, depending on demand.

5.0 LIFECYCLE MANAGEMENT

5.1 Lifecycle and Standards

Reserves

Reserves are usually managed by the City for the long-term. However, under some circumstances, the management order of a reserve may be relinquished if the City does not have the resources or expertise to manage the reserve.

Elements

The consideration of the lifespan of elements in reserves allows the City to manage and operate natural reserves at the defined service levels, while optimising lifecycle costs. Many factors other than age may contribute to the decline in the useful life of elements in reserves. These include level of visitor use, climatic conditions and vandalism. It is desirable to extend the lifespan of elements for as long as possible through consistent annual audits, followed up by maintenance or renewal processes.

Elements in reserves are generally provided to meet design standards where these are available. This Plan recommends the review of the City of Albany Draft Reserve Design Manual (2003) to guide the standardisation of elements in reserves.

5.2 Asset Condition

Reserves

The existing condition of natural reserves ranges from excellent to poor. However, areas in poor condition are usually localised and the result of a damaging process. Condition can be highly variable within natural reserves.

Elements

Elements within reserves can only function adequately if they are maintained in a serviceable condition. Some elements within reserves are in poor or unserviceable condition due to vandalism, damage, age or poor design. An audit of each reserve is required to determine the condition of various elements (e.g. bollards, gates, furniture, steps, boardwalks, signs) so that a schedule of maintenance, renewal or capital upgrade can be developed and implemented.

5.3 Risk Management Plan

Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Walking Trails	Trip hazards to users	M	Scheduled inspection programmes
Walking Trails	Falling tree branches	M	Scheduled inspection programmes
Coastal Reserves	Cliffs (e.g. unstable limestone or granite boulders)	H	Use of Visitor Risk Management Forms to identify hazards, to be treated on priority basis
Natural Reserves	Dieback and other diseases	H	Dieback to be managed as detailed in City of Albany's Environmental Code of Conduct
Natural Reserves	Weed infestations through reserves	M	Scheduled weed spraying programmes, coordination with Bushcare groups to combine efforts

5.4 Asset Valuations

The City's natural reserves and elements within them have not currently been formally surveyed and assigned values. An update of the reserves database is currently underway, and will allow greater confidence in replacement costs.

5.5 Routine Maintenance Plan

Maintenance is the regular and ongoing work that is necessary to keep assets operating, including instances where elements of the asset fail and need repair to meet the service delivery standards. Maintenance includes reactive, planned and cyclic activities.

Reactive maintenance is unplanned works carried out in response to service requests and/or officer directives. For example, this may happen after a storm, when damage occurs.

Planned maintenance is when preventative works are undertaken according to a fixed or seasonal plan (e.g. repair of broken post and rail fences, removal of rubbish). Cyclic maintenance is replacement of higher value components of elements that is undertaken on a regular cycle (e.g. grading of gravel car parks, painting, building repairs and weed management). These works generally fall below the capital and upgrade threshold.

It is considered that maintenance is one of the most important of the City's activities in natural reserves and should generally take priority over the installation of new elements.

5.6 Renewal /Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.6.1. Individual projects or treatments are identified in the LTFFP.

Table 5.6.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$32,500	\$106,000	\$51,500
2014/2015	\$43,000	\$108,000	\$79,000
2015/2016	-	\$60,000	\$90,000
2016/2017	-	\$85,000	\$265,000
2017/2018	-	\$100,000	\$50,000
2018/2019	-	\$100,000	\$50,000
2019/2020	-	\$100,000	\$50,000
2020/2021	-	\$100,000	\$50,000
2021/2022	-	\$100,000	\$50,000
2022/2023	-	\$100,000	\$50,000

6.0 FINANCIAL SUMMARY

6.1 Sustainability of Service Delivery

The purpose of this Plan is to identify levels of service that the community expects at a level of expense that can be afforded in the long term. To achieve a sustainable program, this Plan identifies the estimated capital expenditure required to meet the desired level of service. It is likely that more emphasis will need to be placed on maintenance, renewal and replacement, than creation of new elements and upgrades. Acquisition must also be carefully monitored (e.g. ceding of POS and elements to the City by developers) to ensure that the wider community receives good value and enjoyment of reserve assets in the long term.

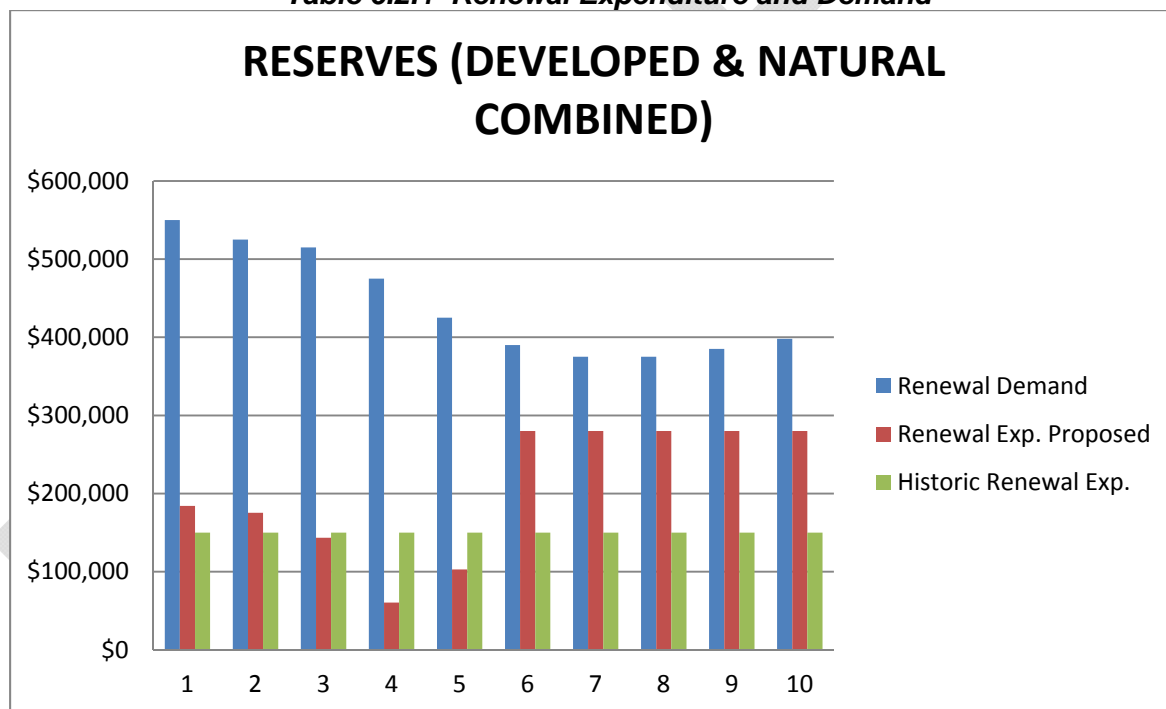
Allowing gaps in the elements/services provided in natural reserves should be considered as an option where the outcome will not increase risk to visitors, the environment or social values.

6.2 Financial statements and projections

The financial projections are shown in Table 5.6.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.3.1. Year 1 is the 2013/14 financial year.

Table 6.2.1 Renewal Expenditure and Demand



6.3 Managing the Funding Gap

As demonstrated in Table 6.2.1, there is a significant gap between renewal demand and proposed renewal expenditure. This is based on current data, which has a relatively low confidence level, so this gap may not be an accurate representation.

In order to improve the City's understanding of its reserves asset base, and by extension, the renewal requirements for this asset, a detailed survey regime, identifying assets and condition, has been undertaken in 2013.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan (LTFP)

City of Albany (2006) Environmental Code of Conduct September 2006

City of Albany (2003) Draft Reserve Design Manual. Prepared by Bruce Thomas Designs.
Albany, Western Australia.

Visitor Risk Management Forms. DEC (2006)

Coastal Management Specification Manual. Green Skills (2010)

DRAFT



Asset Management Plan Roads

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	15/4/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0 EXECUTIVE SUMMARY	4
1.1 <i>Overview.....</i>	4
2.0 INTRODUCTION.....	4
2.1 <i>Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)</i>	4
2.2 <i>Road Construction Types.....</i>	4
Table 5.1.1 - Asset Condition Profile	4
3.0 SERVICE LEVELS	5
3.1 <i>Design Standards.....</i>	5
3.2 <i>Management Classifications and Hierarchy.....</i>	5
3.3 <i>Road Criteria and Assessments.....</i>	10
3.4 <i>Current Levels of Service.....</i>	10
4.0 FUTURE DEMAND.....	10
4.1 <i>Demand Management Plan.....</i>	10
5.0 LIFECYCLE MANAGEMENT PLAN	10
5.1 <i>Asset condition.....</i>	10
Table 5.1.1 - Asset Condition Profile	11
5.2 <i>Asset valuations.....</i>	11
5.3 <i>Risk Management Plan.....</i>	11
Table 5.3.1 – Critical Risk and Treatment Plans	11
5.4 <i>Routine Maintenance Plan.....</i>	12
5.5 <i>Renewal/Replacement Plan.....</i>	12
Table 5.5.1 Planned Capital Expenditure	12
6.0 FINANCIAL SUMMARY	12
6.1 <i>Financial projections.....</i>	12
Table 6.1.1 Renewal Expenditure and Demand.....	13
6.2 <i>Funding Strategy.....</i>	13
6.3 <i>Managing the Funding Gap.....</i>	13
REFERENCES	13

Asset Management Plan – Overview 13

Adopted City of Albany Long Term Financial Plan (LTFP)..... 13

DRAFT

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City of Albany provides an extensive network of roads throughout the municipality. This Asset Management Plan – Roads has been compiled to ensure the maintenance and renewal of the road network is undertaken in a systematic way that reflects community needs.

The Roads network has been defined into the following classifications in the urban and rural environment.

Urban Roads

- Primary Distributor – Urban (U1) managed and controlled by Main Roads
- District Distributor A – Urban (U2)
- District Distributor B – Urban (U3)
- Local Distributor – Urban (U4)
- Access A – U5
- Access B – U6

Rural Roads

- Primary Distributor – Rural (R1) managed and controlled by Main Roads
- Regional Distributor Roads (R2)
- Local Distributor Road – Rural (R3)
- Rural Access A (R4)
- Rural Access B (R5)
- Rural access road C (R6)

The road types vary from major dual-carriageway roads at urban level to minor access roads servicing one or two properties. There are a number of factors used in the classification process and these are explained in the detailed criteria in section 3.2.

This asset class is the most significant of all infrastructure assets. With the confidence in the data used to produce this plan being good, the City can consider itself in a sustainable financial position in respect to the management of this asset class. The modelling suggests some potential for over servicing of this asset class in future years which would allow some redistribution of funds to underserviced assets in future reviews.

2.0 INTRODUCTION

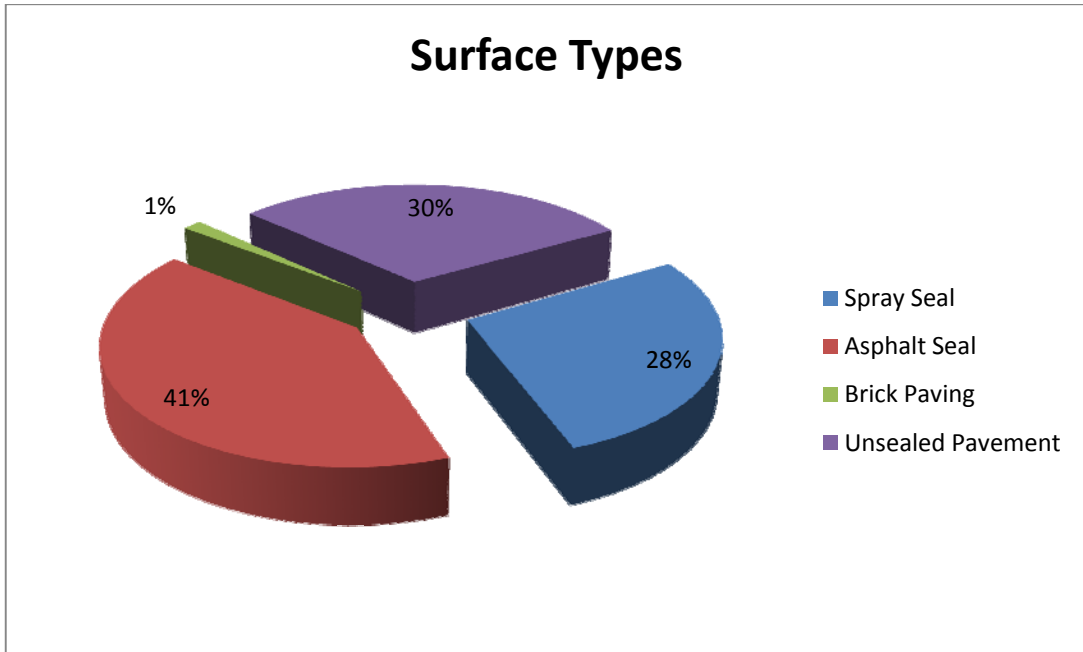
2.1 Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)

The City of Albany's extensive local road network contains approximately 767 kilometres of sealed roads and approximately 930 kilometres of unsealed roads. This network has been condition audited in its entirety in 2013, in order to provide a 'snapshot' of the network condition, and to allow renewal works to be prioritised using real data. In order to obtain maximum benefit from this data, the City intends to undertake these audits periodically, to maintain the currency of the information.

2.2 Road Construction Types

Roads under the control of the City of Albany can be divided up by the surface type, as similar surfaces are maintained the same way.

Table 5.1.1 - Asset Condition Profile



3.0 SERVICE LEVELS

3.1 Design Standards

All roads are designed and constructed following Austroads guidelines. Pavement design for all roads are undertaken at the time of upgrade and the standards are determined in conjunction with a geotechnical report on the existing base and sub grade.

3.2 Management Classifications and Hierarchy

The following proposed road hierarchy and associated priority criteria have been developed to meet the current and future needs of the City of Albany. The “Road Hierarchy” consists of a number of levels as follows;

URBAN CLASSIFICATIONS

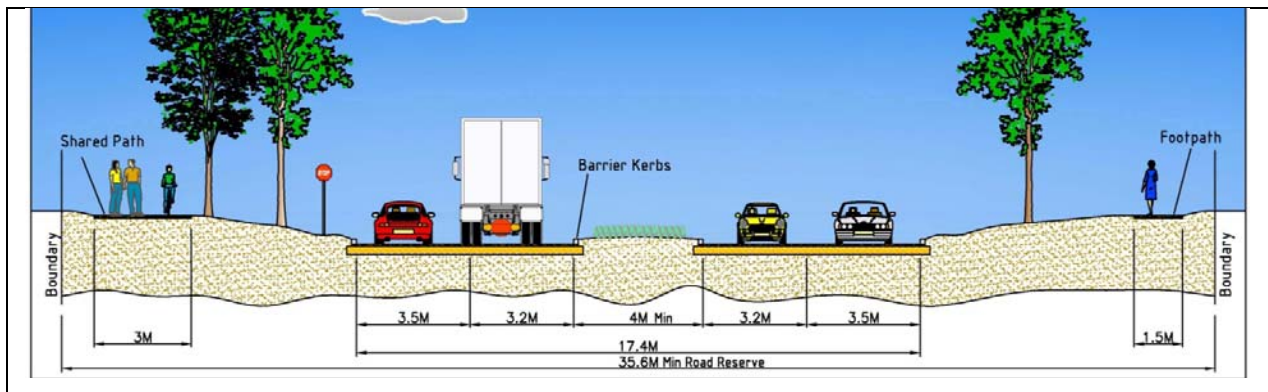
Primary Distributor – Urban (U1)

Primary distributor roads are the responsibility of Main Roads WA, and are the core road networks throughout Western Australia. Typical roads include South Coast Highway, Albany Highway and Hanrahan (Albany Port) Road.

District Distributor A – Urban (U2)

District Distributor A roads serve the dual function of carrying traffic effectively between suburbs and providing development frontage for adjoining properties. These roads suit tertiary education, civic, large-scale commercial and with service roads suitable for residential and home based businesses;

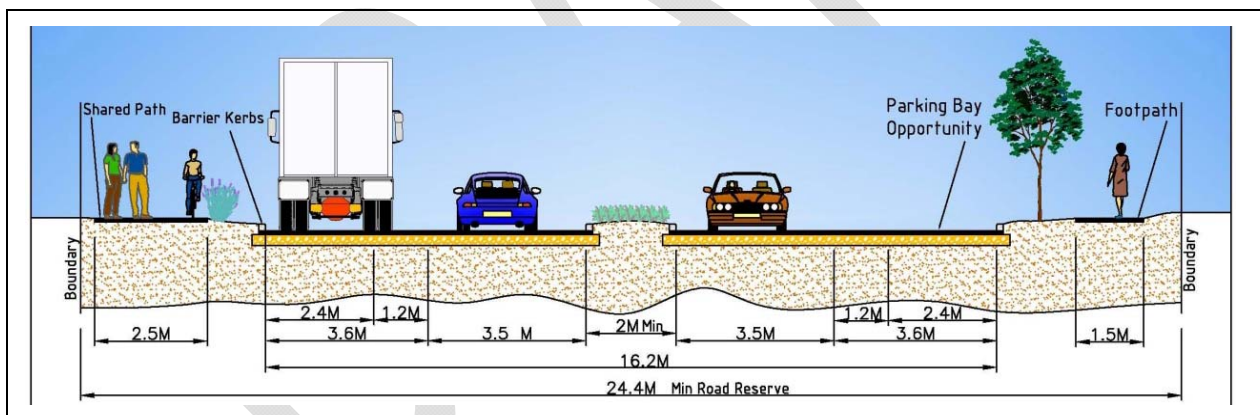
- Designed to cater for an estimated traffic volume (ETV) of over 7000 vehicles per day (VPD);
- Designated as bus routes;
- Asphalt paved with semi mountable kerbing;
- Road reserve 35.6m minimum;
- Footpath facilities are as per the Asset Management Plan – Pathways; and,
- Typical roads include Albany Highway and North Road.



District Distributor B – Urban (U3)

District Distributor B roads serve the dual function of carrying traffic effectively between suburbs, providing development frontage for adjoining properties. These roads suit pedestrian-based retail streets, centres and limited access to residential and commercial properties;

- Designed to cater for ETV range 3000-7000 VPD;
- Designated as a bus route;
- Asphalt paved with Barrier Kerbing;
- Reserve between 20m and 25m;
- Have a cycle lane of 1.2m as outlined in Liveable neighbourhoods;
- Footpath facilities are constructed as per Asset management Plan – Pathways, and;
- Typical roads include Lockyer Avenue and York Street.



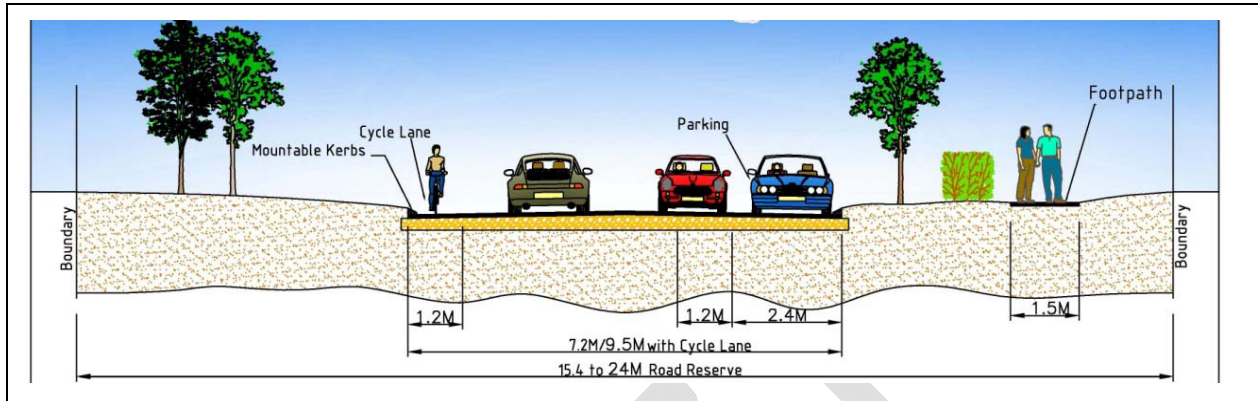
District Distributor A & B Roads which have been identified as integrator arterial roads in the Albany Transport Model will have unique design requirements and will be assessed as required.

Local Distributor – Urban (U4)

Local Distributor Roads link neighbourhoods and have pre-dominantly residential frontage. Care is required to ensure that local distributor roads do not become short cuts between district distributors. They should not attract substantial long distance through-traffic, but provide safe and convenient local travel to and from arterial routes, usually at controlled intersections. They spread local traffic loads and reduce intersection loadings, support the viability of neighbourhood centres which are typically located on local distributor roads;

- Designed to cater for an ETV range of 1000 - 3000 VPD;
- Designated as bus a route;
- On street parking;

- Asphalt paved with mountable or semi mountable kerbing, (kerbing requirements will be dictated by the abutting land use);
- Road reserve width between 15.4m and 24m;
- Footpath facilities are as per the Asset Management Plan – Pathways, and;
- Typical roads include Middleton Rd, Collie St, Grey St West and Le Grande Ave.

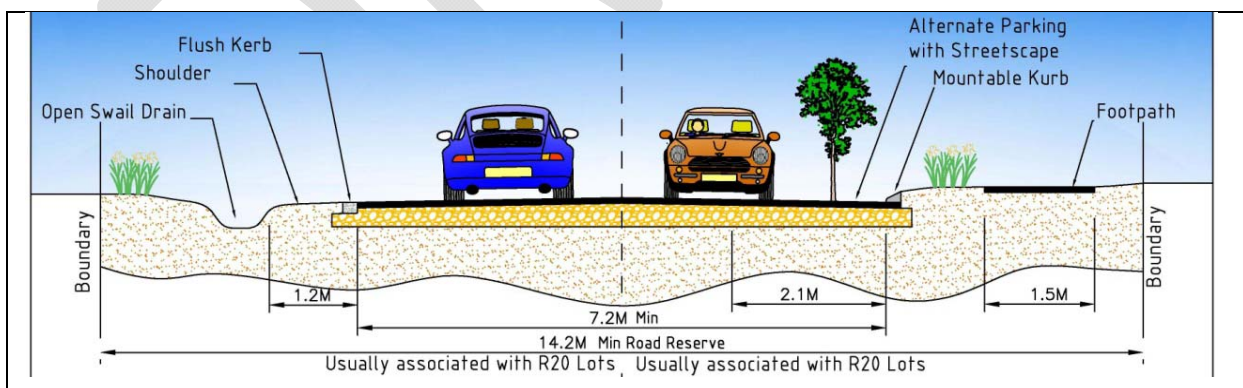


ACCESS STREETS - URBAN

Access streets are the most common street in the road network. They provide access to individual dwellings and provide a link between the dwellings and the Local Distributor Road network. Access Roads may be broken down into three sub categories.

Access A – (U5)

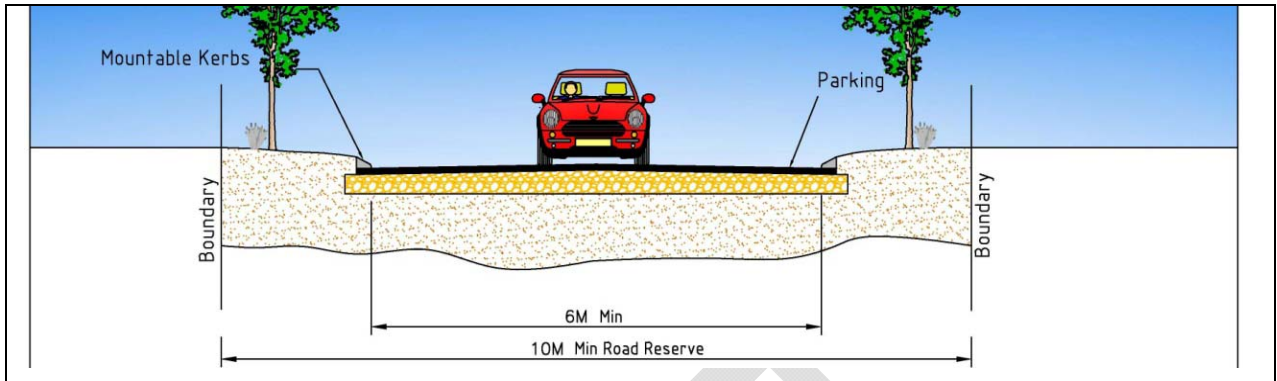
- Designed to cater for an ETV range of 300-1000 VPD;
- Either Asphalt paved or 2-coat bituminous seal
- Flush or mountable kerbing, (kerbing requirements will be dictated by the drainage requirements and the abutting land use);
- Road reserve between 15.4m and 20m;
- Footpath facilities are as per the Asset Management Plan – Pathways;
- On street parking assessed on a need's basis, and;
- Typical roads include David Street, Admiral Street, Burgoyne Road and Drome Road.



Access B – (U6)

- Designed to cater for <300 VPD;
- Either Asphalt paved or 2-coat bituminous seal
- Flush or mountable kerbing (kerbing will be dictated by the drainage requirements and the abutting land use).
- A road reserve width of 10m minimum;
- Generally associated with Cul-De-Sacs, usually less than 100m in length and special rural lots with lot sizes up to 5000m²;

- They have a design speed of up to 60kph in a special rural environment;
- Low traffic volume and maybe shared with pedestrians and cyclists in a low speed environment, and;
- Typical Roads include Dunn Street, Tasman Street and Cuthbert Street.



RURAL CLASSIFICATIONS

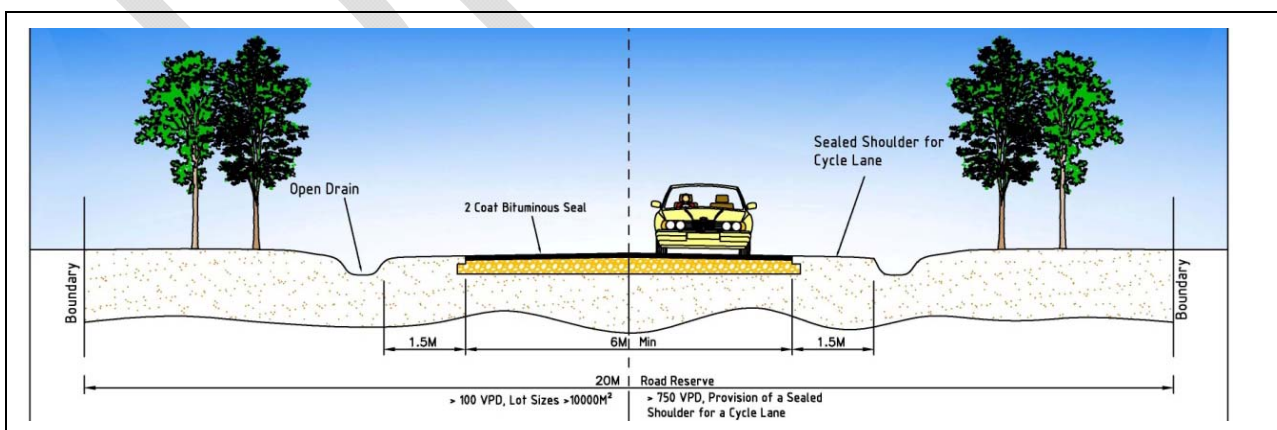
Primary Distributor – Rural (R1) - Main Roads Controlled and Managed

Primary Distributor rural roads are major roads linking significant towns and destinations, and are the responsibility of Main Roads WA. Indicative traffic volumes of VPD with a recommended operating speed of 110kph. Primary Distributor Rural Roads are a major through route of heavy vehicles.

Regional Distributor Roads (R2)

Regional Distributor roads are regionally significant roads and link significant destinations and provide efficient movement of goods and people;

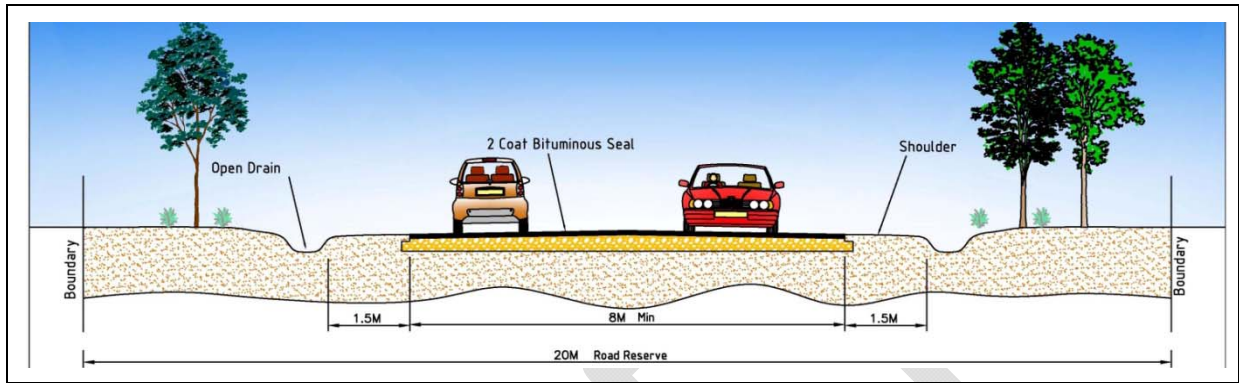
- Indicative traffic volumes of > an ETV of 100 VPD;
- Sealed shoulder for cyclists on roads with in excess of an ETV of 750 VPD;
- Minimum requirements, 2 coat bituminous seal;
- Greater than 10% of heavy vehicles;
- Connectivity to Primary and local distributors, and;
- Typical roads include Link Road, Down Road and George Street.



Local Distributor Road – Rural (R3)

Local Distributor roads provide for the movement of trucks, machinery and tourists;

- An ETV of greater than 75vpd;
- Minimum requirements, 2 coat bituminous seal;
- Degree of connectivity to other local distributor and rural access roads;
- Seasonal truck and tourist traffic, and;
- Typical roads include Millbrook Road, Redmond Hay River Road and Palmdale.



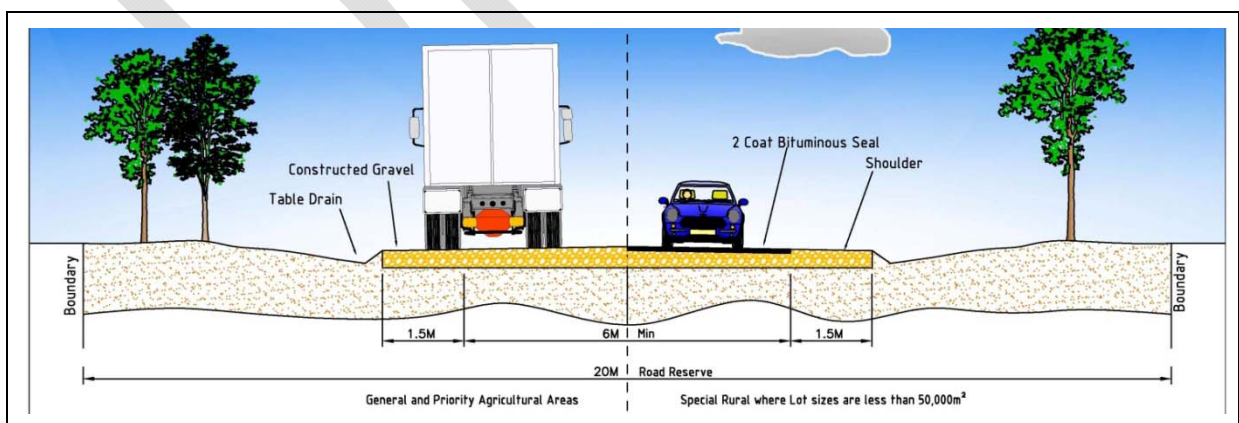
ACCESS ROADS - RURAL

Rural access road's major function is access to individual properties. Rural access roads have slow operational speeds limited due to road geometry, surface or condition.

Rural Access A (R4)

This standard of road is designed to cater for a number of different uses in a range of locations with various construction standards;

- An ETV of between 30 and 75vpd;
- Constructed gravel road with a 150mm thick gravel pavement;
- Lot sizes in-between 10 000m² and 50 000m², and;
- 2 coat bituminous seal, typical roads include Rocky Crossing Road, Bushby Road and Pfeiffer Road.



Rural Access B (R5)

- An ETV of between 15 and 30vpd;
- Occasional heavy vehicles;
- Predominantly in a General or Priority Agriculture areas;
- Formed cross-section of no less than 6 meters using local materials, and;
- Typical roads include Hunwick Road, Thompson Road, Hazzard Road and Dempster Road.

Rural Access C (R6)

- Caters for local traffic only;
- Traffic volumes less than 15 VPD;
- Minimum requirements are a 4m minimum flat graded road with no material imported,
- Typical roads include Davey Road, Keith Road and Down Road South.

3.3 Road Criteria and Assessments

The City has applied the following priority criteria for upgrade and renewal of roads throughout the municipality.

To evaluate the upgrade expenditure programme (gap between existing and required standard), the following priority criteria has been developed. The first step is to utilize the Roman data base inventory to create a desk top schedule for works. Once this is completed, City staff will attend site to verify the findings. With the verification process confirmed, the programme is developed based on the priority weighting against each criterion.

3.4 Current Levels of Service

The City of Albany currently has schedules of preventative maintenance e.g. pothole repairs, street sweeping, which have not previously been documented or acknowledged. As a development of this Asset Management Plan, over the next twelve months the City will undertake to document and rationalise these schedules, in order to provide greater efficiency and efficacy.

The City responds to customer service requests for reactive maintenance within 10 working days including evaluation and rectification works if required. Repairs are undertaken on a priority and risk assessment basis.

4.0 FUTURE DEMAND

4.1 Demand Management Plan

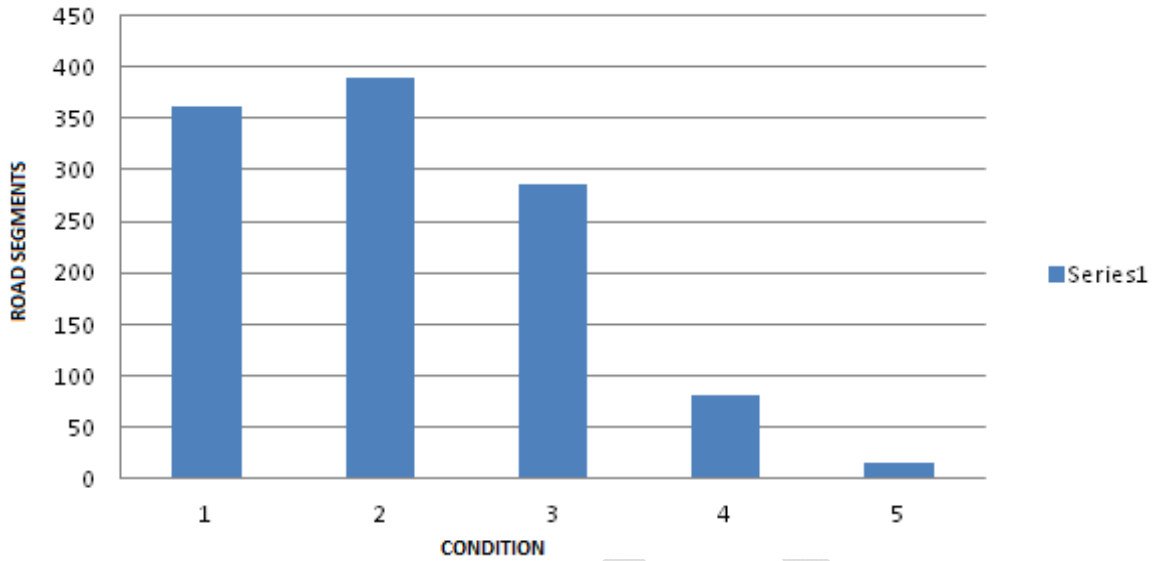
Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Asset condition

The condition profile of Council's assets is shown below.

Table 5.1.1 - Asset Condition Profile



Condition is measured using a 1 – 5 rating system. Note this differs to the Maloney rating, however for the purpose of financial modelling these ratings are simply converted to a 1 in 10 scale.;

Rating	Description of Condition
1	excellent condition: Only planned maintenance required.
2	very good: Minor maintenance plus planned maintenance.
3	good: Significant maintenance required.
4	average: Significant renewal/upgrade required.
5	poor: Unserviceable.

5.2 Asset valuations

The value of assets as at December 2012 covered by this asset management plan is summarised below;

- Replacement Value (less formation costs) of \$181,882,068.

5.3 Risk Management Plan

Table 5.3.1 – Critical Risk and Treatment Plans

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan
Road Pavement (basecourse)	Cracks and moisture penetration to the basecourse causing accelerated deterioration.	Moderate	Annual Crack sealing program and programming of routine road inspections as part of preventative maintenance programs.
Road Seal & Pavement (basecourse)	Edge breaks in unkerbed road – accelerated seal and shoulder damage and increased exposure to erosion, moisture penetration and undermining of pavement.	Moderate	Shoulder reconstruction program and programming of routine road inspections as part of preventative maintenance programs.
Road Seal & Pavement (basecourse)	Potholes and moisture penetration to the basecourse causing accelerated deterioration damaging seal and basecourse.	Very High	Annual Crack sealing, resealing program and programming of routine road inspections as part of preventative maintenance programs.

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan
Sub-standard road alignment	Increased potential for vehicle accidents due to blind curves and crest	High	Black spot improvement program and other road improvement programs.
Kerbing	Cracked & misaligned kerb – hazard to pedestrians and motorists.	Moderate	Repair kerb sections and programming of routine road inspections as part of preventative maintenance programs.

5.4 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.5 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.5.1. Individual projects or treatments are identified in the LTFFP.

Table 5.5.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$4,023,050	\$406,150	\$120,000
2014/2015	\$3,854,850	\$358,950	-
2015/2016	\$3,168,000	\$386,000	-
2016/2017	\$4,051,400	\$417,000	-
2017/2018	\$4,061,000	\$656,000	-
2018/2019	\$4,381,000	\$504,000	\$150,000
2019/2020	\$4,476,000	\$450,000	-
2020/2021	\$4,750,000	\$450,000	-
2021/2022	\$5,000,000	\$450,000	-
2022/2023	\$5,150,000	\$450,000	-

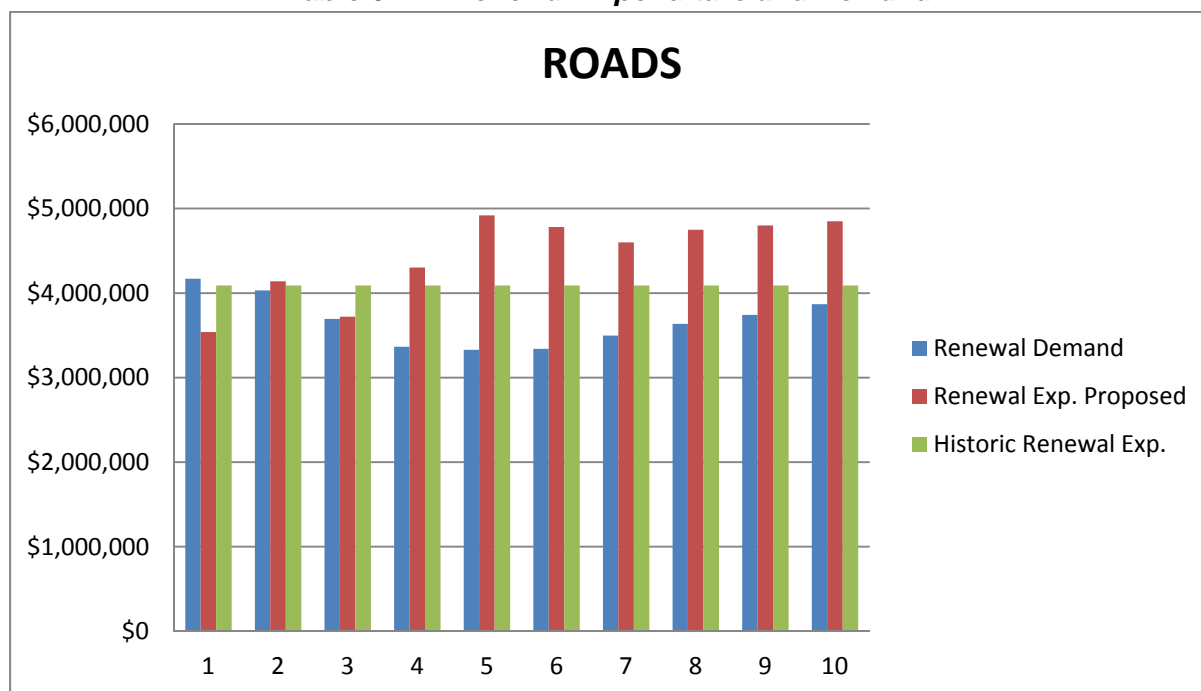
6.0 FINANCIAL SUMMARY

6.1 Financial projections

The financial projections are shown in Table 5.5.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Moloney modelling software are shown in Table 6.1.1. Year 1 is the 2013/14 financial year.

Table 6.1.1 Renewal Expenditure and Demand



6.2 Funding Strategy

Projected expenditure is outlined in the City's operating and capital budgets. The funding strategy is detailed in the LTFP.

The road infrastructure is funded by a range of funding streams (2012/13 budget allocations have been included for clarity) as follows;

- City of Albany capital expenditure (Asset Management Plan – Roads);
- Main Roads annual direct grant.
- Main Roads Regional Road Group
- Federal Government Roads to Recovery Programme, and;
- Commodity Routes Supplementary Fund (CRSF)

6.3 Managing the Funding Gap

As demonstrated in Table 6.1.1, proposed Renewal Expenditure is expected to exceed Renewal Demand after the first year. This indicates that the City of Albany could potentially redistribute some of these funds to other asset classes. This is based on current data, which has a good confidence level.

In order to improve the City's understanding of its roads asset network, and by extension, the renewal requirements for this asset, a detailed survey regime, identifying assets and condition, has been undertaken in 2013, and should be continued cyclically, to determine deterioration levels of asset condition. Documentation of how assets are assessed for renewal should also be conducted, to give guidance on condition intervention levels, and types of intervention to maximise benefit.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan (LTFP) - For more detailed information on individual projects



Council Strategy

Asset Management Plan Overview

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	30/4/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	4
1.1	Overview.....	4
1.2	Financial Summary	4
Table 1.2.1	Current Replacement Value	4
1.3	Renewal Demand and Funding Gap	5
2.0	INTRODUCTION.....	5
2.1	Background.....	5
2.2	Core and Advanced Asset Management.....	5
2.3	Plan Framework.....	5
3.0	SERVICE LEVELS	6
3.1	Community Consultation	6
3.2	Current Levels of Service.....	6
3.4	Desired Levels of Service	6
4.0	FUTURE DEMAND	7
4.1	Demand Forecast	7
4.2	New Assets from Growth	7
5.0	LIFECYCLE MANAGEMENT PLAN	7
5.1	Physical Parameters.....	7
5.2	Asset Condition.....	7
Table 5.2.1 –	Maloney Asset Condition Rating Scale.....	7
5.3	Risk Management Plan.....	8
5.4	Routine Maintenance Plan	8
5.5	Renewal/Replacement Plan.....	9
5.6	Creation/Acquisition/Upgrade Plan	9
5.7	Standards and specifications	9
6.0	FINANCIAL SUMMARY	9
6.1	Financial statements and projections	9
6.2	Sustainability of service delivery	9
6.3	Funding Strategy	9
6.4	Valuation Forecasts	9
7.0	ASSET MANAGEMENT PRACTICES	10
7.1	Information Flow Requirements and Processes.....	10
8.0	PLAN IMPROVEMENT AND MONITORING	10
8.1	Improvement Plan.....	10

8.2	<i>Monitoring and Review Procedures</i>	10
9.0	ASSET MANAGEMENT PLANS	10
9.1	<i>Supporting Documents</i>	10
	<i>Asset Management Plan – Roads;</i>	10
	<i>Asset Management Plan – Pathways;</i>	10
	<i>Asset Management Plan – Drainage;</i>	10
	<i>Asset Management Plan – Reserves (Natural);</i>	10
	<i>Asset Management Plan – Reserves (Developed);</i>	10
	<i>Asset Management Plan – Buildings; and</i>	10
	<i>Adopted City of Albany Long Term Financial Plan</i>	10

DRAFT

1.0 EXECUTIVE SUMMARY

1.1 Overview

This document provides an overview and introduction to individual City of Albany Infrastructure Asset Management Plans (AMP's). AMP's should be read in conjunction and in context with the City of Albany Asset Management Policy and Asset Management Strategy. Asset classes covered by AMP's are as follows:

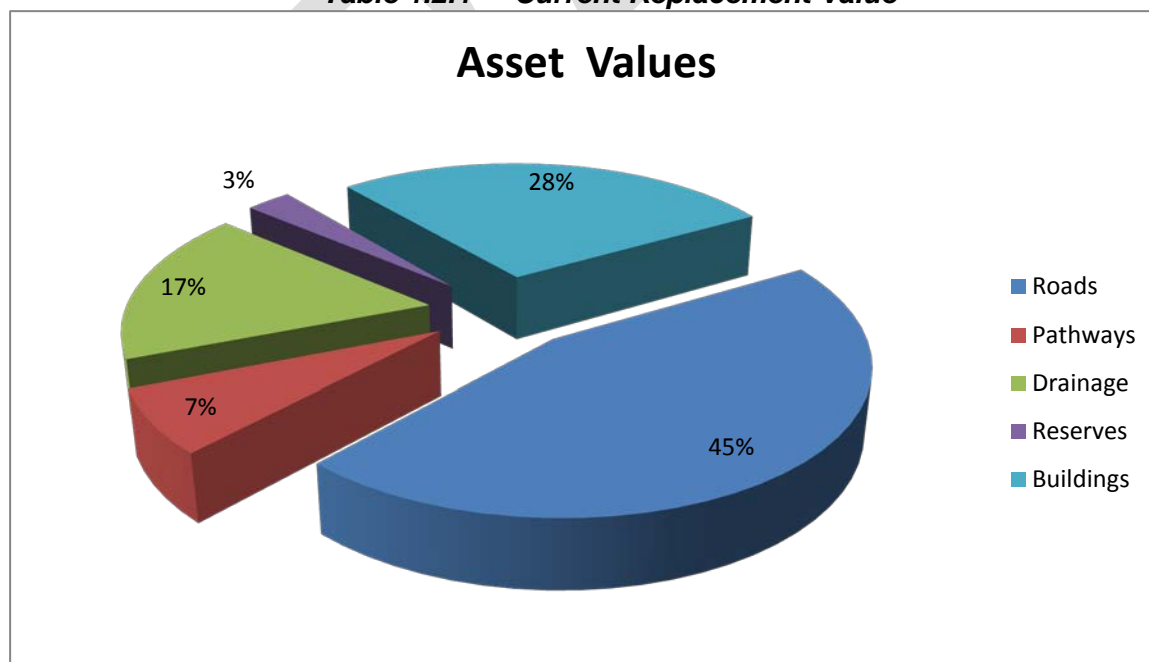
- Roads;
- Pathways;
- Drainage;
- Natural & Developed Reserves; and
- Buildings.

The objective of each AMP is to outline the financial resources required to manage and maintain the relevant asset network to an appropriate standard (or level of service). Each AMP provides an overview of the ongoing management of that asset network and acts as a tool to support the ability of Council to deliver well targeted, responsive and value for money maintenance and operational services for the community as a whole. Individual projects, renewal treatments or interventions which result from the plans are identified in the City's Long Term Financial Plan (LTFP). Note that the LTFP will be reviewed each year as the Asset Plans become more refined. The LTFP forecasts the next 10 years of asset expenditure.

1.2 Financial Summary

The City manages a network of road, pathway, drainage, reserve and building assets having a combined current replacement cost of \$383,142,512 (as at 1st June 2013).

Table 1.2.1 Current Replacement Value



1.3 Renewal Demand and Funding Gap

Each AMP will identify either a shortfall in funding or over servicing where funding exceeds the renewal demand. For individual asset classes a statement will be made whether the funding arrangement provides financial sustainability. While over servicing is not identified in the early years of the LTFP, where it is identified in later years (eg. roads) it presents an opportunity to redistribute funds to areas where there are shortfalls.

Once the confidence level in the data is improved, these redistributions can occur across asset classes in future plan reviews.

2.0 INTRODUCTION

2.1 Background

Each individual AMP seeks to target activities and programs in the LTFP which provide best value for money outcomes and ensure that the assets meet appropriate levels of service. This is achieved through informed decision making, based on the following analysis;

- Asset condition surveys;
- Asset performance (ie. rate at which the asset is deteriorating);
- Lifecycle costs;
- Risk costs; and
- Treatment options.

This approach means considering all management options and strategies as part of the asset lifecycle, from planning to disposal. The objective is to obtain the lowest long-term cost (rather than short-term savings) when making asset management decisions.

2.2 Core and Advanced Asset Management

The current AMP's have been prepared as '*core*' plans in accordance with the Department of Local Government Guidelines. Each has been prepared to meet minimum legislative and organisational requirements to enable sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at a 'network' level.

Future revisions of these AMP's will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet required service levels. This will ultimately be reflected in ongoing reviews of the LTFP and AMP's.

2.3 Plan Framework

Key elements of the plan are:

- Service Levels – specifies level of service of the asset class which is utilised in the financial forecasts. Where information about community and stakeholder service level expectation is not fully developed (which is the current situation across all infrastructure assets) then it is assumed the current service level should be maintained.
- Future demand – how this will impact on future service delivery and how this is to be managed.
- Life Cycle Management Plan – how City of Albany will manage its existing and future assets to provide the required level of service.
- Financial summary – what funds are required and what will be provided and what is the gap? How is the gap going to be managed?

3.0 SERVICE LEVELS

3.1 Community Consultation

The City will carry out quality community consultation over the next review period. This is an approach which will be required consistently across all asset classes. The purpose of the consultation will be to ascertain the community and stakeholder expectations in respect to levels of service. This will allow future reviews of the asset plans to incorporate these expectations into financial modelling. Stakeholders will include, but are not necessarily limited to:

- Council
- Internal working groups (ie Asset Management Working Group)
- General community
- Main Roads Western Australia (Road funding)
- Department of Transport (Cycling facility funding)
- Department of Water (Natural Reserves)
- South Coast NRM (Natural Reserves)
- User groups and Progress Associations.

3.2 Current Levels of Service

Level of service relates to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative and standards compliance. It also, in many respects has a direct relationship with the condition of the asset.

Supporting the service levels are operational or technical measures of performance developed to ensure that the minimum standards are met. These technical measures relate to service criteria such as:

- Quality – Reliability and aesthetics (eg. materials having better durability or appearance)
- Quantity – Adequate capacity (eg ability for a road to carry certain volume or type of traffic)
- Availability and Effectiveness – Distance from key community facilities (eg location of playground equipment)
- Safety – Number of injury accidents (eg road geometry)

In the financial modelling conducted thus far, it is assumed that the current levels of service in relation to the four (4) areas above are adequate. Therefore the condition of the asset is considered as being the major driver in forecasting expenditure requirements. Consequently if the forecasted renewal expenditure meets the predicted renewal demand, the City is in a financially sustainable position in the management of that particular asset.

3.4 Desired Levels of Service

In the absence of thorough consultation, the desired level of service assumed in the financial modelling across all asset classes is the current level of service. As a general rule any increase in the level of service requires additional financial resources from the City. In order to facilitate new or upgraded infrastructure external funding will be sought.

4.0 FUTURE DEMAND

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, community expectations, economic factors, etc.

According to the City of Albany Community Profile, population in the City of Albany municipality has increased from 31,574 in 2006 to 33,648 in 2011. Population growth has therefore been relatively modest. Demand for new infrastructure and acquisitions of infrastructure through subdivision in the short term are not seen to be a significant factor. More detailed analysis of this will form part of the next asset management plan review.

4.2 New Assets from Growth

The new assets required to meet growth are acquired from land developments and the City's own construction. Acquiring these new assets will commit the City to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. Through continuing data collection and validation, these future costs need to be identified and considered in developing forecasts of future operating and maintenance expenditures.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Physical Parameters

City of Albany assets have been grouped by like components. The useful life of an asset is defined as a period over which a depreciable asset is expected to be fully utilised, however, this period can be significantly impacted by maintenance practices.

The data collected on the assets is stored in various databases. These systems operate as inventory capture and asset management tools. They are used to forecast replacement upgrade requirements on a long term basis.

5.2 Asset Condition

Condition for the purpose of financial modelling is measured using a 0 – 10 rating system and summarised in Table 5.2.1. This aligns with the modelling software the City has used in generating the financial forecasts. This software is referred to as the "Maloney" model. In the case of Roads, the conditions are rated 1 – 5, however this is simply converted to a 1 – 10 scale in order to achieve consistency across asset classed when modelling.

Table 5.2.1 – Maloney Asset Condition Rating Scale

CONDITION RATING	DEFINITION
0	A new asset or an asset recently rehabilitated back to new condition
1	A near new asset with no visible signs of deterioration often moved to condition 1 based upon the time since construction rather than observed condition decline.
2	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	An asset in very good overall condition but with some early stages of deterioration evident, but the deterioration still minor in nature and causing no serviceability problems.
4	An asset in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly.
5	An asset in fair overall condition, deterioration in condition would be obvious and there would be some serviceability loss.
6	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Building serviceability would now be affected and maintenance cost would be rising.

CONDITION RATING	DEFINITION
7	An asset in poor overall condition, deterioration would be quite severe and would be starting to limit the serviceability of the building. Maintenance cost would be high.
8	An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance cost would be very high and the asset would be a point where it needed renewal.
9	An asset in extremely poor condition with severe serviceability problems and needing renewal immediately. Could also be a risk to remain in service.
10	An asset that has failed, is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service.

5.3 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Risks, being those requiring corrective action identified in the risk management plan are summarised in individual AMPs in a tabular format.

5.4 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance is work undertaken to ensure that City of Albany assets continue to meet the required performance and standard throughout its useful life.

Maintenance includes reactive, planned and cyclic maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions. Assessment and prioritisation of reactive maintenance is undertaken by City staff using experience and judgement.

Preventive maintenance – the actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure. Preventive maintenance is normally programmed by the relevant business unit responsible for the asset. In most cases, the programs are developed from historic information or through the experience of the relevant co-ordinators within the business unit.

Cyclic maintenance – preventative maintenance works undertaken on a regular cyclical timetable.

Reactive maintenance – the actions performed, as a result of failure, to restore an item or asset to its original condition, as far as practicable. Reactive maintenance may or may not be programmed. Reactive maintenance is generated from customer service requests. The targeted response time to these requests is 10 working days, however this is dependent on the type of request. In many cases, the request can be integrated with programmed preventative maintenance.

5.5 Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register. Candidate proposals are inspected to verify accuracy of the remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled into the LTFP. Where AMP's are sufficiently advanced priority ranking criteria for the asset class are detailed. Where the AMP's are yet to reach this level, this information is not provided.

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

5.6 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These new assets will be progressively included into the asset inventory so that they are considered in each annual AMP review.

5.7 Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal and will be the subject of a future revision. Generally, Australian Standards are the minimum applied.

6.0 FINANCIAL SUMMARY

6.1 Financial statements and projections

The financial projections are shown in each AMP for planned renewal, upgrade and new expenditure. Operational expenditure is detailed in the LTFP.

Financial projections will be improved in future reviews by:

- Service level expectations being collated and analysed.
- Data collection which allows a more detailed approach to understanding how assets are performing (ie, are assets deteriorating at the rate that we think?)

6.2 Sustainability of service delivery

In essence, if the City is meeting the renewal demand expenditure, it should consider that it is in a financially sustainable position. Where this is not the case (as is the case with some assets) an understanding of how this will be managed is detailed in the AMP under a section headed "Managing the Gap".

6.3 Funding Strategy

The funding strategy is detailed in the City's LTFP.

6.4 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset base from construction and acquisition by Council and from assets constructed by land developers and others and gifted to Council.

7.0 ASSET MANAGEMENT PRACTICES

7.1 Information Flow Requirements and Processes

The key information flows *into* the AMP's are;

- The asset register data on condition, value, remaining life of City of Albany assets;
- The unit rates for categories of work/material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including deterioration models; and
- Data on new assets acquired by the City of Albany.

The key information flows *from* the AMP's are;

- The estimated renewal demand and trends;
- The resulting expenditures which feed into the LTFFP.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Improvement Plan

The Asset Management Strategy identifies specific improvement plans for each asset class.

8.2 Monitoring and Review Procedures

Each individual AMP will be reviewed prior to the annual budget preparation and amended to recognise any changes in service levels and/or resources available.

9.0 ASSET MANAGEMENT PLANS

9.1 Supporting Documents

For more detailed information on individual asset classes please refer to the following Asset Management Plans:

Asset Management Plan – Roads;

Asset Management Plan – Pathways;

Asset Management Plan – Drainage;

Asset Management Plan – Reserves (Natural);

Asset Management Plan – Reserves (Developed);

Asset Management Plan – Buildings; and

Adopted City of Albany Long Term Financial Plan – For more detailed information on individual projects



Asset Management Plan Roads

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	15/4/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0 EXECUTIVE SUMMARY	4
1.1 <i>Overview</i>	4
2.0 INTRODUCTION	4
2.1 <i>Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)</i>	4
2.2 <i>Road Construction Types</i>	4
Table 5.1.1 - Asset Condition Profile.....	4
3.0 SERVICE LEVELS	5
3.1 <i>Design Standards</i>	5
3.2 <i>Management Classifications and Hierarchy</i>	5
3.3 <i>Road Criteria and Assessments</i>	10
3.4 <i>Current Levels of Service</i>	10
4.0 FUTURE DEMAND	10
4.1 <i>Demand Management Plan</i>	10
5.0 LIFECYCLE MANAGEMENT PLAN	10
5.1 <i>Asset condition</i>	10
Table 5.1.1 - Asset Condition Profile.....	11
5.2 <i>Asset valuations</i>	11
5.3 <i>Risk Management Plan</i>	11
Table 5.3.1 – Critical Risk and Treatment Plans	11
5.4 <i>Routine Maintenance Plan</i>	12
5.5 <i>Renewal/Replacement Plan</i>	12
Table 5.5.1 Planned Capital Expenditure.....	12
6.0 FINANCIAL SUMMARY	12
6.1 <i>Financial projections</i>	12
Table 6.1.1 Renewal Expenditure and Demand.....	13
6.2 <i>Funding Strategy</i>	13
6.3 <i>Managing the Funding Gap</i>	13
REFERENCES	13

Asset Management Plan – Overview..... 13

Adopted City of Albany Long Term Financial Plan (LTFP)..... 13

DRAFT

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City of Albany provides an extensive network of roads throughout the municipality. This Asset Management Plan – Roads has been compiled to ensure the maintenance and renewal of the road network is undertaken in a systematic way that reflects community needs.

The Roads network has been defined into the following classifications in the urban and rural environment.

Urban Roads

- Primary Distributor – Urban (U1) managed and controlled by Main Roads
- District Distributor A – Urban (U2)
- District Distributor B – Urban (U3)
- Local Distributor – Urban (U4)
- Access A – U5
- Access B – U6

Rural Roads

- Primary Distributor – Rural (R1) managed and controlled by Main Roads
- Regional Distributor Roads (R2)
- Local Distributor Road – Rural (R3)
- Rural Access A (R4)
- Rural Access B (R5)
- Rural access road C (R6)

The road types vary from major dual-carriageway roads at urban level to minor access roads servicing one or two properties. There are a number of factors used in the classification process and these are explained in the detailed criteria in section 3.2.

This asset class is the most significant of all infrastructure assets. With the confidence in the data used to produce this plan being good, the City can consider itself in a sustainable financial position in respect to the management of this asset class. The modelling suggests some potential for over servicing of this asset class in future years which would allow some redistribution of funds to underserviced assets in future reviews.

2.0 INTRODUCTION

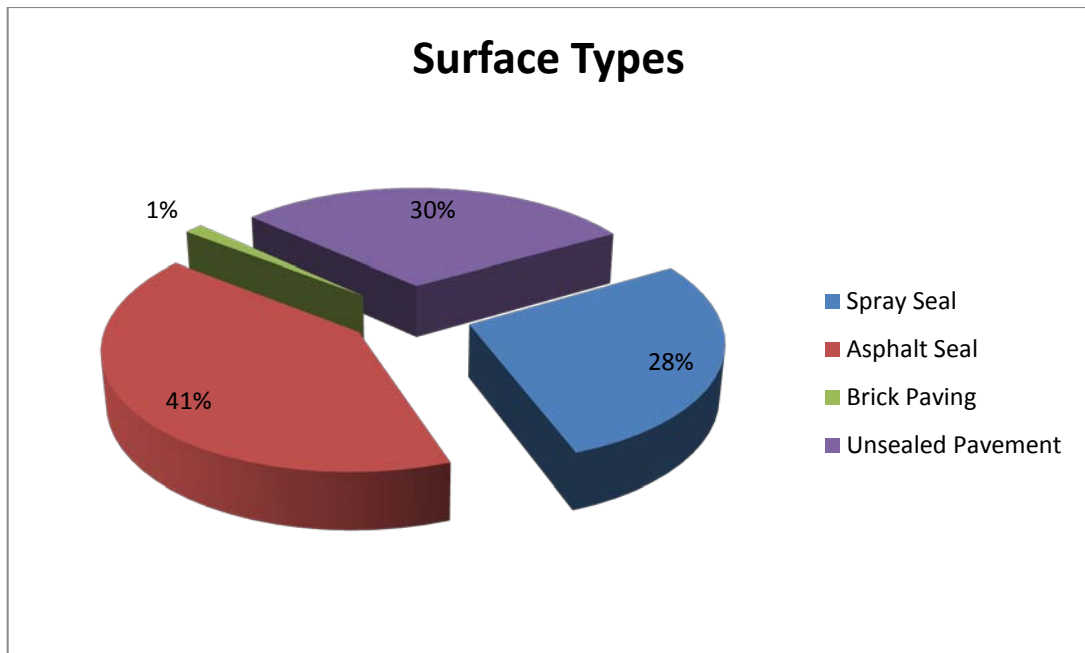
2.1 Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)

The City of Albany's extensive local road network contains approximately 767 kilometres of sealed roads and approximately 930 kilometres of unsealed roads. This network has been condition audited in its entirety in 2013, in order to provide a 'snapshot' of the network condition, and to allow renewal works to be prioritised using real data. In order to obtain maximum benefit from this data, the City intends to undertake these audits periodically, to maintain the currency of the information.

2.2 Road Construction Types

Roads under the control of the City of Albany can be divided up by the surface type, as similar surfaces are maintained the same way.

Table 5.1.1 - Asset Condition Profile



3.0 SERVICE LEVELS

3.1 Design Standards

All roads are designed and constructed following Austroads guidelines. Pavement design for all roads are undertaken at the time of upgrade and the standards are determined in conjunction with a geotechnical report on the existing base and sub grade.

3.2 Management Classifications and Hierarchy

The following proposed road hierarchy and associated priority criteria have been developed to meet the current and future needs of the City of Albany. The “Road Hierarchy” consists of a number of levels as follows;

URBAN CLASSIFICATIONS

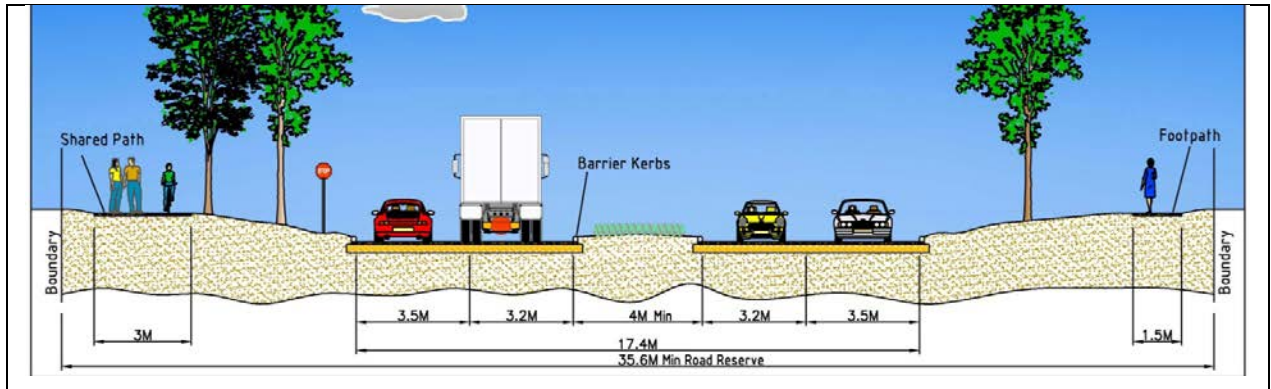
Primary Distributor – Urban (U1)

Primary distributor roads are the responsibility of Main Roads WA, and are the core road networks throughout Western Australia. Typical roads include South Coast Highway, Albany Highway and Hanrahan (Albany Port) Road.

District Distributor A – Urban (U2)

District Distributor A roads serve the dual function of carrying traffic effectively between suburbs and providing development frontage for adjoining properties. These roads suit tertiary education, civic, large-scale commercial and with service roads suitable for residential and home based businesses;

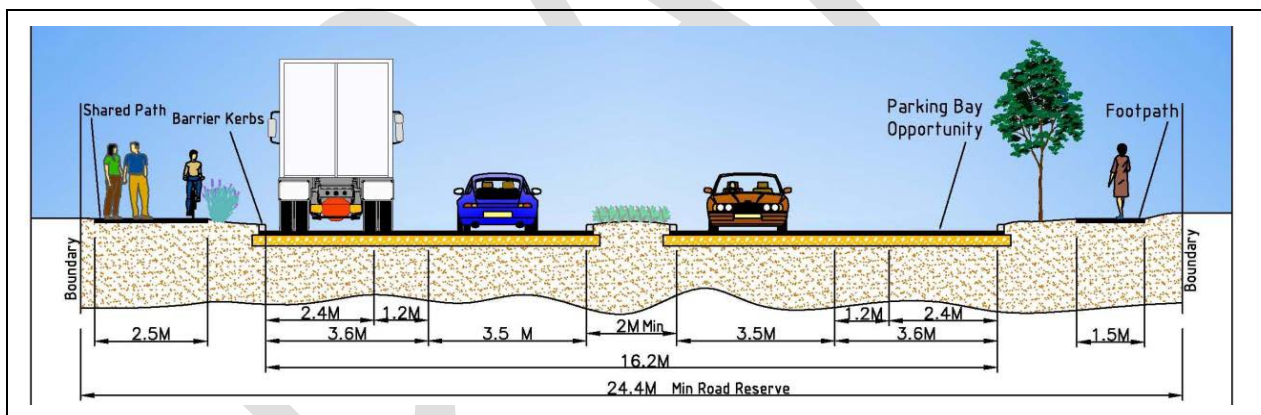
- Designed to cater for an estimated traffic volume (ETV) of over 7000 vehicles per day (VPD);
- Designated as bus routes;
- Asphalt paved with semi mountable kerbing;
- Road reserve 35.6m minimum;
- Footpath facilities are as per the Asset Management Plan – Pathways; and,
- Typical roads include Albany Highway and North Road.



District Distributor B – Urban (U3)

District Distributor B roads serve the dual function of carrying traffic effectively between suburbs, providing development frontage for adjoining properties. These roads suit pedestrian-based retail streets, centres and limited access to residential and commercial properties;

- Designed to cater for ETV range 3000-7000 VPD;
- Designated as a bus route;
- Asphalt paved with Barrier Kerbing;
- Reserve between 20m and 25m;
- Have a cycle lane of 1.2m as outlined in Liveable neighbourhoods;
- Footpath facilities are constructed as per Asset management Plan – Pathways, and;
- Typical roads include Lockyer Avenue and York Street.



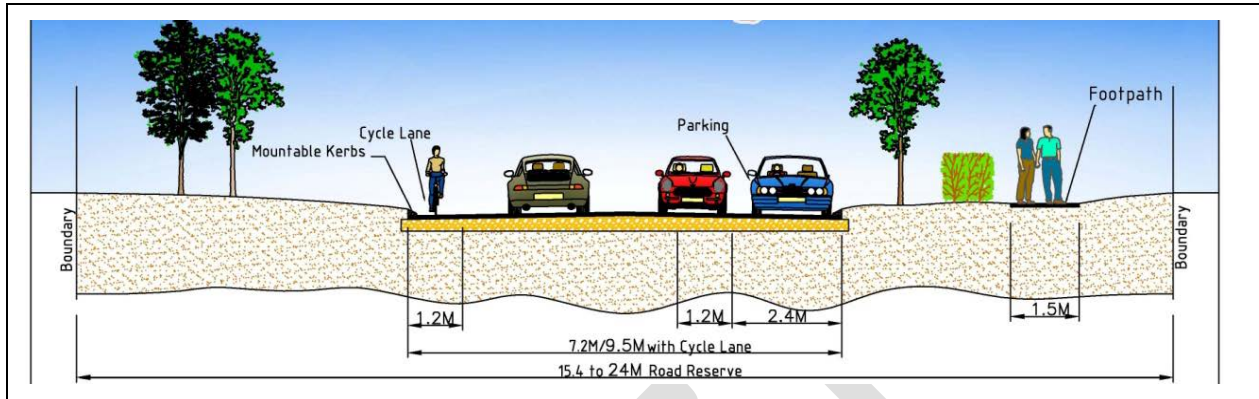
District Distributor A & B Roads which have been identified as integrator arterial roads in the Albany Transport Model will have unique design requirements and will be assessed as required.

Local Distributor – Urban (U4)

Local Distributor Roads link neighbourhoods and have pre-dominantly residential frontage. Care is required to ensure that local distributor roads do not become short cuts between district distributors. They should not attract substantial long distance through-traffic, but provide safe and convenient local travel to and from arterial routes, usually at controlled intersections. They spread local traffic loads and reduce intersection loadings, support the viability of neighbourhood centres which are typically located on local distributor roads;

- Designed to cater for an ETV range of 1000 - 3000 VPD;
- Designated as bus a route;
- On street parking;

- Asphalt paved with mountable or semi mountable kerbing, (kerbing requirements will be dictated by the abutting land use);
- Road reserve width between 15.4m and 24m;
- Footpath facilities are as per the Asset Management Plan – Pathways, and;
- Typical roads include Middleton Rd, Collie St, Grey St West and Le Grande Ave.

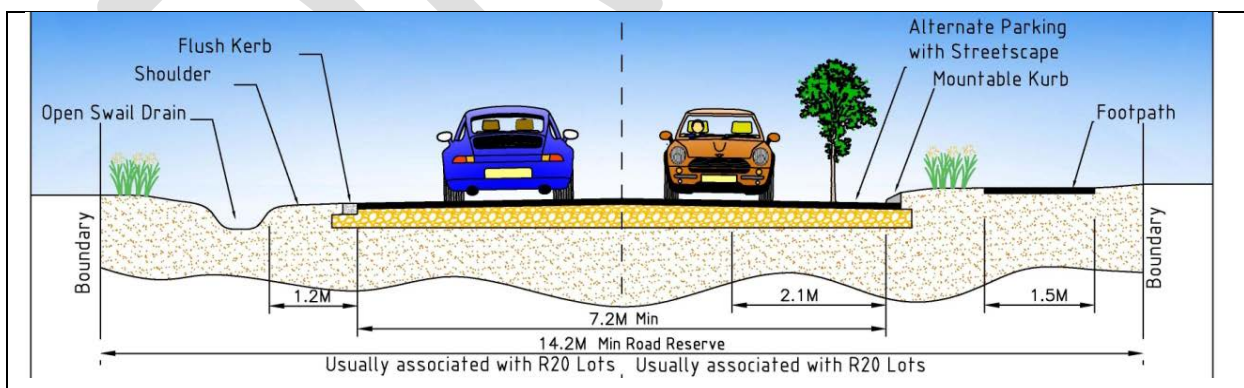


ACCESS STREETS - URBAN

Access streets are the most common street in the road network. They provide access to individual dwellings and provide a link between the dwellings and the Local Distributor Road network. Access Roads may be broken down into three sub categories.

Access A – (U5)

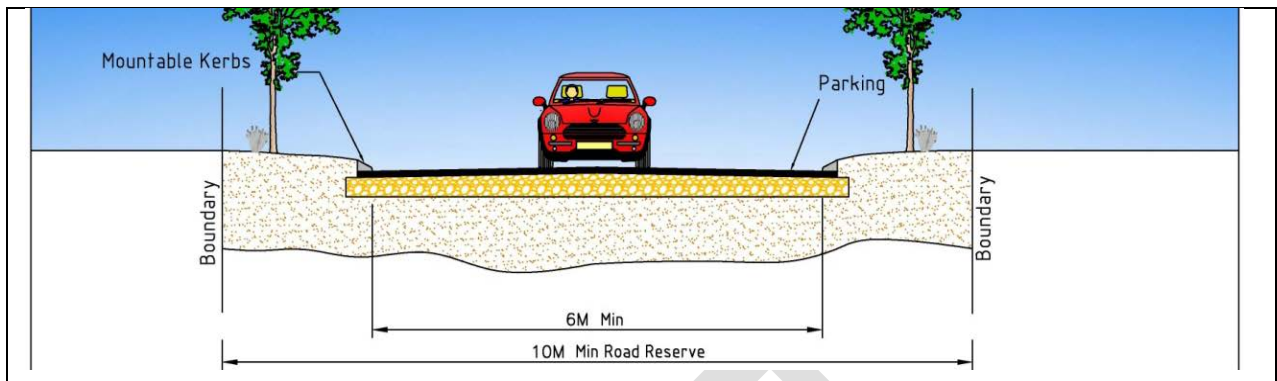
- Designed to cater for an ETV range of 300-1000 VPD;
- Either Asphalt paved or 2-coat bituminous seal
- Flush or mountable kerbing, (kerbing requirements will be dictated by the drainage requirements and the abutting land use);
- Road reserve between 15.4m and 20m;
- Footpath facilities are as per the Asset Management Plan – Pathways;
- On street parking assessed on a need's basis, and;
- Typical roads include David Street, Admiral Street, Burgoyne Road and Drome Road.



Access B – (U6)

- Designed to cater for <300 VPD;
- Either Asphalt paved or 2-coat bituminous seal
- Flush or mountable kerbing (kerbing will be dictated by the drainage requirements and the abutting land use).
- A road reserve width of 10m minimum;
- Generally associated with Cul-De-Sacs, usually less than 100m in length and special rural lots with lot sizes up to 5000m²;

- They have a design speed of up to 60kph in a special rural environment;
- Low traffic volume and maybe shared with pedestrians and cyclists in a low speed environment, and;
- Typical Roads include Dunn Street, Tasman Street and Cuthbert Street.



RURAL CLASSIFICATIONS

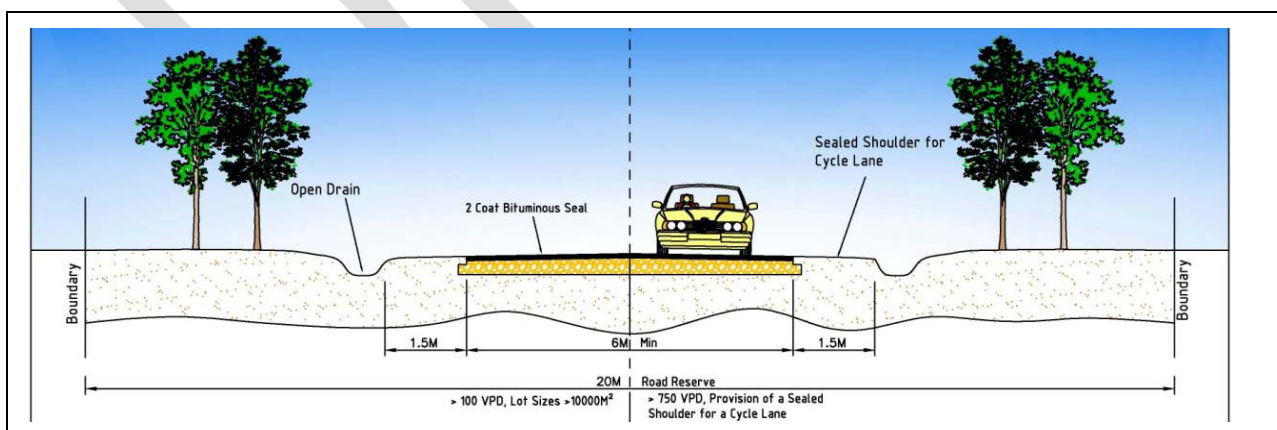
Primary Distributor – Rural (R1) - Main Roads Controlled and Managed

Primary Distributor rural roads are major roads linking significant towns and destinations, and are the responsibility of Main Roads WA. Indicative traffic volumes of VPD with a recommended operating speed of 110kph. Primary Distributor Rural Roads are a major through route of heavy vehicles.

Regional Distributor Roads (R2)

Regional Distributor roads are regionally significant roads and link significant destinations and provide efficient movement of goods and people;

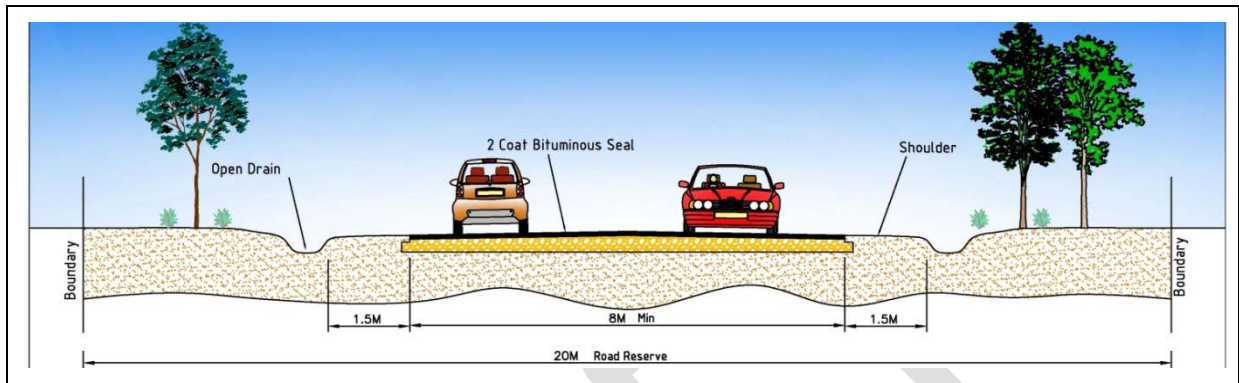
- Indicative traffic volumes of > an ETV of 100 VPD;
- Sealed shoulder for cyclists on roads with in excess of an ETV of 750 VPD;
- Minimum requirements, 2 coat bituminous seal;
- Greater than 10% of heavy vehicles;
- Connectivity to Primary and local distributors, and;
- Typical roads include Link Road, Down Road and George Street.



Local Distributor Road – Rural (R3)

Local Distributor roads provide for the movement of trucks, machinery and tourists;

- An ETV of greater than 75vpd;
- Minimum requirements, 2 coat bituminous seal;
- Degree of connectivity to other local distributor and rural access roads;
- Seasonal truck and tourist traffic, and;
- Typical roads include Millbrook Road, Redmond Hay River Road and Palmdale.



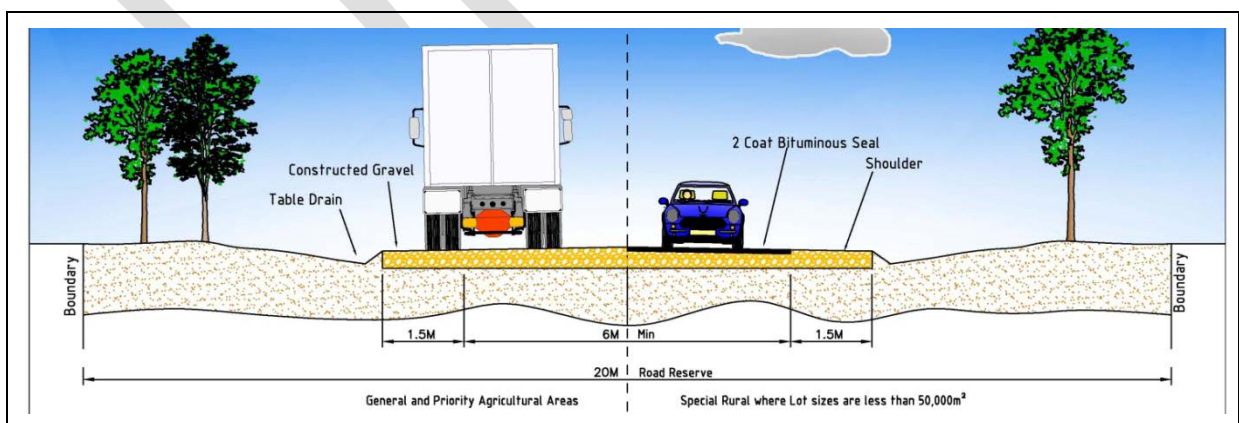
ACCESS ROADS - RURAL

Rural access road's major function is access to individual properties. Rural access roads have slow operational speeds limited due to road geometry, surface or condition.

Rural Access A (R4)

This standard of road is designed to cater for a number of different uses in a range of locations with various construction standards;

- An ETV of between 30 and 75vpd;
- Constructed gravel road with a 150mm thick gravel pavement;
- Lot sizes in-between 10 000m² and 50 000m², and;
- 2 coat bituminous seal, typical roads include Rocky Crossing Road, Bushby Road and Pfeiffer Road.



Rural Access B (R5)

- An ETV of between 15 and 30vpd;
- Occasional heavy vehicles;
- Predominantly in a General or Priority Agriculture areas;
- Formed cross-section of no less than 6 meters using local materials, and;
- Typical roads include Hunwick Road, Thompson Road, Hazzard Road and Dempster Road.

Rural Access C (R6)

- Caters for local traffic only;
- Traffic volumes less than 15 VPD;
- Minimum requirements are a 4m minimum flat graded road with no material imported,
- Typical roads include Davey Road, Keith Road and Down Road South.

3.3 Road Criteria and Assessments

The City has applied the following priority criteria for upgrade and renewal of roads throughout the municipality.

To evaluate the upgrade expenditure programme (gap between existing and required standard), the following priority criteria has been developed. The first step is to utilize the Roman data base inventory to create a desk top schedule for works. Once this is completed, City staff will attend site to verify the findings. With the verification process confirmed, the programme is developed based on the priority weighting against each criterion.

3.4 Current Levels of Service

The City of Albany currently has schedules of preventative maintenance e.g. pothole repairs, street sweeping, which have not previously been documented or acknowledged. As a development of this Asset Management Plan, over the next twelve months the City will undertake to document and rationalise these schedules, in order to provide greater efficiency and efficacy.

The City responds to customer service requests for reactive maintenance within 10 working days including evaluation and rectification works if required. Repairs are undertaken on a priority and risk assessment basis.

4.0 FUTURE DEMAND

4.1 Demand Management Plan

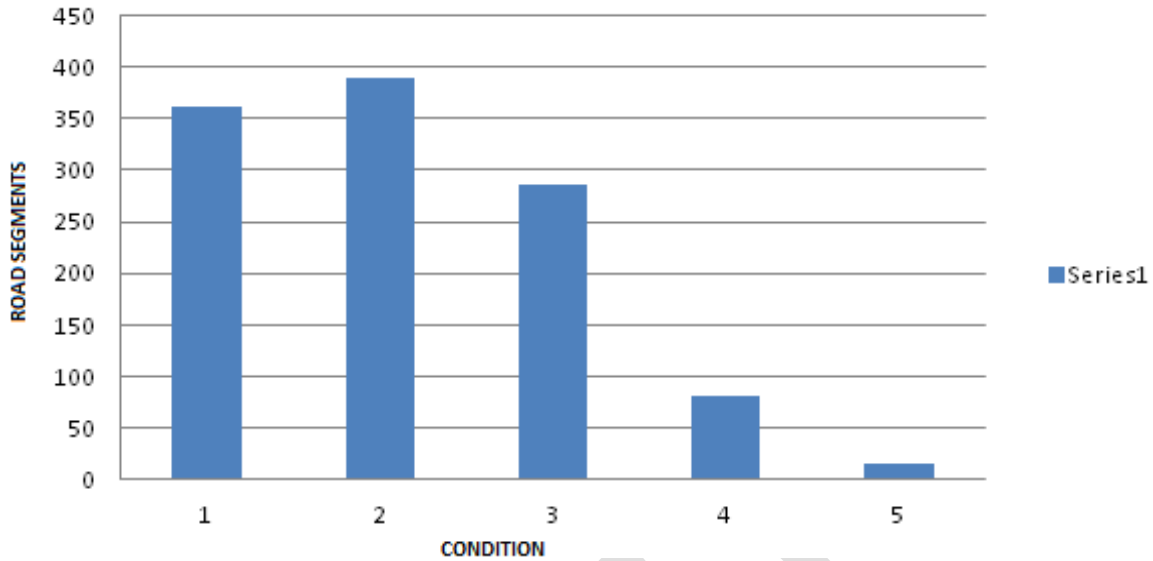
Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Asset condition

The condition profile of Council's assets is shown below.

Table 5.1.1 - Asset Condition Profile



Condition is measured using a 1 – 5 rating system. Note this differs to the Maloney rating, however for the purpose of financial modelling these ratings are simply converted to a 1 in 10 scale.;

Rating	Description of Condition
1	excellent condition: Only planned maintenance required.
2	very good: Minor maintenance plus planned maintenance.
3	good: Significant maintenance required.
4	average: Significant renewal/upgrade required.
5	poor: Unserviceable.

5.2 Asset valuations

The value of assets as at December 2012 covered by this asset management plan is summarised below;

- Replacement Value (less formation costs) of \$181,882,068.

5.3 Risk Management Plan

Table 5.3.1 – Critical Risk and Treatment Plans

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan
Road Pavement (basecourse)	Cracks and moisture penetration to the basecourse causing accelerated deterioration.	Moderate	Annual Crack sealing program and programming of routine road inspections as part of preventative maintenance programs.
Road Seal & Pavement (basecourse)	Edge breaks in unkerbed road – accelerated seal and shoulder damage and increased exposure to erosion, moisture penetration and undermining of pavement.	Moderate	Shoulder reconstruction program and programming of routine road inspections as part of preventative maintenance programs.
Road Seal & Pavement (basecourse)	Potholes and moisture penetration to the basecourse causing accelerated deterioration damaging seal and basecourse.	Very High	Annual Crack sealing, resealing program and programming of routine road inspections as part of preventative maintenance programs.

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan
Sub-standard road alignment	Increased potential for vehicle accidents due to blind curves and crest	High	Black spot improvement program and other road improvement programs.
Kerbing	Cracked & misaligned kerb – hazard to pedestrians and motorists.	Moderate	Repair kerb sections and programming of routine road inspections as part of preventative maintenance programs.

5.4 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.5 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.5.1. Individual projects or treatments are identified in the LTFFP.

Table 5.5.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$4,023,050	\$406,150	\$120,000
2014/2015	\$3,854,850	\$358,950	-
2015/2016	\$3,168,000	\$386,000	-
2016/2017	\$4,051,400	\$417,000	-
2017/2018	\$4,061,000	\$656,000	-
2018/2019	\$4,381,000	\$504,000	\$150,000
2019/2020	\$4,476,000	\$450,000	-
2020/2021	\$4,750,000	\$450,000	-
2021/2022	\$5,000,000	\$450,000	-
2022/2023	\$5,150,000	\$450,000	-

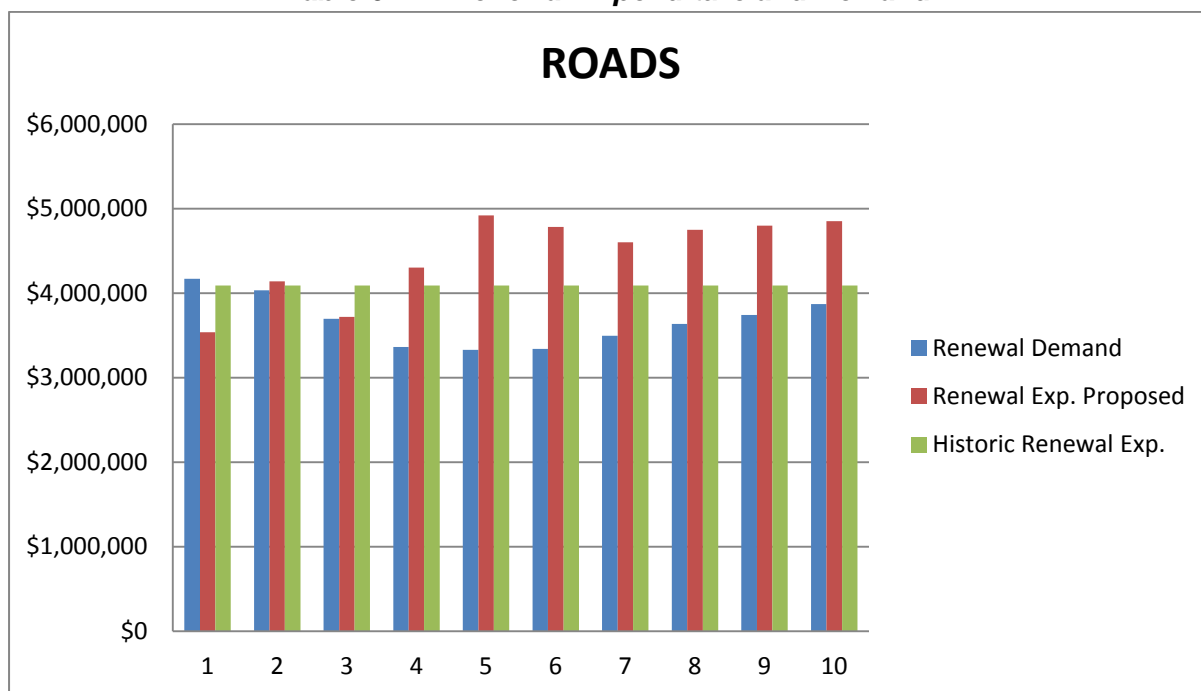
6.0 FINANCIAL SUMMARY

6.1 Financial projections

The financial projections are shown in Table 5.5.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Moloney modelling software are shown in Table 6.1.1. Year 1 is the 2013/14 financial year.

Table 6.1.1 Renewal Expenditure and Demand



6.2 Funding Strategy

Projected expenditure is outlined in the City's operating and capital budgets. The funding strategy is detailed in the LTFP.

The road infrastructure is funded by a range of funding streams (2012/13 budget allocations have been included for clarity) as follows;

- City of Albany capital expenditure (Asset Management Plan – Roads);
- Main Roads annual direct grant.
- Main Roads Regional Road Group
- Federal Government Roads to Recovery Programme, and;
- Commodity Routes Supplementary Fund (CRSF)

6.3 Managing the Funding Gap

As demonstrated in Table 6.1.1, proposed Renewal Expenditure is expected to exceed Renewal Demand after the first year. This indicates that the City of Albany could potentially redistribute some of these funds to other asset classes. This is based on current data, which has a good confidence level.

In order to improve the City's understanding of its roads asset network, and by extension, the renewal requirements for this asset, a detailed survey regime, identifying assets and condition, has been undertaken in 2013, and should be continued cyclically, to determine deterioration levels of asset condition. Documentation of how assets are assessed for renewal should also be conducted, to give guidance on condition intervention levels, and types of intervention to maximise benefit.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan (LTFP) - For more detailed information on individual projects



Asset Management Plan Pathways

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	1/5/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	4
1.1	Overview	4
2.0	INTRODUCTION	4
2.1	Pathway Construction Types	4
	Table 2.1.1 Pathway Construction Types covered by this Plan	4
3.0	SERVICE LEVELS.....	5
3.1	Management Classifications and Hierarchy.....	5
	Table 3.1.1 Pathway Hierarchy	5
	Table 3.1.2 Key Management Principles	5
	Table 3.1.3 Design Assumptions.....	6
3.2	Pathway Criteria.....	6
	Table 3.2.1 New Path Criteria	6
	Table 3.2.2 Existing Path Criteria.....	7
4.0	FUTURE DEMAND.....	7
4.1	Demand Management Plan	7
5.0	LIFECYCLE MANAGEMENT PLAN	7
5.1	Lifecycle Management - Physical parameters	7
	Table 5.1.1. Asset Age Profile.....	7
5.2	Asset capacity and performance.....	8
5.3	Risk Management Plan	8
	Table 5.3.1. Critical risks and treatment plans.....	8
5.4	Asset condition	8
	Table 5.4.1 Asset Condition Profile (as at 1/06/2013)	8
5.5	Asset valuations	9
5.6	Routine Maintenance Plan.....	9
5.7	Renewal/Replacement Plan.....	9
	Table 5.7.1 Planned Capital Expenditure	9
5.8	Renewal Standards	9

6.0 FINANCIAL SUMMARY 9

6.1 Financial projections 9

 Table 6.1.1 Renewal Expenditure and Demand 10

6.2 Managing the Funding Gap 10

REFERENCES 10

 Asset Management Plan – Overview 10

 Adopted City of Albany Long Term Financial Plan 10

DRAFT

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City of Albany provides an extensive network of pathways throughout the municipality. This Asset Management Plan – Pathways has been compiled to ensure the maintenance, renewal and creation of new pathway activities are undertaken in a systematic way that reflects community needs.

The pathway network has been defined into the following classifications;

- **Path** A constructed corridor for pedestrian traffic only;
- **Shared Path** A constructed corridor that combines pedestrian traffic with other forms of transport such as bicycles, gophers and wheel chairs.
- **Cycle Lane** A constructed corridor predominately for bicycle usage (managed as part of the road network)
- **Trail** A marked informal corridor set in a natural environment for recreational purposes (managed as part of the reserves management plan)
- **Boardwalk** A raised platform corridor constructed due to steep topography, wet or environmental conditions.

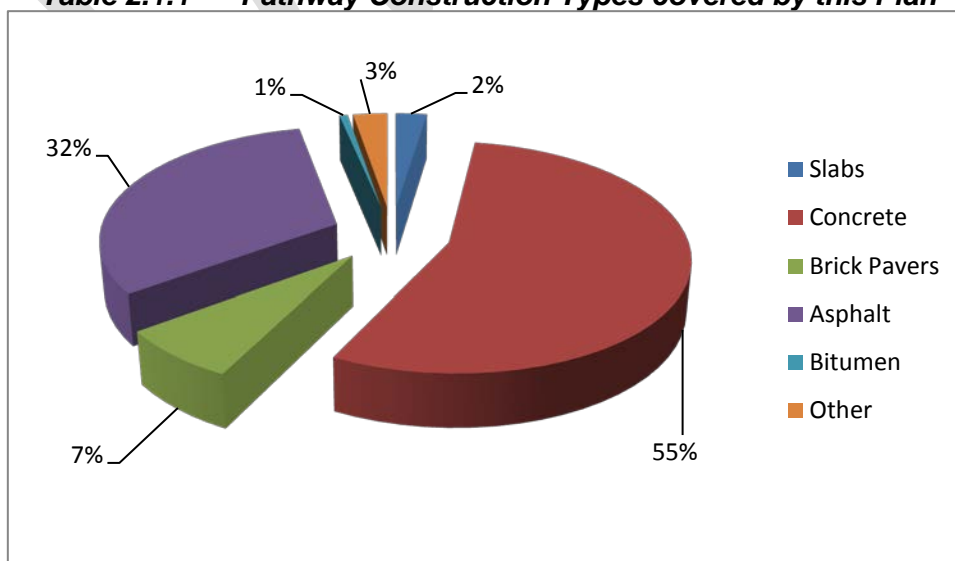
With the confidence in the data used to produce this plan being moderate to high, the City can consider itself in a relatively sustainable financial position in respect to the management of this asset class. The modelling does not suggest any over servicing which suggests the City must ensure financial allocations to this asset class are maintained in order to sustain the current level of service.

2.0 INTRODUCTION

2.1 Pathway Construction Types

This Asset Management Plan covers the following infrastructure assets:

Table 2.1.1 Pathway Construction Types covered by this Plan



3.0 SERVICE LEVELS

3.1 Management Classifications and Hierarchy

The following proposed path hierarchy and associated priority criteria have been developed to meet the current and future needs of the City of Albany. The “Pathway Hierarchy” consists of four levels as follows;

Table 3.1.1 Pathway Hierarchy

No	Classification	Description
1	Regional Distributor	A combined commuter & recreational shared path along linear areas of public open space, as a creek river, lake & coastal foreshore, or along / adjacent to the alignment of major roads, linking two or more localities / communities serving significant trip generators. Ideal path width in this location would be 2.5 to 3 metres; paths with an incline of greater than 1 in 11 (Austroads part 13 or 14) shall be constructed 3 metres wide. This will allow commuters to remain on their bicycles by weaving from side to side compensating for the steep grade of the path.
2	Principal Distributor	A shared commuter path along or adjacent to the alignment of major roads, often linking two or more localities, and/or serving major trip generators. Path width in this location should be 2.0 to 2.5 metres.
3	Local Distributor	A shared commuter path serving most users with-in the locality and connecting them from their residence and/or Local Access Path to their local destination, Distributor, Principle or Regional Paths. Path widths in this location are to be 2 metres.
4	Local Access Path	A footpath or shared path, within their locality, providing residents direct connection to their residence and/or local destination, Distributor, Principle & Regional Paths. Path widths in this location are to be no less than 1.5 metres.

Table 3.1.2 Key Management Principles

No.	Key Principle
1.	Roads within 400 metres of a school, neighbourhood centre or aged care facility requiring a path, excluding cul-de-sacs and roads with access to a path within 150 metres commuting distance.
2.	Roads with less than 150 metres to be traversed to access a pathway and / or less than 100 vpd (vehicles per day) considered a shared roadway.
3.	Roads with 100 to 300 vpd and greater than 150 metres to transverse to access a pathway considered but not necessarily provided a planned path.
4.	Roads with between 300 to 1000 vpd considered for planned provision of at least a 1.5m wide footpath.
5.	Roads with more than 1000 vpd considered but not necessarily provided for a planned shared path on one side of the roadway.
6.	All foreshore reserves, waterway reserves and greenways will be considered as alternative routes to busy roads if practical.
7.	All planned paths will be considered for their connection and direct route to end of trip generators. End of trip generators include, but are not limited to, Schools, Shopping Centres, Parks, Sports Grounds and Town Centres.

Table 3.1.3 Design Assumptions

No.	Assumption
1.	Every road reserve used for transport purposes requires pedestrian access.
2.	All roads can be traversed by bike, but all are not desirable to share with all other modes of traffic.
3.	Shared paths and footpaths may be deliberately rerouted off busy roads to quiet areas and integrated into parks, reserves and greenways.
4.	A grassed verge is not considered a path, yet should be walkable ie: a 1.5m minimum width smooth continuous corridor. Nor is a dirt track considered a path, even though it is often the best indicator of where a path should be.
5.	Aligns with the DPI liveable Neighbourhoods, State Government alternative transport aims and objectives such as their Strategy "Bike Ahead", Main Roads WA policy for Cycling Infrastructure and Part 13 & 14 of Austroads.

3.2 Pathway Criteria

The City have applied the following priority criteria for existing and planned new pathways throughout the municipality. Existing pathways have separate criteria that consider risk and intervention maintenance or renewal.

Table 3.2.1 New Path Criteria

New Pathways			
No	Criteria	%	Rationale
1	Strategic Significance		
	Intercommunity Access	10	Relationship between neighbourhoods.
	Community Activity	10	Relationship to facilities such as neighbourhood centres
	Safe Route to School	10	Connection to schools with focus on separation from traffic and child safety
	Demographics of users	10	Range of age groups impacting on lifestyle and universal access.
	Recreation Activity Potential	10	Linked to the promotion of passive recreation
	Gap to complete route	20	Where strategic infill in the network is required.
2.	Pathway Characteristics		
	Path classification and hierarchy	10	Priority ranking based on the hierarchy.
	Potential traffic	10	Location of path and destination generators such as schools and shopping centres.
	Hazard Risk and Safety	10	Survey results indicating safety of traverse.

Table 3.2.2 Existing Path Criteria

Existing Pathways			
No	Criteria	%	Rationale
1	Strategic Significance		
	Safe Route to School	5	Connection to schools with focus on separation from traffic and child safety
	Demographics of users	10	Range of age groups impacting on lifestyle and universal access.
	Recreation Activity Potential	5	Linked to the promotion of passive recreation
2.	Pathway Characteristics		
	Path Condition	40	Priority ranking based on the hierarchy.
	Hazard Risk and Safety	40	Survey results indicating safety of traverse.

4.0 FUTURE DEMAND

4.1 Demand Management Plan

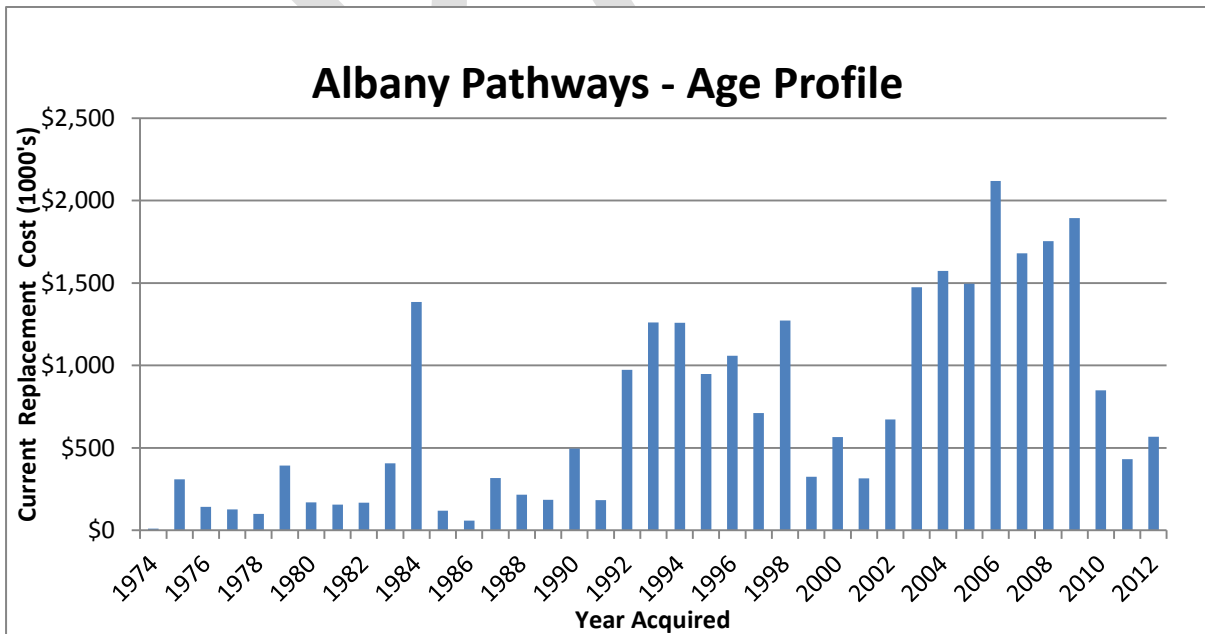
Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Lifecycle Management - Physical parameters

The age profile of the City’s assets is shown below.

Table 5.1.1. Asset Age Profile



5.2 Asset capacity and performance

The City's services are generally provided to meet design standards. As can be seen in table 5.1.1, the age profile of the pathway asset network is relatively young and therefore the performance of the network in terms of deterioration is relatively good. More detailed modelling will be required beyond the 10 year forecast to determine possible impacts. This will occur over the next review period.

5.3 Risk Management Plan

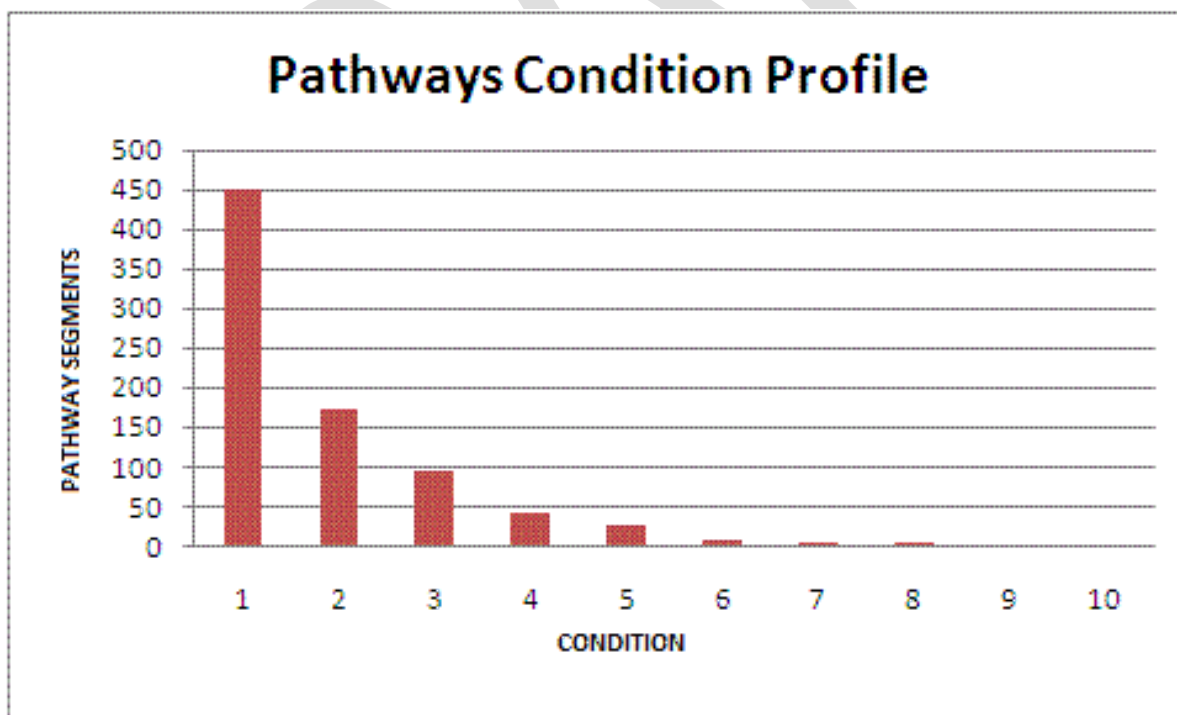
Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Concrete Slab Pathway	Cracking, Displacement	High	Routine inspection and maintenance, Scheduled Upgrades to in-situ Concrete
In-situ Concrete Pathway	Cracking, Displacement	High	Routine inspection and maintenance
Asphalt Pathway	Cracking, Potholes	High	Routine inspection and maintenance
Brick paved pathway	Displacement	High	Routine inspection and maintenance

5.4 Asset condition

The condition profile of Council's assets is shown below.

Table 5.4.1 Asset Condition Profile (as at 1/06/2013)



5.5 Asset valuations

The value of assets covered by this asset management plan is;

- Current Replacement Cost \$ 33,386,507 (as at 1/06/2013)

5.6 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Assessment and prioritisation of reactive maintenance is undertaken by City staff using experience and judgement.

5.7 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.7.1. Individual projects or treatments are identified in the LTFP.

Table 5.7.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$269,220	\$531,480	\$584,400
2014/2015	\$346,640	\$427,760	\$374,800
2015/2016	\$478,560	\$323,040	-
2016/2017	\$430,700	\$89,600	\$53,700
2017/2018	\$486,420	\$332,780	\$236,000
2018/2019	\$568,240	\$287,160	\$323,400
2019/2020	\$700,000	\$100,000	\$440,000
2020/2021	\$700,000	\$200,000	\$100,000
2021/2022	\$700,000	\$200,000	\$100,000
2022/2023	\$700,000	\$200,000	\$100,000

5.8 Renewal Standards

Renewal work is carried out in accordance with the following Standards and Specifications.

- Austroads Guide to Road Design Part 6A – Pedestrian and Cyclist Paths.

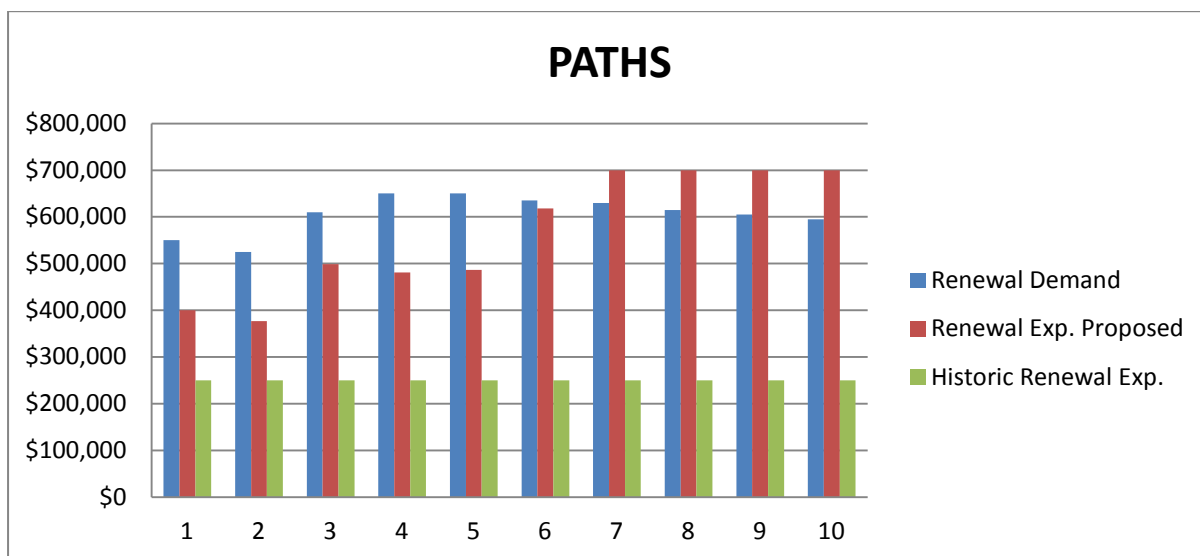
6.0 FINANCIAL SUMMARY

6.1 Financial projections

The financial projections are shown in Table 5.6.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.1.1. Year 1 is the 2013/14 financial year.

Table 6.1.1 Renewal Expenditure and Demand



Funding for maintenance renewal and creation of pathways infrastructure is principally provided by the City of Albany capital works programme. Supplementary funding is sourced through the Department Planning and Infrastructure Regional Bicycle Network (RBN) Local Government Grants Programme via individual project grants.

There are other intermittent funding opportunities through groups such as Lotterywest, Department of Sport and Recreation and 'Be Active' initiatives. These are considered one-off projects and subject to evaluation.

6.2 Managing the Funding Gap

As indicated in Table 6.1.1, the expenditure gap between renewal demand and proposed renewal expenditure reduces over time. This is based on data which provides a moderate to high confidence level (data collected in 2007/2008).

In order to improve the City's knowledge of its pathways network, and the renewal requirements, detailed survey and condition assessment will be undertaken on an ongoing basis.

The City's forecast expenditure for this asset class is considered adequate for the asset level of service to be sustained.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan – For more detailed information on individual projects



Asset Management Plan Drainage

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	30/04/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	3
1.1	<i>Overview</i>	3
2.0	INTRODUCTION.....	3
2.1	<i>Knowledge of Existing Assets (Inventory and Condition of Assets)</i>	3
	<i>Table 2.1.2 Stormwater Pipes by Size</i>	3
3.0	SERVICE LEVELS	4
3.1	<i>Desired Level of Service</i>	4
4.0	FUTURE DEMAND	4
4.1	<i>Future Demand Management Plan</i>	4
4.2	<i>New Assets from Growth</i>	5
5.0	LIFECYCLE MANAGEMENT PLAN	5
5.1	<i>Lifecycle Management - Asset capacity and performance</i>	5
5.2	<i>Asset Condition</i>	5
5.3	<i>Risk Management Plan</i>	6
5.4	<i>Routine Maintenance Plan</i>	6
5.5	<i>Renewal/Replacement Plan</i>	6
5.6	<i>Renewal Standards</i>	7
6.0	FINANCIAL SUMMARY	7
6.1	<i>Financial Summary</i>	7
6.2	<i>Financial projections</i>	7
	<i>Table 6.2.1 Renewal Expenditure and Demand</i>	7
6.3	<i>Managing the Funding Gap</i>	7
	REFERENCES	7
	<i>Asset Management Plan - Overview</i>	7
	<i>Adopted City of Albany Long Term Financial Plan (LTFP)</i>	7

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City of Albany has a significant portfolio of stormwater drainage assets under its care and control. Large proportions of these assets have been in existence for many years and have originated from a combination of City of Albany construction and subdivisional development activity. As these assets have a lengthy useful life and a significant proportion are underground and complex to replace it is a difficult task to monitor the cost and timing of their renewal. Forecast expenditure against required renewal expenditure highlights the need for further data and more detailed analysis prior to the next review in order to ascertain whether the City can maintain this asset sustainably.

Although Bridges are included as an asset under this plan, being the responsibility of the City of Albany, they are managed separately through a partnership with Main Roads WA who maintain an asset register, conduct and record regular condition inspections, and initiate maintenance and renewal activities. Bridges are not considered in the financial modelling.

The confidence in the data used to prepare this plan is low at this time however ongoing data collection will see the confidence level increase to moderate by the next plan review.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Inventory and Condition of Assets)

Table 2.1.1 Assets covered by this plan

Asset Category	No/Length of Assets	Replacement value (1/06/2013)
Bridges	16	\$17,540,000
Stormwater Pipes	232km	\$41,448,250
Box Culverts	1.15km	\$1,549,822
Stormwater Pits & Headwalls	11,708	\$23,416,000
Rural Culverts	710	\$2,435,346
TOTAL		\$86,389,418

Table 2.1.2 Stormwater Pipes by Size

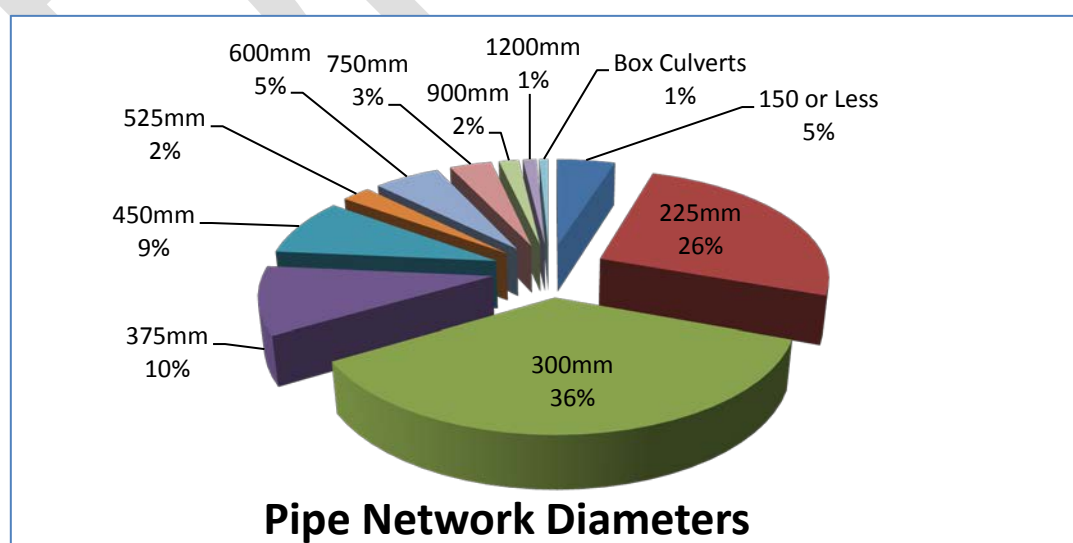


Table 2.1.3 Stormwater Pits by Category

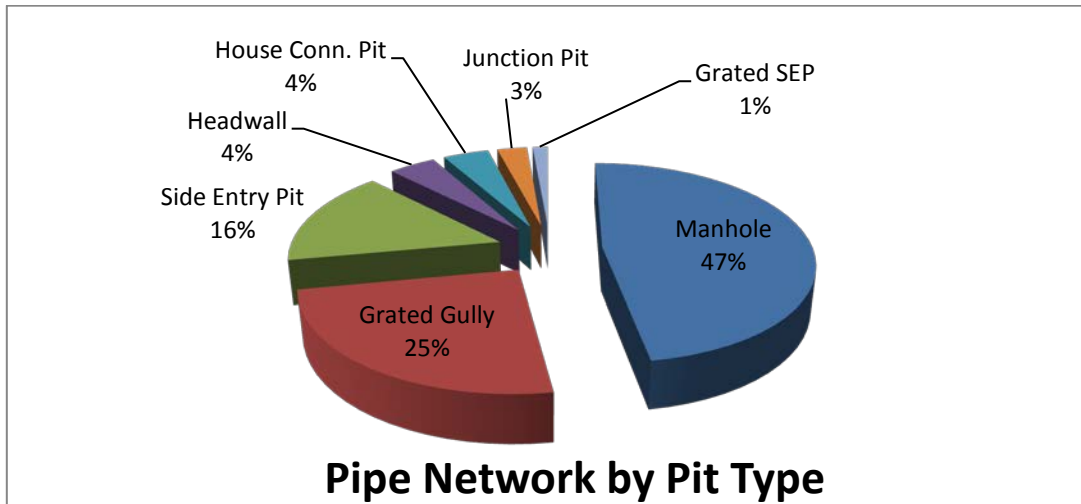
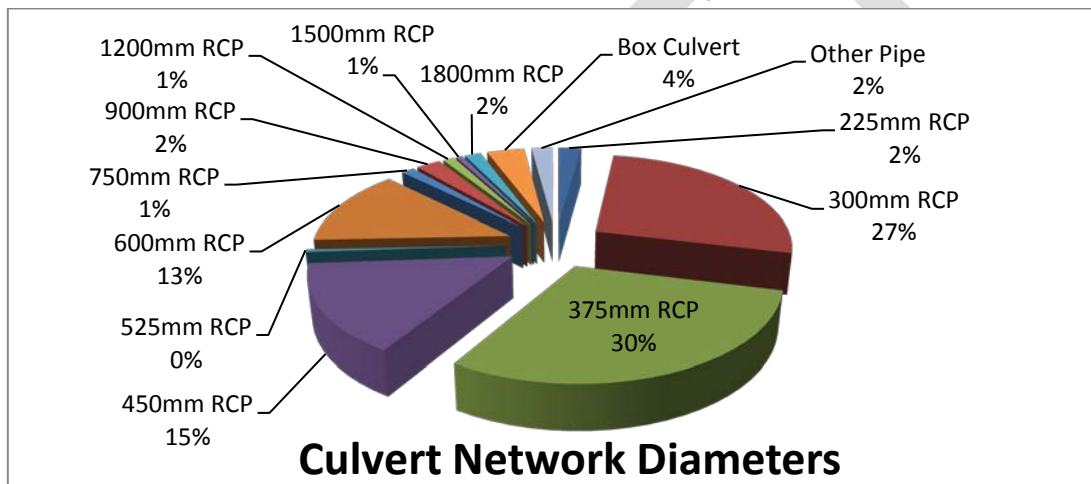


Table 2.1.4 Rural Culverts by Size



3.0 SERVICE LEVELS

3.1 *Desired Level of Service*

Services levels for drainage assets are dictated primarily by whether or not there is sufficient capacity. There are a number of isolated drainage issues throughout the municipality. These issues when identified are systematically and progressively resolved. However in most cases, this does not necessarily address ageing infrastructure which requires renewal. This will be a focus for future reviews.

4.0 FUTURE DEMAND

4.1 *Future Demand Management Plan*

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

Table 4.1.1 Demand Management Plan Summary

Service Activity	Demand Management Plan
Minimisation and mitigation of flooding	Undertake catchment analysis and modelling to determine hydraulic requirements for drainage system. Inspect and evaluate the condition of old drainage system and compile replacement program. Provide new and/or upgrade existing infrastructure to increase capacity and carry increased stormwater runoff from infill development. Attenuate or reduce flows from infill development through enforcement of subdivision guidelines.
Preserving & enhancing the environment	Stormwater harvesting and treatment from chemicals, debris and organic matter. Public education and information on good storm water management practice (Water sensitive urban design principles). Designing soakage systems which discharge to the ground where practicable.
Financial	Developing long term financial management plans (LTFP) to ensure financial sustainability.

4.2 New Assets from Growth

The new assets required to meet growth will be acquired from land developments and City of Albany construction. Acquiring these new assets will commit the City to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs need to be identified and considered in developing forecasts of operating and maintenance costs in future reviews of this Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

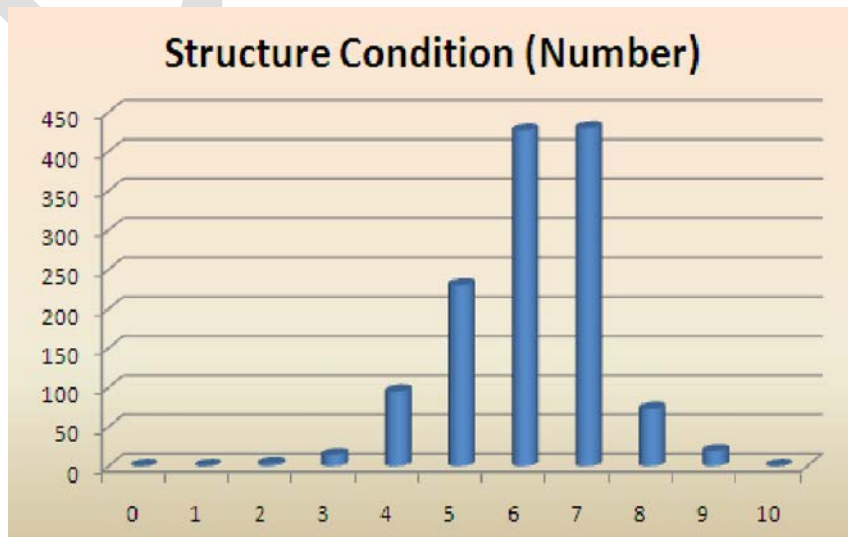
5.1 Lifecycle Management - Asset capacity and performance

City of Albany's services are generally provided to meet design standards where these are available.

5.2 Asset Condition

The condition profile of the City's drainage assets are not currently known across the whole network. A condition audit of the Oyster Harbour West Bank was completed in 2010 and the condition profile of that catchment is shown below.

Table 5.2.1 – Asset Condition Profile – Oyster Harbour West Bank



5.3 Risk Management Plan

Table 5.3.1 Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Open drains	Overgrown vegetation causes local flooding.	Medium	Proactive maintenance and prioritising Customer Service Requests
Headwalls	Soil erosion may cause an element to collapse causing injury.	Medium	Continue Customer Service request system, and maintenance, erosion protection and stabilisation
Stormwater Pipes	Subsiding trenches are likely to cause injuries and property damage.	High	Quality control of materials and workmanship during installation / repair and conformance with specifications
Stormwater Pits	Damaged /Misplaced lids and covers are a hazard for traffic and pedestrians.	High	Continue current practices with Customer Service Requests.
Rural Culverts	Silting and blockages cause local flooding.	High	Proactive maintenance.
Stormwater Drainage Design	Accuracy of catchment modelling.	High	Review current design practices.

5.4 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Current maintenance expenditure levels are considered to be adequate to meet required service levels. Upgrade/New expenditure levels are at present elevated in comparison to a long term network to resolve a backlog of stormwater network capacity failures.

Assessment and prioritisation of reactive maintenance is undertaken by City staff using experience and judgement.

5.5 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.5.1. Individual projects or treatments are identified in the LTFP.

Table 5.5.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$718,500	\$722,000	\$200,000
2014/2015	\$400,000	\$100,000	\$530,000
2015/2016	\$423,000	\$639,000	\$1,119,000
2016/2017	\$495,000	\$540,000	\$490,000
2017/2018	\$525,000	-	\$1,200,000
2018/2019	\$625,000	\$530,000	\$530,000
2019/2020	\$825,000	\$400,000	\$400,000
2020/2021	\$1,175,000	-	\$650,000
2021/2022	\$1,225,000	-	\$700,000
2022/2023	\$1,225,000	-	\$700,000

5.6 Renewal Standards

Renewal work is carried out in accordance with the following standards and specifications.

- Stormwater Management Manual for Western Australia – Department of Water
- AS/NZS 3500.3.2003 Plumbing and Drainage Part 3: Stormwater Drainage
- Australian Rainfall and Runoff – 4th Edition

6.0 FINANCIAL SUMMARY

6.1 Financial Summary

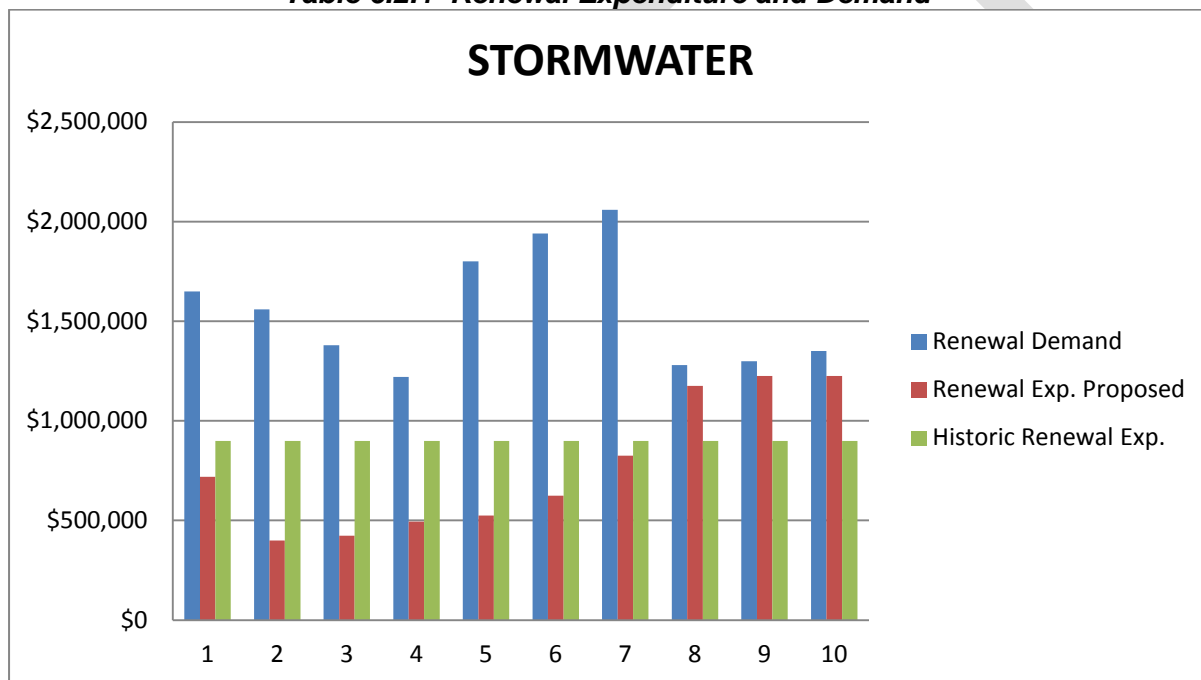
Current forecast expenditure against anticipated renewal expenditure requirements indicates that for this asset class, that the financial position is not sustainable however the City must be mindful of the relatively low confidence in the data. It is important to understand the measures required to manage this in section 6.3.

6.2 Financial projections

The financial projections are shown in Table 5.5.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.2.1. Year 1 is the 2013/14 financial year.

Table 6.2.1 Renewal Expenditure and Demand



6.3 Managing the Funding Gap

As demonstrated in Table 6.2.1, there is a significant gap between renewal demand and proposed renewal expenditure. This is based on current data, which has a relatively poor confidence level, so this gap is unlikely to be an accurate representation.

In order to improve the City's knowledge of its stormwater network data collection will be ongoing in order to improve the accuracy of forecasts contained in subsequent reviews of this plan.

REFERENCES

Asset Management Plan - Overview

Adopted City of Albany Long Term Financial Plan (LTFP) - For more detailed information on individual projects



Asset Management Plan Reserves (Natural)

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	15/04/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	3
1.1	Overview.....	3
2.0	INTRODUCTION	3
2.1	Knowledge of Existing Assets (Reserve Information Database).....	3
Table 2.1.1	Natural Reserves Information.....	3
Table 2.2.1	Natural Reserve Infrastructure Asset Valuation and Depreciation	4
3.0	SERVICE LEVELS	4
3.1	Over-arching Principles – Natural Reserve Management.....	4
3.2	Key Management Principles	4
Table 3.2.1	Key Management Principles.....	5
3.3	Natural Reserve Criteria	7
3.4	Current Levels of Service.....	9
3.5	Management Planning for Reserves	9
4.0	FUTURE DEMAND AND CHANGE	10
4.1	Demand Management Plan	10
4.2	New Assets from Growth	10
5.0	LIFECYCLE MANAGEMENT	10
5.1	Lifecycle and Standards.....	10
5.2	Asset Condition.....	10
5.3	Risk Management Plan.....	11
Table 5.3.1.	Critical risks and treatment plans.....	11
5.4	Asset Valuations.....	11
5.5	Routine Maintenance Plan	11
5.6	Renewal /Replacement Plan.....	11
Table 5.6.1	Planned Capital Expenditure	11
6.0	FINANCIAL SUMMARY	12
6.1	Sustainability of Service Delivery	12
6.2	Financial statements and projections	12
Table 6.2.1	Renewal Expenditure and Demand	12
6.3	Managing the Funding Gap.....	12
REFERENCES		13
Asset Management Plan – Overview		13
Adopted City of Albany Long Term Financial Plan (LTFP)		13

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City currently manages an extensive range of natural reserves. These areas are significant assets for the City in terms of their ecological functions, as well as generating economic, health and wellbeing benefits for the City and the broader community. This Asset Management Plan Reserves (Natural) has been developed to ensure that the long-term management of these reserves, existing and newly created, is undertaken in a systematic way.

Categories have been defined to allow for the grouping of reserves that have similar management requirements. The four categories are:

- Coastal reserves;
- Watercourse and foreshore reserves;
- Mounts reserves; and
- Hinterland reserves.

The confidence in the data used to prepare this plan is low to moderate. Therefore the accuracy of the financial modelling is potentially unreliable. However, it should be noted that the preliminary modelling is based on reasonable assumptions and the City should be mindful that planned expenditure is likely to be inadequate for sustained levels of service.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Reserve Information Database)

The City has a digital database for all City reserves which includes data from the Department of Regional Development and Lands. The main part of the database includes core information about reserves and the elements within them. The database was designed to generate priorities and rankings for action items by applying weighting to applicable reserve attributes. The existing database is supported by a Geographic Information System (GIS) which allows multiple layers of information to be viewed in a map format with aerial photos.

The information contained in the City's systems greatly increases its ability to plan for, and manage its reserve network. Information categories held in the database and/or on GIS are included in Table 2.1.1.

Table 2.1.1 Natural Reserves Information

Reserve Number :	Identifier assigned to a land parcel. A single site may be made up of several land parcels (e.g. Cosy Corner). This data is provided by Landgate the States Land Administration provider.
Unique City identifier:	The unique identifier has been applied by City of Albany staff to assist in financial reporting. This number differs from the Reserve Number assigned by Landgate
Reserve Name:	Some reserves have formal names (assigned by State Land Services Geographic Names Committee) or informal names.
Current Purpose:	All Crown Land Reserves have a purpose (e.g. recreation, conservation). Reserves should be managed in accordance with their purpose, unless the purpose is deemed to be inappropriate. A reserve purpose can be reviewed by the State Land Service.
Area of Reserve:	Area measured in square metres.
Function:	Function is defined by major features or uses of a reserve.
Hierarchy:	Natural reserves have been allocated a status that reflects the level of visitation and significance to the wider community.
Reserve Attributes:	Includes physical, environmental and social attributes of reserves. The database needs to be updated and redesigned to align with the City data management standards.

The value of Natural Reserves Assets covered by this asset management plan is summarised in Table 2.2.1.

Table 2.2.1 Natural Reserve Infrastructure Asset Valuation and Depreciation

Class	Life	Condition	Value	Depreciated Value
Fencing	15		\$76,250	\$5,083
Board Walks	20		\$128,750	\$6,437
BBQ's	10		\$75,000	\$7,500
Car Parks	20		\$1,875,042	\$93,752
Tracks & Trails	5		\$992,455	\$198,491
Furniture	15		\$111,950	\$7,463
TOTAL			\$3,289,647	\$320,740

3.0 SERVICE LEVELS

3.1 Over-arching Principles – Natural Reserve Management

In seeking to manage natural reserves, the over-arching principles which will guide management include consideration of the inherent environmental and community values of a reserve, and governance principles (cost benefits, priorities, accountability etc.). These principles are outlined below.

Principles for Management of Natural Reserves

1. Use the precautionary principle

Where there are threats of serious or irreversible damage, lack of scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation. Decisions should be guided by careful evaluation and risk based assessment.

2. Use the principle of intergenerational equity

The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

3. The principle of the conservation of biological diversity and ecological integrity

Conservation of biological diversity and ecological integrity should be a fundamental consideration.

These principles guide environmental protection in the Western Australian *Environmental Protection Act 1986*, are outlined in EPA Position Statement No. 7 and are generally considered to be the most appropriate overarching statement to custodians of public property.

3.2 Key Management Principles

There are a suite of issues that are considered in managing natural reserves. Many of the issues are complicated and have significant implications for the health of a reserve and its enjoyment by the community. Often there are competing and conflicting views on how these issues should be addressed. A list of management issues and suggested goals are included in Table 3.2.1. The list is not exhaustive and one issue is not necessarily more important than another.

Discussions with stakeholders suggest that the issues that are of greatest concern in natural reserves relate to threatening processes (weeds, dieback, fire etc.), access control (including four wheel drive and motorbike use) and signage. The value that a community puts on a reserve may be reflected in their interest in providing support for a particular reserve issue such as weed management. Issues that are of interest to a community are often the best ones to address, regardless of perceptions of what is the highest priority.

Table 3.2.1 Key Management Principles

Management Issue	Goal for Management
Reserve Tenure	
Tenure of Reserve	Ensure each reserve has tenure and purpose appropriate for its sustainable use and management with consideration for scenic amenity, level of use, fragility and different land uses.
Leasing of Reserves	Ensure that lease conditions take into account management needs, values and purpose of reserves so that management meets current best management practice expectations.
Purpose of Reserve	Ensure that the purpose of the reserve is appropriate for current and future needs and consistent with environmental and community values.
Amalgamation of Reserves	Consolidate management areas by amalgamating reserves that have similar management issues and are geographically linked.
Neighbour Issues	Ensure consistent management across boundaries to consider fire, corridors, connectivity and compatible land uses where reserves share common values (e.g. National Parks, Nature Reserves).
Land Uses	Encourage the use of reserves for educational and other compatible purposes (e.g. research, collection of seed for rehabilitation) where these activities do not compromise the values of the reserve.
Management for Significant Values	
Management of Natural Values	Ensure that reserves are managed for environmental, economic and community values.
Unauthorised / Inappropriate Use	Prevent unauthorised or inappropriate activities in reserves that are not consistent with the environmental or community values of the reserve.
Significant Flora or Fauna	Retain vegetation, flora and fauna values by reducing threatening processes and supporting the natural functions of the reserves.
Linkages and Ecological Connectivity	Consider the way that reserves are integrated to preserve or enhance ecological connectivity.
Heritage	Ensure that Aboriginal and European heritage values are considered in management decisions.
Visual Amenity	Consider the retention or protection of significant views or scenic vistas.

Management Issue	Goal for Management
Risk Management	
Climate Change	Plan for and adapt to the impacts of climate change on natural reserves by encouraging resilience of natural systems and adaptation to possible impacts.
Visitor Risk	Consider and assess risk to visitors in reserves and act to manage these risks in a way that does not compromise the reserve's values.
Fire Management	Take an integrated approach to management of fire risk by considering the environmental and community assets in reserves.

Management Issue	Goal for Management
Dieback Management	Determine priorities for dieback assessments to allow for prioritising of on-ground actions including access control.
Rehabilitation	Identify and prioritise areas to rehabilitate based on environmental and community benefit.
Access / Control	Control access within reserves (e.g. vehicles, walkers) to protect sensitive environments and reduce user conflict. Allow for emergency/maintenance access.
User Conflict	Reduce user conflict through consultation, provision of information and delineating activities (e.g. animal exercise areas) addressing access conflict and competing uses).
Sensitive Resources	Ensure that land uses in reserves (including leased land) do not increase the risk to sensitive resources (e.g. groundwater Public Drinking Water Source Areas (PDWSAs)).
Community Education	Encourage community interest and participation by being responsive and approachable.
Resourcing	Allocate adequate human and monetary resources to natural reserve management to ensure sustainable management for environmental and community values.
Facilities	
Signage	Signs to be standardised, appropriate and not visually intrusive.
Facilities e.g. car parks, bins, toilets, etc	Facilities need to provide essential services and be designed to reduce lifecycle costs. Excessive provision of facilities in City reserves are not encouraged due to maintenance and renewal costs.
Walking Tracks and Trails	Trails are managed to retain and enhance enjoyment of natural reserves for all users, while protecting the surrounding environment. Trails include walking, mountain bikes, four wheel drives, horse riders and motorbikes.
Camping	Existing camping areas (formal and informal) are managed so that they provide a safe and enjoyable experience without causing damage to the surrounding environment.
Boat launching	Provide safe and adequate boat launching facilities to cater for recreational and emergency requirements, while ensuring that safety and environmental issues are considered.
Man modified shorelines	Extensive community consultation and reference to best practice coastal engineering to occur before a shoreline is modified (eg. groynes, rock walls)
Public Open Space	Ensure that reserves acquired by the City are in a condition that ensures they can be sustainably managed in the long term.
Damaging Processes	
Fire	Undertake fire planning and implementation for firebreaks, emergency fire events, arson mitigation, controlled burns and after fire management strategies (e.g. weed control).
Drainage and nutrient enrichment	Consider impacts of drainage and eutrophication on reserves from surrounding land uses. Use best practice for water resource management.
Rubbish dumping and littering	Provide bins in high use areas, where appropriate. Elsewhere encourage visitors to remove their own rubbish. Remove dumped rubbish quickly to reduce impacts.
Weeds	Implement the actions of the <i>Environmental Weed Strategy for City of Albany Reserves 2005</i>
Erosion	Address the causes of erosion through access control and rehabilitation, where necessary.

Management Issue	Goal for Management
Dieback	Carry out assessments and implement management protocols that minimise the introduction and spread of dieback.
Extraction of sand, lime and gravel.	Extraction activities in predominantly natural reserves will be carried out to reduce environmental impacts, with plans for rehabilitation and disease minimisation.
Feral animal control	Implement feral animal control, where appropriate.
Vandalism	Minimise the impacts of vandalism and graffiti by reinstating/removing damaged infrastructure quickly

3.3 Natural Reserve Criteria

Table 3.3.1 Priority Criteria and Weighting Factors

Priority Criteria	Weighting Factor	Criteria Description
Environmental Values	40%	Condition assessment of environmental values
Social and Cultural Values	30%	Condition assessment of heritage values, visitation levels and community support
Economic Values	30%	Condition assessment of existing infrastructure, management levels and industry
Total	100%	

Environmental Values (Weighting Factor 40%)

It is necessary to ascertain environmental values so that areas of importance can be protected through appropriate management. Each reserve will be assessed for its environmental value based on the criteria indicated below.

Environmental Values	Criteria	Score
Priority 1	Presence of any one of the following: Declared Rare Flora (DRF) or Priority Flora or Threatened Ecological Community (TEC) or Priority Ecological Community (PEC) or Threatened Fauna Vegetation in 'Very Good to Excellent' condition (Kaesehagen, 1995) Well connected to other vegetated Reserves Dieback 'protectable areas' present Public Drinking Water Source Area (PDWSA) Conservation category wetlands or significant water courses Large area* Low boundary to area ratio*	8-10
Priority 2	Presence of one of the following: Vegetation in 'Fair to Good' condition (Kaesehagen, 1995) Moderate connectivity values Medium to large area* Low to moderate boundary to area ratio*	6-7

Environmental Values	Criteria	Score
Priority 3	Presence of one of the following: Vegetation in 'Poor' condition (Kaesehagen, 1995) Moderate to poor connection values Small to medium area* Moderate to high boundary to area ratio*	3-5
Priority 4	Presence of one of the following: Vegetation in 'Very Poor' condition (Kaesehagen, 1995) Low connectivity values Small area* High boundary to area ratio*	0-2

*More precise parameters of these criteria will be ascertained during the reserve assessment stage.

Social and Cultural Values (Weighting Factor 30%)

Consideration of the social aspects of reserves including demographics and population growth are increasingly important considerations if reserve infrastructure is to cope with levels of visitation and still deliver a quality experience to the community and protect the values of the reserve.

Three aspects of social benefit have been considered in this section, including Aboriginal and European heritage, visitation levels and community support.

Heritage Value

The presence of Aboriginal or European heritage features (i.e. present on Register of Aboriginal Sites or Heritage Council of WA Register) indicates that a higher level of management may be required, which can be reflected in presence or absence scoring.

Visitation Level

Natural reserves are subject to high variation in visitor numbers. Some reserves have many thousands of visitors in a year, while others may only have hundreds or even less. Many reserves are subject to markedly different visitation due to season influences (e.g. visiting the beach in summer). There is currently not a cost effective way to accurately measure demand or visitation in reserves. However, the City Reserves Officers have a good working knowledge of general trends for visitor demand.

The future demand of a natural reserve has been inferred from population growth and demographics discussed in Section 4. It is presumed that with population growth, there will be a general and gradual increase in demand for use and facilities in natural reserves into the future.

Community Support

Support from the community in terms of reserve management is a valid indicator of effort spent in reserves and often means that investment by the City is significantly magnified. Reserves where community groups are actively involved should be given a higher score for future management effort compared to reserves where there is no community support or input.

Economic Benefit (Weighting Factor 30%)

The economic value of natural reserves has been determined using three different set of criteria including presence of infrastructure, level of site management and presence of a PDWSA.

Infrastructure

Based on the current amount and type of infrastructure within a reserve, this is a direct indication of the City's previous investment in a reserve. The amount and type of infrastructure varies greatly between natural reserves, with some reserves having a large amount of infrastructure of various types (e.g. firebreaks, camp grounds, toilets, bins, barbeques, tables, bench seats). At the other extreme, some natural reserves have no infrastructure.

Site Management

Based on the number of days a year that the City spends within the reserve undertaking maintenance and other works (e.g. weeds control and bush rehabilitation). This criteria indicates the City's current annual investment in a reserve.

Public Drinking Water Source Area (PDWSA)

A PDWSA is a collective description for Water Reserves, Catchment Areas and Underground Water Pollution Control Areas declared (gazetted) under the provisions of the *Metropolitan Water Supply, Sewerage and Drainage Act 1909* or the *Country Area Supply Act 1947*. This criteria reflects the importance of a reserve for the future economy and health of the community.

3.4 Current Levels of Service

The City has several proactive initiatives that provide services and community input to natural reserve management. These include:

- Support of the Bushcarers Group and other community groups;
- Representation on the South Coast Management Group;
- Ongoing weed management program;
- Maintenance of trails; and
- Fire break planning and maintenance.

The City investigates and responds to community service requests within 10 working days.

3.5 Management Planning for Reserves

To date, the following management plans have been developed:

- Betty's Beach Reserve Management Plan, including Norman's Inlet Camp Site and Walk Trail (City of Albany, 2010);
- City Mounts Management Plan. (City of Albany, 2006);
- Cosy Corner Management Plan (City of Albany, 2008);
- Lowlands Coastal Reserve Management Plan (City of Albany, 2003);
- Nanarup Beach Management Plan (City of Albany, 1999);
- Nullaki Peninsula: Coastal Foreshore and Sand Blowout Management Plan (City of Albany, 1998a); and
- Nullaki Peninsula: Wilson Inlet Foreshore Management Plan (City of Albany, 1998b).

Woolstores to Frenchmen Bay Foreshore Management Plan (Water & Rivers Commission, 2000).

4.0 FUTURE DEMAND AND CHANGE

4.1 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

4.2 New Assets from Growth

When land is subdivided to create new residential areas, Public Open Space (POS) is often ceded to the City as Crown Land. The City receives the management orders subject to much of the infrastructure and elements in the new reserve being established by the developer. POS may be established for a number of purposes, including active open space (parks) or natural areas (bushland, wetlands, foreshore). Natural areas are generally managed for conservation and passive recreation purposes. Acquiring these assets adds to the ongoing operations and maintenance costs for Council. In addition, capital upgrades may be required, depending on demand.

5.0 LIFECYCLE MANAGEMENT

5.1 Lifecycle and Standards

Reserves

Reserves are usually managed by the City for the long-term. However, under some circumstances, the management order of a reserve may be relinquished if the City does not have the resources or expertise to manage the reserve.

Elements

The consideration of the lifespan of elements in reserves allows the City to manage and operate natural reserves at the defined service levels, while optimising lifecycle costs. Many factors other than age may contribute to the decline in the useful life of elements in reserves. These include level of visitor use, climatic conditions and vandalism. It is desirable to extend the lifespan of elements for as long as possible through consistent annual audits, followed up by maintenance or renewal processes.

Elements in reserves are generally provided to meet design standards where these are available. This Plan recommends the review of the City of Albany Draft Reserve Design Manual (2003) to guide the standardisation of elements in reserves.

5.2 Asset Condition

Reserves

The existing condition of natural reserves ranges from excellent to poor. However, areas in poor condition are usually localised and the result of a damaging process. Condition can be highly variable within natural reserves.

Elements

Elements within reserves can only function adequately if they are maintained in a serviceable condition. Some elements within reserves are in poor or unserviceable condition due to vandalism, damage, age or poor design. An audit of each reserve is required to determine the condition of various elements (e.g. bollards, gates, furniture, steps, boardwalks, signs) so that a schedule of maintenance, renewal or capital upgrade can be developed and implemented.

5.3 Risk Management Plan

Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Walking Trails	Trip hazards to users	M	Scheduled inspection programmes
Walking Trails	Falling tree branches	M	Scheduled inspection programmes
Coastal Reserves	Cliffs (e.g. unstable limestone or granite boulders)	H	Use of Visitor Risk Management Forms to identify hazards, to be treated on priority basis
Natural Reserves	Dieback and other diseases	H	Dieback to be managed as detailed in City of Albany's Environmental Code of Conduct
Natural Reserves	Weed infestations through reserves	M	Scheduled weed spraying programmes, coordination with Bushcare groups to combine efforts

5.4 Asset Valuations

The City's natural reserves and elements within them have not currently been formally surveyed and assigned values. An update of the reserves database is currently underway, and will allow greater confidence in replacement costs.

5.5 Routine Maintenance Plan

Maintenance is the regular and ongoing work that is necessary to keep assets operating, including instances where elements of the asset fail and need repair to meet the service delivery standards. Maintenance includes reactive, planned and cyclic activities.

Reactive maintenance is unplanned works carried out in response to service requests and/or officer directives. For example, this may happen after a storm, when damage occurs.

Planned maintenance is when preventative works are undertaken according to a fixed or seasonal plan (e.g. repair of broken post and rail fences, removal of rubbish). Cyclic maintenance is replacement of higher value components of elements that is undertaken on a regular cycle (e.g. grading of gravel car parks, painting, building repairs and weed management). These works generally fall below the capital and upgrade threshold.

It is considered that maintenance is one of the most important of the City's activities in natural reserves and should generally take priority over the installation of new elements.

5.6 Renewal /Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.6.1. Individual projects or treatments are identified in the LTFFP.

Table 5.6.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$32,500	\$106,000	\$51,500
2014/2015	\$43,000	\$108,000	\$79,000
2015/2016	-	\$60,000	\$90,000
2016/2017	-	\$85,000	\$265,000
2017/2018	-	\$100,000	\$50,000
2018/2019	-	\$100,000	\$50,000
2019/2020	-	\$100,000	\$50,000
2020/2021	-	\$100,000	\$50,000
2021/2022	-	\$100,000	\$50,000
2022/2023	-	\$100,000	\$50,000

6.0 FINANCIAL SUMMARY

6.1 Sustainability of Service Delivery

The purpose of this Plan is to identify levels of service that the community expects at a level of expense that can be afforded in the long term. To achieve a sustainable program, this Plan identifies the estimated capital expenditure required to meet the desired level of service. It is likely that more emphasis will need to be placed on maintenance, renewal and replacement, than creation of new elements and upgrades. Acquisition must also be carefully monitored (e.g. ceding of POS and elements to the City by developers) to ensure that the wider community receives good value and enjoyment of reserve assets in the long term.

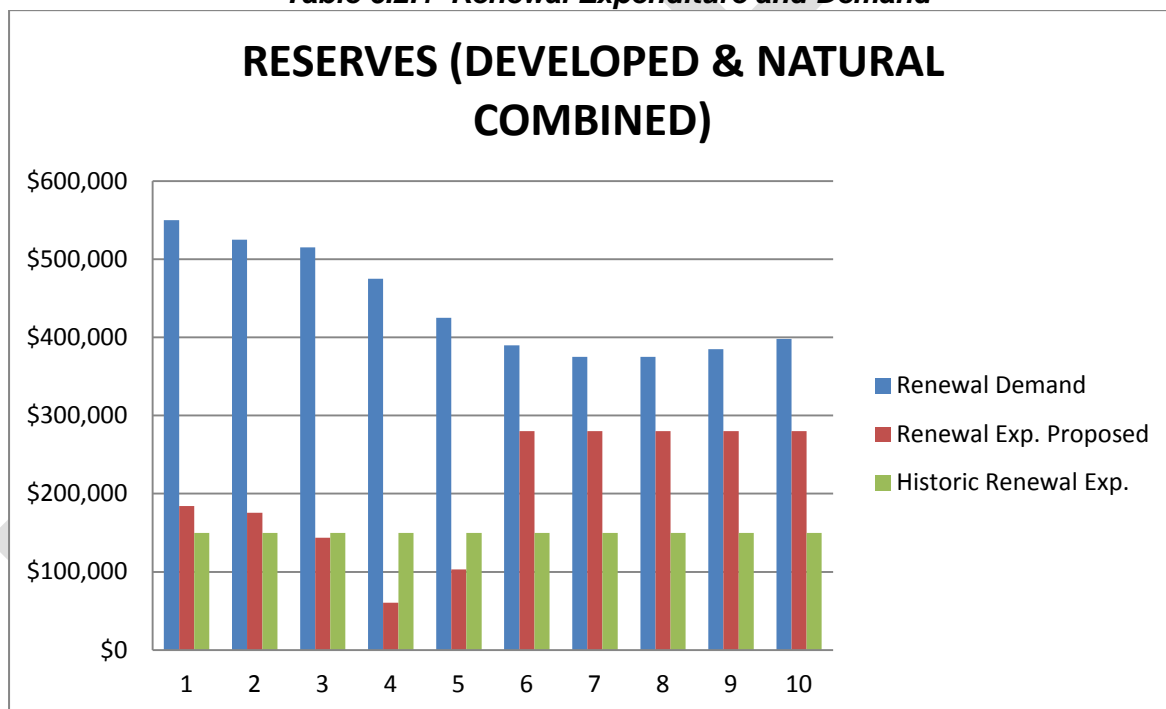
Allowing gaps in the elements/services provided in natural reserves should be considered as an option where the outcome will not increase risk to visitors, the environment or social values.

6.2 Financial statements and projections

The financial projections are shown in Table 5.6.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.3.1. Year 1 is the 2013/14 financial year.

Table 6.2.1 Renewal Expenditure and Demand



6.3 Managing the Funding Gap

As demonstrated in Table 6.2.1, there is a significant gap between renewal demand and proposed renewal expenditure. This is based on current data, which has a relatively low confidence level, so this gap may not be an accurate representation.

In order to improve the City's understanding of its reserves asset base, and by extension, the renewal requirements for this asset, a detailed survey regime, identifying assets and condition, has been undertaken in 2013.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan (LTFP)

City of Albany (2006) Environmental Code of Conduct September 2006

City of Albany (2003) Draft Reserve Design Manual. Prepared by Bruce Thomas Designs. Albany, Western Australia.

Visitor Risk Management Forms. DEC (2006)

Coastal Management Specification Manual. Green Skills (2010)

DRAFT



Asset Management Plan Reserves (Natural)

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	15/04/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0	EXECUTIVE SUMMARY	3
1.1	Overview.....	3
2.0	INTRODUCTION	3
2.1	Knowledge of Existing Assets (Reserve Information Database).....	3
Table 2.1.1	Natural Reserves Information.....	3
Table 2.2.1	Natural Reserve Infrastructure Asset Valuation and Depreciation	4
3.0	SERVICE LEVELS	4
3.1	Over-arching Principles – Natural Reserve Management.....	4
3.2	Key Management Principles	4
Table 3.2.1	Key Management Principles.....	5
3.3	Natural Reserve Criteria	7
3.4	Current Levels of Service.....	9
3.5	Management Planning for Reserves	9
4.0	FUTURE DEMAND AND CHANGE	10
4.1	Demand Management Plan	10
4.2	New Assets from Growth	10
5.0	LIFECYCLE MANAGEMENT	10
5.1	Lifecycle and Standards.....	10
5.2	Asset Condition.....	10
5.3	Risk Management Plan.....	11
Table 5.3.1.	Critical risks and treatment plans.....	11
5.4	Asset Valuations.....	11
5.5	Routine Maintenance Plan	11
5.6	Renewal /Replacement Plan.....	11
Table 5.6.1	Planned Capital Expenditure	11
6.0	FINANCIAL SUMMARY	12
6.1	Sustainability of Service Delivery	12
6.2	Financial statements and projections	12
Table 6.2.1	Renewal Expenditure and Demand	12
6.3	Managing the Funding Gap.....	12
REFERENCES		13
Asset Management Plan – Overview		13
Adopted City of Albany Long Term Financial Plan (LTFP)		13

1.0 EXECUTIVE SUMMARY

1.1 Overview

The City currently manages an extensive range of natural reserves. These areas are significant assets for the City in terms of their ecological functions, as well as generating economic, health and wellbeing benefits for the City and the broader community. This Asset Management Plan Reserves (Natural) has been developed to ensure that the long-term management of these reserves, existing and newly created, is undertaken in a systematic way.

Categories have been defined to allow for the grouping of reserves that have similar management requirements. The four categories are:

- Coastal reserves;
- Watercourse and foreshore reserves;
- Mounts reserves; and
- Hinterland reserves.

The confidence in the data used to prepare this plan is low to moderate. Therefore the accuracy of the financial modelling is potentially unreliable. However, it should be noted that the preliminary modelling is based on reasonable assumptions and the City should be mindful that planned expenditure is likely to be inadequate for sustained levels of service.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Reserve Information Database)

The City has a digital database for all City reserves which includes data from the Department of Regional Development and Lands. The main part of the database includes core information about reserves and the elements within them. The database was designed to generate priorities and rankings for action items by applying weighting to applicable reserve attributes. The existing database is supported by a Geographic Information System (GIS) which allows multiple layers of information to be viewed in a map format with aerial photos.

The information contained in the City's systems greatly increases its ability to plan for, and manage its reserve network. Information categories held in the database and/or on GIS are included in Table 2.1.1.

Table 2.1.1 Natural Reserves Information

Reserve Number :	Identifier assigned to a land parcel. A single site may be made up of several land parcels (e.g. Cosy Corner). This data is provided by Landgate the States Land Administration provider.
Unique City identifier:	The unique identifier has been applied by City of Albany staff to assist in financial reporting. This number differs from the Reserve Number assigned by Landgate
Reserve Name:	Some reserves have formal names (assigned by State Land Services Geographic Names Committee) or informal names.
Current Purpose:	All Crown Land Reserves have a purpose (e.g. recreation, conservation). Reserves should be managed in accordance with their purpose, unless the purpose is deemed to be inappropriate. A reserve purpose can be reviewed by the State Land Service.
Area of Reserve:	Area measured in square metres.
Function:	Function is defined by major features or uses of a reserve.
Hierarchy:	Natural reserves have been allocated a status that reflects the level of visitation and significance to the wider community.
Reserve Attributes:	Includes physical, environmental and social attributes of reserves. The database needs to be updated and redesigned to align with the City data management standards.

The value of Natural Reserves Assets covered by this asset management plan is summarised in Table 2.2.1.

Table 2.2.1 Natural Reserve Infrastructure Asset Valuation and Depreciation

Class	Life	Condition	Value	Depreciated Value
Fencing	15		\$76,250	\$5,083
Board Walks	20		\$128,750	\$6,437
BBQ's	10		\$75,000	\$7,500
Car Parks	20		\$1,875,042	\$93,752
Tracks & Trails	5		\$992,455	\$198,491
Furniture	15		\$111,950	\$7,463
TOTAL			\$3,289,647	\$320,740

3.0 SERVICE LEVELS

3.1 Over-arching Principles – Natural Reserve Management

In seeking to manage natural reserves, the over-arching principles which will guide management include consideration of the inherent environmental and community values of a reserve, and governance principles (cost benefits, priorities, accountability etc.). These principles are outlined below.

Principles for Management of Natural Reserves

1. Use the precautionary principle

Where there are threats of serious or irreversible damage, lack of scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation. Decisions should be guided by careful evaluation and risk based assessment.

2. Use the principle of intergenerational equity

The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

3. The principle of the conservation of biological diversity and ecological integrity

Conservation of biological diversity and ecological integrity should be a fundamental consideration.

These principles guide environmental protection in the Western Australian *Environmental Protection Act 1986*, are outlined in EPA Position Statement No. 7 and are generally considered to be the most appropriate overarching statement to custodians of public property.

3.2 Key Management Principles

There are a suite of issues that are considered in managing natural reserves. Many of the issues are complicated and have significant implications for the health of a reserve and its enjoyment by the community. Often there are competing and conflicting views on how these issues should be addressed. A list of management issues and suggested goals are included in Table 3.2.1. The list is not exhaustive and one issue is not necessarily more important than another.

Discussions with stakeholders suggest that the issues that are of greatest concern in natural reserves relate to threatening processes (weeds, dieback, fire etc.), access control (including four wheel drive and motorbike use) and signage. The value that a community puts on a reserve may be reflected in their interest in providing support for a particular reserve issue such as weed management. Issues that are of interest to a community are often the best ones to address, regardless of perceptions of what is the highest priority.

Table 3.2.1 Key Management Principles

Management Issue	Goal for Management
Reserve Tenure	
Tenure of Reserve	Ensure each reserve has tenure and purpose appropriate for its sustainable use and management with consideration for scenic amenity, level of use, fragility and different land uses.
Leasing of Reserves	Ensure that lease conditions take into account management needs, values and purpose of reserves so that management meets current best management practice expectations.
Purpose of Reserve	Ensure that the purpose of the reserve is appropriate for current and future needs and consistent with environmental and community values.
Amalgamation of Reserves	Consolidate management areas by amalgamating reserves that have similar management issues and are geographically linked.
Neighbour Issues	Ensure consistent management across boundaries to consider fire, corridors, connectivity and compatible land uses where reserves share common values (e.g. National Parks, Nature Reserves).
Land Uses	Encourage the use of reserves for educational and other compatible purposes (e.g. research, collection of seed for rehabilitation) where these activities do not compromise the values of the reserve.
Management for Significant Values	
Management of Natural Values	Ensure that reserves are managed for environmental, economic and community values.
Unauthorised / Inappropriate Use	Prevent unauthorised or inappropriate activities in reserves that are not consistent with the environmental or community values of the reserve.
Significant Flora or Fauna	Retain vegetation, flora and fauna values by reducing threatening processes and supporting the natural functions of the reserves.
Linkages and Ecological Connectivity	Consider the way that reserves are integrated to preserve or enhance ecological connectivity.
Heritage	Ensure that Aboriginal and European heritage values are considered in management decisions.
Visual Amenity	Consider the retention or protection of significant views or scenic vistas.

Management Issue	Goal for Management
Risk Management	
Climate Change	Plan for and adapt to the impacts of climate change on natural reserves by encouraging resilience of natural systems and adaptation to possible impacts.
Visitor Risk	Consider and assess risk to visitors in reserves and act to manage these risks in a way that does not compromise the reserve's values.
Fire Management	Take an integrated approach to management of fire risk by considering the environmental and community assets in reserves.

Management Issue	Goal for Management
Dieback Management	Determine priorities for dieback assessments to allow for prioritising of on-ground actions including access control.
Rehabilitation	Identify and prioritise areas to rehabilitate based on environmental and community benefit.
Access / Control	Control access within reserves (e.g. vehicles, walkers) to protect sensitive environments and reduce user conflict. Allow for emergency/maintenance access.
User Conflict	Reduce user conflict through consultation, provision of information and delineating activities (e.g. animal exercise areas) addressing access conflict and competing uses).
Sensitive Resources	Ensure that land uses in reserves (including leased land) do not increase the risk to sensitive resources (e.g. groundwater Public Drinking Water Source Areas (PDWSAs)).
Community Education	Encourage community interest and participation by being responsive and approachable.
Resourcing	Allocate adequate human and monetary resources to natural reserve management to ensure sustainable management for environmental and community values.
Facilities	
Signage	Signs to be standardised, appropriate and not visually intrusive.
Facilities e.g. car parks, bins, toilets, etc	Facilities need to provide essential services and be designed to reduce lifecycle costs. Excessive provision of facilities in City reserves are not encouraged due to maintenance and renewal costs.
Walking Tracks and Trails	Trails are managed to retain and enhance enjoyment of natural reserves for all users, while protecting the surrounding environment. Trails include walking, mountain bikes, four wheel drives, horse riders and motorbikes.
Camping	Existing camping areas (formal and informal) are managed so that they provide a safe and enjoyable experience without causing damage to the surrounding environment.
Boat launching	Provide safe and adequate boat launching facilities to cater for recreational and emergency requirements, while ensuring that safety and environmental issues are considered.
Man modified shorelines	Extensive community consultation and reference to best practice coastal engineering to occur before a shoreline is modified (eg. groynes, rock walls)
Public Open Space	Ensure that reserves acquired by the City are in a condition that ensures they can be sustainably managed in the long term.
Damaging Processes	
Fire	Undertake fire planning and implementation for firebreaks, emergency fire events, arson mitigation, controlled burns and after fire management strategies (e.g. weed control).
Drainage and nutrient enrichment	Consider impacts of drainage and eutrophication on reserves from surrounding land uses. Use best practice for water resource management.
Rubbish dumping and littering	Provide bins in high use areas, where appropriate. Elsewhere encourage visitors to remove their own rubbish. Remove dumped rubbish quickly to reduce impacts.
Weeds	Implement the actions of the <i>Environmental Weed Strategy for City of Albany Reserves 2005</i>
Erosion	Address the causes of erosion through access control and rehabilitation, where necessary.

Management Issue	Goal for Management
Dieback	Carry out assessments and implement management protocols that minimise the introduction and spread of dieback.
Extraction of sand, lime and gravel.	Extraction activities in predominantly natural reserves will be carried out to reduce environmental impacts, with plans for rehabilitation and disease minimisation.
Feral animal control	Implement feral animal control, where appropriate.
Vandalism	Minimise the impacts of vandalism and graffiti by reinstating/removing damaged infrastructure quickly

3.3 Natural Reserve Criteria

Table 3.3.1 Priority Criteria and Weighting Factors

Priority Criteria	Weighting Factor	Criteria Description
Environmental Values	40%	Condition assessment of environmental values
Social and Cultural Values	30%	Condition assessment of heritage values, visitation levels and community support
Economic Values	30%	Condition assessment of existing infrastructure, management levels and industry
Total	100%	

Environmental Values (Weighting Factor 40%)

It is necessary to ascertain environmental values so that areas of importance can be protected through appropriate management. Each reserve will be assessed for its environmental value based on the criteria indicated below.

Environmental Values	Criteria	Score
Priority 1	Presence of any one of the following: Declared Rare Flora (DRF) or Priority Flora or Threatened Ecological Community (TEC) or Priority Ecological Community (PEC) or Threatened Fauna Vegetation in 'Very Good to Excellent' condition (Kaesehagen, 1995) Well connected to other vegetated Reserves Dieback 'protectable areas' present Public Drinking Water Source Area (PDWSA) Conservation category wetlands or significant water courses Large area* Low boundary to area ratio*	8-10
Priority 2	Presence of one of the following: Vegetation in 'Fair to Good' condition (Kaesehagen, 1995) Moderate connectivity values Medium to large area* Low to moderate boundary to area ratio*	6-7

Environmental Values	Criteria	Score
Priority 3	Presence of one of the following: Vegetation in 'Poor' condition (Kaesehagen, 1995) Moderate to poor connection values Small to medium area* Moderate to high boundary to area ratio*	3-5
Priority 4	Presence of one of the following: Vegetation in 'Very Poor' condition (Kaesehagen, 1995) Low connectivity values Small area* High boundary to area ratio*	0-2

*More precise parameters of these criteria will be ascertained during the reserve assessment stage.

Social and Cultural Values (Weighting Factor 30%)

Consideration of the social aspects of reserves including demographics and population growth are increasingly important considerations if reserve infrastructure is to cope with levels of visitation and still deliver a quality experience to the community and protect the values of the reserve.

Three aspects of social benefit have been considered in this section, including Aboriginal and European heritage, visitation levels and community support.

Heritage Value

The presence of Aboriginal or European heritage features (i.e. present on Register of Aboriginal Sites or Heritage Council of WA Register) indicates that a higher level of management may be required, which can be reflected in presence or absence scoring.

Visitation Level

Natural reserves are subject to high variation in visitor numbers. Some reserves have many thousands of visitors in a year, while others may only have hundreds or even less. Many reserves are subject to markedly different visitation due to season influences (e.g. visiting the beach in summer). There is currently not a cost effective way to accurately measure demand or visitation in reserves. However, the City Reserves Officers have a good working knowledge of general trends for visitor demand.

The future demand of a natural reserve has been inferred from population growth and demographics discussed in Section 4. It is presumed that with population growth, there will be a general and gradual increase in demand for use and facilities in natural reserves into the future.

Community Support

Support from the community in terms of reserve management is a valid indicator of effort spent in reserves and often means that investment by the City is significantly magnified. Reserves where community groups are actively involved should be given a higher score for future management effort compared to reserves where there is no community support or input.

Economic Benefit (Weighting Factor 30%)

The economic value of natural reserves has been determined using three different set of criteria including presence of infrastructure, level of site management and presence of a PDWSA.

Infrastructure

Based on the current amount and type of infrastructure within a reserve, this is a direct indication of the City's previous investment in a reserve. The amount and type of infrastructure varies greatly between natural reserves, with some reserves having a large amount of infrastructure of various types (e.g. firebreaks, camp grounds, toilets, bins, barbeques, tables, bench seats). At the other extreme, some natural reserves have no infrastructure.

Site Management

Based on the number of days a year that the City spends within the reserve undertaking maintenance and other works (e.g. weeds control and bush rehabilitation). This criteria indicates the City's current annual investment in a reserve.

Public Drinking Water Source Area (PDWSA)

A PDWSA is a collective description for Water Reserves, Catchment Areas and Underground Water Pollution Control Areas declared (gazetted) under the provisions of the *Metropolitan Water Supply, Sewerage and Drainage Act 1909* or the *Country Area Supply Act 1947*. This criteria reflects the importance of a reserve for the future economy and health of the community.

3.4 Current Levels of Service

The City has several proactive initiatives that provide services and community input to natural reserve management. These include:

- Support of the Bushcarers Group and other community groups;
- Representation on the South Coast Management Group;
- Ongoing weed management program;
- Maintenance of trails; and
- Fire break planning and maintenance.

The City investigates and responds to community service requests within 10 working days.

3.5 Management Planning for Reserves

To date, the following management plans have been developed:

- Betty's Beach Reserve Management Plan, including Norman's Inlet Camp Site and Walk Trail (City of Albany, 2010);
- City Mounts Management Plan. (City of Albany, 2006);
- Cosy Corner Management Plan (City of Albany, 2008);
- Lowlands Coastal Reserve Management Plan (City of Albany, 2003);
- Nanarup Beach Management Plan (City of Albany, 1999);
- Nullaki Peninsula: Coastal Foreshore and Sand Blowout Management Plan (City of Albany, 1998a); and
- Nullaki Peninsula: Wilson Inlet Foreshore Management Plan (City of Albany, 1998b).

Woolstores to Frenchmen Bay Foreshore Management Plan (Water & Rivers Commission, 2000).

4.0 FUTURE DEMAND AND CHANGE

4.1 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

4.2 New Assets from Growth

When land is subdivided to create new residential areas, Public Open Space (POS) is often ceded to the City as Crown Land. The City receives the management orders subject to much of the infrastructure and elements in the new reserve being established by the developer. POS may be established for a number of purposes, including active open space (parks) or natural areas (bushland, wetlands, foreshore). Natural areas are generally managed for conservation and passive recreation purposes. Acquiring these assets adds to the ongoing operations and maintenance costs for Council. In addition, capital upgrades may be required, depending on demand.

5.0 LIFECYCLE MANAGEMENT

5.1 Lifecycle and Standards

Reserves

Reserves are usually managed by the City for the long-term. However, under some circumstances, the management order of a reserve may be relinquished if the City does not have the resources or expertise to manage the reserve.

Elements

The consideration of the lifespan of elements in reserves allows the City to manage and operate natural reserves at the defined service levels, while optimising lifecycle costs. Many factors other than age may contribute to the decline in the useful life of elements in reserves. These include level of visitor use, climatic conditions and vandalism. It is desirable to extend the lifespan of elements for as long as possible through consistent annual audits, followed up by maintenance or renewal processes.

Elements in reserves are generally provided to meet design standards where these are available. This Plan recommends the review of the City of Albany Draft Reserve Design Manual (2003) to guide the standardisation of elements in reserves.

5.2 Asset Condition

Reserves

The existing condition of natural reserves ranges from excellent to poor. However, areas in poor condition are usually localised and the result of a damaging process. Condition can be highly variable within natural reserves.

Elements

Elements within reserves can only function adequately if they are maintained in a serviceable condition. Some elements within reserves are in poor or unserviceable condition due to vandalism, damage, age or poor design. An audit of each reserve is required to determine the condition of various elements (e.g. bollards, gates, furniture, steps, boardwalks, signs) so that a schedule of maintenance, renewal or capital upgrade can be developed and implemented.

5.3 Risk Management Plan

Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Walking Trails	Trip hazards to users	M	Scheduled inspection programmes
Walking Trails	Falling tree branches	M	Scheduled inspection programmes
Coastal Reserves	Cliffs (e.g. unstable limestone or granite boulders)	H	Use of Visitor Risk Management Forms to identify hazards, to be treated on priority basis
Natural Reserves	Dieback and other diseases	H	Dieback to be managed as detailed in City of Albany's Environmental Code of Conduct
Natural Reserves	Weed infestations through reserves	M	Scheduled weed spraying programmes, coordination with Bushcare groups to combine efforts

5.4 Asset Valuations

The City's natural reserves and elements within them have not currently been formally surveyed and assigned values. An update of the reserves database is currently underway, and will allow greater confidence in replacement costs.

5.5 Routine Maintenance Plan

Maintenance is the regular and ongoing work that is necessary to keep assets operating, including instances where elements of the asset fail and need repair to meet the service delivery standards. Maintenance includes reactive, planned and cyclic activities.

Reactive maintenance is unplanned works carried out in response to service requests and/or officer directives. For example, this may happen after a storm, when damage occurs.

Planned maintenance is when preventative works are undertaken according to a fixed or seasonal plan (e.g. repair of broken post and rail fences, removal of rubbish). Cyclic maintenance is replacement of higher value components of elements that is undertaken on a regular cycle (e.g. grading of gravel car parks, painting, building repairs and weed management). These works generally fall below the capital and upgrade threshold.

It is considered that maintenance is one of the most important of the City's activities in natural reserves and should generally take priority over the installation of new elements.

5.6 Renewal /Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.6.1. Individual projects or treatments are identified in the LTFFP.

Table 5.6.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$32,500	\$106,000	\$51,500
2014/2015	\$43,000	\$108,000	\$79,000
2015/2016	-	\$60,000	\$90,000
2016/2017	-	\$85,000	\$265,000
2017/2018	-	\$100,000	\$50,000
2018/2019	-	\$100,000	\$50,000
2019/2020	-	\$100,000	\$50,000
2020/2021	-	\$100,000	\$50,000
2021/2022	-	\$100,000	\$50,000
2022/2023	-	\$100,000	\$50,000

6.0 FINANCIAL SUMMARY

6.1 Sustainability of Service Delivery

The purpose of this Plan is to identify levels of service that the community expects at a level of expense that can be afforded in the long term. To achieve a sustainable program, this Plan identifies the estimated capital expenditure required to meet the desired level of service. It is likely that more emphasis will need to be placed on maintenance, renewal and replacement, than creation of new elements and upgrades. Acquisition must also be carefully monitored (e.g. ceding of POS and elements to the City by developers) to ensure that the wider community receives good value and enjoyment of reserve assets in the long term.

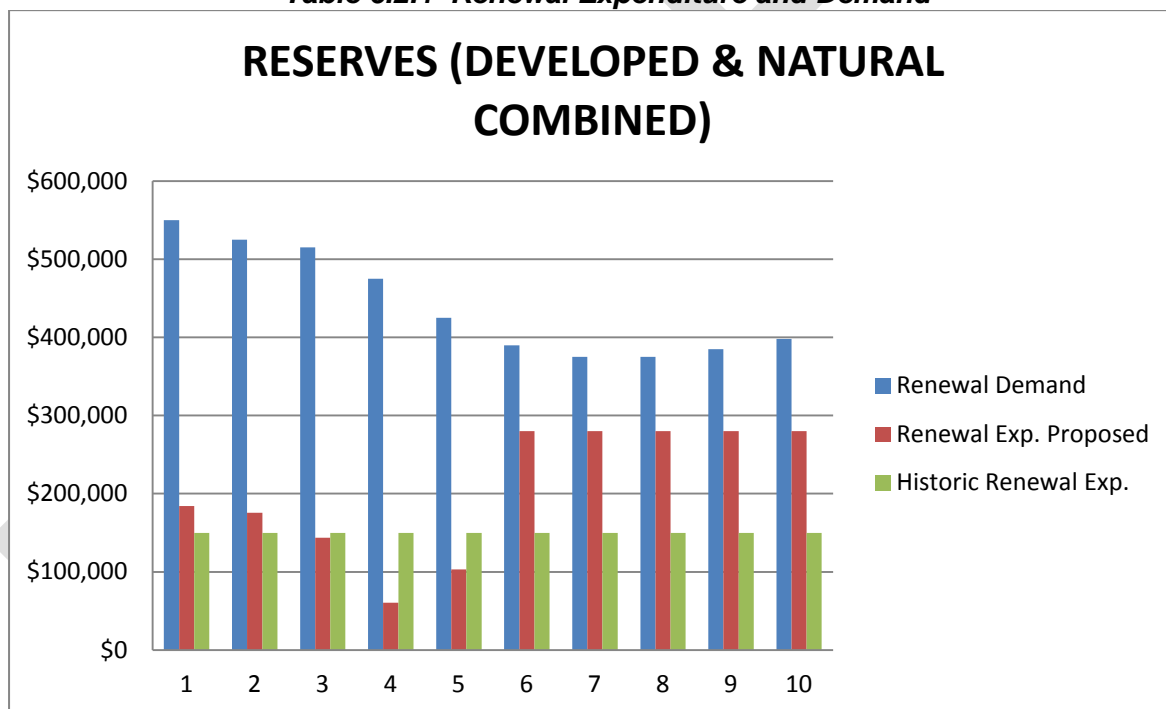
Allowing gaps in the elements/services provided in natural reserves should be considered as an option where the outcome will not increase risk to visitors, the environment or social values.

6.2 Financial statements and projections

The financial projections are shown in Table 5.6.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.3.1. Year 1 is the 2013/14 financial year.

Table 6.2.1 Renewal Expenditure and Demand



6.3 Managing the Funding Gap

As demonstrated in Table 6.2.1, there is a significant gap between renewal demand and proposed renewal expenditure. This is based on current data, which has a relatively low confidence level, so this gap may not be an accurate representation.

In order to improve the City's understanding of its reserves asset base, and by extension, the renewal requirements for this asset, a detailed survey regime, identifying assets and condition, has been undertaken in 2013.

REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan (LTFP)

City of Albany (2006) Environmental Code of Conduct September 2006

City of Albany (2003) Draft Reserve Design Manual. Prepared by Bruce Thomas Designs. Albany, Western Australia.

Visitor Risk Management Forms. DEC (2006)

Coastal Management Specification Manual. Green Skills (2010)

DRAFT



Asset Management Plan Buildings

© City of Albany 2013

Revision Status

Revision No.	Status	Distribution	Issue Date	Comment
0	Draft	Internal only	1/5/13	Draft
1	Draft	Special Council Meeting	25/06/13	Tabled for adoption

Table of Contents

1.0 EXECUTIVE SUMMARY	3
1.1 Overview.....	3
2.0 INTRODUCTION.....	3
2.1 Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)	3
Table 2.1.1 Assets covered by this plan.....	3
Table 2.1.2 Buildings by Category - Number.....	4
3.0 SERVICE LEVELS	4
3.1 Desired Level of Service	4
4.0 FUTURE DEMAND	7
4.1 Demand Management Plan	7
5. LIFECYCLE MANAGEMENT PLAN	7
5.1 Asset capacity and performance.....	7
5.2 Asset Condition.....	7
Table 5.2.1 - Asset Condition Profile (as at 1/12/2010)	7
5.3 Risk Management Plan.....	8
Table 5.3.1. Critical risks and treatment plans.....	8
5.4 Routine Maintenance Plan.....	8
5.5 Renewal/Replacement Plan.....	8
Individual projects are identified in the LTFP.....	9
5.6 Renewal Standards.....	9
5.7 Disposal Plan.....	9
6. FINANCIAL SUMMARY	9
6.1 Financial Summary	9
6.2 Financial projections	9
Table 6.2.1 Renewal Expenditure and Demand	9
6.3 Managing the Funding Gap.....	10
REFERENCES	10
Asset Management Plan – Overview.....	10
Adopted City of Albany Long Term Financial Plan.....	10

1.0 EXECUTIVE SUMMARY

1.1 Overview

This Asset Management Plan (AMP) has been prepared from previous AMP and condition audits with data which is approximately two (2) years out of date. The building network is categorised into the following classifications:

- Municipal Buildings
- Albany Leisure & Aquatic Complex
- Depot (Works & Waste) Buildings
- Airport Buildings
- Heritage Buildings
- Leased Buildings
- Bush Fire Stations
- Public Conveniences
- Coastal Structures
- Minor Buildings & Structures (incl. Info Bays, Parks and Gardens & Misc. structures)

These assets vary from major complexes to minor information shelters and gazebos.

Overall building assets present the biggest renewal liability in the next 4 or 5 years and the renewal expenditure gap will be managed by:

- Undertaking a thorough condition audit which will result in improve information enabling better modelling on deterioration;
- Following this, undertaking a strategic review of all buildings to determine their usage requirements, level of service requirement and whether disposal is an option.

The confidence in the data used to prepare this plan is moderate.

2.0 INTRODUCTION

2.1 Knowledge of Existing Assets (Inventory, Condition & Utilisation of Assets)

The City of Albany has an extensive building network comprising of 244 structures.

Table 2.1.1 Assets covered by this plan

Asset Category	No of buildings	Replacement value (1/12/2010)
Municipal Buildings	4	\$28,658,448
ALAC Complex	4	\$25,932,660
Depot & Waste Buildings	40	\$5,386,041
Airport Buildings	11	\$7,201,435
Heritage & Forts Buildings	36	\$21,865,462
Leased Buildings	14	\$15,388,126
Bush Fire Stns	22	\$2,417,200
Public Conveniences	33	\$3,289,030
Coastal Structures	28	\$6,295,200
Minor Buildings & Structures	52	\$4,583,150
TOTAL	244	\$111,016,752

Adoption Date:

Adoption Reference:

Review Date:

Maintained By: City Assets

Document Reference:

102 North Road, Yakamia WA 6330

PO Box 484, Albany WA 6331

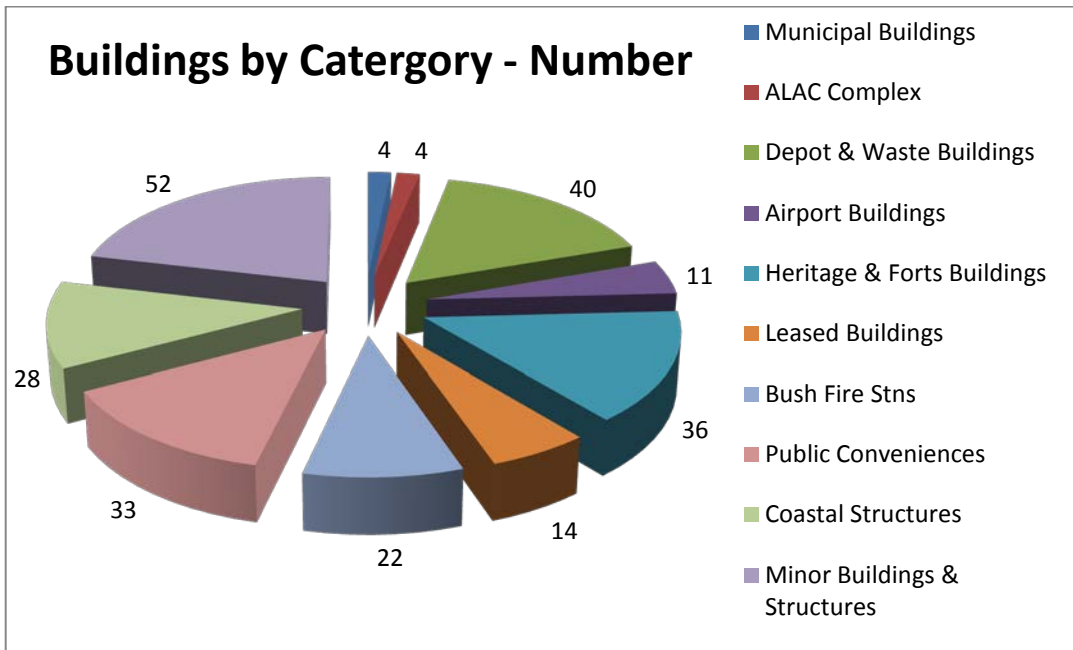
Tel: (+61 8) 9841 9333

Fax: (+61 8) 9841 4099

staff@albany.wa.gov.au

www.albany.wa.gov.au

Table 2.1.2 Buildings by Category - Number



3.0 SERVICE LEVELS

3.1 Desired Level of Service

The desired level of service is driven by compliance with the Building Code of Australia and Australian Standards, accepted industry standards, and in line with the requirements of relevant City of Albany business units or lessees as the case may be.

The City of Albany is currently undertaking a detailed condition audit of all its buildings and structures. This will be followed by a strategic review of each building asset considering usage levels, maintenance costs and value to the organisation. The outcome will be a listing of buildings to be rationalised and future level of service requirements will be set against the criteria below.

The maintenance standards will provide five levels of service:

Service Levels	Levels	Description
*	1 = Dispose	No intervention
**	2 = Low	Low level of service
***	3 = Standard	Moderate level of service
****	4 = High	High level of service
*****	5 = Premium	Premium level of service

Adoption Date:
 Adoption Reference:
 Review Date:
 Maintained By: City Assets
 Document Reference:

102 North Road, Yakamia WA 6330
 PO Box 484, Albany WA 6331
 Tel: (+61 8) 9841 9333
 Fax: (+61 8) 9841 4099
 staff@albany.wa.gov.au
www.albany.wa.gov.au

Maintenance Standards Criteria

PREMIUM (5)

In such areas the requirement is to preserve the asset in 'as new' condition continuously and to correct unacceptable condition within a minimal timeframe (ie immediate reaction).

Performance Criteria:

Visual appearance: As new or highest quality reasonably achieved.

Function: All elements must function as intended at all times, with no or minimal down time during periods of intended use.

Legal: All legal responsibilities must be met.

Financial: Financial and economic criteria are not primary considerations in planning maintenance programs for buildings of this type. Maximum efficiency of maintenance and cleaning operations is required, to minimise expenditure in achieving the desired outcomes.

HIGH (4)

In such areas the requirement is to preserve the asset in good condition both visually and functionally, and to respond promptly in the event of failures.

Examples: Areas with public significance or commercial importance including reception areas and foyers of premises eg: Civic Centre, Administration Offices, and Library.

Performance Criteria:

Visual appearance: Minor signs or deterioration when viewed closely may be acceptable. No deterioration when viewed from normal distance. Some deterioration may be tolerated for short periods of time.

Function: All elements must function as intended during periods of intended use, with a low probability of failure.

Legal: All legal responsibilities must be met.

Financial: The primary aim in this category is to maximise the long term economic performance of the facility. Refurbishments, equipment replacements and maintenance planning should be above current standards to provide a high level of service and aesthetics.

STANDARD (3)

This standard is the 'default' standard, which should apply if no special conditions are present. It is aimed at preserving essential functionality, complying with statutory health, safety and environmental obligations, and rectifying faults before consequential damage incurs additional costs. In such cases the requirement is to preserve the operational capacity of the asset as much as possible.

Examples: This standard applies to most areas which are in use for public or community purposes and to which no special conditions apply eg: Sporting / Community Buildings.

Performance Criteria:

Visual appearance: In this case physical appearance is not the major consideration and some minor signs of deterioration when viewed from normal distance are acceptable.

- Function:** All required elements should function as intended during periods of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated.
- Legal:** All requirements with respect to health, safety and the environment must be met.
- Financial:** The primary aim in this category is to maximise the long term economic performance of the facility. Refurbishments, equipment replacements and maintenance planning should be in a strategic framework, and decision taken on a life cycle basis.

LOW (2)

This standard applies to assets that have a limited life or in use on an interim basis. Maintenance is aimed at minimising current operational costs whilst continuing to preserve essential functionality for operational purposes and complying with statutory obligations to the maximum extent possible. The standard is normally applied where the expected remaining life of the asset is than five years or where little use is expected.

Examples: This standard applies to facilities which are approaching the end of their life and for which vacation or disposal is planned, or areas that are rarely used.

Performance Criteria:

Visual appearance: Some signs of deterioration are acceptable.

Function: All elements required should function as intended during periods of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated.

Legal: All requirements with respect to health, safety and the environment must be met.

Financial: Limitation of short term maintenance costs is the primary objective.

DISPOSE (1)

This standard applies to assets that are not in current use, either being closed or relocated. Maintenance is aimed at maintaining safety and security, protecting against vandalism or other damage and limiting any cost penalties.

Examples: Facilities which are held vacant awaiting sale, demolition, or a decision about their future.

Performance Criteria:

Visual appearance: Not important.

Function: No requirement to retain any functional performance except to avoid degradation of asset value.

Legal: Only essential responsibilities with respect to safety and the environment must be met.

Financial: Limitation of maintenance costs is the primary objective.

4.0 FUTURE DEMAND

4.1 Demand Management Plan

The City will look to reduce the demand from Building assets by applying a strategic focus to those buildings which provide a significant renewal liability with a relatively small return.

5. LIFECYCLE MANAGEMENT PLAN

5.1 Asset capacity and performance

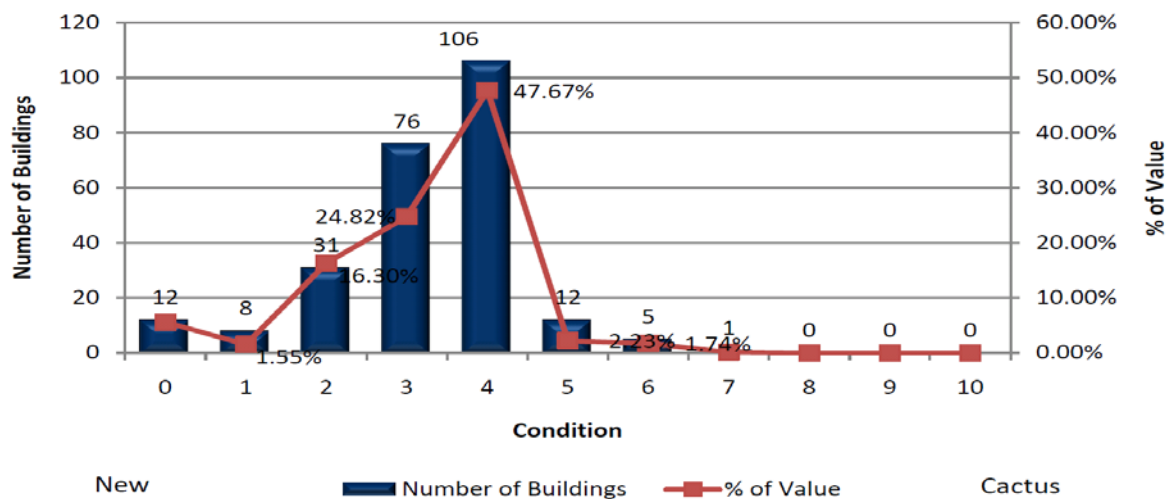
Current asset capacity is considered adequate. Asset performance in respect to deterioration would appear to be holding relatively steady which indicates there is a possibility that the deterioration models could be interrogated revealing that life expectancy of some structures is underestimated. This will become more evident as a result of the next review when more detailed data is available.

5.2 Asset Condition

The condition profile of Council's assets is shown below.

Table 5.2.1 - Asset Condition Profile (as at 1/12/2010)

Building Condition Profile - Long & Short Life Structures



5.3 Risk Management Plan

Table 5.3.1. Critical risks and treatment plans

Asset at risk	What can happen?	Risk rating	Risk treatment plan
Buildings	Age, condition and insufficient maintenance over the years have increased the risk of injury to users	Medium	Planned replacement/ maintenance as per AMP's and service delivery
Buildings	Vandalism to buildings potentially causing damage to infrastructure, increasing maintenance costs	Medium	Use alternative building materials, install lighting and increase security patrols
Buildings	Non compliance with legislation.	Medium	Upgrades to comply with legislation
Buildings	Lack of notification of required maintenance by tenant causing City of Albany to be unaware of maintenance requirements	Medium	Communication with lease holders
Buildings (mainly Corporate Facilities)	Air-conditioning failure	Low	Replacement of plant, regular service and Inspections
Buildings	Roof leaks and internal flooding	Medium	Maintain roof. Regular maintenance and inspections. Programmed replacement plan

5.4 Routine Maintenance Plan

Preventative and cyclic maintenance planning will be reviewed once the detailed condition audit is complete. This information will feed into a new routine maintenance plan which will be kept in line with the LTFP which will be reviewed prior to the 2014/15 budget.

5.5 Renewal/Replacement Plan

Planned capital expenditure forecasts as shown in the Long Term Financial Plan are shown in Table 5.5.1. Individual projects or treatments are identified in the LTFP.

Table 5.5.1 Planned Capital Expenditure

Year	Renewal	Upgrade	Expansion
2013/2014	\$732,200	\$201,800	-
2014/2015	\$680,000	\$75,000	\$75,000
2015/2016	\$512,000	-	\$100,000
2016/2017	\$512,000	-	\$100,000
2017/2018	\$414,000	-	\$60,000
2018/2019	\$614,000	-	\$440,000
2019/2020	\$716,000	-	\$250,000
2020/2021	\$816,000	-	\$410,000
2021/2022	\$818,000	-	\$470,000
2022/2023	\$918,000	-	\$480,000

Adoption Date:
Adoption Reference:
Review Date:
Maintained By: City Assets
Document Reference:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au

Individual projects are identified in the LTFP.

5.6 Renewal Standards

Renewal work is carried out in accordance with the following standards and specifications.

- Building Code of Australia and Australian Standards
- City of Albany, Lease / Tenancy Agreements – Buildings

5.7 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. The completion of the detailed condition audit will inform the strategic review of buildings and possible disposal options.

6. FINANCIAL SUMMARY

6.1 Financial Summary

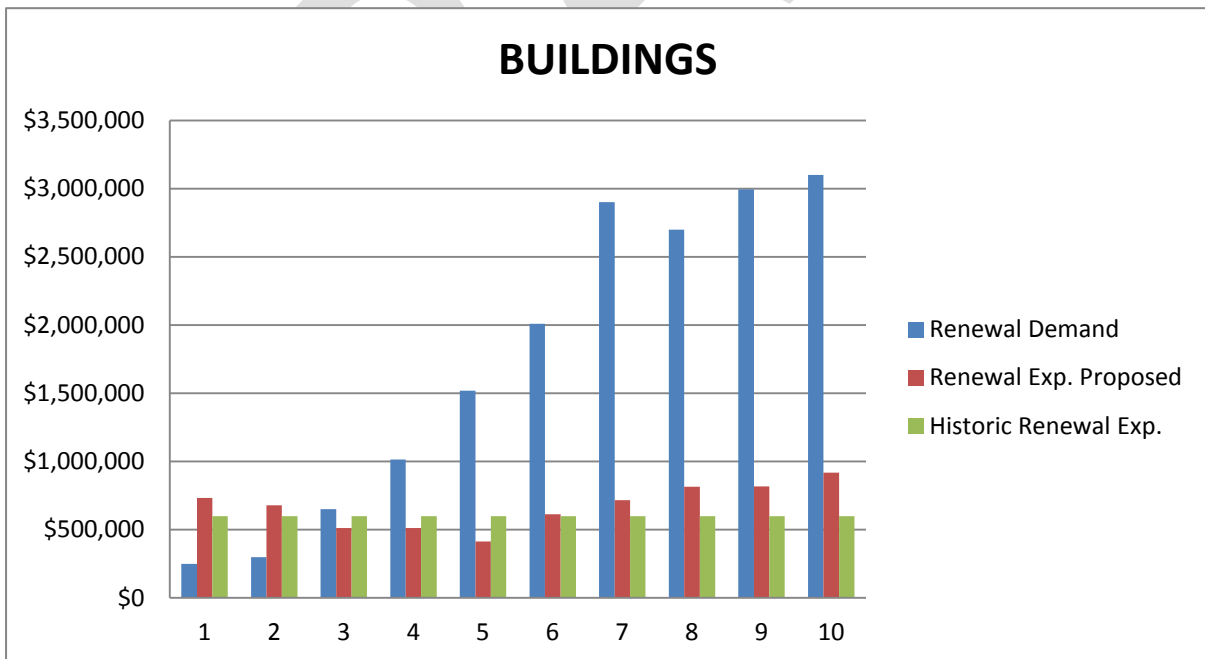
Current forecast expenditure against anticipated renewal expenditure requirements indicates that for this asset class, the financial position is not sustainable. It is important to understand the measures required to manage this in section 6.3.

6.2 Financial projections

The financial projections are shown in Table 5.5.1 for planned capital expenditure (renewal and upgrade / expansion / new assets).

Projections of renewal demand based on the Maloney modelling software are shown in Table 6.2.1. Year 1 is the 2013/14 financial year.

Table 6.2.1 Renewal Expenditure and Demand



6.3 Managing the Funding Gap

As illustrated in Table 6.2.1, the City's proposed expenditure on buildings initially exceeds the renewal demand. However from year 4 to 10 a significant expenditure gap develops reaching \$2 million by the end of the 10 year forecast period.

The confidence level of the building asset data is moderate, however the City is looking at increasing the level of detail considered to ensure that renewal costs are true reflections. As previously mentioned, in order to improve the City's understanding of its asset base and renewal requirements for this asset class, a detailed condition audit has commenced and will be completed prior to the next asset management plan review. This will confirm whether assumptions made in the modelling are reasonable, and form the basis for decision making concerning rationalising these assets.

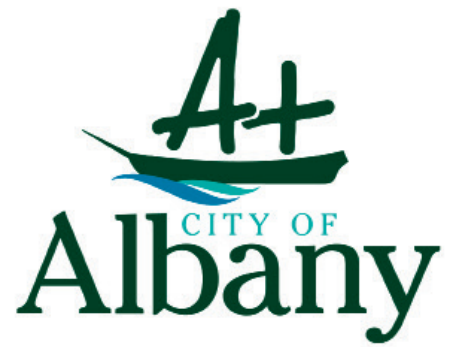
REFERENCES

Asset Management Plan – Overview

Adopted City of Albany Long Term Financial Plan – For more detailed information on individual projects

Adoption Date:
Adoption Reference:
Review Date:
Maintained By: City Assets
Document Reference:

102 North Road, Yakamia WA 6330
PO Box 484, Albany WA 6331
Tel: (+61 8) 9841 9333
Fax: (+61 8) 9841 4099
staff@albany.wa.gov.au
www.albany.wa.gov.au



Long Term Financial Plan

2014 - 2023

CITY OF ALBANY LONG TERM FINANCIAL PLAN

CONTENTS

PAGE NO.

1	Introduction
1	Overview
2	City of Albany in Brief
2	Our Vision
3	Our Values
3 - 5	Our Services
5	Our Service Delivery Structure
6	Strategic Planning Framework
6	Asset Management
7	Risk Assessment
8	Key Assumptions Underpinning the Long Term Financial Plan
9 - 10	Key Performance Measures
Financial Statements	
11	Statement of Comprehensive Income Nature & Type
12	Statement of Comprehensive Income by Program
13	Rates Setting Statement
Supplementary and Supporting Information	
14 - 17	Cash Backed Reserves
18 - 19	Loan Facilities
20 - 21	Depreciation Schedule
22 - 23	Summary Capital Works By Work Type
24	Drainage Program Capital Works
25	Path Program Capital Works
26 - 28	Road Program Capital Works
29 - 30	Reserve (Natural and Developed) Program Capital Works
31	Waste Capital Works Program
32	Building Capital Works Program

City of Albany Long Term Financial Plan 2014 to 2023

1. Introduction

This document presents the 10 Year Long Term Financial Plan of the City of Albany, covering the period from 2013/14 to 2022/23. It takes into consideration the City's strategic direction, Western Australia Local Government Association (WALGA) recommendations, consultant reports and the City's annual strategic community plan. The Plan aims to ensure the long term financial sustainability of our City and that aspirations for the community are responsibly and prudently matched with the City's capacity to deliver these outcomes.

The Plan provides an overview of the projected operating revenue and expenditure estimates as well as capital works, project expenses and funding options, which are likely to be adopted by the City over the 2013/14 to 2022/23 periods. The Plan is a dynamic document that will be reviewed and improved from year to year during the annual budget adoption cycle.

Consideration in relation to prevailing economic circumstances and community expectations will be scrutinized and thorough discussions between the City's Administration and Elected Members are expected. The review may result in new priorities being added or planned projects being deferred or reassessed according to the priorities established by the City each year. Strategic financial parameters will also be reviewed and if necessary, be adjusted accordingly to reflect the most realistic current financial circumstances and outlook in any rating year and the impacts on outer nine years.

Each annual review will give consideration to prevailing economic circumstances and take account of changing priorities. The assumptions underpinning the plan will also be reviewed and the impacts of any apparent changes will be identified.

2. Overview of the Long Term Financial Plan

This 10 Year, Long Term Financial Plan proposes \$184.9 million in capital works spending over the next 10 years and includes the replacement and renewal works as well as the enhancement and development of new facilities and infrastructure for our community.

The Long Term Financial Plan reflects a responsible and sustainable financial strategy for the City with all proposals detailed in the Plan being fully funded in the financial model. Sources of funding reflect a responsible blend including the use of accumulated reserve funds, borrowings, fees and charges, asset sales and grant revenue in addition to rates revenue.

City of Albany Long Term Financial Plan 2014 to 2023

3. City of Albany in Brief

Council

Distance from Perth is 409km

Albany area is 4,312km²

Length of sealed roads is 750km

Length of unsealed roads approx 950km

Estimated resident population (2011) is 55,3571

Albany, Western Australia's oldest European settlement lies adjacent to beautiful natural harbours. Forest, coastal bush and farmland surround its thriving urban centre. Aboriginal connection to Albany and its surrounding areas goes back at least 25,000 years. Albany's European settlement history started on Christmas Day 1826, when Major Edmund Lockyer sailed into Princess Royal Harbour in the Brig Amity. Major Lockyer created a British penal outpost called Frederickstown, which was renamed Albany in 1832 by WA Governor Sir James Stirling. Albany evolved into a busy port, servicing the Goldfields' immigration and produce needs, and exporting timber and agricultural products. In November 1914, Australian and New Zealand troops departed from Albany on a voyage via Egypt to Gallipoli, where they landed on April 25, 1915. Many soldiers' last glimpse of Australia was of Albany, the place where their ANZAC journey began. The Shires of Denmark, Plantagenet and Jerramungup surround the municipality. Albany is an established holiday playground – its natural attractions, history and recreation and adventure opportunities attract Australian and international visitors. Tourism ventures in accommodation, recreation, food and hospitality continue to grow in and around the City, with prime development opportunities available at the Albany Waterfront and at Middleton Beach. Albany has a temperate climate, characterised by soft winters and mild, sparkling summers. The average annual rainfall is approximately 930mm. Albany is the administrative and service hub for the Great Southern region, which has a population of about 58,000 living in an area of approximately 39,000km². Albany has a busy port, modern airport, vibrant CBD and a newly developed waterfront boasting a state-of-the-art entertainment centre alongside the new marina and ANZAC Peace Park.

4. Our Vision

“To be Western Australia’s most sought-after and unique regional City to live, work and visit.”

City of Albany Long Term Financial Plan 2014 to 2023

5. Our Values

As Councillors, Employees and Volunteers at the City of Albany we will be-

Focused: on community outcomes

This means we will listen and pay attention to what the community wants. We will properly consult with the community, when relevant and appropriate and set clear direction for action. We will do what we say we will do and if it is good for Albany, get it done.

United: by working and learning together

This means we will work as a team, sharing knowledge and skills. We will build strong relationships internally and externally through effective communication. We will support our people to help them go beyond where they think they can by encouraging loyalty trust, innovation and high performance.

Accountable: for our actions

This means we will act professionally using resources responsibly - people, skills and physical assets as well as money. We will be fair and consistent when allocating these resources and look for opportunities to work jointly with other departments and with partners. We will be committed to continuous improvement.

Proud: of our people and our community

This means we will earn respect and build trust between ourselves, and the residents of Albany through the honesty of what we say and do, how we do it and what we achieve. We will aim to be transparent in our decision making where appropriate and committed to serving the diverse needs of the community while recognising we can't be all things to all people.

6. Our Services

The City of Albany provides an extensive range of services to the community which falls into the following programs prescribed under the Local Government (Financial Management) Regulations 1996. Estimates of expenditure and income have been calculated for each of these programs in this LTFP:

Governance

Objective:

To provide a decision making process for the efficient allocation of scarce resources.

Activities:

Includes the activities of members of the council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.

General Purpose Funding

Objective:

To collect revenue to allow for the provision of services.

Activities:

Rates, general purpose government grants and interest revenue.

City of Albany Long Term Financial Plan 2014 to 2023

6. Our Services (Cont'd)

Description of Programs (Cont'd)

Law, Order and Public Safety

Objective:

To provide services to help ensure a safer and environmentally conscious community.

Activities:

Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.

Health

Objective:

To provide an operational framework for environmental and community health.

Activities:

Inspection of food outlets and their control, provision of meat inspection services, noise control and waste disposal compliance.

Education and Welfare

Objective:

To provide services to disadvantaged persons, the elderly, children and youth.

Activities:

Elderly person's activities and support, community services planning, disabled persons, youth services, aboriginal issues, Meal on Wheels centre, playgroup, pre-schools and other welfare and voluntary persons.

Community Amenities

Objective:

To provide services required by the community.

Activities:

Refuse collection services, including recycling, green waste and hard waste. Operation of tip facilities, administration of the Town Planning Scheme, public amenities and urban storm water drainage works. Protection of the environment, coastline and waterways. Environmental planning.

Recreation and Culture

Objective:

To establish and effectively manage infrastructure and resource which will help the social well being of the community.

Activities:

Maintenance of halls, recreation and cultural facilities, including sports grounds, parks, gardens, reserves, playgrounds and foreshore amenities. Maintenance of boat ramps and jetties. Townscape works. Operation of the Library, Albany Leisure Centre, Vancouver, Art Centre, Albany Entertainment Centre and other cultural activities.

City of Albany Long Term Financial Plan 2014 to 2023

6. Our Services (Cont'd)

Description of Programs (Cont'd)

Transport

Objective:

To provide safe, effective and efficient transport services to the community.

Activities:

Construction & maintenance of roads, drainage, footpaths, bridges, and traffic signs. Maintenance of pump stations and road verges. Strategic planning for transport and traffic flows. Street lighting and street cleaning. Airport operation. Parking control and car park maintenance.

Economic Services

Objective:

To help promote the city and its economic well being.

Activities:

Tourism and area promotion, operation of the Visitor Centre, Sister City expenses, City marketing and economic development, implementation of building control, operation of plant nursery.

Other Property and Services

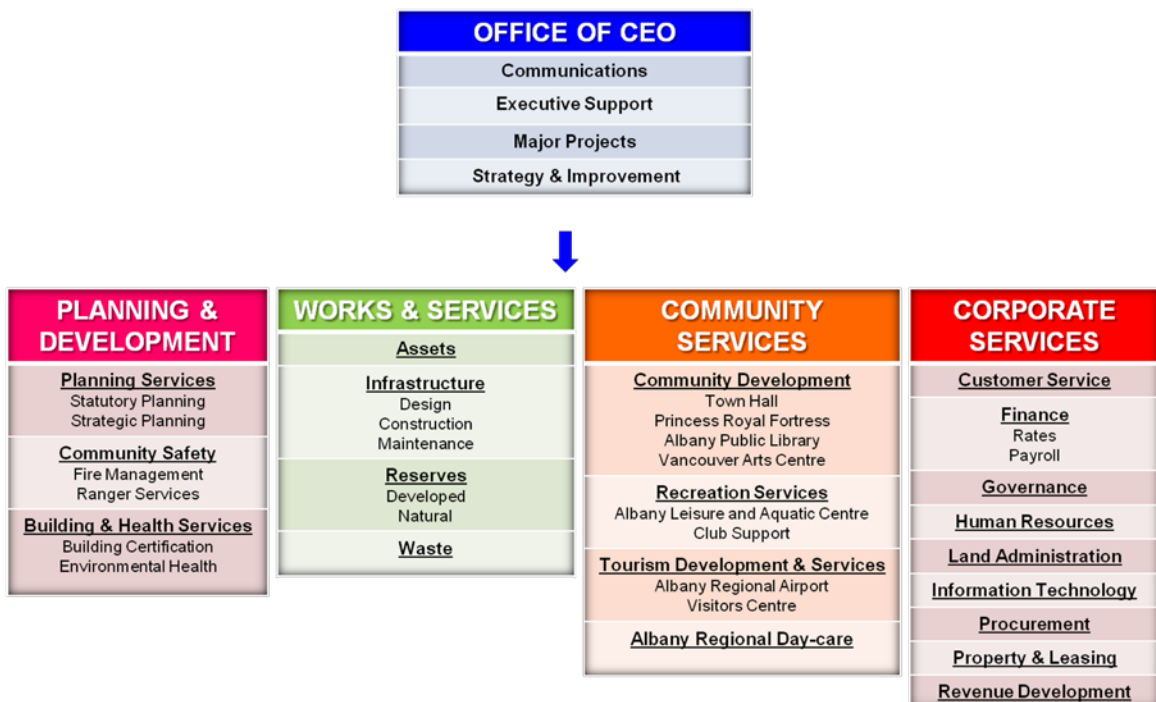
Objective:

To monitor and control council's overheads operating accounts.

Activities:

Private works operation, plant repair, Public works overhead, land acquisition (including town planning schemes) and subdivision development and sales.

7. Our Service Delivery Structure



8. Strategic Planning Framework

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables local governments to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long term community priorities.

The Long Term Financial Plan (LTFP) is a ten year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. From these planning processes, Annual Budgets that are aligned with strategic objectives can be developed.

The LTFP indicates a local government's long term financial sustainability, allows early identification of financial issues and their longer term impacts, shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the community.

The following figure illustrates how the LTFP informs the Integrated Planning and Reporting Framework:

Strategic Planning Framework



9. Asset Management

The City has developed a strategic approach to asset management and developed asset management plans based on the total life cycle of assets. The Asset Management Plan will assist the Council in predicting infrastructure consumption and asset renewal needs and identifies the cost required to renew or preserve the asset (renewal gap). This renewal gap is being addressed in the LTFP and will be the focus of future annual budgets.

Funding for the renewal of assets has been increased to ensure sustainability in the longer term. The continued allocation of funding towards the renewal of assets and funding for maintenance and upgrades will result in a positive investment for the community in future. Asset acquisitions and capital works projects are funded from either rate revenue, specific cash reserves, government grants or external borrowings.

City of Albany Long Term Financial Plan 2014 to 2023

10. Risk Assessment

The Asset Management Plan identifies assets that are critical to the City's operations and outlines risk management strategies for these.

The major risks associated with long term financial planning relate to delays in approvals for major projects, the viability of a project if it relies on land acquisition which may be affected by land price movements and funding of projects.

A number of building upgrade projects are included each year in the LTFP. All of these are proposed to be constructed on land owned by the City or Crown Land managed by the City. The developments will not require external approvals and are being funded through rate revenues or grant funding or both. The risk associated with these is therefore low.

The City has an extensive road renewal program which includes some external funding. If that funding reduces or is not made available to the City, then the timing of the works will be reviewed.

Interest rates on borrowings and on investments are predicted to be relatively constant over the life of the LTFP. If adverse changes in rates occur this may impact on the City's revenues and future project costs. The risk is considered low.

No other risks have been identified.

City of Albany Long Term Financial Plan 2014 - 2023
Variable Assumptions Underpinning the Plan

		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23
OPERATING REVENUES											
	INFLATION CODE										
Rates - Annual Increases	1	4.5%	4.5%	4.5%	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%	4.0%
Rates - Growth in Rate Base	3	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Refuse Collection Charges	5	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Council Fees and Charges	7	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Statutory Fees and Charges	9	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Aquatic Centre Fees and Charges	11	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Interest Earnings (Depending on cash on hand)	13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Recurrent Grants	14	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other revenue	15	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
OPERATING EXPENSES											
Employee Costs	20	3.3%	3.5%	4.3%	4.2%	4.2%	4.3%	4.2%	4.2%	4.5%	4.5%
- Superannuation	21	3.3%	6.0%	8.2%	8.2%	8.2%	8.2%	8.2%	3.6%	3.6%	3.6%
Materials and Contracts	22	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Utility Charges	24	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Depreciation on Non-current Assets (see below)	26										
Roads	28	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Horticulture	30	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Sanitation	32	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Light Fleet	34	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Building Maintenance	36	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Insurance Expense	38	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other Expenditure	46	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
CAPITAL ASSETS											
Average Depreciation - Buildings	50	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Depreciation - Other	52	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Depreciation - Infrastructure Roads	54	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Depreciation - Infrastructure Other	56	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CAPITAL ASSETS											
Asset Renewal Loss on Disposal (On Average 5% of Historical Cost)	54	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%

City of Albany
Long Term Financial Plan
Key Performance Indicators

	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING SURPLUS RATIO										
Operating Revenue	50,632,258	52,195,805	53,915,034	56,152,871	58,475,231	60,704,673	62,971,050	65,402,768	67,878,365	70,526,521
Less Operating Exp incl interest & depreciation	- 53,506,169	- 53,799,888	- 55,483,241	- 57,305,144	- 58,628,659	- 60,287,810	- 62,241,437	- 63,581,894	- 65,565,007	- 67,777,288
= Net Operating Surplus	- 2,873,911	- 1,604,083	- 1,568,207	- 1,152,273	- 153,428	416,864	729,613	1,820,874	2,313,358	2,749,233
Divided by Own Source Revenue (Excl Grants)	45,663,981	47,599,098	49,466,811	51,598,564	53,788,243	55,933,374	58,163,778	60,482,828	62,894,029	65,401,025
Ratio Target - (+ve) Between 0% and 15%	-6.3%	-3.4%	-3.2%	-2.2%	-0.3%	0.7%	1.3%	3.0%	3.7%	4.2%
CURRENT RATIO										
Current Assets	16,431,911	15,887,127	16,596,389	18,090,001	20,798,344	23,272,563	25,288,797	27,828,785	31,381,505	35,649,878
Less Restricted Assets	- 7,156,050	- 6,528,279	- 6,978,098	- 8,109,884	- 9,913,014	- 11,478,770	- 12,563,901	- 14,157,949	- 16,726,752	- 19,968,510
= Net Current Assets	9,275,861	9,358,848	9,618,291	9,980,116	10,885,330	11,793,793	12,724,896	13,670,836	14,654,753	15,681,368
Divided by Current Liabilities less Current Liabilities ass'd with Restricted Assets	7,670,970	7,707,853	7,823,471	7,940,823	8,059,935	8,180,834	8,303,547	8,428,100	8,554,521	8,682,839
= Net Current Liabilities	7,670,970	7,707,853	7,823,471	7,940,823	8,059,935	8,180,834	8,303,547	8,428,100	8,554,521	8,682,839
Ratio Target > or = to 1:1	121%	121%	123%	126%	135%	144%	153%	162%	171%	181%
Assumed Leave Cash Reserve same as Provisor	-	-	-	-	-	-	-	-	-	-
OWN SOURCE REVENUE COVERAGE RATIO										
Own source operating revenue	45,663,981	47,599,098	49,466,811	51,598,564	53,788,243	55,933,374	58,163,778	60,482,828	62,894,029	65,401,025
Divided by total expenses	53,506,169	53,799,888	55,483,241	57,305,144	58,628,659	60,287,810	62,241,437	63,581,894	65,565,007	67,777,288
Ratio Target > or = to 40%	85.3%	88.5%	89.2%	90.0%	91.7%	92.8%	93.4%	95.1%	95.9%	96.5%
DEBT SERVICE COVERAGE RATIO										
Operating Surplus before Interest & Depreciation = Operating Revenue	50,632,258	52,195,805	53,915,034	56,152,871	58,475,231	60,704,673	62,971,050	65,402,768	67,878,365	70,526,521
Less Operating Expenses Except Interest Expense and Depreciation	-53,506,169	-53,799,888	-55,483,241	-57,305,144	-58,628,659	-60,287,810	-62,241,437	-63,581,894	-65,565,007	-67,777,288
= OSBID	13,128,663	13,536,603	14,182,061	14,185,376	14,184,840	14,239,831	14,276,953	14,330,031	14,465,406	14,508,792
Divided by Principal and Interest	10,254,753	11,932,520	12,613,855	13,033,103	14,031,412	14,656,695	15,006,566	16,150,905	16,778,764	17,258,026
	3,472,564	2,237,729	2,370,798	2,484,303	2,500,415	2,400,138	2,209,914	2,154,028	2,013,830	1,420,540
Ratio Target > or = 2	2.95	5.33	5.32	5.25	5.61	6.11	6.79	7.50	8.33	12.15

City of Albany
Long Term Financial Plan
Key Performance Indicators

	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSET SUSTAINABILITY RATIO										
Capital Renewal Expenditure	9,680,066	10,616,616	10,083,304	10,604,213	10,047,587	10,739,741	12,205,521	13,101,329	12,997,630	13,199,728
Divided by Depreciation Expense	12,271,352	12,654,004	13,348,959	13,416,185	13,490,785	13,643,187	13,776,915	13,925,766	14,164,796	14,294,135
Ratio Target 90% to 100%	78.9%	83.9%	75.5%	79.0%	74.5%	78.7%	88.6%	94.1%	91.8%	92.3%
ASSET RENEWAL FUNDING RATIO										
Net Present Value of Planned Renewal Expenditure	9,680,066	10,616,616	10,083,304	10,604,213	10,047,587	10,739,741	12,205,521	13,101,329	12,997,630	13,199,728
Divided by NPV of Asset Mgmt Plan Projections	10,500,000	10,815,000	11,139,450	11,473,634	11,817,843	12,172,378	12,537,549	12,913,676	13,301,086	13,700,118
Ratio Target 95% to 105%	92%	98%	91%	92%	85%	88%	97%	101%	98%	96%

Financial Statements

City of Albany
Long Term Financial Plan

Statement Of Comprehensive Income By Nature & Type For The Period 2014 To 2023

	2012/2013 ORIGINAL BUDGET	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<u>REVENUES</u>											
Rates	27,107,022	28,961,010	30,443,805	31,995,127	33,618,075	35,315,893	36,915,437	38,580,837	40,314,744	42,119,918	43,999,229
Grants & Subsidies - Operating	2,893,610	4,968,277	4,596,707	4,448,224	4,554,307	4,686,988	4,771,299	4,807,272	4,919,940	4,984,336	5,125,496
Interest Earnings	784,743	968,913	969,085	819,258	819,433	784,610	784,789	784,969	785,152	785,336	785,522
Contributions, Donations & Reimbursements	284,950	557,368	510,795	489,301	492,888	496,558	500,314	504,157	508,090	512,116	516,236
Fees & Charges	14,101,994	14,772,690	15,268,403	15,753,075	16,255,047	16,774,960	17,313,480	17,871,298	18,449,130	19,047,720	19,667,839
Other Revenue	414,500	404,000	407,010	410,050	413,121	416,222	419,354	422,518	425,713	428,940	432,199
	45,586,819	50,632,258	52,195,805	53,915,034	56,152,871	58,475,231	60,704,673	62,971,050	65,402,768	67,878,365	70,526,521
<u>EXPENSES</u>											
Employee Costs	(18,739,930)	(20,924,651)	(21,824,987)	(22,813,147)	(23,830,014)	(24,896,408)	(26,036,594)	(27,211,063)	(28,309,124)	(29,525,917)	(30,796,282)
Materials & Contracts	(14,259,030)	(15,654,230)	(14,507,380)	(14,516,731)	(15,239,851)	(15,417,947)	(15,782,407)	(16,426,771)	(16,500,240)	(17,011,865)	(17,788,381)
Utilities (gas, electricity, water, etc.)	(1,729,483)	(1,750,726)	(1,820,505)	(1,893,073)	(1,968,542)	(2,047,027)	(2,128,650)	(2,213,535)	(2,301,813)	(2,393,621)	(2,489,098)
Insurance	(722,187)	(743,281)	(766,793)	(797,403)	(829,236)	(862,343)	(896,774)	(932,583)	(969,823)	(1,008,554)	(1,048,834)
Interest Expenses	(909,431)	(857,311)	(882,598)	(833,102)	(769,191)	(694,055)	(596,645)	(500,037)	(404,265)	(300,610)	(214,657)
Other Expenses	(1,721,311)	(1,944,971)	(1,988,398)	(2,026,857)	(2,066,091)	(2,108,647)	(2,150,576)	(2,193,929)	(2,238,685)	(2,284,966)	(2,332,830)
Depreciation	(11,812,900)	(12,271,352)	(12,654,004)	(13,348,959)	(13,416,185)	(13,490,785)	(13,643,187)	(13,776,915)	(13,925,766)	(14,164,796)	(14,294,135)
Less Allocated to Infrastructure Assets	446,022	640,353	644,779	746,031	813,966	888,553	947,022	1,013,396	1,067,823	1,125,321	1,186,929
	(49,448,250)	(53,506,169)	(53,799,888)	(55,483,241)	(57,305,144)	(58,628,659)	(60,287,810)	(62,241,437)	(63,581,894)	(65,565,007)	(67,777,288)
OPERATING PROFIT/(LOSS)	(3,861,431)	(2,873,911)	(1,604,083)	(1,568,207)	(1,152,273)	(153,428)	416,864	729,613	1,820,874	2,313,358	2,749,233
Non-Operating Grants, Subsidies - and Contributions	9,494,797	20,031,562	10,145,026	9,691,726	3,375,000	3,300,000	3,355,000	2,900,000	2,950,000	3,000,000	3,050,000
Profit on Asset Disposals	-	-	-	-	-	-	-	-	-	-	-
Loss on Asset Disposals	(269,049)	(285,675)	(270,725)	(236,227)	(277,480)	(279,471)	(323,412)	(349,850)	(386,050)	(401,150)	(413,650)
Fair Value Investments Adjustment	-	-	-	-	-	-	-	-	-	-	-
	9,225,748	19,745,887	9,874,302	9,455,499	3,097,520	3,020,529	3,031,588	2,550,150	2,563,950	2,598,850	2,636,350
NET RESULT	5,364,317	16,871,976	8,270,219	7,887,292	1,945,247	2,867,101	3,448,452	3,279,763	4,384,824	4,912,208	5,385,583
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	5,364,317	16,871,976	8,270,219	7,887,292	1,945,247	2,867,101	3,448,452	3,279,763	4,384,824	4,912,208	5,385,583

City of Albany
Long Term Financial Plan

Statement Of Comprehensive Income By Program For The Period 2014 To 2023

	2012/2013 ORIGINAL BUDGET	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
REVENUES											
General Purpose Funding	\$ 30,693,240	\$ 34,130,597	\$ 35,689,218	\$ 37,167,879	\$ 38,869,713	\$ 40,612,991	\$ 42,294,604	\$ 44,043,711	\$ 45,862,999	\$ 47,755,259	\$ 49,723,396
Law Order and Public Safety	265,100	406,653	409,330	412,033	414,763	417,521	420,306	423,120	425,961	428,831	431,729
Health	73,000	73,730	74,467	75,212	75,964	76,724	77,491	78,266	79,049	79,839	80,637
Education and Welfare	941,340	940,020	977,560	1,016,601	1,057,204	1,099,429	1,143,343	1,189,014	1,236,510	1,285,905	1,337,276
Community Amenities	6,922,524	7,211,004	7,423,402	7,387,658	7,614,001	7,847,668	8,088,903	8,337,960	8,595,101	8,860,595	9,134,724
Recreation and Culture	2,822,653	3,674,967	3,334,472	3,474,783	3,617,518	3,789,853	3,916,971	3,999,060	4,161,319	4,278,952	4,477,173
Transport	2,248,438	2,415,087	2,507,717	2,604,048	2,704,228	2,808,412	2,916,758	3,029,434	3,146,612	3,268,474	3,395,205
Economic Services	868,813	922,073	965,030	980,665	996,713	1,013,188	1,030,107	1,047,485	1,065,336	1,083,680	1,102,532
Other Property and Services	751,711	858,128	814,609	796,155	802,767	809,445	816,189	823,001	829,881	836,830	843,848
	45,586,819	50,632,258	52,195,805	53,915,034	56,152,871	58,475,231	60,704,673	62,971,050	65,402,768	67,878,365	70,526,521
EXPENSES (Excluding Finance Cost)											
General Purpose Funding	(272,293)	(956,116)	(653,202)	(671,957)	(1,021,882)	(710,626)	(731,512)	(1,100,515)	(773,195)	(795,588)	(1,173,213)
Governance	(1,851,506)	(4,486,175)	(4,389,450)	(4,574,795)	(4,700,563)	(4,846,038)	(4,970,174)	(5,128,175)	(5,202,562)	(5,470,985)	(5,505,451)
Law Order and Public Safety	(1,260,122)	(1,647,221)	(1,586,358)	(1,644,180)	(1,701,229)	(1,760,708)	(1,823,434)	(1,888,157)	(1,951,397)	(2,019,448)	(2,098,732)
Health	(416,983)	(619,793)	(640,077)	(665,139)	(690,961)	(717,959)	(746,620)	(776,179)	(803,873)	(834,070)	(865,500)
Education and Welfare	(1,115,415)	(1,348,825)	(1,369,198)	(1,420,346)	(1,472,923)	(1,527,877)	(1,586,315)	(1,646,438)	(1,703,599)	(1,766,335)	(1,831,686)
Community Amenities	(6,886,699)	(8,232,784)	(8,496,950)	(8,395,161)	(8,670,477)	(8,935,193)	(9,191,970)	(9,516,764)	(9,840,056)	(10,141,295)	(10,440,820)
Recreation and Culture	(10,651,465)	(12,491,651)	(12,199,658)	(12,517,815)	(12,943,089)	(13,466,276)	(13,900,126)	(14,175,651)	(14,647,604)	(15,086,521)	(15,684,428)
Transport	(16,041,290)	(18,277,200)	(18,783,621)	(19,789,335)	(20,232,175)	(20,691,906)	(21,239,026)	(21,735,314)	(22,239,476)	(22,892,136)	(23,455,102)
Economic Services	(1,741,850)	(2,285,467)	(2,419,636)	(2,455,687)	(2,533,546)	(2,614,659)	(2,700,433)	(2,788,591)	(2,873,809)	(2,966,421)	(3,062,680)
Other Property and Services	(8,296,196)	(2,303,625)	(2,379,138)	(2,515,723)	(2,569,110)	(2,663,362)	(2,801,555)	(2,985,615)	(3,142,056)	(3,291,596)	(3,445,019)
	(48,533,819)	(52,648,857)	(52,917,289)	(54,650,139)	(56,535,953)	(57,934,604)	(59,691,165)	(61,741,399)	(63,177,628)	(65,264,397)	(67,562,630)
FINANCE COSTS											
Community Amenities	(14,941)	(12,424)	(9,650)	(6,691)	(3,536)	(782)	-	-	-	-	-
Recreation and Culture	(301,149)	(287,752)	(364,504)	(368,906)	(362,421)	(346,730)	(307,903)	(270,358)	(230,797)	(190,502)	(153,401)
Transport	(476,692)	(437,498)	(403,125)	(367,117)	(328,611)	(287,799)	(244,404)	(198,515)	(149,492)	(90,521)	(46,318)
Economic Services	(33,897)	(30,572)	(25,706)	(20,496)	(14,918)	(9,712)	(6,490)	(3,043)	-	-	-
Other Property and Services	(82,752)	(89,064)	(79,613)	(69,891)	(59,705)	(49,032)	(37,848)	(28,121)	(23,977)	(19,587)	(14,938)
	(909,431)	(857,311)	(882,598)	(833,102)	(769,191)	(694,055)	(596,645)	(500,037)	(404,265)	(300,610)	(214,657)
NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS											
Community Amenities	868,939	-	-	-	-	-	-	-	-	-	-
Recreation and Culture	1,663,210	13,449,712	7,080,726	7,015,726	800,000	450,000	450,000	350,000	350,000	350,000	350,000
Transport	6,962,648	6,518,500	3,064,300	2,676,000	2,575,000	2,850,000	2,905,000	2,550,000	2,600,000	2,650,000	2,700,000
Other Property and Services	-	63,350	-	-	-	-	-	-	-	-	-
	9,494,797	20,031,562	10,145,026	9,691,726	3,375,000	3,300,000	3,355,000	2,900,000	2,950,000	3,000,000	3,050,000
PROFIT/(LOSS) ON DISPOSAL OF ASSETS											
Other Property and Services	(269,049)	(36,610)	(34,000)	(25,600)	(25,600)	(20,700)	(30,700)	(35,800)	(40,800)	(40,900)	(45,900)
Profit/(Loss) on Disposal	(269,049)	(285,675)	(270,725)	(236,227)	(277,480)	(279,471)	(323,412)	(349,850)	(386,050)	(401,150)	(413,650)
NET RESULT	5,369,317	16,871,976	8,270,219	7,887,292	1,945,247	2,867,101	3,448,452	3,279,763	4,384,824	4,912,208	5,385,583
Other Comprehensive Income											
TOTAL COMPREHENSIVE INCOME	5,369,317	16,871,976	8,270,219	7,887,292	1,945,247	2,867,101	3,448,452	3,279,763	4,384,824	4,912,208	5,385,583

City of Albany
Long Term Financial Plan
Rate Setting Statement For The Period 2014 To 2023

	2012/2013 ORIGINAL BUDGET	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue											
Rate Levies (Under adopted assumptions)	27,107,022	28,961,010	30,443,805	31,995,127	33,618,075	35,315,893	36,915,437	38,580,837	40,314,744	42,119,918	43,999,229
Grants & Subsidies - Operating	2,893,610	4,968,277	4,596,707	4,448,224	4,554,307	4,686,988	4,771,299	4,807,272	4,919,940	4,984,336	5,125,496
Interest Earnings	784,743	968,913	969,085	819,258	819,433	784,610	784,789	784,969	785,152	785,336	785,522
Contributions, Donations & Reimbursements	284,950	557,368	510,795	489,301	492,888	496,558	500,314	504,157	508,090	512,116	516,236
Fees & Charges	14,101,994	14,772,690	15,268,403	15,753,075	16,255,047	16,774,960	17,313,480	17,871,298	18,449,130	19,047,720	19,667,839
Profit on Asset Disposals	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	414,500	404,000	407,010	410,050	413,121	416,222	419,354	422,518	425,713	428,940	432,199
	45,586,819	50,632,258	52,195,805	53,915,034	56,152,871	58,475,231	60,704,673	62,971,050	65,402,768	67,878,365	70,526,521
Operating Expenditure											
Employee Costs	(18,739,930)	(20,924,651)	(21,824,987)	(22,813,147)	(23,830,014)	(24,896,408)	(26,036,594)	(27,211,063)	(28,309,124)	(29,525,917)	(30,796,282)
Materials & Contracts	(14,259,030)	(15,654,230)	(14,507,380)	(14,516,731)	(15,239,851)	(15,417,947)	(15,782,407)	(16,426,771)	(16,500,240)	(17,011,865)	(17,788,381)
Utilities (gas, electricity, water, etc.)	(1,729,483)	(1,750,726)	(1,820,505)	(1,893,073)	(1,968,542)	(2,047,027)	(2,128,650)	(2,213,535)	(2,301,813)	(2,393,621)	(2,489,098)
Insurance	(722,187)	(743,281)	(766,793)	(797,403)	(829,236)	(862,343)	(896,774)	(932,583)	(969,823)	(1,008,554)	(1,048,834)
Interest Expenses	(909,431)	(857,311)	(882,598)	(833,102)	(769,191)	(694,055)	(596,645)	(500,037)	(404,265)	(300,610)	(214,657)
Other Expenses	(1,721,311)	(1,944,971)	(1,988,398)	(2,026,857)	(2,066,091)	(2,108,647)	(2,150,576)	(2,193,929)	(2,238,685)	(2,284,966)	(2,332,830)
Depreciation	(11,812,900)	(12,271,352)	(12,654,004)	(13,348,959)	(13,416,185)	(13,490,785)	(13,643,187)	(13,776,915)	(13,925,766)	(14,164,796)	(14,294,135)
Loss on Asset Disposals	(269,049)	(285,675)	(270,725)	(236,227)	(277,480)	(279,471)	(323,412)	(349,850)	(386,050)	(401,150)	(413,650)
Less Allocated to Infrastructure Assets	446,022	640,353	644,779	746,031	813,966	888,553	947,022	1,013,396	1,067,823	1,125,321	1,186,929
	(49,717,299)	(53,791,844)	(54,070,612)	(55,719,468)	(57,582,624)	(58,908,130)	(60,611,222)	(62,591,287)	(63,967,944)	(65,966,157)	(68,190,938)
Contributions for the Development of Assets											
Grants and Contributions	9,494,797	20,031,562	10,145,026	9,691,726	3,375,000	3,300,000	3,355,000	2,900,000	2,950,000	3,000,000	3,050,000
Net Operating Result	5,364,317	16,871,976	8,270,219	7,887,292	1,945,247	2,867,101	3,448,452	3,279,763	4,384,824	4,912,208	5,385,583
Funding Balance Adjustment											
Add Back Depreciation	11,812,900	12,271,352	12,654,004	13,348,959	13,416,185	13,490,785	13,643,187	13,776,915	13,925,766	14,164,796	14,294,135
Adjust (Profit)/Loss on Asset Disposal	269,049	285,675	270,725	236,227	277,480	279,471	323,412	349,850	386,050	401,150	413,650
Add back Carrying Value of Investment Land											
	12,081,949	12,557,027	12,924,729	13,585,186	13,693,665	13,770,256	13,966,599	14,126,765	14,311,816	14,565,946	14,707,785
Funds Demanded From Operations	17,446,266	29,429,003	21,194,948	21,472,479	15,638,911	16,637,357	17,415,050	17,406,529	18,696,639	19,478,154	20,093,369
Capital Revenues											
Proceeds from Sale of Assets	2,543,100	939,500	970,000	881,000	798,000	871,500	763,500	959,000	933,500	896,500	759,000
Acquisition of Fixed Assets											
Land & Buildings	(4,282,640)	(7,710,000)	(1,160,000)	(712,000)	(712,000)	(574,000)	(1,154,000)	(1,066,000)	(1,326,000)	(1,388,000)	(1,498,000)
Plant & Equipment	(3,644,818)	(2,060,000)	(3,051,000)	(3,053,038)	(2,037,713)	(2,229,229)	(1,935,384)	(2,865,082)	(3,009,421)	(2,596,104)	(2,540,432)
Furniture & Equipment	(464,700)	(694,573)	(570,000)	(490,000)	(516,900)	(553,938)	(661,117)	(668,439)	(675,908)	(683,526)	(691,297)
Infrastructure Assets	(16,016,783)	(24,215,266)	(17,356,589)	(16,710,926)	(10,823,400)	(10,542,200)	(11,058,800)	(10,971,000)	(11,275,000)	(11,425,000)	(11,675,000)
	(24,408,941)	(34,679,839)	(22,137,589)	(20,965,964)	(14,090,013)	(13,899,367)	(14,809,301)	(15,570,521)	(16,286,329)	(16,092,630)	(16,404,728)
Financing/Borrowing											
Debt Redemption	(1,586,608)	(2,615,253)	(1,355,130)	(1,537,696)	(1,715,112)	(1,806,360)	(1,803,493)	(1,709,876)	(1,749,762)	(1,713,220)	(1,205,883)
Loan Drawn Down	-	2,127,000	700,000	600,000	500,000	-	-	-	-	-	-
Self Supporting Loan Repayment	-	-	-	-	-	-	-	-	-	-	-
	(1,586,608)	(488,253)	(655,130)	(937,696)	(1,215,112)	(1,806,360)	(1,803,493)	(1,709,876)	(1,749,762)	(1,713,220)	(1,205,883)
Restricted Funding Movements											
Opening Funds Surplus/(Deficit)	2,589,920	3,730,000	-	-	-	-	-	-	-	-	-
Transfer from Restricted Funds - Grants	85,000	-	-	-	-	-	-	-	-	-	-
Transfer to Reserves	(2,765,935)	(13,228,385)	(10,197,888)	(10,755,429)	(11,082,970)	(11,881,311)	(11,998,756)	(12,485,112)	(13,601,146)	(14,140,273)	(15,168,758)
Transfer from Reserves	6,097,197	14,297,973	10,825,660	10,305,609	9,951,183	10,078,181	10,433,000	11,399,980	12,007,099	11,571,470	11,927,001
	6,006,182	4,799,588	627,771	(449,819)	(1,131,786)	(1,803,130)	(1,565,756)	(1,085,132)	(1,594,047)	(2,568,804)	(3,241,757)
Closing Funds Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-

Supplementary and Supporting Information

City of Albany
Long Term Financial Plan
Reserve Funds For The Period 2014 To 2023

RESERVE FUND DETAILS	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Airport Reserve										
<i>Purpose: To facilitate the future development and improvements at the Albany Airport.</i>										
Opening Balance	2,846,862	572,730	902,856	1,409,600	1,944,351	2,508,150	3,101,623	3,726,302	4,385,667	5,079,642
Transfer from Accumulated Surplus	3,436,309	2,401,801	2,645,913	2,743,790	2,845,581	2,951,445	3,061,542	3,176,044	3,295,126	3,418,971
Transfer to Accumulated Surplus	(5,710,441)	(2,071,675)	(2,139,170)	(2,209,039)	(2,281,782)	(2,357,972)	(2,436,864)	(2,516,679)	(2,601,150)	(2,689,015)
Closing Balance	572,730	902,856	1,409,600	1,944,351	2,508,150	3,101,623	3,726,302	4,385,667	5,079,642	5,809,598
Albany Entertainment Centre										
<i>Purpose: To provide for future funding requirements of the Albany Entertainment Centre</i>										
Opening Balance	380,822	190,822	5,000	5,000	5,000	5,000	5,000	5,000	5,000	605,000
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	600,000	700,000
Transfer to Accumulated Surplus	(190,000)	(185,822)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	190,822	5,000	5,000	5,000	5,000	5,000	5,000	5,000	605,000	1,305,000
Albany Leisure And Aquatic Centre – Synthetic Surface “Carpet” Reserve										
<i>Purpose: To provide a replacement of the synthetic surface "carpet"</i>										
Opening Balance	137,144	137,144	137,144	137,144	137,144	137,144	137,144	137,144	137,144	137,144
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	137,144	137,144	137,144	137,144	137,144	137,144	137,144	137,144	137,144	137,144
Albany Classic Barriers										
<i>Purpose: To provide funding for the roadside barriers for the Albany Classic Event.</i>										
Opening Balance	44,911	44,911	44,911	44,911	44,911	44,911	44,911	44,911	44,911	44,911
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	44,911	44,911	44,911	44,911	44,911	44,911	44,911	44,911	44,911	44,911
Anzac Centenary										
<i>Purpose: To provide funding for the Anzac Centenary</i>										
Opening Balance	138,368	138,368	138,368	138,368	138,368	138,368	138,368	138,368	138,368	138,368
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	138,368	138,368	138,368	138,368	138,368	138,368	138,368	138,368	138,368	138,368
Bayonet Head Infrastructure Reserve										
<i>Purpose: To hold owner funding for infrastructure items and works within the Bayonet Head Outline Development Plan Area.</i>										
Opening Balance	56,732	56,732	56,732	56,732	56,732	56,732	56,732	56,732	56,732	56,732
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	56,732	56,732	56,732	56,732	56,732	56,732	56,732	56,732	56,732	56,732

City of Albany
Long Term Financial Plan
Reserve Funds For The Period 2014 To 2023

RESERVE FUND DETAILS	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
City of Albany General Parking Reserve										
<i>Purpose: To provide for the acquisition of land, the development of land for car parking within the Central Business District.</i>										
Opening Balance	88,412	88,412	88,412	88,412	188,412	288,412	388,412	538,412	688,412	838,412
Transfer from Accumulated Surplus	Nil	Nil	Nil	100,000	100,000	100,000	150,000	150,000	150,000	200,000
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	88,412	88,412	88,412	188,412	288,412	388,412	538,412	688,412	838,412	1,038,412
Emu Point Boat Pens Development Reserve										
<i>Purpose: To provide for the development/redevelopment of the Emu Point Boat Pens.</i>										
Opening Balance	294,549	294,549	294,549	294,549	294,549	294,549	294,549	294,549	294,549	294,549
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	294,549	294,549	294,549	294,549	294,549	294,549	294,549	294,549	294,549	294,549
Master Plan Funding Reserve										
<i>Purpose: To provide for funding of asset masterplans.</i>										
Opening Balance	463,672	125,952	58,207	91,644	126,285	162,179	199,407	237,994	277,994	319,567
Transfer from Accumulated Surplus	6,314	32,255	33,437	34,641	35,894	37,228	38,587	40,000	41,573	43,216
Transfer to Accumulated Surplus	(344,034)	(100,000)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	125,952	58,207	91,644	126,285	162,179	199,407	237,994	277,994	319,567	362,783
Parks Development Reserve										
<i>Purpose: To provide for the development/enhancement of parks and park facilities.</i>										
Opening Balance	76,049	Nil	3,878	210,220	332,959	580,103	830,103	1,080,103	1,380,103	1,680,103
Transfer from Accumulated Surplus	Nil	3,878	206,342	122,739	247,144	250,000	250,000	300,000	300,000	800,000
Transfer to Accumulated Surplus	(76,049)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	Nil	3,878	210,220	332,959	580,103	830,103	1,080,103	1,380,103	1,680,103	2,480,103
Parks, Recreation Grounds & Open Space Reserve										
<i>Purpose: For the purchase of land for parks, recreation grounds.</i>										
Opening Balance	824,393	824,393	774,393	714,393	714,393	714,393	714,393	714,393	714,393	714,393
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	(50,000)	(60,000)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	824,393	774,393	714,393	714,393	714,393	714,393	714,393	714,393	714,393	714,393
Plant & Equipment Reserve										
<i>Purpose: To provide for the future replacement of plant, and reduce dependency on loans for this purpose.</i>										
Opening Balance	347,553	208,786	388,786	368,786	748,786	1,128,786	1,547,395	1,404,878	1,044,878	994,878
Transfer from Accumulated Surplus	150,000	380,000	380,000	380,000	380,000	418,609	441,483	500,000	400,000	400,000
Transfer to Accumulated Surplus	(288,767)	(200,000)	(400,000)	Nil	Nil	Nil	(584,000)	(860,000)	(450,000)	(500,000)
Closing Balance	208,786	388,786	368,786	748,786	1,128,786	1,547,395	1,404,878	1,044,878	994,878	894,878

City of Albany
Long Term Financial Plan
Reserve Funds For The Period 2014 To 2023

RESERVE FUND DETAILS	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Refuse Collection & Waste Minimisation Reserve										
<i>Purpose: To receipt any annual surplus from Council's Waste Collection/Minimisation Program to provide future funding for Council's Sanitation program</i>										
Opening Balance	138,589	251,226	374,965	500,708	629,289	795,237	981,859	1,170,157	1,359,681	1,545,402
Transfer from Accumulated Surplus	5,789,064	5,964,638	6,145,859	6,332,918	6,526,007	6,725,328	6,931,089	7,143,506	7,362,801	7,589,203
Transfer to Accumulated Surplus	(5,676,427)	(5,840,898)	(6,020,116)	(6,204,337)	(6,360,059)	(6,538,705)	(6,742,792)	(6,953,982)	(7,177,079)	(7,408,217)
Closing Balance	251,226	374,965	500,708	629,289	795,237	981,859	1,170,157	1,359,681	1,545,402	1,726,389
Refuse Depot Reserve										
<i>Purpose: To facilitate the rehabilitation, redevelopment and development of refuse sites.</i>										
Opening Balance	600,668	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	(600,668)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Waste Management Reserve										
<i>Purpose: To facilitate the funding of future waste management the rehabilitation, redevelopment and development of refuse sites.</i>										
Opening Balance	906,567	854,635	72,619	31,292	35,799	271,324	443,092	552,372	630,477	948,766
Transfer from Accumulated Surplus	902,400	933,984	966,673	1,000,507	1,035,525	1,071,768	1,109,280	1,148,105	1,188,288	1,229,879
Transfer to Accumulated Surplus	(954,332)	(1,716,000)	(1,008,000)	(996,000)	(800,000)	(900,000)	(1,000,000)	(1,070,000)	(870,000)	(970,000)
Closing Balance	854,635	72,619	31,292	35,799	271,324	443,092	552,372	630,477	948,766	1,208,644
Roadwork's Reserve										
<i>Purpose: To facilitate road works</i>										
Opening Balance	862,009	498,395	521,972	396,717	412,713	772,944	803,327	777,496	1,085,695	1,218,920
Transfer from Accumulated Surplus	75,303	289,577	124,745	15,996	360,231	30,383	(25,831)	308,199	133,225	(25,435)
Transfer to Accumulated Surplus	(438,917)	(266,000)	(250,000)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	498,395	521,972	396,717	412,713	772,944	803,327	777,496	1,085,695	1,218,920	1,193,485
Planning Reserve										
<i>Purpose: Carry over committed funds from prior years</i>										
Opening Balance	18,338	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	(18,338)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Closing Balance	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Building Restoration Reserve										
<i>Purpose: To receipt funds for the ongoing Building Renewal and Expansion Projects.</i>										
Opening Balance	Nil	56,406	91,281	181,073	320,779	460,403	599,954	739,431	878,837	1,018,198
Transfer from Accumulated Surplus	56,406	34,875	89,792	139,706	139,624	139,551	139,477	139,406	139,361	189,321
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
CLOSING BALANCE	56,406	91,281	181,073	320,779	460,403	599,954	739,431	878,837	1,018,198	1,207,519

City of Albany
Long Term Financial Plan
Reserve Funds For The Period 2014 To 2023

RESERVE FUND DETAILS	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Debt Management Reserve										
<i>Purpose: To receipt funds for the Long Term Debt Strategy.</i>										
Opening Balance	Nil	2,375,000	2,254,818	2,007,088	1,595,591	1,087,898	643,081	313,011	278,708	201,556
Transfer from Accumulated Surplus	2,375,000	145,156	150,677	100,414	98,772	161,621	276,367	572,135	396,088	439,508
Transfer to Accumulated Surplus	Nil	(265,337)	(398,407)	(511,911)	(606,465)	(606,438)	(606,438)	(606,438)	(473,240)	(359,768)
CLOSING BALANCE	2,375,000	2,254,818	2,007,088	1,595,591	1,087,898	643,081	313,011	278,708	201,556	281,296
Coastal Management Reserve										
<i>Purpose: To receipt funds to facilitate future costal works.</i>										
Opening Balance	Nil	253,500	123,573	93,656	163,760	233,885	304,000	374,113	484,445	604,526
Transfer from Accumulated Surplus	253,500	Nil	Nil	100,000	100,000	100,000	100,000	110,332	120,081	170,046
Transfer to Accumulated Surplus	Nil	(129,927)	(29,917)	(29,896)	(29,875)	(29,885)	(29,887)	Nil	Nil	Nil
CLOSING BALANCE	253,500	123,573	93,656	163,760	233,885	304,000	374,113	484,445	604,526	774,572
Information Technology										
<i>Purpose: To receipt funds for the Long Term Information technology changes and licensing.</i>										
Opening Balance	Nil	184,089	195,814	207,804	220,063	232,596	245,419	258,536	271,955	285,685
Transfer from Accumulated Surplus	184,089	11,725	11,990	12,259	12,533	12,823	13,117	13,419	13,730	14,049
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
CLOSING BALANCE	184,089	195,814	207,804	220,063	232,596	245,419	258,536	271,955	285,685	299,734
Summary										
Opening Balance as at 30th June	8,225,638	7,156,050	6,528,279	6,978,098	8,109,884	9,913,014	11,478,770	12,563,901	14,157,949	16,726,752
Total transfers from Accumulated Surplus	13,228,385	10,197,888	10,755,429	11,082,970	11,881,311	11,998,756	12,485,112	13,601,146	14,140,273	15,168,758
Total transfers to Accumulated Surplus	(14,297,973)	(10,825,660)	(10,305,609)	(9,951,183)	(10,078,181)	(10,433,000)	(11,399,980)	(12,007,099)	(11,571,470)	(11,927,001)
Total Reserves as at 30th June	7,156,050	6,528,279	6,978,098	8,109,884	9,913,014	11,478,770	12,563,901	14,157,949	16,726,752	19,968,510

City of Albany
Long Term Financial Plan
Loan Facilities

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2013	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Interest Repayments Due												
Community Amenities												
19	Waste Management Infrastructure	85,984	4,471	3,622	2,726	1,780	782	-	-	-	-	-
12	Liquid Waste Project	119,748	7,954	6,029	3,966	1,756	-	-	-	-	-	-
Recreation and Culture												
13	Dive Ship	149,686	9,942	7,536	4,957	2,195	-	-	-	-	-	-
17	Library Development	260,505	13,545	10,972	8,257	5,393	2,370	-	-	-	-	-
18	Recreation Reserves Works	87,260	4,537	3,675	2,766	1,806	794	-	-	-	-	-
30	ALAC Redevelopment	2,067,816	131,370	125,221	118,675	111,706	104,289	96,392	87,987	79,039	69,514	59,374
32	ALAC Redevelopment	1,941,265	138,300	132,807	126,916	120,599	113,823	106,557	98,764	90,406	81,442	71,829
33	Centennial Park Stage 1	-	-	91,828	83,982	75,920	67,500	58,705	49,519	39,924	29,902	19,435
34	Centennial Park Stage 2	-	-	-	28,310	23,859	19,218	14,381	9,338	4,081	-	-
35	Centennial Park Stage 3	-	-	-	-	23,138	19,454	15,656	11,704	7,593	3,316	-
36	Centennial Park Stage 4	-	-	-	-	-	19,282	16,212	13,047	9,754	6,328	2,763
Transport												
21A	Roadwork's - Asset Upgrade	1,300,596	92,244	85,489	78,243	70,470	62,133	53,189	43,596	33,305	22,266	10,426
22C	Roadwork's - Interest Only (2003)	1,500,000	54,847	49,816	44,588	39,154	33,505	27,634	21,532	15,190	8,598	1,746
23	Roadwork's - 03/04	560,147	36,708	33,990	31,579	28,739	25,792	22,600	19,401	15,711	11,888	7,807
28	Roadwork's - 04/05	1,466,405	85,601	80,428	74,948	69,144	62,996	56,483	49,585	42,278	34,538	26,340
29	Roadwork's - 06/07	2,663,853	168,097	153,403	137,759	121,105	103,374	84,498	64,402	43,008	13,231	-
Economic Services												
3	Saleyards	304,895	20,630	18,170	15,539	12,723	9,712	6,490	3,043	-	-	-
Other Property & Services												
25	Admin Building 2004/05	831,629	48,546	45,612	42,505	39,213	35,726	32,033	28,121	23,977	19,587	14,938
31A	Subdivision Funding	1,500,000	50,000	-	-	-	-	-	-	-	-	-
26d	Admin Building 2A	1,000,000	40,518	34,001	27,386	20,492	13,306	5,815	-	-	-	-
TOTAL INTEREST PAYABLE			907,311	882,598	833,102	769,191	694,055	596,645	500,037	404,265	300,610	214,657

City of Albany
Long Term Financial Plan
Loan Facilities

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2013	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Principal Repayments Due												
Community Amenities												
19	Waste Management Infrastructure	85,984	15,402	16,251	17,147	18,093	19,091	-	-	-	-	-
12	Liquid Waste Project	119,748	26,910	28,835	30,897	33,108	-	-	-	-	-	-
Recreation and Culture												
13	Dive Ship	149,686	33,637	36,043	38,621	41,385	-	-	-	-	-	-
17	Library Development	260,505	46,663	49,236	51,951	54,816	57,839	-	-	-	-	-
18	Recreation Reserves Works	87,260	15,631	16,493	17,402	18,361	19,374	-	-	-	-	-
30	ALAC Redevelopment	2,067,816	95,326	101,476	108,022	114,990	122,408	130,304	138,710	147,658	157,183	167,322
32	ALAC Redevelopment	1,941,265	75,796	81,288	87,179	93,497	100,272	107,539	115,332	123,690	132,653	142,266
33	Centennial Park Stage 1	-	-	173,509	181,227	189,289	197,709	206,504	215,690	225,285	235,306	245,774
34	Centennial Park Stage 2	-	-	-	104,888	109,339	113,980	118,817	123,860	129,117	-	-
35	Centennial Park Stage 3	-	-	-	-	90,366	94,017	97,815	101,767	105,878	110,156	-
36	Centennial Park Stage 4	-	-	-	-	-	75,305	78,348	81,513	84,806	88,232	91,797
Transport												
21A	Roadwork's - Asset Upgrade	1,300,596	92,951	99,706	106,953	114,725	123,063	132,006	141,600	151,891	162,929	174,770
22C	Roadwork's - Interest Only (2003)	1,500,000	127,739	132,770	137,998	143,432	149,081	154,952	161,054	167,396	173,988	89,547
23	Roadwork's - 03/04	560,147	35,820	38,539	40,950	43,790	46,737	49,929	53,128	56,817	60,641	64,721
28	Roadwork's - 04/05	1,466,405	87,304	92,477	97,957	103,761	109,909	116,421	123,320	130,627	138,367	146,565
29	Roadwork's - 06/07	2,663,853	227,428	242,122	257,766	274,421	292,151	311,028	331,123	352,518	375,294	-
Economic Services												
3	Saleyards	304,895	35,256	37,716	40,347	43,163	46,174	49,396	52,843	-	-	-
Other Property & Services												
25	Admin Building 2004/05	831,629	49,512	52,446	55,553	58,845	62,332	66,025	69,937	74,081	78,471	83,120
31A	Subdivision Funding	1,500,000	1,500,000	-	-	-	-	-	-	-	-	-
26d	Admin Building 2A	1,000,000	149,878	156,224	162,838	169,732	176,919	184,409	-	-	-	-
TOTAL PRINCIPAL PAYABLE			2,615,253	1,355,130	1,537,696	1,715,112	1,806,360	1,803,493	1,709,876	1,749,762	1,713,220	1,205,883
New Loans												
	Centennial Park Upgrade		2,127,000	700,000	600,000	500,000						
TOTAL PRINCIPAL OUTSTANDING			15,351,536	14,696,406	13,758,710	12,543,598	10,737,238	8,933,745	7,223,868	5,474,106	3,760,886	2,555,003

City of Albany
Long Term Financial Plan
Depreciation Schedule

<u>DESCRIPTION OF ASSET CLASSES</u>	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE	2022/2023 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
LAND AND BUILDINGS										
Land Held for Resale	6,420,601									
Book Value of Land	9,145,802									
Land Acquisition	200,000	180,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Land Disposed	(605,000)	-	-	-	-	-	-	-	-	-
Total Land	15,161,403	15,341,403	15,441,403	15,541,403	15,641,403	15,741,403	15,841,403	15,941,403	16,041,403	16,141,403
Book Value of Buildings	46,500,555									
Buildings Acquired	7,510,000	980,000	612,000	612,000	474,000	1,054,000	966,000	1,226,000	1,288,000	1,398,000
Buildings Disposed (Historical Costs)	-	-	-	-	-	-	-	-	-	-
Total Buildings	54,010,555	54,990,555	55,602,555	56,214,555	56,688,555	57,742,555	58,708,555	59,934,555	61,222,555	62,620,555
Depreciation	(2,160,422)	(2,199,622)	(2,224,102)	(2,248,582)	(2,267,542)	(2,309,702)	(2,348,342)	(2,397,382)	(2,448,902)	(2,504,822)
Book Value of Buildings	51,850,133	52,790,933	53,378,453	53,965,973	54,421,013	55,432,853	56,360,213	57,537,173	58,773,653	60,115,733
PLANT AND EQUIPMENT										
Existing Plant & Equipment	9,849,773									
Plant & Equipment Acquisition	2,060,000	3,051,000	3,053,038	2,037,713	2,229,229	1,935,384	2,865,082	3,009,421	2,596,104	2,540,432
Plant & Equipment Disposal (Historical Costs)	(1,276,823)	(1,525,500)	(1,526,519)	(1,018,857)	(1,114,614)	(967,692)	(1,432,541)	(1,504,711)	(1,298,052)	(1,270,216)
Total Plant & Equipment	10,632,950	11,095,155	11,512,158	11,379,799	11,356,434	11,188,483	11,502,175	11,856,668	11,969,053	12,042,364
Depreciation	(1,063,295)	(1,109,516)	(1,151,216)	(1,137,980)	(1,135,643)	(1,118,848)	(1,150,218)	(1,185,667)	(1,196,905)	(1,204,236)
Book Value of Vehicles Plant & Equipment	9,569,655	9,985,640	10,360,942	10,241,819	10,220,790	10,069,634	10,351,958	10,671,001	10,772,148	10,838,128
FURNITURE AND EQUIPMENT										
Existing Furniture & Equipment	2,045,119									
Furniture and Equipment Acquired	694,573	570,000	490,000	516,900	553,938	661,117	668,439	675,908	683,526	691,297
Furniture and Equipment Disposed (Historical Costs)	-	-	-	-	-	-	-	-	-	-
Total Furniture & Equipment	2,739,692	3,117,913	3,389,659	3,669,283	3,966,371	4,349,842	4,713,792	5,059,735	5,389,079	5,703,140
Depreciation	(191,778)	(218,254)	(237,276)	(256,850)	(277,646)	(304,489)	(329,965)	(354,181)	(377,236)	(399,220)
Book Value of Furniture & Equipment	2,547,913	2,899,659	3,152,383	3,412,433	3,688,725	4,045,353	4,383,827	4,705,553	5,011,844	5,303,920
TOTAL PROPERTY PLANT AND EQUIPMENT										
New Property Plant and Equipment		3,255,500	2,728,519	2,247,757	2,242,552	2,782,809	3,166,980	3,506,618	3,369,578	3,459,512
Total	79,129,104	84,903,791	84,104,918	82,740,081	87,544,727	86,646,705	86,080,645	92,214,787	91,647,135	91,083,604
Depreciation	(3,415,496)	(3,527,392)	(3,612,594)	(3,643,412)	(3,680,832)	(3,733,039)	(3,828,525)	(3,937,230)	(4,023,043)	(4,108,278)
Fair Value Adjustment	5,934,683			6,205,506			6,456,048			6,831,270
Book Value	81,648,291	81,376,399	80,492,324	85,302,175	83,863,896	82,913,665	88,708,168	88,277,557	87,624,092	93,806,596

City of Albany
Long Term Financial Plan
Depreciation Schedule

DESCRIPTION OF ASSET CLASSES

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL
	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INFRASTRUCTURE (ALL)										
Existing Infrastructure	200,051,862									
New Infrastructure Developed	24,215,266	17,356,589	16,710,926	10,823,400	10,542,200	11,058,800	10,971,000	11,275,000	11,425,000	11,675,000
Total Infrastructure	224,267,128	232,767,861	333,459,318	334,546,353	335,315,780	360,036,731	361,097,584	362,424,194	389,230,352	390,763,599
Depreciation	(8,855,856)	(9,126,613)	(9,736,365)	(9,772,773)	(9,809,953)	(9,910,147)	(9,948,390)	(9,988,535)	(10,141,753)	(10,185,857)
Fair Value Adjustment		93,107,144			23,472,105			25,369,694		
Book Value Infrastructure	215,411,272	316,748,392	323,722,953	324,773,580	348,977,931	350,126,584	351,149,194	377,805,352	379,088,599	380,577,743
Total Assets	297,059,563	398,124,791	404,215,277	410,075,755	432,841,827	433,040,250	439,857,362	466,082,909	466,712,691	474,384,338
Total Depreciation	(12,271,352)	(12,654,004)	(13,348,959)	(13,416,185)	(13,490,785)	(13,643,187)	(13,776,915)	(13,925,766)	(14,164,796)	(14,294,135)
Depreciation on New Assets	(1,206,849)	(1,007,988)	(974,740)	(627,080)	(636,445)	(634,995)	(723,631)	(749,884)	(713,840)	(717,639)

City of Albany Long Term Financial Plan

Ten Year Capital Works Program

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Plant										
Renewal	1,997,000	3,048,500	3,048,038	2,035,213	2,224,229	1,932,884	2,860,082	3,006,921	2,591,104	2,537,932
Upgrade	-	-	-	-	-	-	-	-	-	-
Expansion	-	-	-	-	-	-	-	-	-	-
Information Technology/Office Equipment										
Renewal	469,154	422,500	395,000	399,400	408,938	413,617	423,439	428,408	438,526	443,797
Upgrade	-	-	-	-	-	-	-	-	-	-
Expansion	-	-	-	-	-	-	-	-	-	-
ALAC Improvements										
Renewal	288,419	150,000	100,000	120,000	150,000	250,000	250,000	250,000	250,000	250,000
Upgrade	1,236,000	-	-	-	-	-	-	-	-	-
Expansion	-	-	-	-	-	-	-	-	-	-
Centennial Park and Other Recreational Improve.										
Renewal	576,993	840,726	840,726	1,875,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
Upgrade	2,600,000	700,000	700,000	-	-	-	-	-	-	-
Expansion	8,523,000	6,500,000	6,500,000	-	-	-	-	-	-	-
Marine Structures										
Renewal	-	140,400	-	25,000	-	-	-	-	-	-
Upgrade	-	-	-	-	-	-	-	-	-	-
Expansion	-	-	-	-	-	-	-	-	-	-
Aerodromes										
Renewal	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Upgrade	2,700,000	-	-	-	-	-	-	-	-	-
Expansion	1,300,000	-	-	-	-	-	-	-	-	-
Mt Clarence and Mt Adelaide										
Renewal	400,000	-	-	-	-	-	-	-	-	-
Upgrade	2,727,273	-	-	-	-	-	-	-	-	-
Expansion	-	-	-	-	-	-	-	-	-	-

City of Albany Long Term Financial Plan

Ten Year Capital Works Program

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads										
Renewal	3,806,650	3,854,850	3,168,000	4,051,400	4,061,000	4,381,000	4,476,000	4,750,000	5,000,000	5,150,000
Upgrade	407,150	358,950	386,000	417,000	656,000	504,000	450,000	450,000	450,000	450,000
Expansion	120,000	-	-	-	-	150,000	-	-	-	-
Drainage										
Renewal	705,500	400,000	422,500	495,000	525,000	625,000	825,000	1,175,000	1,225,000	1,225,000
Upgrade	635,000	100,000	639,000	540,000	-	530,000	400,000	-	-	-
Expansion	200,000	530,000	1,118,500	490,000	1,200,000	530,000	400,000	650,000	700,000	700,000
Paths										
Renewal	269,220	346,640	478,560	430,700	486,420	568,240	700,000	700,000	700,000	700,000
Upgrade	536,480	427,760	323,040	89,600	332,780	287,160	100,000	200,000	200,000	200,000
Expansion	584,400	374,800	-	53,700	236,000	323,400	440,000	100,000	100,000	100,000
Reserves										
Renewal	199,930	133,000	143,480	60,500	103,000	280,000	280,000	280,000	280,000	280,000
Upgrade	477,170	180,000	258,120	459,500	296,000	100,000	100,000	100,000	100,000	100,000
Expansion	266,500	178,463	150,000	265,000	196,000	230,000	150,000	150,000	150,000	150,000
Buildings										
Renewal	732,200	680,000	512,000	512,000	414,000	614,000	716,000	816,000	818,000	918,000
Upgrade	201,800	75,000	-	-	-	-	-	-	-	-
Expansion	-	75,000	100,000	100,000	60,000	440,000	250,000	410,000	470,000	480,000
Waste										
Renewal	100,000	-	525,000	150,000	150,000	150,000	150,000	170,000	170,000	170,000
Upgrade	150,000	-	259,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000
Expansion	1,060,000	1,716,000	224,000	696,000	500,000	600,000	700,000	700,000	500,000	600,000
Other										
Renewal	135,000	300,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Upgrade	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Expansion	1,200,000	230,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
TOTALS										
Renewal	9,680,066	10,616,616	10,083,304	10,604,213	10,047,587	10,739,741	12,205,521	13,101,329	12,997,630	13,199,728
Upgrade	11,745,873	1,916,710	2,640,160	1,731,100	1,509,780	1,646,160	1,275,000	1,025,000	1,025,000	1,025,000
Expansion	13,253,900	9,604,263	8,242,500	1,754,700	2,342,000	2,423,400	2,090,000	2,160,000	2,070,000	2,180,000

City of Albany
Long Term Financial Plan

DRAINAGE ASSOCIATED WITH ROADS

PROPOSED 10 YEAR PROGRAM 2013 - 2023

Description	Details	Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage "Upgrade"														
Bayonet Head Meananger Rd	Flood Mitigation - improve storm sump outfall	80%	20%		45.0									
Lake Weelara Park weir and open drains.	Infill open drains		100%			70.0								
Cull Park Catchment	Stage 2 - Improve out flow from retention basin in Cull Park to Knights St and Easement opposite Bathurst St	65%	30%	5%			450.0							
Proudlove Pde/UWA Building/Stirling Tce	Installation of new pipe into existing drainage South of Stirling Tce Road Res	100%			70.0									
Green Island/Range Court/Hiam St	Flood Mitigation Design and SoW - design	100%					100.0							
Chester Pass Rd	Improvements to rock pitched drain to reduce over topping - design		50%	50%			100.0							
Proudlove Pde	Timber Box Culvert Replacement near Railway Station	20%	80%		140.0									
Cull Park Catchment	Stage 1 - Re route drainage from ASHS & APS to Symers St away from Campbell Rd design	75%	25%		80.0									
Green Island/Range Court/Hiam St	Increase number of pits and drainage capacity along Green Island Cres currently under capacity.	60%	35%	5%			400.0							
Chester Pass Rd	Improvements to rock pitched drain to reduce over topping	20%	80%								500.0			
Rufus St	Increase number or size of culverts to reduce incidents of creek overtopping.	50%	50%							60.0				
Cull Park Catchment	Stage 4 - Re route drainage from Nelson/ Bluff St down Knight St Road reserve.	40%	60%							500.0				
Henley Grove	Extension of existing pipe, addition of house connections	100%						100.0						
Bay View Dr	Upgrade table drains to accomodate shared path	80%	20%				60.0							
Activ Industries - pit surcharge	Pipe and pit truncation, and tree removal		100%		13.0									
Drome Rd stormwater pipe upgrade	remove restrictions by upgrading pipe size		100%				150.0							
Railways Football Club - culvert removal	removal of culvert		100%		5.0									
Upgrade Projects		50%		50%						200.0	200.0	900.0	1,000.0	1,000.0
Drainage Upgrade Total					353.0	70.0	760.0	500.0	100.0	760.0	700.0	900.0	1,000.0	1,000.0
Drainage "Expansion New"														
Lower Barnesby Drive	Upgrade Driveway Culvert		40%	60%	1,125.0									
Le Grande Ave. Drainage Basin	Construct new drainage basin	100%							600.0					
Sydney St	Pipe section of open drain		100%							200.0				
Whidby Street	Purchase lot 109 Whidby St to accommodate future capacity from urban development	100%					250.0							
Upper Beaufort Road - Yakamia Creek	land Acquisition	100%			500.0									
Upper Beaufort Road - Yakamia Creek	Reshaping - Realign creek	70%	30%				900.0							
Whidby Street	Reshaping - Increase capacity of attenuation basin, on Whidby St		100%				350.0							
Sanford Road Basin		100%						500.0						
Expansion Projects		100%								200.0	200.0	200.0	200.0	200.0
Drainage Expansion Total					1,125.0	500.0	900.0	600.0	1,100.0	400.0	200.0	200.0	200.0	200.0
Drainage "Renewal"														
Renew damaged pit covers	Replace damaged and worn drainage pits covers, raise buried pits.			100%	22.5	25.0	25.0	50.0						
Frederick St/Aberdeen/Peels Pl verge -	crossover footpath	20%	60%	20%	30.0									
Maitland Ave	raised verge & kerb		80%	20%	10.0									
Cull Park Catchment	Stage 3 - Re route drainage from ASHS & APS to Symers St away from Campbell Rd	40%	60%				120.0							
Rufus St	Increase number or size of culverts to reduce incidents of creek overtopping.	50%	50%			60.0								
Renew Heritage stone open drains	Renewal of heritage open drains, beginning with Grey St East			100%		125.0	125.0	125.0	125.0	125.0	125.0	125.0	125.0	125.0
Renewal Projects				100%		250.0	250.0	250.0	400.0	400.0	600.0	600.0	600.0	600.0
Drainage Renewal Total					62.5	460.0	520.0	425.0	525.0	525.0	725.0	725.0	725.0	725.0
Total Drainage					1,540.5	1,030.0	2,180.0	1,525.0	1,725.0	1,685.0	1,625.0	1,825.0	1,925.0	1,925.0
Proposed Funding														
- Grants					869.0	-	-	-	-	-	-	-	-	-
- Reserves					-	-	-	-	-	-	-	-	-	-
- Loans					-	-	-	-	-	-	-	-	-	-
Impact on general Revenue					671.5	1,030.0	2,180.0	1,525.0	1,725.0	1,685.0	1,625.0	1,825.0	1,925.0	1,925.0

City of Albany
Long Term Financial Plan

PATH - PROGRAM

PROPOSED 10 YEAR PROGRAM 2013 - 2024

Description	Details	Expansion	Upgrade	Renewal	2013/14 \$	2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$
<u>Path Network Expansion</u>														
Flinders Pde	Realign Pathway through car park	100%				100,800								
Minerva / Leslie	Construct a 1.5mtr path from Edward St to North Rd.	100%			170,300									
Angove Rd	Construction of a pedestrian refuse island.	100%			6,100									
Albany Hwy	Construct 3mtr Red Asphalt Path from Botrel.	100%				154,000								
Nanarup Rd path	Construction of a stabilized gravel path from Lower King Bridge to Fish Traps.	80%	20%		360,000									
Richard St	Construct 1,5m wide path from Chester Pass Rd - Turner St, western side of Rd.	100%							186,300					
Burville St	Construct a 2.5 mtr red asphalt path from Collingwood Rd.	100%							49,700					
Wollaston Rd	Link from Golf Links Rd to Flinders Pde.	100%								103,100				
Barnesby Dr (West side)	Construct 2.5m Concrete to link existing pathways.	100%								131,200				
Bay View Drive	King George St Paw to Gordon St, Completing link to Frenchman Bay Rd .	100%								89,100				
Elizabeth St path - Lower King	Construct from existing Paul Terry to Alison Pd - 2 mtr	100%									190,000			
Francis St path	Construct from existing Elizabeth to Thorn St - 2 mtr	100%									150,000			
Expansion Projects		100%									100,000	100,000	100,000	100,000
		Path "New" Sub Total			536,400	254,800	-	-	236,000	323,400	440,000	100,000	100,000	100,000
<u>Path Network Upgrade</u>														
Middleton	Replacement of new 2m wide asphalt path and barrier kerb.		40%	60%	62,500									
Bicycle Strategy Priorities		20%	60%	20%	600,000	600,000								
Grey St	Replace slabs with grey pavers to tie into current street scape, York St to Collie St.		40%	60%		44,400								
Middleton Rd	Remove slabs replace with concrete pathway from Stewart St to Wollaston Rd.		40%	60%			55,800							
Stirling Tce	Remove existing slabs, construct shared red asphalt path, Spencer St to Briidges St.		40%	60%			162,000							
Admiral St	Construct a 2.5m concrete shared path from Muller St to Leschenault St.	60%	40%					89,500						
Middleton Rd	Remove slabs, construct 2.5m shared path, Wollaston Rd to west of Lake Seppings Dr.		40%	60%				134,500						
Albany Hwy	Stage 1, York St to Crossman St, from existing to pavers at verge width		50%	50%			424,000							
Albany Hwy	Stage 2, Crossman St to Wellington St, Replace slabs with 3mtr Red Asphalt		50%	50%					451,000					
Albany Hwy	Stage 3, Wellington St to MRWA R/about, Replace existing with 3mtr Red Asphalt		50%	50%						250,000				
Frederick St	Replace exiting Slabs with Concrete		40%	60%					18,200					
South Coast Hwy	Replace existing Slabs with Concrete at 2.0mts		40%	60%						155,400				
Albany Hwy	295 Albany Hwy Pram Ramp Installation		100%		5,000									
Upgrade Projects			100%						100,000	100,000	100,000	200,000	200,000	200,000
					667,500	644,400	641,800	224,000	569,200	505,400	100,000	200,000	200,000	200,000
<u>Path Network Renewal</u>														
Vancouver St	Replace existing asphalt with red asphalt.		40%	60%			59,800							
Earl St (Left)	Patch existing surface, overlay with asphalt, from Rowley St to Spencer St		40%	60%	10,200									
Stirling Tce - from Spencer to Collie St	replacing existing 300 x 600 with 300 x 300 pavers		50%	50%		100,000								
Renewal Projects				100%	-	150,000	100,000	350,000	250,000	350,000	700,000	700,000	700,000	700,000
South Coast Highway	Replace existing slabs with concrete from Barrett St to Lurline St		40%	60%	176,000									
		Path "Expansion" Sub Total			186,200	250,000	159,800	350,000	250,000	350,000	700,000	700,000	700,000	700,000
TOTAL		New/Expansion Year Total			1,390,100	1,149,200	801,600	574,000	1,055,200	1,178,800	1,240,000	1,000,000	1,000,000	1,000,000
Proposed Funding														
- Grants														
- Reserves														
- Loans														
Impact on general Revenue					700,000	600,000	150,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000
					690,100	549,200	651,600	474,000	1,005,200	1,128,800	1,190,000	950,000	950,000	950,000

City of Albany
Long Term Financial Plan

ROAD NETWORK PROGRAM
(Including - Unsealed Roads)
PROPOSED 10 YEAR PROGRAM 2013 - 2023

Description	Details	Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Road Network "Construction" Upgrade														
Parker St	Overlay; reconstruct north edge; new kerbs both sides		10%	90%		207.5								
Townsend St	Overlay; new kerb west side; pipe drain west side?		40%	60%					220.0					
Willyung Rd	Gravel overlay, 9m formation; 7m two coat seal		15%	85%	600.0									
Kingswood Dr	New Seal		20%	80%		40.0								
Thomas Rd	New Seal		20%	80%		40.0								
Old Elleker Road	New Seal over rail crossing (x3)		20%	80%		30.0								
Old School Road	New Seal over rail crossing (x2)		20%	80%		40.0								
Siding Road	New Seal over rail crossing		20%	80%		30.0								
Dragon Road	Seal		20%	80%	35.0									
Admiral Street bus bay re-alignment				100%	5.0									
Lake Seppings Roadworks	New sealed laneway access, close gravel track	100%			120.0									
North Road Pedestrian Crossing				100%	25.0									
Lion St	Asphalt Overlay, Kerb & Drainage		40%	60%	80.0									
Sinclair St	Asphalt Overlay & Kerbing		30%	70%	70.0									
Emu Point	Car Park Asphalt			100%	30.0									
Princess Ave	Reconstruct & upgrade		15%	85%	420.0	440.0								
Millbrook Rd	reconstruct and widen through bends		15%	85%	567.0	736.0	640.0	660.0						
Pfeiffer Rd	reconstruct sections showing signs of failure		15%	85%	390.0	450.0	450.0							
Alfred Street	Reconstruct & install kerbing & drainage		30%	70%				500.0						
Perkins Beach Road	New Seal, improve geometry around bends		20%	80%					290.0					
Elleker Grassmere Rd	Reconstruct & upgrade			100%						780.0				
North Rd	construct new roundabout		50%	50%			355.0							
Lower Denmark Rd	Reconstruct pavement & rectify drainage			100%				650.0						
Sinclair St	Reconstruct, widen with kerbing			100%					120.0					
Albany Hwy	Reconstruct & upgrade			100%			600.0	600.0						
Edinburgh Rd	Reconstruct & Upgrade		30%	70%					600.0					
Elizabeth St Stage 1 and 2	Reconstruct & upgrade		15%	85%				820.0						
Mai St - Mueller St Link	New Construction & seal	100%								150.0				
Norwood Rd	Reconstruct & upgrade		15%	85%					1,300.0					
Francis St	Reconstruct & upgrade		30%	70%						900.0				
Watkins Rd	Reconstruct & upgrade		30%	70%						180.0				
Upgrade Projects	Priority given to derogated roads depending on road asset conditioning carried out yearly.		15%	85%					600.0	900.0	2,700.0	2,700.0	2,700.0	2,700.0
	Road Network "Upgrade" Sub Total				2,342.0	2,013.5	2,045.0	3,230.0	3,130.0	2,910.0	2,700.0	2,700.0	2,700.0	2,700.0

City of Albany
Long Term Financial Plan

ROAD NETWORK PROGRAM
(Including - Unsealed Roads)
PROPOSED 10 YEAR PROGRAM 2013 - 2023

Description	Details	Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Road Network "Renewal"														
Hanson St	Overlay, box out & new kerb on north side			100%	89.0									
Hope St	Asphalt Overlay			100%	40.0									
Leonora St	Asphalt Overlay			100%	65.0									
Dempster Rd	Second Coat Seal			100%	70.0									
Lower Denmark Rd slk 23.70 - 36.81	Second Coat Seal			100%	461.3									
Lower Denmark Rd slk 6.20 - 12.20	Second Coat Seal			100%	228.5									
Chillinup Rd	Gravel Resheet			100%	180.0									
Piggot Martin Rd	Gravel Resheet			100%	150.0									
Johnson Rd	Gravel Resheet			100%	175.0									
Redhen Rd	Gravel Resheet			100%	130.0									
Redmond West Rd	Gravel Resheet			100%	165.0									
Winifred Road	Seal Rail Crossing		20%	80%	20.0									
Boongarrie St	Overlay & Kerbing			100%		68.0								
Burgess St	Asphalt Overlay & Kerbing			100%		58.0								
Cunningham St	Overlay & kerbing Part Reconstruction			100%		137.0								
Drome Rd	Asphalt Overlay			100%		83.0								
Roe Pde	Asphalt Overlay & Kerbing			100%		230.0								
Hunter St	Asphalt Overlay & Kerbing			100%		98.0								
Harbour Rd	Asphalt Overlay			100%		69.0								
Yokanup Rd	Review Drainage requirements and overlay pavement		10%	90%		133.0								
Baker St South	Asphalt Overlay			100%		55.0								
Hubble Rd	Asphalt Overlay			100%		32.0								
Kojaneerup West Rd	Second Coat Seal			100%		533.3								
Slater Rd	Asphalt Overlay			100%		146.0								
Nelson St	Asphalt Overlay			100%			80.0							
Sinclair St	Asphalt Overlay			100%			90.0							
Howson St	Asphalt Overlay & Kerbing			100%			67.0							
Albany St	Second Coat Seal			100%			58.0							
Collingwood Rd	Second Coat Seal			100%			49.0							
Gladville Rd	Second Coat Seal			100%			89.0							
Racecourse Rd	Second Coat Seal			100%			36.0							
Garden St	Asphalt Overlay			100%					105.0					
Little Henry St	Asphalt Overlay & Kerbing			100%					90.0					
Sanford Rd	Asphalt Corrector & Overlay			100%					166.0					
Spring St	Asphalt Overlay & Kerbing			100%					136.0					
Wilson St	Asphalt Overlay & Kerbing			100%					190.0					
Briss St	Asphalt Overlay			100%				100.8						
Firth St	Asphalt Overlay			100%				56.0						
Jackson St	Asphalt Overlay			100%				84.8						
Miller St	Asphalt Overlay			100%				96.0						
Woolford St	Asphalt Overlay			100%				44.8						
Good Rd	Asphalt Overlay			100%				28.0						
Jandoo Crt	Asphalt Overlay			100%				28.0						
South Stirling Rd	Second Coat Seal			100%						335.0				
Baker St North	Asphalt Overlay			100%						140.0				
Bromley Rd	Asphalt Overlay			100%						20.0				
Bryant Crt	Asphalt Overlay			100%						25.0				
Herbert St	Asphalt Overlay			100%						25.0				
Langdon Crt	Asphalt Overlay			100%						15.0				
McKenzie Dr	Asphalt Overlay			100%						15.0				

City of Albany
Long Term Financial Plan

ROAD NETWORK PROGRAM
(Including - Unsealed Roads)
PROPOSED 10 YEAR PROGRAM 2013 - 2023

Description	Details	Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Road Network "Renewal" (Cont'd)														
Shepherd Rd	Asphalt Overlay			100%										
Lower Stirling Tce	Asphalt Overlay			100%										
Sirling Tce Car Park	Asphalt Overlay			100%										
Leslie St	Asphalt Overlay			100%										
Minerva St	Asphalt Overlay			100%										
Beaufort Rd	Asphalt Overlay			100%										
Bedwell St	Asphalt Overlay			100%										
Medcalf Pde	Asphalt Overlay			100%										
Camfield St	Asphalt Overlay			100%										
Eleanor St	Asphalt Overlay			100%										
Verdi St	Asphalt Overlay			100%										
Rutherford St	Asphalt Overlay			100%										
Sierra Cr	Asphalt Overlay			100%										
Asphalt Overlays	Asphalt Overlay			100%										
Asphalt Overlays & Kerbing	Asphalt Overlay & Kerbing			100%										
Reseals	Second Coat Seal			100%										
Car Park				100%										
Gravel Resheets on Current Infrastructure	Priority given to derogated roads depending on road asset conditioning carried out yearly.			100%										
Road Network "Renewal" Sub Total					1,773.8	2,050.3	1,359.0	1,088.4	1,437.0	1,975.0	2,076.0	2,350.0	2,600.0	2,750.0
Road Network Sub Total					4,115.8	4,063.8	3,404.0	4,318.4	4,567.0	4,885.0	4,776.0	5,050.0	5,300.0	5,450.0
Less associated Grant Funding					2,679.5	2,364.3	2,276.0	2,225.0	2,550.0	2,605.0	2,250.0	2,300.0	2,350.0	2,400.0
					1,436.3	1,699.5	1,128.0	2,093.4	2,017.0	2,280.0	2,526.0	2,750.0	2,950.0	3,050.0
Blackspot Program "Upgrade"														
Frenchman/Princess Intersection	Widen for turning bulge		20%	80%	150.0									
Old Elleker Road/George St	Seal staggered intersection		20%	80%	38.0									
Lower Denmark/Roundhay Int	Widen for turning pocket - Design		30%	70%	30.0	120.0								
Road Safety	To Be Determined		30%	70%		30.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0
Sub Total					218.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0
Less associated Grant Funding					145.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
					73.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
TOTAL					4,333.8	4,213.8	3,554.0	4,468.4	4,717.0	5,035.0	4,926.0	5,200.0	5,450.0	5,600.0
Proposed Funding														
- Grants					2,824.5	2,464.3	2,376.0	2,325.0	2,650.0	2,705.0	2,350.0	2,400.0	2,450.0	2,500.0
- Reserves														
- Loans														
Impact on general Revenue					1,509.3	1,749.5	1,178.0	2,143.4	2,067.0	2,330.0	2,576.0	2,800.0	3,000.0	3,100.0

City of Albany
Long Term Financial Plan
RESERVES - PROGRAM

PROPOSED 10 YEAR PROGRAM 2013 - 2023

		Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Natural Reserves														
Expansion														
Bettys Beach Reserve	Picnic Tables x 5	100%			10,000									
Mounts MP	Trail Head information shelters. Considerations to the Kinjarling report	100%				50,000								
Mutton Bird & Torbay W	Upgrade existing parking requirements, Dune preservation and new access to -separate vehicles from swimmers at the eastern end of Mutton Bird Beach.	100%						100,000						
		100%							50,000	50,000	50,000	50,000	50,000	50,000
Expansion Projects		100%												
Upgrade														
Bettys Beach Reserve	Upgrade tracks		90%	10%	40,000									
Lowlands	Upgrade tracks - track belting		90%	10%		50,000								
Cosy Cnr East	Upgrade camping grounds and toilet upgrade	50%	50%		83,000									
Lake Seppings	Trails upgrade including raising the Boardwalk	50%	50%			30,000								
Whaling Cove	Upgrade toilet and day use area		50%	50%	30,000									
Cosy Corner	Construct hammerhead turn around, realign road to eliminate roundabout - formalise parking with the inclusion of a minimum 2 disable bays. Construct - Boardwalk & lookout for disabled and elderly viewing.	50%	50%											
		50%	50%				100,000							
Torbay West	Upgrade existing pit toilet, install contained tank toilet		50%	50%		30,000								
			50%	50%			42,000							
Muttonbird	Upgrade existing pit toilet, install contained tank toilet		50%	50%			42,000							
Bluff Rock	Upgrade trails, signage and picnic platforms.	50%	25%	25%		8,000								
Hooper Rd	Clean up and Re vegetate old gravel pit area	50%	50%			20,000								
Wignall West	Clean up and Re vegetate old gravel pit area	50%	50%				20,000							
Cape Riche	As Per report finalized in 2014/15	50%	50%					100,000						
Frenchman Bay	As Per Design undertaken in 2015/16	50%	50%					50,000						
Paikalerup	Clean up and Re vegetate old gravel pit area	50%	50%					20,000						
Warrenup water Course	Remove weeds and replant water course reserve	100%						40,000						
Cape Riche	As Per report finalized in 2014/15	50%	50%						100,000					
Kooyong Drainage	Remove weeds and replant water course reserve	100%						40,000						
Upgrade Projects			100%							100,000	100,000	100,000	100,000	100,000
Renewal														
Frenchman Bay	Replace existing brick BBQ's with new modern BBQs.		50%	50%	27,000									
Black Swan Point	Renew interpretative signage. Considerations to the Kinjarling report.	100%						15,000						
Bayonet Head Lookout	Renew interpretative signage. Considerations to the Kinjarling report.	100%						15,000						
Renewal Projects				100%										
					190,000	230,000	150,000	350,000	150,000	150,000	150,000	150,000	150,000	150,000

City of Albany
Long Term Financial Plan
RESERVES - PROGRAM

PROPOSED 10 YEAR PROGRAM 2013 - 2023

		Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Developed Reserves														
Expansion														
Major lockyer Park	Reticulation and passive shaded seating	100%				16,463								
North Rd/Albany Hwy	Implementation - median strip amenity		50%	50%	100,000									
Mills Park	Stage 1 - Reticulation and hard landscaping	100%				50,000								
Mills Park	Stage 2 - BBQ and shelter	100%					60,000							
Bayonet Head POS	Development of local park from previous years design and consultation.	100%						50,000						
Weerlara Park	Install play equipment. Replaces equipment removed from Drummond Street Park.	100%								80,000				
Town Square Development		100%			150,000									
Expansion Projects		100%								100,000	100,000	100,000	100,000	100,000
Upgrade														
Eyre Park	Play structure, A frame climber, monkey bars, Carousel B, New Softfall, Shade Sail		50%	50%				100,000						
Emu Point	Coastal Adaption Protection Works		75%	25%	413,000	30,000								
Middleton Beach	Replace existing Brick BBQ's with new modern BBQs		50%	50%			35,000							
Middleton Beach	Retaining wall refurbishment, concrete 100mm to 150mm at 50mpa.		100%					300,000						
Ellen Cove	Play ground replacement, construct limestone brick retention barrier for sand soft fall.	20%	30%	50%		100,000								
Oyster Harbour Beach / I	Play ground replacement, construct limestone brick retention barrier for sand soft fall.	20%	30%	50%		65,000								
Oyster Harbour Beach / I	Retaining wall refurbishment, shotcrete 100mm to 150mm at 50mpa.		60%	40%			250,000							
Eyre Park	Replace existing Brick BBQ's with new modern BBQ in keeping with current standards.		50%	50%	15,000									
Cull Park	Play Ground renewal, relocate play items to ensure fall zone clearance, Limestone retained sand softfall.		50%	50%			45,000							
Lawley Park	Renewal of retaining walls and picnic tables		100%						200,000					
Ellen Cove	Renewal of retaining walls and picnic tables	40%	40%	20%					115,000					
Hull Park	Construct Limestone brick Retention barrier for sand soft fall.		70%	30%	5,600									
Herbert Park	Construct Limestone brick Retention barrier for sand soft fall.		70%	30%			5,000							
Worra Park	Construct Limestone brick Retention barrier for sand soft fall.		70%	30%			6,600							
Nesbit Gardens	Replace kerbing around gardens			100%	5,000									
Oyster Harbour Beach / I	BBQ replacement		70%	30%				35,000						
Centennial Precinct	Refer to Proposed precinct plan.													
	Water supply for Centennial oval		70%	30%										
	Water supply for North Road sporting complex (Kampong Rd)		70%	30%										
	Railways irrigation system		100%		65,000									
	Centennial oval irrigation system		100%											
	Fertigation units (2) for the sporting complex		100%											
Upgrade Projects				100%					80,000	80,000	80,000	80,000	80,000	80,000
Renewal														
Renewal Projects				100%	-	-	-	-	-	200,000	200,000	200,000	200,000	200,000
					753,600	261,463	401,600	435,000	445,000	460,000	380,000	380,000	380,000	380,000
Total Reserves					943,600	491,463	551,600	785,000	595,000	610,000	530,000	530,000	530,000	530,000
Proposed Funding					-	-	-	-	-	-	-	-	-	-
- Grants					306,500	115,000	50,000	100,000	100,000	100,000	-	-	-	-
- Reserves					76,049	-	-	-	-	-	-	-	-	-
- Loans					-	-	-	-	-	-	-	-	-	-
Impact on general Revenue					561,051	376,463	501,600	685,000	495,000	510,000	530,000	530,000	530,000	530,000

City of Albany
Long Term Financial Plan
SANITATION - PROGRAM

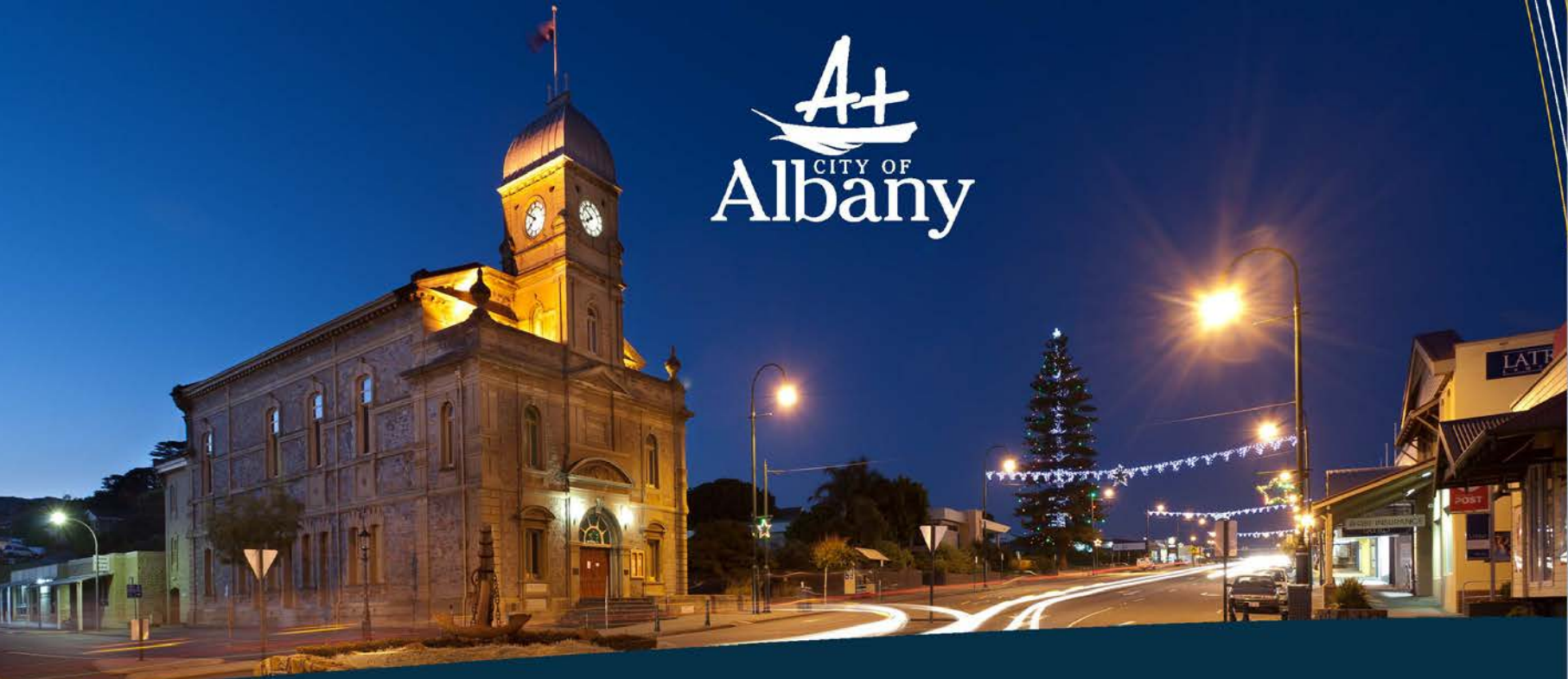
PROPOSED 10 YEAR PROGRAM 2013 - 2023

Description	Details	Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Landfill Project Works														
Expansion/New														
Hanrahan Landfill Site	Construct concrete hardstands for storing recyclable materials	100%			50,000									
Hanrahan Landfill Site	Install new groundwater monitoring bores at Hanrahan Landfill site	100%			100,000									
Hanrahan Landfill Site	Construct leachate drainage system for landfill site	100%			650,000									
Hanrahan Landfill Site	Provide clay capping and soil cover at finished level of landfill	100%			100,000	108,000	112,000	116,000						
	Perimeter fencing around land acquisition.	100%			40,000									
Bakers Junction Landfill Site	Provide clay capping and soil cover at finished level of landfill	100%			100,000	108,000	112,000	116,000						
New Landfill Site	Initial excavation and site works for construction of landfill lining and leachate drainage system	100%						464,000						
Hanrahan Landfill Site	Conceptual design of transfer shed function and layout	100%			20,000									
	Land purchase for new landfill site	100%				1,500,000								
Expansion Projects		100%							500,000	600,000	700,000	700,000	500,000	600,000
					1,060,000	1,716,000	224,000	696,000	500,000	600,000	700,000	700,000	500,000	600,000
Upgrade														
Hanrahan Landfill Site	Enlarge weighbridge office to cater for staff locker storage and meals area		100%		50,000									
Bakers Junction	Enlarge current drainage settlement pond.		50%	50%	100,000									
Hanrahan Landfill Site	Asphalting, concreting and kerbing of access roads and carparks at Hanrahan Landfill facility		50%	50%	100,000									
Hanrahan Landfill Site	Refitting of MRF infrastructure at the completion of the waste minimisation contract		25%	75%			560,000							
Hanrahan Landfill Site	Refurbishment of facilities at the completion of the waste minimisation contract		25%	75%			140,000							
Kronkup Transfer Station	Enlarge site area, expand tip shop facilities & fence site		100%				84,000							
Upgrade Projects			100%					150,000	150,000	150,000	150,000	200,000	200,000	200,000
					250,000	-	784,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000
Renewal														
Renewal Projects				100%				150,000	150,000	150,000	150,000	170,000	170,000	170,000
					-	-	-	150,000	150,000	150,000	150,000	170,000	170,000	170,000
Total Landfill Project Works					1,310,000	1,716,000	1,008,000	996,000	800,000	900,000	1,000,000	1,070,000	870,000	970,000
Proposed Funding														
- Grants														
					-	-	-	-	-	-	-	-	-	-
- Reserves														
					1,310,000	1,716,000	1,008,000	996,000	800,000	900,000	1,000,000	1,070,000	870,000	970,000
- Loans														
					-	-	-	-	-	-	-	-	-	-
Impact on general Revenue														
					-	-	-	-	-	-	-	-	-	-

City of Albany
Long Term Financial Plan
BUILDINGS PROGRAM

PROPOSED 10 YEAR PROGRAM 2013 - 2023

	Expansion	Upgrade	Renewal	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Buildings "Upgrade"													
Solar/Heat Pump Hot water Systems		Various sites	100%	43,000									
Building Upgrade Total				43,000	-	-	-	-	-	-	-	-	-
Buildings "Expansion New"													
Depot Redevelopment/Feasibility		new Administration offices	100%		100,000	-	-	-	-	-	-	-	-
Old Gaol Toilet	50%	new public toilet facility	50%	-	150,000	-	-	-	-	-	-	-	-
CBD Toilets		new public toilet facility	100%	-	250,000	-	-	-	-	-	-	-	-
Bus Shelters		new shelters	100%	10,000	10,000	12,000	12,000	14,000	14,000	16,000	16,000	18,000	18,000
Expansion Projects	100%			-	-	100,000	100,000	60,000	440,000	250,000	410,000	470,000	480,000
Building Expansion Total				10,000	510,000	112,000	112,000	74,000	454,000	266,000	426,000	488,000	498,000
Buildings "Renewal"													
Day Care Centre		replace veranda posts	20%	80%	40,000	-	-	-	-	-	-	-	-
Vancouver Arts Centre		wall erosion and shingle replacement	20%	80%	250,000	-	-	-	-	-	-	-	-
Bond Store		stage 2 - rendering outside walls	20%	80%	60,000	-	-	-	-	-	-	-	-
Women's Rest Centre		refurbishment of toilets	20%	80%	80,000	-	-	-	-	-	-	-	-
Emu Point Marina		replacement of jetty structures	20%	80%	-	-	-	-	-	-	-	-	-
North Rd grounds toilet - near Lottery's House		replace toilets	20%	80%	-	-	-	-	-	-	-	-	-
Westrail Barracks - repairs/renewal			20%	80%	329,000	-	-	-	-	-	-	-	-
Eyre Park		Refurbishment toilet	20%	80%	15,000	-	-	-	-	-	-	-	-
Emu Point Toilets		Render - Boongarrie St	20%	80%	20,000	-	-	-	-	-	-	-	-
Ellen Cove Reserve Pump Station				100%	87,000	-	-	-	-	-	-	-	-
Renewal Projects			100%	-	320,000	500,000	500,000	400,000	600,000	700,000	800,000	800,000	900,000
Building Renewal Total				881,000	320,000	500,000	500,000	400,000	600,000	700,000	800,000	800,000	900,000
Total Building				934,000	830,000	612,000	612,000	474,000	1,054,000	966,000	1,226,000	1,288,000	1,398,000
Proposed Funding													
- Grants					63,350								
- Reserves					-	-	-	-	-	-	-	-	-
- Loans					-	-	-	-	-	-	-	-	-
Impact on general Revenue					870,650	830,000	612,000	612,000	474,000	1,054,000	966,000	1,288,000	1,398,000



Corporate Business Plan

2013-2017

Our Vision

"To be Western Australia's most sought-after and unique regional City to live, work and visit."

Contents

Introduction	3
Our Values	4
Strategic Planning Framework	5
Service Delivery Structure	6
Strategic Initiatives	7
Measuring Success (KPI's)	15
Financial Management Schedules	16





Introduction

Our Corporate Business Plan aligns the services, programs and strategic initiatives we deliver with the Community Strategic Plan “Albany 2023”.

The Community Strategic Plan and Corporate Business Plan complies with the Western Australian integrated planning and reporting framework legislation. This requires all Local Governments to adopt plans by 30 June 2013.

The Corporate Business Plan is reviewed and updated each year to ensure it remains current and relevant and commits the City to specific initiatives and deliverables that will be reported via the Annual Report.

This Corporate Business Plan aligns with our 10 year financial plan, asset management plans and work force development plan.

Our Values

As Councillors, Employees and Volunteers at the City of Albany we will be.....

Focused: on community outcomes

This means we will listen and pay attention to our community. We will consult widely and set clear direction for action. We will do what we say we will do to ensure that if it's good for Albany, we get it done.

United: by working and learning together

This means we will work as a team, sharing knowledge and skills. We will build strong relationships internally and externally through effective communication. We will support people to help them reach their full potential by encouraging loyalty, trust, innovation and high performance.

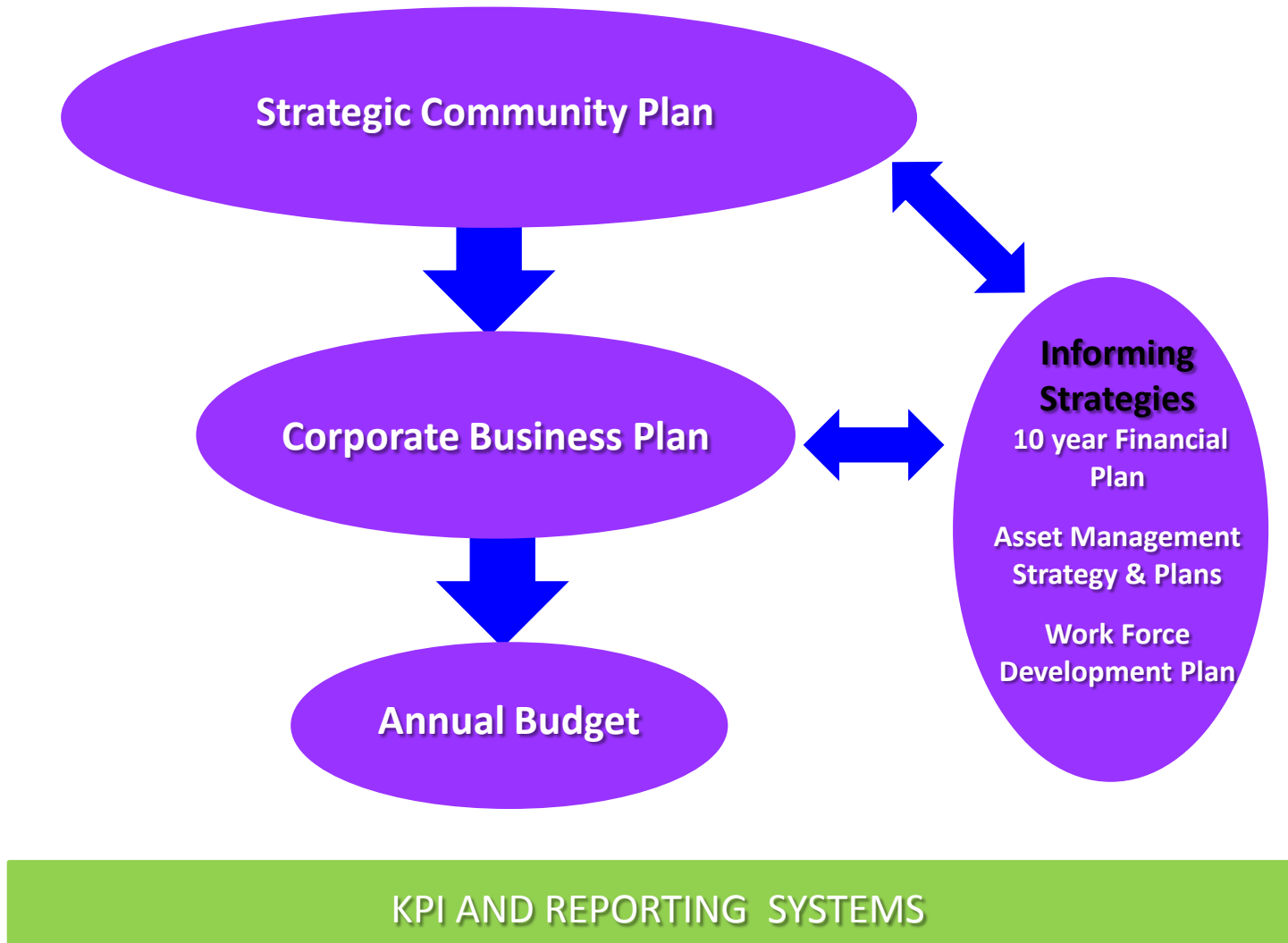
Accountable: for our actions

This means we will act professionally using resources responsibly (people, skills and physical assets as well as money). We will be fair and consistent when allocating these resources and look for opportunities to work jointly with other directorates and with our partners. We will commit to a culture of continuous improvement.

Proud: of our people and our community

This means we will earn respect and build trust between ourselves, and the residents of Albany through the honesty of what we say and do and in what we achieve together. We will be transparent in our decision making and committed to serving the diverse needs of the community while recognising we can't be all things to all people.

Strategic Planning Framework



SERVICE DELIVERY STRUCTURE



Strategic Initiatives

Key Themes

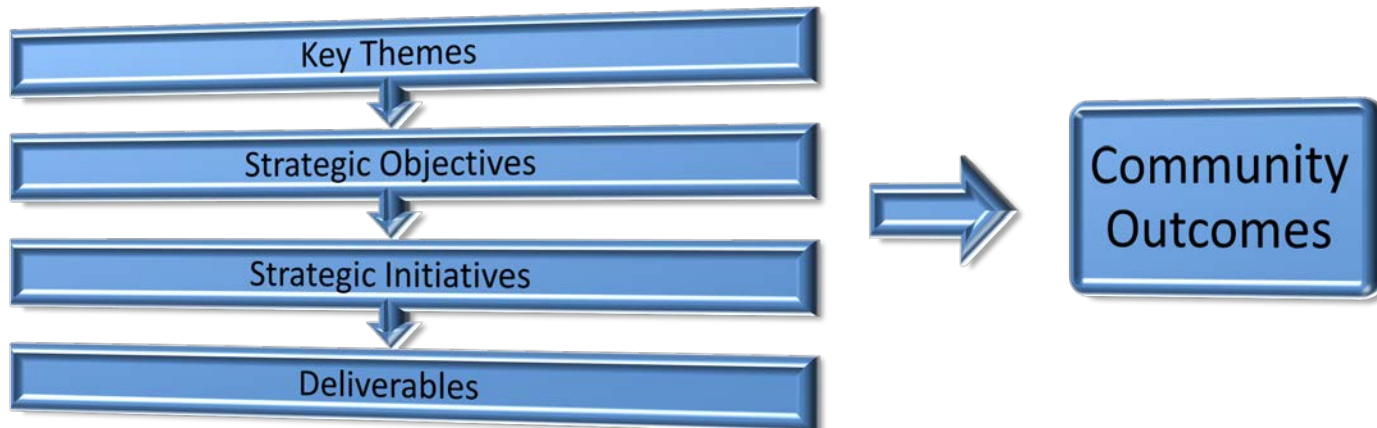
Our Corporate Business Plan is structured around the 5 key themes identified in the Community Strategic Plan.

1. **Smart Growing and Prosperous**
2. **Clean Green and Sustainable**
3. **A Connected Built Environment**
4. **A Sense of Community**
5. **Civic Leadership**

These themes emerged from community feedback, ideas and comments from various engagement and on-line forums.

Strategic Initiatives and Deliverables

To realise the strategic objectives outlined in the Community Strategic Plan the pages below identify a number of medium term strategic initiatives along with outcomes to be delivered in the next financial year.



1 Smart Prosperous and Growing				
Objective	Strategic Initiative	Strategic Outcome	Responsible Team	2013/14 Deliverables
1.1_ To foster links between education, training and employment that support our economic growth and development	1.1.1_ Learning City	Growth in the education sector	Economic Development Working Group	Partner the Dept of Sport and Recreation to work towards an Outdoor Centre of Excellence.
				Partner the Princess Royal Sailing Club and Dept of Sport & Recreation to work towards a Sailing Centre of Excellence.
				Recommend aviation training opportunities that can be hosted at the City of Albany Airport.
				Partner GSDA and other stakeholders in the development and implementation of Great Southern Digital Action Plan.
				Partner UWA and other Stakeholders to advocate the development of a regional university through campus development and low cost student accommodation
1.2_ To strengthen our region's economic base.	1.2.1_CBD Revitalisation	Revitalised CBD resulting in increased activity	CBD Working Group	Precinct plan and business case for the development of a central precinct that drives CBD revitalisation and economic development.
				Precinct plan and business case for the development of a tourism and cultural precinct that links the waterfront to the Brig Amity site and the CBD.
				Develop and deliver quick wins that will increase activity in the CBD prior to the Centenary of Anzac in Nov 2014.
				Free Wi-Fi network trial in the town square precinct.
	1.2.2_ Economic Diversity	Regional approach to economic development	Economic Development Working Group	Partner the CCI and consult widely to develop a Council position on retail trading within the CBD and to support retailers to maximise trading opportunities.
				Support the establishment of a Great Southern Regional Leadership forum so that influence can be maximised to attract investment into the region.
				Investigate and recommend options and locations for diversifying economic activity with a focus on smart technology and/or renewable energy.
1.3_ To develop and promote Albany as a unique and sought-after visitor destination.	1.3.1_Events Management	Increase in event numbers and visitors	Community Services	Investigate opportunities to value-add and market agricultural products so that we are able to increase export opportunities in emerging markets.
				Upgraded Community Financial assistance policy that encourages relevant groups to apply for funding to host significant events.
				Identify and encourage community stakeholders to host ANZAC Centenary events that have the capacity to leave a lasting legacy for the City.
	1.3.2_ Tourism Destination	Increase in visitor numbers	Tourism Development	Identify iconic events that provide community and economic benefits and work with partners to attract, market and host events.
				Upgrade the airport to jet compliance and security level 5 standard prior to October 2014.
				Complete the Trails and Cycling strategy and commence the development of trails and dual use pathways to internationally recognised standards
				Develop an iconic heritage and tourism precinct that takes in Mount Adelaide, Mount Clarence, Princess Royal Forts and the ANZAC Interpretive Centre .
1.3.3_ Coastal management	Coastal precinct plan	Planning & Development	Develop a Tourism Strategy and work in partnership with Plantagenet and Denmark Shires towards the formation of a Local Tourism Organisation	
			Community and stakeholder consultation leading to a Council position on the coastal precinct and Esplanade site.	

2. Clean, Green and Sustainable

Objective	Strategic Initiative	Strategic Outcome	Responsible Team	2013/14 Deliverables
2.1 <i>To protect and enhance our natural environment</i>	2.1.1 Reserves Management	Reduced fire risk, leading to community confidence	Parks and Reserves	Fire risk assessment for City managed land.
				Fire mitigation action plan with targeted resources to manage areas of highest risk.
				Adopted Natural Reserves Management Plan and Developed Reserves Management Plan.
	2.1.2 Erosion protection and adaption	Long term strategy for Emu Point to Middleton Beach	Coastal Management Working Group	Short term improvements identified, planned and scheduled.
				Funding opportunities identified and sourced.
				Data collected informing a number of suitable schemes for Council consideration.
				Feasibility study for surf reef at Middleton Beach for Council consideration.
2.2 <i>To maintain and renew city assets in a sustainable manner</i>	2.2.1 Asset Management	Sustainable asset management plans integrated with financial forecasts	Asset Management Working Group	Updated data enabling informed decision making.
				Adopted asset management plans.
				Strategic analysis of building assets with the aim of managing the City's renewal liability.
	2.2.2 Project Reporting	Improved project control and decision making	Infrastructure	Improved reporting mechanisms resulting in early project intervention and cost effective service delivery.
				Upgraded project controls and reporting systems.
				Improved information resulting in elected members and community being engaged and informed.
	2.2.3 Carbon Footprint	Reduction in the City's carbon footprint	Assets	Research and recommendations on cost effective initiatives that will reduce the carbon footprint on City owned assets.
2.2.4 Drainage/Water Management	Improved water quality in catchments	Parks and Reserves	Program of improved environmental land management practises within catchment zones.	
		Infrastructure	Validated models for catchment areas for improved accuracy in design analysis.	
2.3 <i>To advocate for and support "green" initiatives within our region</i>	2.3.1 Waste Management	Improved waste management and recycling practices	Waste	Development of the Waste Management Strategy.
				Trial of domestic food scrap kerbside collection and processing.
				Development of the Traffic Management Plan for the Hanrahan landfill precinct that addresses improved recycling participation.
				Feasibility study on the potential of compaction units at rural transfer stations.
				Implemented waste education programme engaging the community.
				External funding opportunities.

3. A Connected Built Environment

Objective	Strategic Initiative	Strategic Outcome	Responsible Team	2013/14 Deliverables
3.1 To advocate, plan and build friendly and connected communities	3.1.1 Albany Local Planning Strategy (ALPS) Review	Contemporary strategy that is consistent with actual demographic trends	Planning	Baseline research based on realistic demographic trends.
				Housing strategy.
				Economic needs analysis.
				Industrial land use research.
	3.1.2 Parking and Traffic Modelling	Improved parking and traffic flows	Working Group	Report recommending improved capacity and shared use zones by allowing safe pedestrian movement and effective parking management within the CBD. Planning and service level analysis for the City's transport network.
3.2 To develop community amenities that support people of all ages and backgrounds	3.2.1 Environmental Health Education Program	Delivered awareness and education program	Building & Health	Program topics and audience defined and researched.
				Material developed and program rolled out.
	3.2.2 Campground Facility Enhancement	Improved campground facilities to promote tourism opportunities	Parks & Reserves	Report on environmental and financial sustainability of camp sites.
				Recommendations to transition to a user pays system with income to be used to improve facilities .
3.3 To create vibrant neighbourhoods which are safe yet retain local character and heritage	3.3.1 Trading on Council Land Policy Review	Updated policy adopted	Building & Health	Baseline research including community consultation.
				Council briefing paper on recommendations .
	3.3.2 Retail Strategy	Council adopted retail strategy	Planning	Baseline research.
				Early draft for community consultation.
	3.3.3 Streetscape Enhancement	Consistent and connected streetscape	Parks & Reserves	Streetscape Plans for entry statements and frequently used tourist routes.

4. A Sense of Community

Objective	Strategic Initiative	Strategic Outcome	Responsible Team	2013/14 Deliverables
4.1 To build resilient and cohesive communities with a strong sense of community spirit	4.1.1_Cultural Development	Implementation of a diverse and engaging program of cultural development initiatives.	Cultural & Community Development	Year round program of exhibitions, workshops and special projects at the Vancouver Arts Centre.
				Great Southern Art Award.
				Albany Art Prize.
				Town Hall activation program.
			Corporate Services	Albany Entertainment Centre funding and support agreement developed.
	4.1.2_Community Development	Improved social cohesion and sense of community identity.	Cultural & Community Development	Delivery of Access and Inclusion Strategy.
				Delivery of 'Count me in' Sailability Project.
				Development of Community Development Strategy.
				Development of Active Aging Strategy.
				Development of Albany Volunteer Resource Centre Service Agreement.
				Development of volunteering policies and procedure.
				Community Group Capacity Building Workshops.
	4.1.3_Library Services	Enhanced library and information services.	Cultural & Community Development	Delivery of Regional Library Activity Plan.
				Development of Library Services as a digital technology hub.
				Industry standard benchmarking report.
				Library Services ICT upgrade.
				Revised Library Policies and Customer Service charter.
	4.1.4_Heritage Development	Recognition and promotion of Albany's unique heritage	Cultural & Community Development	Princess Royal Fortress heritage program delivery.
				Resintstatement of 9 pound artillery program.
	4.1.5_Community Funding	An equitable framework for Community Funding and Events Sponsorship.	Cultural & Community Development	Revised Funding and Sponsorship Policy adopted by Council.
4.1.6_Community Events	A diverse calendar of community Events	Cultural & Community Development	Delivery of Christmas parade, NYE fireworks and Australia Day celebrations .	

4. A Sense of Community

4.2_ To create interesting places, spaces and events that reflect our community's identity, diversity and heritage	4.2.1_Sport & Recreation Infrastructure	A balanced and equitable range of sport and recreation facilities that are appropriate for users	Recreation Services	Centennial Park Sporting Precinct Master Plan - Western Precinct.
				Centennial Park Management Framework to support equitable and sustainable management of Centennial Park .
				Community Sporting Infrastructure Support Program.
				Albany Leisure and Aquatic Centre preventative maintenance plan and alternate energy program.
4.3_ To develop and support a healthy, inclusive and accessible community	4.3.1_Smart Clubs	Improved capacity and capability for recreation and sporting clubs	Recreation Services	Smart Clubs officer appointment.
				Smart Clubs program development.
				Smart Clubs presidents forum, terms of reference and facilitation.
	4.3.2_Cycling City Albany	A well connected active transport network	Recreation Services	Adopted City of Albany - Cycling City Strategy.
				Enhanced Albany Leisure and Aquatic Centre (ALAC) health and fitness programs.
	4.3.3_Healthy Lifestyle Programs	Improved community health and wellbeing	Recreation Services	Kidsport program development and implementation.

5 Civic Leadership				
Objective	Strategic Initiative	Strategic Outcome	Responsible Team	2013/14 Deliverables
5.1 To establish and maintain sound business and governance structures	5.1.1 Council Committee Structure	Committee structure that aligns with the organisational structure	Office of CEO	Revised structure agreed and adopted by Council.
				Terms of reference defined and chairs appointed.
				Meeting schedule circulated based on the revised structure.
				Agreed protocol on the role and structure of working groups.
	5.1.2 Systems Development and Improvement	Improved financial management	Finance	Standardised financial reporting structure and formats.
				Debt and investment strategy that optimises returns while minimising risk.
				Asset valuations as required by local government legislation.
		Improved leased property management	Property and Leasing	Consistency in the content of leasing documents while improving the turnaround times for document preparation and signing.
				Improve preventive maintenance scheduling on leased buildings in conjunction with the infrastructure team.
				Inspection and compliance programs that reflect lease provisions.
		Improved customer service	Customer Service	Define response times and methods for managing community expectations and reporting customer service performance.
				Investigate alternative payment methods that provide more options and greater convenience for the community.
		Increased funding for the region	Revenue Development	Internal support to maximise grant and sponsorship opportunities for the City.
				External support to enable community groups and not for profit entities to maximise their funding opportunities.
		Improved and cost effective ICT Management	Information Technology	Feasibility report for ICT on potential partners and shared services.
				Implementation of the action listed detailed in the ICT strategy.
	Recommendations to ICT Steering group addressing disaster recovery and business continuity.			
	Improved procurement practices	Procurement	Systems and support to enable local suppliers to provide competitive value for money services to the City.	
	5.1.3 Integrated Planning Framework	Best practice strategic planning model	Strategy & Improvement	Meaningful trend based KPI's against each of the key themes within the Community Strategic Plan and quarterly reporting to council.
				Web-site tools, workshops and community forums to keep the community informed of progress.
Community survey to more clearly understand community perception of services provided by the city.				
Establishment of a Local Government network group to share ideas, concepts and experiences.				

5 Civic Leadership				
Objective	Strategic Initiative	Strategic Outcome	Responsible Team	2013/14 Deliverables
5.2_ To provide strong accountable leadership supported by a skilled & professional workforce	5.2.1_ Councillor Development	Skilled and accountable councillor team	Office of CEO	A relevant and interactive induction programme for all new and returning Councillors.
				Joint sessions with Executive Management Team to expand 'One Council One Voice' principles and find joint solutions to hot topics and shared issues.
				A continuous Councillor development program co-designed with Councillors, using delivery methods that appeal to them.
	5.2.3_ Recruitment, Selection & Appointment	Attract high calibre candidates	Human Resources	Policy and robust procedure development.
				Position design/description.
				Advertising strategy.
				Induction program.
	5.2.3_ Performance Management & Development	Build a highly skilled and motivated workforce	Human Resources	Performance management tools that address values, behaviour and skills development and identifies training needs.
				Education program for Managers and Team Leaders.
	5.2.4_ Learning & Development Program	Build capacity and capability within the organisation to become an "Employer of Choice"	Human Resources	Indigenous Employment Strategy.
Youth Employment Strategy.				
Emerging Leader Program.				
Corporate Training Plan.				
5.3_ To engage effectively with our community	5.3.1_ ICT Communications platforms	Technology enhancements that improve communication with our community	Information Technology	Recommendations and implementation program to ICT Steering Committee to improve the architecture and functionality of the current web site.
				Mobile business services pilot program rolled out in rangers services.
				Recommendations to ICT Steering committee to improve mail merge functionality and effectiveness.
	5.3.2_ Councillor Forums	Increased interaction between councillors and the community	Office of CEO	Quarterly open forum to be rotated around community halls within the municipality.
	5.3.3_ Community Engagement	Increased interaction between city officers and the community	Communications	Establishment of community engagement guidelines and a template to support staff in improved engagement with the community to share ideas and feedback.
				Open forum planning and strategy document to support Council.
				An overriding communications strategy.
A presence on social media platforms.				

Measuring Success (KPI's)

The City is committed to developing and reporting Key Performance Indicators (KPI's) against the 5 key themes that form the basis of our Integrated Planning Framework.

The table below summarises the basis for these KPI's. Further work is required to establish data collection and reporting systems that will lead to meaningful trend based reports that clearly measure how we are performing.

The KPI baseline data and reporting format will be developed by December 2013 and incorporated into the Annual Report from 2013/14 onwards.

1. Smart, Prosperous & Growing	2. Clean, Green & Sustainable	3. A Connected Built Environment	4. A Sense of Community	5. Civic Leadership
<ul style="list-style-type: none"> Community survey results Demographic Statistics Visitor numbers 	<ul style="list-style-type: none"> Community survey results Carbon footprint Asset management ratios 	<ul style="list-style-type: none"> Community survey results Land use ratios Accessibility analysis 	<ul style="list-style-type: none"> Community survey results Volunteer sector growth Event and festival attendance 	<ul style="list-style-type: none"> Community survey results Integrated planning framework status Staff turnover

Financial Management

Key Assumptions Underpinning the Corporate Business Plan

The estimates in the Corporate Business Plan are based on a number of assumptions. The base point for the forecasting is the adopted 2012/13 Budget. The assumptions are:

- Annual rates increase of 4.5%,
- Annual growth in rate base of 1% through new development and building activity,
- Annual increase in refuse collection charge of 3.5%,
- Annual increase on council determined fees and charges of 4%,
- Annual increase in statutory fees and charges of 2%,
- Annual increase in recurrent grants increase of 3%,
- Annual increase in general operating expenses (excluding employee costs) of 4%.
- Annual increase in materials and contracts (such as legal fees, software licenses, cleaning contracts, bank fees) of 2%.
- Annual increase of employee costs (excluding superannuation) of 3.3% for 2013/14, 3.5% for 2014/15, 4.3% for 2015/16, 4.2% for 2016/17. This includes wages and salaries, annual and longer service leave, workers compensation insurance, training costs, and allowances.
- Annual increase in superannuation of 3.3% for 2013/14, 6% for 2014/15, 8.2% for 2015/16, and 8.2% for 2016/17. This is due to the proposed increase in superannuation guarantee charge (SGC), from the current 9%, increasing to 12% by July 2019. Over the four year term of this Corporate Business Plan, the expected SGC in 2016/17 is 10.5%.

Financial Management

Service Delivery

The Corporate Business Plan has been developed based on maintaining existing service levels for all operational areas. Service levels are regularly reviewed to determine if they meet community and Council expectations, as outlined in the Community Strategic Plan – Albany 2023. The allocation of resources to specific areas and projects is detailed in each Annual Budget, endorsed by Council in July each year.

Asset management

The City has developed a strategic approach to asset management and developed asset management plans based on the total life cycle of assets. The Asset Management Plan will assist the Council in predicting infrastructure consumption and asset renewal needs and identifies the cost required to renew or preserve the asset (renewal gap). This renewal gap is being addressed in the LTFP and will be the focus of future annual budgets.

Funding for the renewal of assets has been increased to ensure sustainability in the longer term. The continued allocation of funding towards the renewal of assets and funding for maintenance and upgrades will result in a positive investment for the community in future. Asset acquisitions and capital works projects are funded from rate revenue, specific cash reserves, government grants or external borrowings.

Financial Strategies and Principals

Rate increases

The Corporate Business Plan has been prepared on the basis of an annual rate increase of 4.5% for the term of the plan.

Balanced Budget

The Corporate Business Plan has been prepared on the basis of delivering balanced budgets, while maintaining existing services, undertaking \$31.8 million new asset construction and expansion (primarily externally funded), \$18 million of existing asset upgrade, and \$38.5 million of existing asset renewal

Financial Management

Cost recovery of services

The City provides a wide range of services, from recreation facilities, general community facilities (Vancouver Arts Centre, library), to regulatory and planning services, such as health inspections, ranger patrols and building approvals. Over the term of the Plan, fees and charges that Council has discretion to set have increased by 4% per annum, while statutory fees and charges regulated by other agencies such as the State Government, have been increased by 2% per annum.

Prudent use of debt finance

Council has adopted a Long Term Borrowing Policy which outlines the principals to be applied when considering undertaking any new borrowings. Debt is proposed to partly fund the Centennial Precinct Masterplan, totalling \$3,927,000. However, over the term of the Corporate Business Plan the overall level of debt is forecast to reduce, with the debt service ratio improving favourably.

Cash reserves

Cash reserves are maintained by the City to ease the impact of future capital expenditure. The Corporate Business Plan lists 21 cash reserves for a number of purposes. Over the term of the Plan, the overall balance of all reserves is maintained.

Workforce Planning Strategies

The Corporate Business Plan allows for an increase in 2013/14 of 5.5 FTEs, being 3 in parks and reserves maintenance, 2 in ranger services to deal with increased compliance, and 0.5 for a compliance officer in development services. For 2013/14 to 2016/17, an allowance of 1 FTE has been made, to account for natural growth across all City services.

***FTEs=Full time equivalents**

	2013/14	2014/15	2015/16	2016/17
Current FTEs	269	274.5	275.5	276.5
New FTEs	5.5	1	1	1
Total FTEs	274.5	275.5	276.5	277.5

City of Albany Corporate Business Plan 2014 - 2017

Variable Assumptions Underpinning the Plan

2013/2014 2014/2015 2015/2016 2016/2017

OPERATING REVENUES		INFLATION CODE			
Rates - Annual Increases	1	4.5%	4.5%	4.5%	4.5%
Rates - Growth in Rate Base	3	1.0%	1.0%	1.0%	1.0%
Refuse Collection Charges	5	3.5%	3.5%	3.5%	3.5%
Council Fees and Charges	7	4.0%	4.0%	4.0%	4.0%
Statutory Fees and Charges	9	2.0%	2.0%	2.0%	2.0%
Aquatic Centre Fees and Charges	11	4.0%	4.0%	4.0%	4.0%
Interest Earnings (Depending on cash on hand)	13	0.0%	0.0%	0.0%	0.0%
Recurrent Grants	14	3.0%	3.0%	3.0%	3.0%
Other revenue	15	1.0%	1.0%	1.0%	1.0%
OPERATING EXPENSES					
Employee Costs	20	3.3%	3.5%	4.3%	4.2%
- Superannuation	21	3.3%	6.0%	8.2%	8.2%
Materials and Contracts	22	2.0%	2.0%	2.0%	2.0%
Utility Charges	24	4.0%	4.0%	4.0%	4.0%
Depreciation on Non-current Assets (see below)	26				
Roads	28	4.0%	4.0%	4.0%	4.0%
Horticulture	30	4.0%	4.0%	4.0%	4.0%
Sanitation	32	4.0%	4.0%	4.0%	4.0%
Light Fleet	34	4.0%	4.0%	4.0%	4.0%
Building Maintenance	36	4.0%	4.0%	4.0%	4.0%
Insurance Expense	38	4.0%	4.0%	4.0%	4.0%
Other Expenditure	46	2.5%	2.5%	2.5%	2.5%
CAPITAL ASSETS					
Average Depreciation - Buildings	50	0.0%	0.0%	0.0%	0.0%
Average Depreciation - Other	52	0.0%	0.0%	0.0%	0.0%
Average Depreciation - Infrastructure Roads	54	0.0%	0.0%	0.0%	0.0%
Average Depreciation - Infrastructure Other	56	0.0%	0.0%	0.0%	0.0%
CAPITAL ASSETS					
Asset Renewal Loss on Disposal (On Average 5% of Historical Cost)	54	5.0%	5.0%	5.0%	5.0%

City of Albany

Corporate Business Plan

Key Performance Indicators

	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$
OPERATING SURPLUS RATIO				
Operating Revenue	50,632,258	52,195,805	53,915,034	56,152,871
Less Operating Exp incl interest & depreciation	- 53,506,169	- 53,799,888	- 55,483,241	- 57,305,144
= Net Operating Surplus	- 2,873,911	- 1,604,083	- 1,568,207	- 1,152,273
Divided by Own Source Revenue (Excl Grants)	45,663,981	47,599,098	49,466,811	51,598,564
Ratio Target - (+ve) Between 0% and 15%	-6.3%	-3.4%	-3.2%	-2.2%
CURRENT RATIO				
Current Assets	16,431,911	15,887,127	16,596,389	18,090,001
Less Restricted Assets	- 7,156,050	- 6,528,279	- 6,978,098	- 8,109,884
= Net Current Assets	9,275,861	9,358,848	9,618,291	9,980,116
Divided by Current Liabilities less Current Liabilities ass'd with Restricted Assets	7,670,970	7,707,853	7,823,471	7,940,823
= Net Current Liabilities	7,670,970	7,707,853	7,823,471	7,940,823
Ratio Target > or = to 1:1	121%	121%	123%	126%
Assumed Leave Cash Reserve same as Provisior	-	-	-	-
OWN SOURCE REVENUE COVERAGE RATIO				
Own source operating revenue	45,663,981	47,599,098	49,466,811	51,598,564
Divided by total expenses	53,506,169	53,799,888	55,483,241	57,305,144
Ratio Target > or = to 40%	85.3%	88.5%	89.2%	90.0%
DEBT SERVICE COVERAGE RATIO				
Operating Surplus before Interest & Depreciation = Operating Revenue	50,632,258	52,195,805	53,915,034	56,152,871
Less Operating Expenses	-53,506,169	-53,799,888	-55,483,241	-57,305,144
Except Interest Expense and Depreciation = OSBID	13,128,663	13,536,603	14,182,061	14,185,376
Divided by Principal and Interest	3,472,564	2,237,729	2,370,798	2,484,303
Ratio Target > or = 2	2.95	5.33	5.32	5.25
ASSET SUSTAINABILITY RATIO				
Capital Renewal Expenditure	9,680,066	10,616,616	10,083,304	10,604,213
Divided by Depreciation Expense	12,271,352	12,654,004	13,348,959	13,416,185
Ratio Target 90% to 100%	78.9%	83.9%	75.5%	79.0%
ASSET RENEWAL FUNDING RATIO				
Net Present Value of Planned Renewal Expenditu	9,680,066	10,616,616	10,083,304	10,604,213
Divided by NPV of Asset Mgmt Plan Projection:	10,500,000	10,815,000	11,139,450	11,473,634
Ratio Target 95% to 105%	92%	98%	91%	92%

Financial Statements

City of Albany
Corporate Business Plan

Statement Of Comprehensive Income By Nature & Type
For The Period 2014 To 2017

	2012/2013 ORIGINAL BUDGET	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
<u>REVENUES</u>					
Rates	27,107,022	28,961,010	30,443,805	31,995,127	33,618,075
Grants & Subsidies - Operating	2,893,610	4,968,277	4,596,707	4,448,224	4,554,307
Interest Earnings	784,743	968,913	969,085	819,258	819,433
Contributions, Donations & Reimburs	284,950	557,368	510,795	489,301	492,888
Fees & Charges	14,101,994	14,772,690	15,268,403	15,753,075	16,255,047
Other Revenue	414,500	404,000	407,010	410,050	413,121
	45,586,819	50,632,258	52,195,805	53,915,034	56,152,871
<u>EXPENSES</u>					
Employee Costs	(18,739,930)	(20,924,651)	(21,824,987)	(22,813,147)	(23,830,014)
Materials & Contracts	(14,259,030)	(15,654,230)	(14,507,380)	(14,516,731)	(15,239,851)
Utilities (gas, electricity, water, etc.)	(1,729,483)	(1,750,726)	(1,820,505)	(1,893,073)	(1,968,542)
Insurance	(722,187)	(743,281)	(766,793)	(797,403)	(829,236)
Interest Expenses	(909,431)	(857,311)	(882,598)	(833,102)	(769,191)
Other Expenses	(1,721,311)	(1,944,971)	(1,988,398)	(2,026,857)	(2,066,091)
Depreciation	(11,812,900)	(12,271,352)	(12,654,004)	(13,348,959)	(13,416,185)
Less Allocated to Infrastructure Asse	446,022	640,353	644,779	746,031	813,966
	(49,448,250)	(53,506,169)	(53,799,888)	(55,483,241)	(57,305,144)
OPERATING PROFIT/(LOSS)	(3,861,431)	(2,873,911)	(1,604,083)	(1,568,207)	(1,152,273)
Non-Operating Grants, Subsidies - and Contributions	9,494,797	20,031,562	10,145,026	9,691,726	3,375,000
Profit on Asset Disposals	-	-	-	-	-
Loss on Asset Disposals	(269,049)	(285,675)	(270,725)	(236,227)	(277,480)
Fair Value Investments Adjustment	-	-	-	-	-
	9,225,748	19,745,887	9,874,302	9,455,499	3,097,520
NET RESULT	5,364,317	16,871,976	8,270,219	7,887,292	1,945,247
Other Comprehensive Income	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	5,364,317	16,871,976	8,270,219	7,887,292	1,945,247

City of Albany
Corporate Business Plan

Statement Of Comprehensive Income By Program
For The Period 2014 To 2017

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ORIGINAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL
	BUDGET	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	\$	\$	\$	\$	\$
REVENUES					
General Purpose Funding	30,693,240	34,130,597	35,689,218	37,167,879	38,869,713
Law Order and Public Safety	265,100	406,653	409,330	412,033	414,763
Health	73,000	73,730	74,467	75,212	75,964
Education and Welfare	941,340	940,020	977,560	1,016,601	1,057,204
Community Amenities	6,922,524	7,211,004	7,423,402	7,387,658	7,614,001
Recreation and Culture	2,822,653	3,674,967	3,334,472	3,474,783	3,617,518
Transport	2,248,438	2,415,087	2,507,717	2,604,048	2,704,228
Economic Services	868,813	922,073	965,030	980,665	996,713
Other Property and Services	751,711	858,128	814,609	796,155	802,767
	45,586,819	50,632,258	52,195,805	53,915,034	56,152,871
EXPENSES (Excluding Finance Cost)					
General Purpose Funding	(272,293)	(956,116)	(653,202)	(671,957)	(1,021,882)
Governance	(1,851,506)	(4,486,175)	(4,389,450)	(4,574,795)	(4,700,563)
Law Order and Public Safety	(1,260,122)	(1,647,221)	(1,586,358)	(1,644,180)	(1,701,229)
Health	(416,983)	(619,793)	(640,077)	(665,139)	(690,961)
Education and Welfare	(1,115,415)	(1,348,825)	(1,369,198)	(1,420,346)	(1,472,923)
Community Amenities	(6,886,699)	(8,232,784)	(8,496,950)	(8,395,161)	(8,670,477)
Recreation and Culture	(10,651,465)	(12,491,651)	(12,199,658)	(12,517,815)	(12,943,089)
Transport	(16,041,290)	(18,277,200)	(18,783,621)	(19,789,335)	(20,232,175)
Economic Services	(1,741,850)	(2,285,467)	(2,419,636)	(2,455,687)	(2,533,546)
Other Property and Services	(8,296,196)	(2,303,625)	(2,379,138)	(2,515,723)	(2,569,110)
	(48,533,819)	(52,648,857)	(52,917,289)	(54,650,139)	(56,535,953)
FINANCE COSTS					
Community Amenities	(14,941)	(12,424)	(9,650)	(6,691)	(3,536)
Recreation and Culture	(301,149)	(287,752)	(364,504)	(368,906)	(362,421)
Transport	(476,692)	(437,498)	(403,125)	(367,117)	(328,611)
Economic Services	(33,897)	(30,572)	(25,706)	(20,496)	(14,918)
Other Property and Services	(82,752)	(89,064)	(79,613)	(69,891)	(59,705)
	(909,431)	(857,311)	(882,598)	(833,102)	(769,191)
NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS					
Community Amenities	868,939	-	-	-	-
Recreation and Culture	1,663,210	13,449,712	7,080,726	7,015,726	800,000
Transport	6,962,648	6,518,500	3,064,300	2,676,000	2,575,000
Other Property and Services	-	63,350	-	-	-
	9,494,797	20,031,562	10,145,026	9,691,726	3,375,000
PROFIT/(LOSS) ON DISPOSAL OF ASSETS					
Other Property and Services	(269,049)	(36,610)	(34,000)	(25,600)	(25,600)
Profit/(Loss) on Disposal	(269,049)	(285,675)	(270,725)	(236,227)	(277,480)
NET RESULT	5,369,317	16,871,976	8,270,219	7,887,292	1,945,247
Other Comprehensive Income					
TOTAL COMPREHENSIVE INCOME	5,369,317	16,871,976	8,270,219	7,887,292	1,945,247

**City of Albany
Corporate Business Plan**

Rate Setting Statement For The Period 2014 To 2017

	2012/2013 ORIGINAL BUDGET	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
Operating Revenue					
Rate Levies (Under adopted assumptions)	27,107,022	28,961,010	30,443,805	31,995,127	33,618,075
Grants & Subsidies - Operating	2,893,610	4,968,277	4,596,707	4,448,224	4,554,307
Interest Earnings	784,743	968,913	969,085	819,258	819,433
Contributions, Donations & Reimbursements	284,950	557,368	510,795	489,301	492,888
Fees & Charges	14,101,994	14,772,690	15,268,403	15,753,075	16,255,047
Profit on Asset Disposals	-	-	-	-	-
Other Revenue	414,500	404,000	407,010	410,050	413,121
	45,586,819	50,632,258	52,195,805	53,915,034	56,152,871
Operating Expenditure					
Employee Costs	(18,739,930)	(20,924,651)	(21,824,987)	(22,813,147)	(23,830,014)
Materials & Contracts	(14,259,030)	(15,654,230)	(14,507,380)	(14,516,731)	(15,239,851)
Utilities (gas, electricity, water, etc.)	(1,729,483)	(1,750,726)	(1,820,505)	(1,893,073)	(1,968,542)
Insurance	(722,187)	(743,281)	(766,793)	(797,403)	(829,236)
Interest Expenses	(909,431)	(857,311)	(882,598)	(833,102)	(769,191)
Other Expenses	(1,721,311)	(1,944,971)	(1,988,398)	(2,026,857)	(2,066,091)
Depreciation	(11,812,900)	(12,271,352)	(12,654,004)	(13,348,959)	(13,416,185)
Loss on Asset Disposals	(269,049)	(285,675)	(270,725)	(236,227)	(277,480)
Less Allocated to Infrastructure Assets	446,022	640,353	644,779	746,031	813,966
	(49,717,299)	(53,791,844)	(54,070,612)	(55,719,468)	(57,582,624)
Contributions for the Development of Assets					
Grants and Contributions	9,494,797	20,031,562	10,145,026	9,691,726	3,375,000
Net Operating Result	5,364,317	16,871,976	8,270,219	7,887,292	1,945,247
Funding Balance Adjustment					
Add Back Depreciation	11,812,900	12,271,352	12,654,004	13,348,959	13,416,185
Adjust (Profit)/Loss on Asset Disposal	269,049	285,675	270,725	236,227	277,480
Adjust Provisions and Accruals					
Add back Carrying Value of Investment Land					
	12,081,949	12,557,027	12,924,729	13,585,186	13,693,665
Funds Demanded From Operations	17,446,266	29,429,003	21,194,948	21,472,479	15,638,911
Capital Revenues					
Proceeds from Sale of Assets	2,543,100	939,500	970,000	881,000	798,000
Acquisition of Fixed Assets					
Land & Buildings	(4,282,640)	(7,710,000)	(1,160,000)	(712,000)	(712,000)
Plant & Equipment	(3,644,818)	(2,060,000)	(3,051,000)	(3,053,038)	(2,037,713)
Furniture & Equipment	(464,700)	(694,573)	(570,000)	(490,000)	(516,900)
Infrastructure Assets	(16,016,783)	(24,215,266)	(17,356,589)	(16,710,926)	(10,823,400)
	(24,408,941)	(34,679,839)	(22,137,589)	(20,965,964)	(14,090,013)
Financing/Borrowing					
Debt Redemption	(1,586,608)	(2,615,253)	(1,355,130)	(1,537,696)	(1,715,112)
Loan Drawn Down	-	2,127,000	700,000	600,000	500,000
Self Supporting Loan Issued	-	-	-	-	-
Self Supporting Loan Repayment	-	-	-	-	-
	(1,586,608)	(488,253)	(655,130)	(937,696)	(1,215,112)
Restricted Funding Movements					
Opening Funds Surplus/(Deficit)	2,589,920	3,730,000	-	-	-
Transfer to Restricted Cash Funds - Grants					
Transfer from Restricted Funds - Grants	85,000				
Transfer to Reserves	(2,765,935)	(13,228,385)	(10,197,888)	(10,755,429)	(11,082,970)
Transfer from Reserves	6,097,197	14,297,973	10,825,660	10,305,609	9,951,183
	6,006,182	4,799,588	627,771	(449,819)	(1,131,786)
Closing Funds Surplus/(Deficit)	-	-	-	-	-

Supplementary and Supporting Information

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2014 To 2017

RESERVE FUND DETAILS	2012/2013 FINANCIAL FORECAST \$	2013/2014 FINANCIAL ESTIMATE \$	2014/2015 FINANCIAL ESTIMATE \$	2015/2016 FINANCIAL ESTIMATE \$	2016/2017 FINANCIAL ESTIMATE \$
Airport Reserve					
<i>Purpose: To facilitate the future development and improvements at the Albany Airport.</i>					
Opening Balance	2,083,074	2,846,862	572,730	902,856	1,409,600
Transfer from Accumulated Surplus	763,788	3,436,309	2,401,801	2,645,913	2,743,790
Transfer to Accumulated Surplus	Nil	(5,710,441)	(2,071,675)	(2,139,170)	(2,209,039)
Closing Balance	2,846,862	572,730	902,856	1,409,600	1,944,351
Albany Entertainment Centre					
<i>Purpose: To provide for future funding requirements of the Albany Entertainment Centre</i>					
Opening Balance	503,467	380,822	190,822	5,000	5,000
Transfer from Accumulated Surplus	2,355	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	(125,000)	(190,000)	(185,822)	Nil	Nil
Closing Balance	380,822	190,822	5,000	5,000	5,000
Albany Leisure And Aquatic Centre – Synthetic Surface “Carpet” Reserve					
<i>Purpose: To provide a replacement of the synthetic surface "carpet"</i>					
Opening Balance	126,098	137,144	137,144	137,144	137,144
Transfer from Accumulated Surplus	11,046	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil
Closing Balance	137,144	137,144	137,144	137,144	137,144
Albany Classic Barriers					
<i>Purpose: To provide funding for the roadside barriers for the Albany Classic Event.</i>					
Opening Balance	44,140	44,911	44,911	44,911	44,911
Transfer from Accumulated Surplus	771	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil
Closing Balance	44,911	44,911	44,911	44,911	44,911
Anzac Centenary					
<i>Purpose: To provide funding for the Anzac Centenary</i>					
Opening Balance	125,797	138,368	138,368	138,368	138,368
Transfer from Accumulated Surplus	12,571	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil
Closing Balance	138,368	138,368	138,368	138,368	138,368
Bayonet Head Infrastructure Reserve					
<i>Purpose: To hold owner funding for infrastructure items and works within the Bayonet Head Outline Development Plan Area.</i>					
Opening Balance	55,759	56,732	56,732	56,732	56,732
Transfer from Accumulated Surplus	973	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil
Closing Balance	56,732	56,732	56,732	56,732	56,732

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2014 To 2017

RESERVE FUND DETAILS	2012/2013 FINANCIAL FORECAST	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
City of Albany General Parking Reserve					
<i>Purpose: To provide for the acquisition of land, the development of land for car parking within the Central Business District.</i>					
Opening Balance	86,895	88,412	88,412	88,412	88,412
Transfer from Accumulated Surplus	1,517	Nil	Nil	Nil	100,000
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil
Closing Balance	88,412	88,412	88,412	88,412	188,412
Emu Point Boat Pens Development Reserve					
<i>Purpose: To provide for the development/redevelopment of the Emu Point Boat Pens.</i>					
Opening Balance	364,192	294,549	294,549	294,549	294,549
Transfer from Accumulated Surplus	56,136	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	(125,779)	Nil	Nil	Nil	Nil
Closing Balance	294,549	294,549	294,549	294,549	294,549
Master Plan Funding Reserve					
<i>Purpose: To provide for funding of asset masterplans.</i>					
Opening Balance	453,094	463,672	125,952	58,207	91,644
Transfer from Accumulated Surplus	10,578	6,314	32,255	33,437	34,641
Transfer to Accumulated Surplus	Nil	(344,034)	(100,000)	Nil	Nil
Closing Balance	463,672	125,952	58,207	91,644	126,285
Parks Development Reserve					
<i>Purpose: To provide for the development/enhancement of parks and park facilities.</i>					
Opening Balance	74,691	76,049	Nil	3,878	210,220
Transfer from Accumulated Surplus	1,358	Nil	3,878	206,342	122,739
Transfer to Accumulated Surplus	Nil	(76,049)	Nil	Nil	Nil
Closing Balance	76,049	Nil	3,878	210,220	332,959
Parks, Recreation Grounds & Open Space Reserve					
<i>Purpose: For the purchase of land for parks, recreation grounds.</i>					
Opening Balance	810,633	824,393	824,393	774,393	714,393
Transfer from Accumulated Surplus	13,760	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	(50,000)	(60,000)	Nil
Closing Balance	824,393	824,393	774,393	714,393	714,393
Plant & Equipment Reserve					
<i>Purpose: To provide for the future replacement of plant, and reduce dependency on loans for this purpose.</i>					
Opening Balance	1,446,389	347,553	208,786	388,786	368,786
Transfer from Accumulated Surplus	779,882	150,000	380,000	380,000	380,000
Transfer to Accumulated Surplus	(1,878,718)	(288,767)	(200,000)	(400,000)	Nil
Closing Balance	347,553	208,786	388,786	368,786	748,786

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2014 To 2017

RESERVE FUND DETAILS	2012/2013 FINANCIAL FORECAST	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
Refuse Collection & Waste Minimisation Reserve					
<i>Purpose: To receipt any annual surplus from Council's Waste Collection/Minimisation Program to provide future funding for Council's Sanitation program</i>					
Opening Balance	Nil	138,589	251,226	374,965	500,708
Transfer from Accumulated Surplus	138,589	5,789,064	5,964,638	6,145,859	6,332,918
Transfer to Accumulated Surplus	Nil	(5,676,427)	(5,840,898)	(6,020,116)	(6,204,337)
Closing Balance	138,589	251,226	374,965	500,708	629,289
Refuse Depot Reserve					
<i>Purpose: To facilitate the rehabilitation, redevelopment and development of refuse sites.</i>					
Opening Balance	1,725,352	600,668	Nil	Nil	Nil
Transfer from Accumulated Surplus	43,016	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	(1,167,700)	(600,668)	Nil	Nil	Nil
Closing Balance	600,668	Nil	Nil	Nil	Nil
Waste Management Reserve					
<i>Purpose: To facilitate the funding of future waste management the rehabilitation, redevelopment and development of refuse sites.</i>					
Opening Balance	893,488	906,567	854,635	72,619	31,292
Transfer from Accumulated Surplus	913,079	902,400	933,984	966,673	1,000,507
Transfer to Accumulated Surplus	(900,000)	(954,332)	(1,716,000)	(1,008,000)	(996,000)
Closing Balance	906,567	854,635	72,619	31,292	35,799
Roadwork's Reserve					
<i>Purpose: To facilitate road works</i>					
Opening Balance	195,655	862,009	498,395	521,972	396,717
Transfer from Accumulated Surplus	666,354	75,303	289,577	124,745	15,996
Transfer to Accumulated Surplus	Nil	(438,917)	(266,000)	(250,000)	Nil
Closing Balance	862,009	498,395	521,972	396,717	412,713
Planning Reserve					
<i>Purpose: Carry over committed funds from prior years</i>					
Opening Balance	18,272	18,338	Nil	Nil	Nil
Transfer from Accumulated Surplus	66	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	(18,338)	Nil	Nil	Nil
Closing Balance	18,338	Nil	Nil	Nil	Nil
Building Restoration Reserve					
<i>Purpose: To receipt funds for the ongoing Building Renewal and Expansion Projects.</i>					
Opening Balance	Nil	Nil	56,406	91,281	181,073
Transfer from Accumulated Surplus	Nil	56,406	34,875	89,792	139,706
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil
CLOSING BALANCE	Nil	56,406	91,281	181,073	320,779

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2014 To 2017

RESERVE FUND DETAILS	2012/2013 FINANCIAL FORECAST	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
Debt Management Reserve					
<i>Purpose: To receipt funds for the Long Term Debt Strategy.</i>					
Opening Balance	Nil	Nil	2,375,000	2,254,818	2,007,088
Transfer from Accumulated Surplus	Nil	2,375,000	145,156	150,677	100,414
Transfer to Accumulated Surplus	Nil	Nil	(265,337)	(398,407)	(511,911)
CLOSING BALANCE	Nil	2,375,000	2,254,818	2,007,088	1,595,591
Coastal Management Reserve					
<i>Purpose: To receipt funds to facilitate future costal works.</i>					
Opening Balance	Nil	Nil	253,500	123,573	93,656
Transfer from Accumulated Surplus	Nil	253,500	Nil	Nil	100,000
Transfer to Accumulated Surplus	Nil	Nil	(129,927)	(29,917)	(29,896)
CLOSING BALANCE	Nil	253,500	123,573	93,656	163,760
Information Technology					
<i>Purpose: To receipt funds for the Long Term Information technology changes and licensing.</i>					
Opening Balance	Nil	Nil	184,089	195,814	207,804
Transfer from Accumulated Surplus	Nil	184,089	11,725	11,990	12,259
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil	Nil
CLOSING BALANCE	Nil	184,089	195,814	207,804	220,063
Summary					
Opening Balance as at 30th June	9,006,996	8,225,638	7,156,050	6,528,279	6,978,098
Total transfers from Accumulated Surplus	3,415,839	13,228,385	10,197,888	10,755,429	11,082,970
Total transfers to Accumulated Surplus	(4,197,197)	(14,297,973)	(10,825,660)	(10,305,609)	(9,951,183)
Total Reserves as at 30th June	8,225,638	7,156,050	6,528,279	6,978,098	8,109,884

City of Albany
Corporate Business Plan
Loan Facilities

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2013	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$
Interest Repayments Due						
<u>Community Amenities</u>						
19	Waste Management Infrastructure	85,984	4,471	3,622	2,726	1,780
12	Liquid Waste Project	119,748	7,954	6,029	3,966	1,756
<u>Recreation and Culture</u>						
13	Dive Ship	149,686	9,942	7,536	4,957	2,195
17	Library Development	260,505	13,545	10,972	8,257	5,393
18	Recreation Reserves Works	87,260	4,537	3,675	2,766	1,806
30	ALAC Redevelopment	2,067,816	131,370	125,221	118,675	111,706
32	ALAC Redevelopment	1,941,265	138,300	132,807	126,916	120,599
33	Centennial Park Stage 1	-	-	91,828	83,982	75,920
34	Centennial Park Stage 2	-	-	-	28,310	23,859
35	Centennial Park Stage 3	-	-	-	-	23,138
36	Centennial Park Stage 4	-	-	-	-	-
<u>Transport</u>						
21A	Roadwork's - Asset Upgrade	1,300,596	92,244	85,489	78,243	70,470
22C	Roadwork's - Interest Only (2003)	1,500,000	54,847	49,816	44,588	39,154
23	Roadwork's - 03/04	560,147	36,708	33,990	31,579	28,739
28	Roadwork's - 04/05	1,466,405	85,601	80,428	74,948	69,144
29	Roadwork's - 06/07	2,663,853	168,097	153,403	137,759	121,105
<u>Economic Services</u>						
3	Saleyards	304,895	20,630	18,170	15,539	12,723
<u>Other Property & Services</u>						
25	Admin Building 2004/05	831,629	48,546	45,612	42,505	39,213
31A	Subdivision Funding	1,500,000	50,000	-	-	-
26d	Admin Building 2A	1,000,000	40,518	34,001	27,386	20,492
TOTAL INTEREST PAYABLE			907,311	882,598	833,102	769,191

City of Albany
Corporate Business Plan
Loan Facilities

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2013	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$
Principal Repayments Due						
<u>Community Amenities</u>						
19	Waste Management Infrastructure	85,984	15,402	16,251	17,147	18,093
12	Liquid Waste Project	119,748	26,910	28,835	30,897	33,108
<u>Recreation and Culture</u>						
13	Dive Ship	149,686	33,637	36,043	38,621	41,385
17	Library Development	260,505	46,663	49,236	51,951	54,816
18	Recreation Reserves Works	87,260	15,631	16,493	17,402	18,361
30	ALAC Redevelopment	2,067,816	95,326	101,476	108,022	114,990
32	ALAC Redevelopment	1,941,265	75,796	81,288	87,179	93,497
33	Centennial Park Stage 1	-	-	173,509	181,227	189,289
34	Centennial Park Stage 2	-	-	-	104,888	109,339
35	Centennial Park Stage 3	-	-	-	-	90,366
36	Centennial Park Stage 4	-	-	-	-	-
<u>Transport</u>						
21A	Roadwork's - Asset Upgrade	1,300,596	92,951	99,706	106,953	114,725
22C	Roadwork's - Interest Only (2003)	1,500,000	127,739	132,770	137,998	143,432
23	Roadwork's - 03/04	560,147	35,820	38,539	40,950	43,790
28	Roadwork's - 04/05	1,466,405	87,304	92,477	97,957	103,761
29	Roadwork's - 06/07	2,663,853	227,428	242,122	257,766	274,421
<u>Economic Services</u>						
3	Saleyards	304,895	35,256	37,716	40,347	43,163
<u>Other Property & Services</u>						
25	Admin Building 2004/05	831,629	49,512	52,446	55,553	58,845
31A	Subdivision Funding	1,500,000	1,500,000	-	-	-
26d	Admin Building 2A	1,000,000	149,878	156,224	162,838	169,732
TOTAL PRINCIPAL PAYABLE			2,615,253	1,355,130	1,537,696	1,715,112
New Loans						
	Centennial Park Upgrade		2,127,000	700,000	600,000	500,000
TOTAL PRINCIPAL OUTSTANDING			15,351,536	14,696,406	13,758,710	12,543,598

City of Albany
Corporate Business Plan
Depreciation Schedule

<u>DESCRIPTION OF ASSET CLASSES</u>	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$
LAND AND BUILDINGS				
Land Held for Resale	6,420,601			
Book Value of Land	9,145,802			
Land Acquisition	200,000	180,000	100,000	100,000
Land Disposed	(605,000)	-	-	-
Total Land	15,161,403	15,341,403	15,441,403	15,541,403
Book Value of Buildings	46,500,555			
Buildings Acquired	7,510,000	980,000	612,000	612,000
Buildings Disposed (Historical Costs)	-	-	-	-
Total Buildings	54,010,555	54,990,555	55,602,555	56,214,555
Depreciation	(2,160,422)	(2,199,622)	(2,224,102)	(2,248,582)
Book Value of Buildings	51,850,133	52,790,933	53,378,453	53,965,973
PLANT AND EQUIPMENT				
Existing Plant & Equipment	9,849,773			
Plant & Equipment Acquisition	2,060,000	3,051,000	3,053,038	2,037,713
Plant & Equipment Disposal (Historical Costs)	(1,276,823)	(1,525,500)	(1,526,519)	(1,018,857)
Total Plant & Equipment	10,632,950	11,095,155	11,512,158	11,379,799
Depreciation	(1,063,295)	(1,109,516)	(1,151,216)	(1,137,980)
Book Value of Vehicles Plant & Equipment	9,569,655	9,985,640	10,360,942	10,241,819
FURNITURE AND EQUIPMENT				
Existing Furniture & Equipment	2,045,119			
Furniture and Equipment Acquired	694,573	570,000	490,000	516,900
Furniture and Equipment Disposed (Historical Costs)	-	-	-	-
Total Furniture & Equipment	2,739,692	3,117,913	3,389,659	3,669,283
Depreciation	(191,778)	(218,254)	(237,276)	(256,850)
Book Value of Furniture & Equipment	2,547,913	2,899,659	3,152,383	3,412,433
TOTAL PROPERTY PLANT AND EQUIPMENT				
New Property Plant and Equipment		3,255,500	2,728,519	2,247,757
Total	79,129,104	84,903,791	84,104,918	82,740,081
Depreciation	(3,415,496)	(3,527,392)	(3,612,594)	(3,643,412)
Fair Value Adjustment	5,934,683			6,205,506
Book Value	81,648,291	81,376,399	80,492,324	85,302,175

City of Albany
Corporate Business Plan
Depreciation Schedule

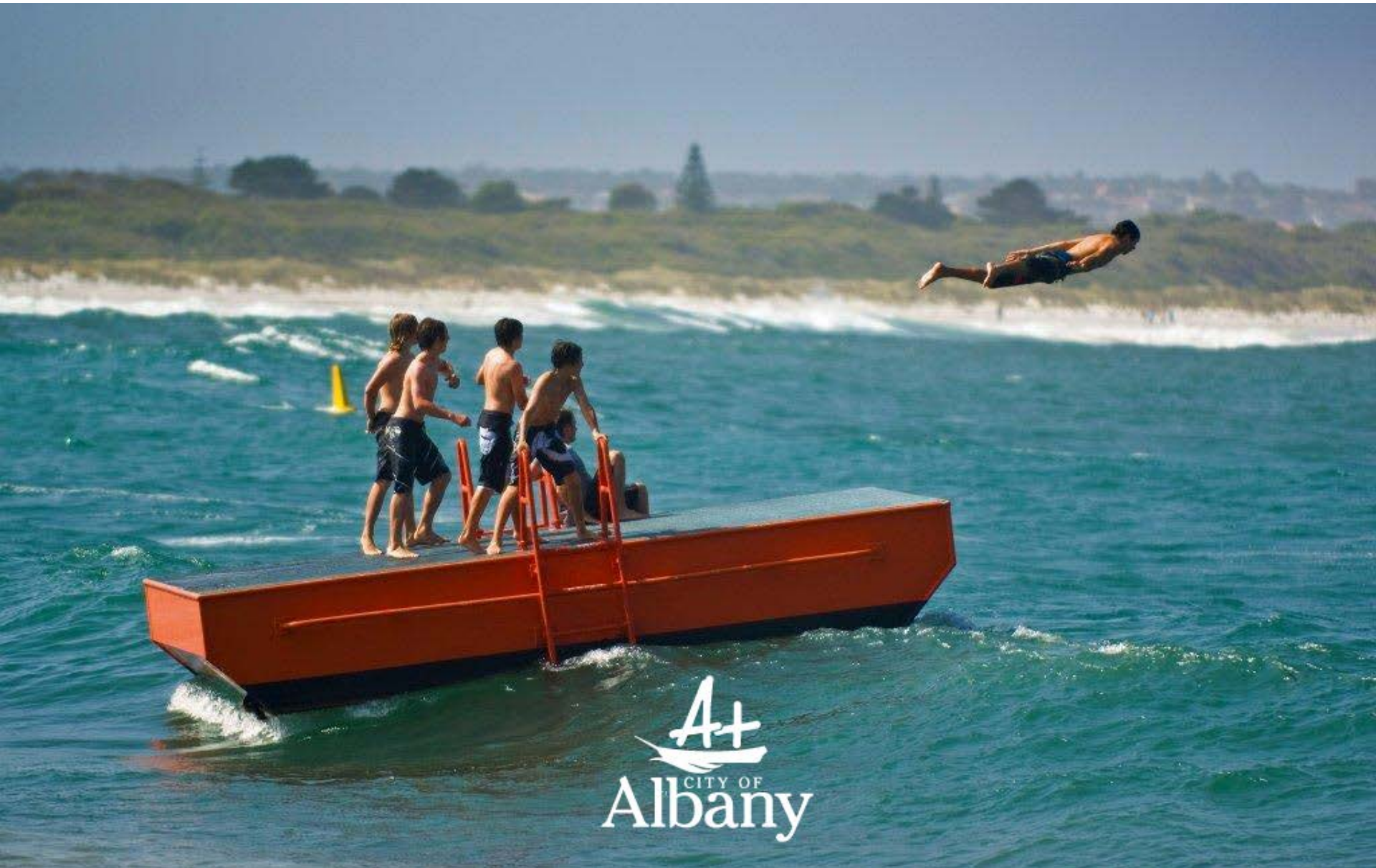
<u>DESCRIPTION OF ASSET CLASSES</u>	2013/2014 FINANCIAL ESTIMATE	2014/2015 FINANCIAL ESTIMATE	2015/2016 FINANCIAL ESTIMATE	2016/2017 FINANCIAL ESTIMATE
	\$	\$	\$	\$
INFRASTRUCTURE (ALL)				
Existing Infrastructure	200,051,862			
New Infrastructure Developed	24,215,266	17,356,589	16,710,926	10,823,400
Total Infrastructure	224,267,128	232,767,861	333,459,318	334,546,353
Depreciation	(8,855,856)	(9,126,613)	(9,736,365)	(9,772,773)
Fair Value Adjustment		93,107,144		
Book Value Infrastructure	215,411,272	316,748,392	323,722,953	324,773,580
Total Assets	297,059,563	398,124,791	404,215,277	410,075,755
Total Depreciation	(12,271,352)	(12,654,004)	(13,348,959)	(13,416,185)
Depreciation on New Assets	(1,206,849)	(1,007,988)	(974,740)	(627,080)

City of Albany

Corporate Business Plan

Four Year Capital Works Program

	2013/2014	2014/2015	2015/2016	2016/2017
	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$
Plant				
Renewal	1,997,000	3,048,500	3,048,038	2,035,213
Upgrade	-	-	-	-
Expansion	-	-	-	-
Information Technology/Office Equipment				
Renewal	469,154	422,500	395,000	399,400
Upgrade	-	-	-	-
Expansion	-	-	-	-
ALAC Improvements				
Renewal	288,419	150,000	100,000	120,000
Upgrade	1,236,000	-	-	-
Expansion	-	-	-	-
Centennial Park and Other Recreational Improve.				
Renewal	576,993	840,726	840,726	1,875,000
Upgrade	2,600,000	700,000	700,000	-
Expansion	8,523,000	6,500,000	6,500,000	-
Marine Structures				
Renewal	-	140,400	-	25,000
Upgrade	-	-	-	-
Expansion	-	-	-	-
Aerodromes				
Renewal	-	300,000	300,000	300,000
Upgrade	2,700,000	-	-	-
Expansion	1,300,000	-	-	-
Mt Clarence and Mt Adelaide				
Renewal	400,000	-	-	-
Upgrade	2,727,273	-	-	-
Expansion	-	-	-	-
Roads				
Renewal	3,806,650	3,854,850	3,168,000	4,051,400
Upgrade	407,150	358,950	386,000	417,000
Expansion	120,000	-	-	-
Drainage				
Renewal	705,500	400,000	422,500	495,000
Upgrade	635,000	100,000	639,000	540,000
Expansion	200,000	530,000	1,118,500	490,000
Paths				
Renewal	269,220	346,640	478,560	430,700
Upgrade	536,480	427,760	323,040	89,600
Expansion	584,400	374,800	-	53,700
Reserves				
Renewal	199,930	133,000	143,480	60,500
Upgrade	477,170	180,000	258,120	459,500
Expansion	266,500	178,463	150,000	265,000
Buildings				
Renewal	732,200	680,000	512,000	512,000
Upgrade	201,800	75,000	-	-
Expansion	-	75,000	100,000	100,000
Waste				
Renewal	100,000	-	525,000	150,000
Upgrade	150,000	-	259,000	150,000
Expansion	1,060,000	1,716,000	224,000	696,000
Other				
Renewal	135,000	300,000	150,000	150,000
Upgrade	75,000	75,000	75,000	75,000
Expansion	1,200,000	230,000	150,000	150,000
TOTALS				
Renewal	9,680,066	10,616,616	10,083,304	10,604,213
Upgrade	11,745,873	1,916,710	2,640,160	1,731,100
Expansion	13,253,900	9,604,263	8,242,500	1,754,700





Community Strategic Plan

ALBANY 2023

Our Vision

*"To be Western Australia's most sought-after and unique
Regional City to live, work and visit."*

ALBANY 2023

Message from the Mayor	3
Introduction	4
Financial Sustainability	5
About our Community	6
How we Developed Albany 2023	7
Albany 2023 Snapshot	8
Smart, Prosperous & Growing	9
Clean, Green & Sustainable	11
A Connected Built Environment	13
Our Sense of Community	15
Civic Leadership	17





Message from the Mayor

Like many of you, I have lived in Albany for most of my life. Over the years I have seen our community grow, and have proudly welcomed new residents to Albany. One of my early memories was everyone talking about Albany's potential. We are still talking about Albany's potential, and it is now time to realise that potential.

Through our Community Strategic Plan we are looking to map out a brighter future for our City. This will benefit our children and future generations. We encourage you to participate in our Plan for the future. This is why we are looking to hear from you and understand what you believe we should be doing to secure our future.

This is not about the things we can't achieve, but rather about the positive things we can do to realise Albany's potential, such as developing education options to keep young people in our region for longer; or creating more jobs so that our economy can be sustainable.

Our City and surrounding communities are important to us and your feedback and ideas are highly valued. I encourage you to contribute to and be a part of Albany's bright future.

Dennis Wellington
Mayor

Introduction

Our Community Strategic Plan (Albany 2023) reflects what our community has told us and provides the strategic direction for the City of Albany into the future.

The key themes and strategic objectives from this plan will inform all future decisions made by council.

This document provides an overarching direction and framework to inform the Corporate Business Plan which details what will be delivered by the City in the next 4 years.

It is important to acknowledge that the adoption of this plan signals the start of a regional approach to strategic planning which requires the ongoing development of partnerships with key stakeholder recognising the importance of a collaborative approach to regional growth.

This involves the introduction of regular community engagement forums supported by surveys and annual reporting.





Financial Sustainability

One of the key challenges facing all Local Government's is the ability to deliver the service levels expected while keeping rate rises at a reasonable level.

This is why Integrated Planning Legislation defines the need for a 10 Year Financial Plan which incorporates Financial KPI's and Ratios.

The main challenge is to ensure there is adequate provision to maintain and renew City owned assets so they continue to deliver the required service levels into the future.

The City's 10 year Financial Plan indicates that we will need to carefully manage our building assets as they age into the future.

The Plan also indicates that our rates base, fees and charges will be required to deliver core services and maintain our existing asset base meaning that new infrastructure or significant upgrades will require external funding.

We will continue to engage with our ratepayers to ensure we have a clear understanding of the services they expect and to identify funding opportunities that will deliver infrastructure and services that are consistent with the key themes outlined in this Plan.

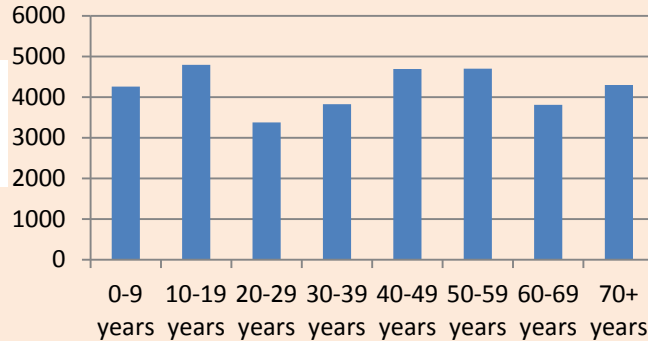
About Our Community

The City of Albany is located in Noongar country, traditionally owned and occupied by the Menang peoples for over 50,000 years. Albany is also Western Australia's first settlement and to this day our community retains strong connections to our culture, our history and our heritage. As the administrative and service hub for the Great Southern region, we have experienced growth in both population and economic activity over the past decade, and growth is expected to continue.

The City covers a land area of approximately 4,312 square kilometres, and offers both an urban and rural lifestyle. The City is responsible for managing over 1,600kms of road, 250kms of pathways, 380kms roadside kerbing, and 35 hectares of irrigation in 360 gardens, playgrounds and lawn sites. The City employs over 300 staff, and manages around 1,300 volunteers. Our diverse facilities offer a range of services, including library, fitness and leisure, arts, cultural and heritage, day care, airport management and visitor services.

Bounded by the Southern Ocean, the Stirling Ranges and the Great Southern hinterland, we live among some of the world's most beautiful and naturally protected waterways, and national parks. On our doorstep are nationally and internationally-acclaimed wineries, and our region is increasingly recognised for its arts and cultural initiatives.

**Table 1.1:
Our Population
by Age**



**Table 1.2:
Workers employed
by Industry**

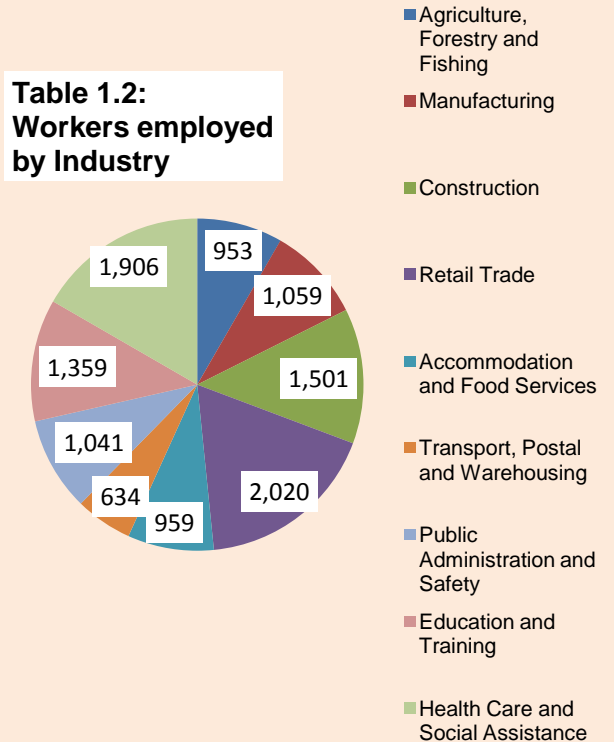
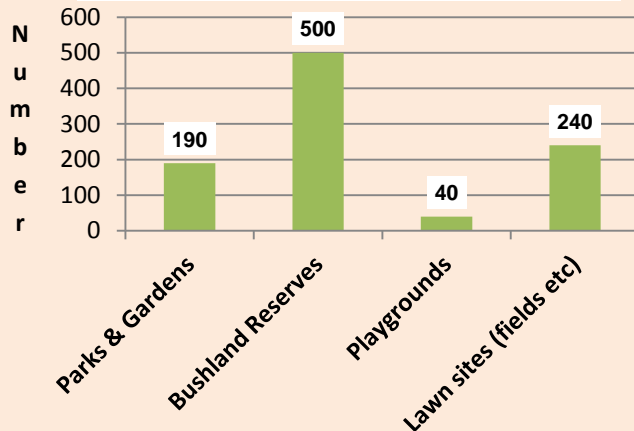


Table 1.3: Our Public Open Spaces



How We Developed Albany 2023



ALBANY 2023

Albany 2023 Snapshot

Our Vision: *“To be Western Australia’s most sought after and unique city to live work, and visit”*

Key Themes	1. Smart, Prosperous & Growing	2. Clean, Green & Sustainable	3. A Connected Built Environment	4. A Sense of Community	5. Civic Leadership
By 2023	<i>We will partner business and education providers to diversify our economy and establish a culture of learning to support and grow local employment</i>	<i>We will value and maintain the natural beauty of our region and the infrastructure that supports this.</i>	<i>We will develop integrated precincts and neighbourhoods that allow for population growth and enhance the lifestyle of our residents.</i>	<i>We will live in communities where people feel they belong and are supported in a manner that reflects our rich and diverse heritage.</i>	<i>We will listen to our community and deliver outcomes that reflect their needs and expectations.</i>
Deliverables	<ul style="list-style-type: none"> • Education Precinct • Economic development • Sought after visitor destination 	<ul style="list-style-type: none"> • Enhanced natural environment • Sustainable & functional assets • “Green” Initiatives 	<ul style="list-style-type: none"> • Well designed whilst reflecting our heritage • Spaces that support community life • Connected and interesting precincts 	<ul style="list-style-type: none"> • Strong, resilient communities • Vibrant places and spaces • Sought after lifestyle destination 	<ul style="list-style-type: none"> • Sound governance structures • “Employer of choice” • Strong connection with our community
Achieved through	<ul style="list-style-type: none"> • Diverse industries, education & employment programs • Vision, innovation & technology • Festivals, events & attractions 	<ul style="list-style-type: none"> • Planning for future generations • Effective asset management • Effective project management 	<ul style="list-style-type: none"> • Integrated planning and development • Active and involved community • Infrastructure that reflects our identity and heritage 	<ul style="list-style-type: none"> • Community and volunteer support • Interesting events and festivals • Accessible support and services 	<ul style="list-style-type: none"> • Accountability and transparency • Community engagement • Leadership and team work
Measured by	<ul style="list-style-type: none"> • Community survey results • Demographic Statistics • Visitor numbers 	<ul style="list-style-type: none"> • Community survey results • Carbon footprint • Asset management ratios 	<ul style="list-style-type: none"> • Community survey results • Land use ratios • Accessibility analysis 	<ul style="list-style-type: none"> • Community survey results • Volunteer sector growth • Event and festival attendance 	<ul style="list-style-type: none"> • Community survey results • Integrated planning framework status • Staff turnover

An aerial photograph showing a coastal town with a mix of urban buildings and green spaces, situated on a peninsula or near a coastline. The ocean is visible in the foreground, and the landscape extends into the distance under a clear blue sky.

Smart, Prosperous & Growing

What our community said

Our community wants our region to be positioned to take advantage of opportunities that arise from a modern and growing economy. This includes a thriving business sector which offers local employment and enterprise opportunities for our community.

We would like to be recognised as a regional centre which provides high quality education and training programs, to prepare our workforce for the future. This includes the development of a CBD learning precinct and the use of our unique environmental and heritage assets to enhance the learning experience.

We are also committed to a strong and diversified economy with responsible economic development that supports employment in partnership with the local business community.

Our community recognises the potential for our region to become a unique visitor destination, and wants to see this potential realised.

“We will partner business and education providers to diversify our economy and establish a culture of learning to support and grow local employment.”

1. Smart, Prosperous & Growing

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>1.1 To foster links between education, training and employment that support economic development.</p>	<p>By identifying and advocating for education, training and research around what drives our regional economy.</p> <p>By advocating for flexible education programs that meet the needs of diverse sectors of our community.</p> <p>By supporting the establishment of a learning precinct in our CBD to enhance the learning experience.</p>	<p>There is growth in the education sector which is linked to economic growth and development.</p> <p>There is a steady increase in the numbers of people sourcing education and training within our region.</p> <p>Our learning precinct is widely recognised for the quality of the learning experience provided.</p>
<p>1.2 To strengthen our region's economic base.</p>	<p>By partnering relevant Agencies and Stakeholders to develop a clear vision for the economic future of our region in our role as the regional hub within the Great Southern.</p> <p>By encouraging and supporting business innovation and creativity.</p> <p>By advocating advanced communications infrastructure across our City to attract new business to our region.</p>	<p>There is wide ranging community support for our economic development strategies.</p> <p>There is a steady growth in activity in a diverse range of business sectors.</p> <p>Businesses throughout our region can access modern communication technology.</p>
<p>1.3 To develop and promote Albany as a unique and sought-after visitor destination.</p>	<p>By supporting our region's tourism market to capture emerging segments such as the emerging Asian market, nature-based tourism, sport and adventure tourism, networking and conferences.</p> <p>By promoting and supporting major events and activities in our region.</p> <p>By promoting our natural environment and community spirit as a major drawcard for visitors to our region.</p>	<p>There is a steady growth in visitors participating in activities in our emerging tourism markets and business events.</p> <p>Our City regularly hosts significant events and activities which attract positive feedback.</p> <p>We are a region that is talked about and promoted as a world class visitor destination.</p>

Clean, Green & Sustainable

What our community said

Our community loves the City's natural assets, coastline and green spaces within our municipality. Our parks and natural reserves represent great aesthetic, functional and environmental value for our community. This should be protected, maintained and, where practical, enhanced. There is a strong desire for our natural assets to feature prominently in nature-based tourism opportunities, and to promote Albany as a sustainable city.

Our community would like to see increased use of renewable energy by households, businesses and the City of Albany, taking advantage of our unique location which provides abundant wind and wave sources to power our City. Increased use of storm water is also seen as important given the region's drying climate over the last few decades.

Our community also expects that we develop and maintain relevant and functional infrastructure in line with contemporary asset management practices.

"We will value and maintain the natural beauty of our region and the infrastructure that supports this. "



2. Clean, Green & Sustainable

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>2.1 To protect and enhance our natural environment.</p>	<p>By preserving our parks, gardens and reserves for the benefit of future generations.</p> <p>By managing factors which impact our coastline, such as erosion and development.</p> <p>By protecting and enhancing the health of our catchments and waterways.</p>	<p>We improve the amenity and use of green spaces in our City's boundaries.</p> <p>Our coastlines maintain their diversity, amenity and accessibility and are protected from hazards and development.</p> <p>Our catchments and waterways are healthy and provide habitat for local flora and fauna.</p>
<p>2.2 To maintain and renew city assets in a sustainable manner.</p>	<p>By analysing the environmental and whole of life financial impact of new or expanded assets.</p> <p>By ensuring that the city's asset management policies and practices reflect local government best practice.</p> <p>By scheduling maintenance, servicing and renewal in a timely manner that maximises the life and performance of infrastructure.</p>	<p>The maintenance, servicing and renewal of City's assets are environmentally and financially sustainable.</p> <p>Our asset management ratios compare favourable with similar regional local governments.</p> <p>City assets continue to function effectively as they age.</p>
<p>2.3 To advocate for and support "green initiatives" within our region.</p>	<p>By encouraging increased energy efficiency and sustainable waste management practices.</p> <p>By taking advantage of climate change funding opportunities and supporting the growth of clean and green business initiatives.</p> <p>By developing policies and practices that promote our region as a clean and green destination for travel and tourism activities.</p>	<p>There is a steady increase in renewable energy and sustainable waste practices which reduce our carbon footprint.</p> <p>There is an increasing number of sustainable industries operating within our region.</p> <p>Our region experiences an increase in visitors looking for sustainable, nature-based activities.</p>

A Connected Built Environment

What our community said

Our community is looking to be connected by a built environment that meets their needs now and into the future. We want to live in precincts which are alive, thriving, built around the amenities we use at all stages of our life, and which encourage and support healthy lifestyles.

We want to feel safe in our community, while retaining the local character of our neighbourhoods. We love our heritage buildings and would like to see them preserved and used.

Our community sees opportunities for revitalising Albany's CBD, and improving the viability of the York Street precinct. We want more amenities, local shops and markets, family-friendly spaces and more entertainment.

Our community loves to participate in sporting, recreation and leisure activities and we envisage the development and promotion of a diverse range of local recreational facilities and activities.

"We will develop integrated precincts and neighbourhoods that allow for population growth and enhance the lifestyle of our residents."

3. A Connected Built Environment

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>3.1 To advocate, plan and build friendly and connected communities.</p>	<p>By designing connected, accessible communities, supported by essential services, central amenities, and related infrastructure.</p> <p>By transforming our CBD into a family friendly area that provides a unique retail and visitor experience.</p> <p>By strengthening the connections between the CBD, waterfront and surrounding amenities.</p>	<p>Our developments are fully serviced and meet the needs and expectations of our community.</p> <p>Our CBD is a vibrant, safe and thriving precinct.</p> <p>There is a seamless connection to our waterfront from the CBD, improving the accessibility and family use of this precinct.</p>
<p>3.2 To develop community amenities that support people of all ages and backgrounds.</p>	<p>By working with relevant agencies to promote active, healthy lifestyles within our community.</p> <p>By developing facilities and activities that enable active and passive recreation.</p> <p>By developing an integrated approach to planning and development compliance.</p>	<p>There is evidence of improved health and wellbeing within our region.</p> <p>A wide variety of healthy activities are enjoyed by an increasing number of residents and visitors.</p> <p>The social, cultural and wellbeing needs of our community are an integral part of precinct planning.</p>
<p>3.3 To develop vibrant neighbourhoods which retain local character and heritage.</p>	<p>By providing access to locally-based sporting, recreational, cultural and entertainment facilities and opportunities.</p> <p>By protecting heritage buildings, and ensuring new developments respect the heritage and character of streetscapes.</p> <p>By ensuring that community safety is built into all planning and development initiatives.</p>	<p>Our recreation facilities are widely used by residents and visitors.</p> <p>Our municipality remains unique in its own right, with our built heritage and history protected.</p> <p>Our community feel safe and secure in their homes and in public spaces and places.</p>

Sense of Community

What our community said

There is a strong desire to retain the country town atmosphere of our City ensuring a sense of belonging and a strong connection between our rural and urban communities. It is important that we know and respect our neighbours, live in communities which support us, and have safe, accessible places to gather and meet.

We envisage more frequent and effective use of our facilities for arts, cultural and community events. We want more opportunities to participate in a diverse range of festivals, entertainment and social activities that celebrate who we are and where we've come from.

There is a strong attachment to our heritage and our history, and we feel proud when this is recognised nationally and internationally. Our community would like to see more done to acknowledge and celebrate our history and heritage.

“We will live in communities where people feel they belong and are supported in a manner that reflects our rich and diverse heritage.”



4. A Sense of Community

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>4.1 To build resilient and cohesive communities with a strong sense of community spirit.</p>	<p>By encouraging and supporting community groups and initiatives to help people to work together for the benefit of our community.</p> <p>By encouraging and supporting volunteers and participation in community activities.</p> <p>By engaging with and supporting outlying rural and farming communities.</p>	<p>People feel inspired and motivated to contribute.</p> <p>Volunteering and participation in community organisations increases.</p> <p>Rural and farming communities feel welcomed, engaged and involved.</p>
<p>4.2 To create interesting places, spaces and events that reflect our community's identity, diversity and heritage.</p>	<p>By supporting festivals, events and activities that strengthen our sense of identity and celebrate our history and heritage.</p> <p>By improving the amenity of community spaces to promote participation and wellbeing.</p> <p>By encouraging and supporting communities to take ownership of cultural initiatives and events.</p>	<p>We have a diverse range of well-attended festivals, events and cultural activities that reflect who we are.</p> <p>Our community increasingly uses community spaces to meet and participate in healthy activities.</p> <p>There is an increased number of community driven initiatives and events.</p>
<p>4.3 To develop and support a healthy inclusive and accessible community.</p>	<p>By providing facilities, services and information that are accessible to all members of our community.</p> <p>By reducing barriers to participation and encouraging all sectors of our community to participate in community and civic life.</p> <p>By recognising the importance of, and promoting community safety.</p>	<p>Our community feels well served and well informed.</p> <p>Increasing sectors of our community are actively participating in community and civic life.</p> <p>Residents feel safe in their homes and in their community.</p>

Civic Leadership

What our community said

Our community is looking for strong and collaborative leadership from an elected body who are innovative, transparent and who make decisions in the best interest of all residents. We envisage a Council that develops and communicates a clear vision and direction, reflecting the values and interests of our community.

Our community believes that City staff should be trained, highly skilled professionals, committed to customer service excellence, and who are transparent and consistent in decision-making. This requires a greater focus on strategic planning and community engagement so that we deliver the vision and direction agreed with Council.

Our community would also like to see improved and timely communication of decisions and strategic direction using a wide range of communication tools.

“We will listen to our community and deliver outcomes that reflect their needs and expectations.”

5. Civic Leadership

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>5.1 To establish and maintain sound business and governance structures</p>	<p>By ensuring our elected body has a sound understanding of its roles and responsibilities.</p> <p>By improving the transparency, effectiveness and accountability of Council.</p> <p>By developing committee structures that are consistent with our community's aspirations</p>	<p>Our Council is recognised for it's effectiveness in leadership and decision making.</p> <p>Our community has trust in their Council to deliver what is promised.</p> <p>Council committee's provide meaningful input into the delivery of our Community Strategic Plan.</p>
<p>5.2 To provide strong, accountable leadership supported by a skilled & professional workforce</p>	<p>By ensuring the City's assets and resources are used to deliver outcomes that are in the best interests of our ratepayers.</p> <p>By providing a community-oriented organisation that delivers high quality services.</p> <p>By attracting, developing and retaining a motivated and professional workforce to deliver our Community Strategic Plan.</p>	<p>We are seen as a Local Government that does what we say we will do.</p> <p>Community surveys indicate high satisfaction with the services provided by the City.</p> <p>Our workforce is adequately resourced, skilled and supported to deliver services to our community.</p>
<p>5.3 To engage effectively with our community</p>	<p>By using community engagement forums and processes as part of everything we do.</p> <p>By improving the way we interact with our community so that they are actively involved in decision making that affects them.</p> <p>By using communication methods and tools preferred by our stakeholders and our community.</p>	<p>Feedback from our community indicates that we are listening and acting on what we hear.</p> <p>Our community engagement forums are well attended by people looking to make a positive contribution.</p> <p>There is a steady increase in the use of communication platforms available to our community.</p>



7.0 RESUME STANDING ORDERS 3.1

ITEM 7.1: RESOLUTION

VOTING REQUIREMENT: SIMPLE MAJORITY

MOVED: COUNCILLOR HOLDEN

SECONDED: COUNCILLOR BOWLES

THAT Standing Order 3.1 be RESUMED to stop recording of proceedings.

CARRIED 11-0

8.0 CLOSURE OF MEETING

[6:04:24 PM](#) There being no further business the Presiding Member declared the meeting closed.

(Unconfirmed Minutes)

Dennis W Wellington
MAYOR