


City of Albany

Council Plan

Comprising the Strategic Community Plan 2036
and the Corporate Business Plan 2026-2030



THE CITY OF ALBANY
RESPECTFULLY ACKNOWLEDGES
THE MENANG NOONGAR
PEOPLE AS THE TRADITIONAL
CUSTODIANS OF THE LAND ON
WHICH THE CITY CONDUCTS
ITS BUSINESS, AND PAYS
RESPECT TO ELDERS
PAST AND PRESENT.



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Mayor and CEO message

On behalf of the Council and the Administration of the City of Albany, we are pleased to present the City of Albany Council Plan, a roadmap that translates our community's aspirations into tangible actions and outcomes.



Greg Stocks
Mayor

In developing this Plan, we have heard from more than 2600 community members, encompassing feedback from the Community Scorecard, in person workshops, and an online survey. These perspectives have been instrumental in shaping the development of this Plan, and we sincerely thank everyone who contributed.

What we heard from the community was an acknowledgement that Albany needs to grow and develop in a way that creates more housing options and supports the diverse needs of our community, but that it is also important to retain the natural environment that makes Albany so unique. Striking this balance will be the critical challenge of the next decade.

The Council Plan will serve as the Council's primary strategic guide and provides direction on how we

should allocate resources in a way that balances the aspirations of the community with our capacity to deliver. It sets us a clear path forward to advance community outcomes and continue to create a thriving and vibrant Albany.

As we look to the future, we will focus on the critical importance of liveability and ensuring that opportunities are available for our community – particularly our young people who will shape the City's next generation. There is growing recognition of Albany's strengths and potential, along with opportunities that may flow from inclusion in the State Government's Seven Cities vision.

We look forward to the decade ahead with confidence as Albany continues to grow into the vibrant, opportunity-rich city our community wants.



Andrew Sharpe
Chief Executive Officer



**Amazing Albany,
where anything is possible.**



Our City

The City of Albany covers an area of 4,312 square kilometres on the south coast of WA on Noongar country, traditionally owned and occupied by the Menang people for more than 60,000 years.

Albany is Western Australia's first European settlement, and has a unique chapter in the Anzac story as the place where more than 40,000 Anzacs gathered to sail for the battlefronts of World War 1.

With an estimated population of over 42,000 and growing, Albany is the administrative and service hub of the Great Southern region.

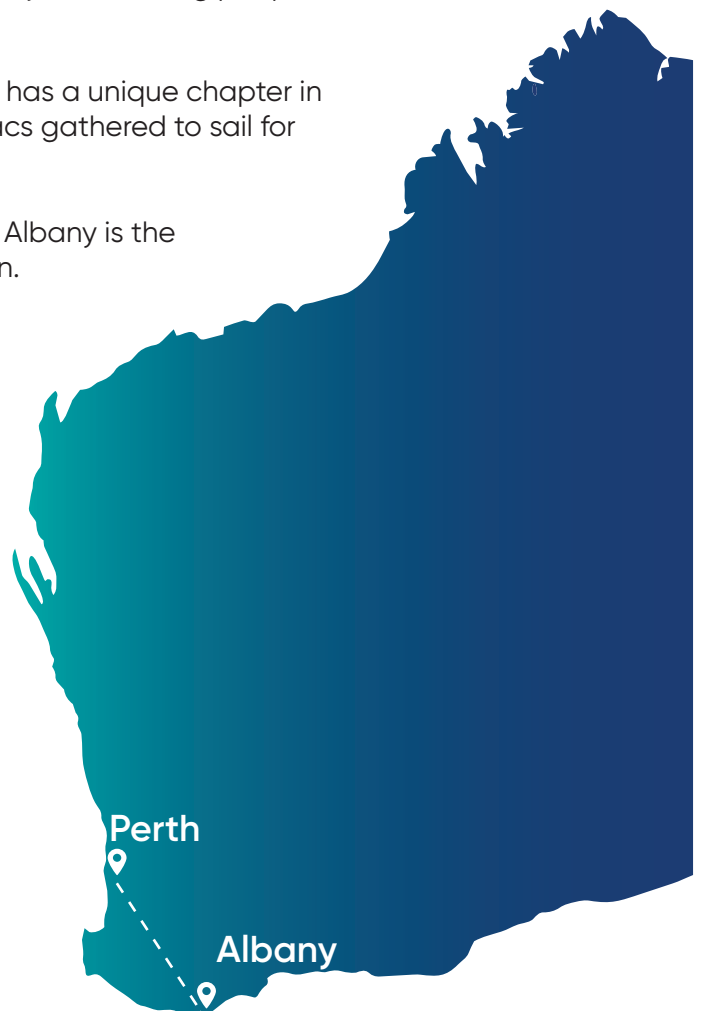
Albany to Perth



By air
1 hour, 10 minutes
374.5 kms / 202.2 nautical miles



By road
4 hours, 34 minutes
421 km





Our Place



Located on
Menang Boodja



Land area
4,310 square km



13 community facilities



237 developed reserves



18,033 dwellings



60 suburbs



13,621 street trees



183 km of paths



1,700 km of roads



\$2.76 billion gross regional product



3,686 local businesses



20,053 local jobs



\$602 billion total asset value



Largest industry by employment
Health Care and Social Assistance

Our People



42,308 people



45 median age



\$1,368 median weekly household income



13.1% of households have children under 15



3.8% identifying as First Nations Peoples



19% born overseas



6% use a language other than English at home

Source: City of Albany Community Profile <https://profile.id.com.au/albany/>

Our Council and Administration

Like all local governments, the City of Albany is made up of two interdependent parts – the Council and the Administration.

Council

The Council

Sets the strategic direction for the municipality and makes decisions on behalf of the community they have been elected to represent.

Our Council is made up of 8 elected representatives, called Councillors, and a popularly elected Mayor.

Elections are held every two years in October, with half of the Councillors facing one election, and the Mayor and remaining Councillors facing election two years later.



Mayor Greg Stocks
Term expires 2027



Deputy Mayor Paul Terry
Term expires 2027



Councillor Mario Lionetti
Term expires 2027



Councillor Craig McKinley
Term expires 2027



Councillor Thomas Brough
Term expires 2029



Councillor Lynn MacLaren
Term expires 2027



Councillor Rebecca Stephens
Term expires 2029



Councillor Robert Sutton
Term expires 2029



Councillor Ian Clarke APM
Term expires 2029

The Administration

Oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation, and various funding agreements.

The City is one of the largest employers in the region, with a full time equivalent staff of over 300.

Administration



Andrew Sharpe
Chief Executive Officer



Nathan Watson
Executive Director
Community Services



Paul Camins
Executive Director
Infrastructure, Development
and Environment



Matthew Gilfellon
Executive Director
Corporate and
Commercial Services

Our Role

The City of Albany is responsible for delivering and managing a wide range of local services and facilities that shape everyday life for our community.

In addition, the City works side by side with the community, businesses, agencies and other stakeholders where we have shared responsibility or influence.

When services and decisions sit with State or Federal Government, or other agencies, the City may advocate when there is a need to speak on behalf of the community – but we don't make the final decision.

Services we deliver

 Roads, path & drainage	 Waste collection services	 Parks & playgrounds
 Community services & events	 Library & cultural facilities	 Recreation facilities
 Environmental health services	 Strategic planning & statutory planning	 Building approval services
 Ranger services	 Emergency services	 and many more.

What we advocate for

	Main Roads
	Hospital and primary health services
	Aged Care
	Policing
	State environmental and planning legislation
	Energy, water and telecommunications provision



Deliver

Directly funding and delivering services and infrastructure, as well as providing strategic direction through policy and practices.



Partner

Working alongside community groups, businesses, agencies and government in areas with shared responsibility.



Advocate

Championing the needs of the community at all levels of government.

About this Plan

The Council Plan is a vital component of our Integrated Planning and Reporting Framework, and addresses the requirement under Section 5.56 (1) of the Local Government Act 1995 to 'plan for the future'. It will serve as the Council's primary strategic guide and provides direction on how we should allocate resources in a way that balances our aspirations with our capacity.

The Plan is a unified document, integrating our Strategic Community Plan and Corporate Business Plan. This is a significant shift from previous years,

where these two documents existed separately. Consolidating into a single plan streamlines reporting and strengthens integration.

The new Plan describes the community's vision for Albany over the next 10 years, and what the City will focus on to work towards the outcomes. It also outlines what we will do over the next 4 years to work towards the vision, and the measures of progress that we will report on. This delivery part of the plan is reviewed and updated annually, alongside the setting of the Annual Budget.

Who is the plan for?



Community

Explains the vision and priorities of the whole community.
Explains what the Council and administration are focusing on for the future.



Elected Members

Guides items put forward for consideration by Council.
Aligns decisions to community aspirations.
Prioritises budget allocations.
Shapes advocacy efforts.



Administration

Understand the expectations of the community.
Guide recommendations that align with the community's vision and aspirations.
Informs workforce planning and use of resources.
Informs topic-specific plans and strategies.

The plan is structured in the following way:



The Council Plan is informed by the following key documents:

- **Long Term Financial Plan**
This is a 10 year + plan that forecasts financial sustainability, linking community aspirations to resource capacity.

- **Strategic Asset Management Plan**
Outlines how public assets will be managed to meet community needs and ensure sustainable service delivery.

- **Workforce Plan**
Outlines how we will ensure the organisation has the right staff with the right skills to deliver organisational goals.

- **Issue Specific Strategies and Plans**
Created to provide detailed direction on a specific issue or area.



How this Plan was developed

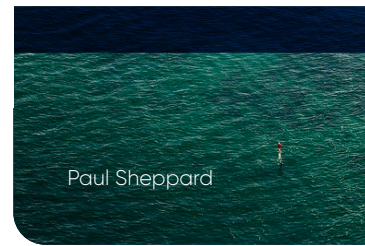
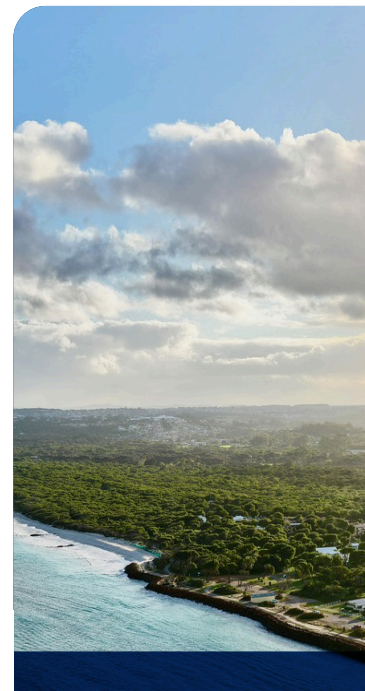
The 10 year vision – Strategic Community Plan

The development of this part of the Plan was driven by the 4-yearly major review of the Strategic Community Plan. We started this process in 2025, when we connected with the community through the Community Scorecard.

Using the feedback from the more than 2500 community members who responded, the Council developed a draft Council Plan framework which described the pillars, outcomes and strategic priorities.

In 2026, we took the draft back to the community to ensure that it met expectations, through in person workshops and an online survey.

This helped to refine the draft and create the final version of the Plan.



Community Scorecard themes

Top Priorities



Housing



Health & community services



Footpaths, trails & cycleways



Economic development & job creation



Local roads & bridges

Medium Priorities



Climate action & sustainable practices



Aged care & accommodation



Albany Regional Airport



City centre development & activation

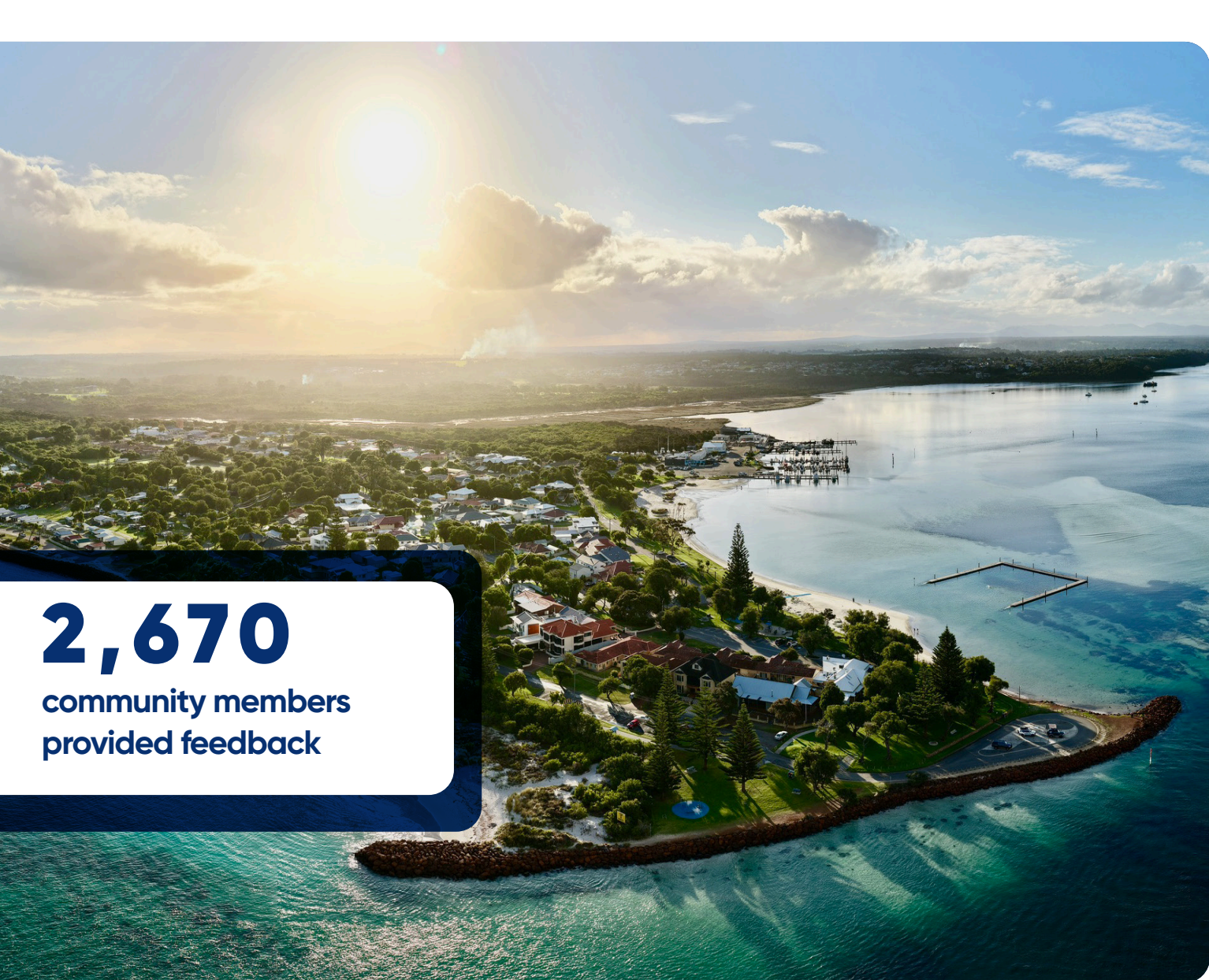
Community review workshop and survey themes:

1

The direction and values of the plan were well supported, balanced with a strong desire for clear and practical actions to deliver.

2

Balancing growth with character, liveability and the protection of the environment is the key challenge for the next 10 years.



2,670
community members
provided feedback

Turning the community feedback into the final outcomes and strategic priorities also required consideration of several other important sources of information, including:



Detailed demographic insights drawn from the [City of Albany Community Profile](#), which help ensure we understand the changing composition and needs of the community.








Broader policy direction at a State level and beyond, such as the [WA Government Priorities 2025-2029](#) and the [United Nations Sustainable Development Goals](#), to ensure alignment with current and emerging strategic priorities. This is further explained in Appendix A.



Feedback from City staff who work closely with community members, including those who are most vulnerable. This includes insights from staff who work at the Library, in Rangers, and in teams who deliver programs for people with disability, young people, and seniors.

Plan Summary

The final plan is formed around five pillars. For each pillar, there is an outcome statement which describes the aspiration of where we would like to be, and a set of strategic priorities, which are the areas we will focus on to achieve the outcome and meet the needs of the community.

	 Community	 Environment	 Infrastructure	 Economy	 Leadership
Outcomes	An inclusive and safe community where people can feel proud of their heritage and can reach their potential.	A city where our natural environment is valued and conserved, and climate resilience is built for future generations.	A vibrant city with attractive and connected spaces, supported by forward thinking and responsible planning and development.	A thriving, diverse and innovative regional economy that creates a diversity of opportunities.	A well-governed city with visionary leadership and strong trusted partnerships, that uses resources wisely to meet local needs.
Strategic Priorities	<ul style="list-style-type: none"> Build community participation, belonging and quality of life for all ages. Recognise and celebrate our diverse cultural and heritage identity. Support healthy and active lifestyles. 	<ul style="list-style-type: none"> Protection of our biodiversity and the natural environment. Minimise waste and maximise resource recovery. Mitigate and adapt to long-term environmental challenges. 	<ul style="list-style-type: none"> Provide the core and critical infrastructure to enable responsible and sustainable growth. Enable sufficient land supply and diversity of housing options. Strengthen safe, prepared and liveable urban and rural communities. Deliver a safe, sustainable and efficient local transport network. 	<ul style="list-style-type: none"> Strengthen transport links to the surrounding region and major centres. Support diversified and thriving local businesses and industries. Grow as a visitor destination that offers a world-class visitor experience. Strengthen Albany's role as a regional hub for education, training and work. 	<ul style="list-style-type: none"> Lead as a community-focused, values-led Council. Deliver optimised asset and financial management with planned capital improvements. Build community and organisational emergency readiness. Enable a well informed and engaged community.

The four year delivery - Corporate Business Plan

Where the 10-year vision sets out what the community would like the City to achieve, the 4-year delivery plan outlines how the City will go about achieving it. It details the services, plans and actions that will be undertaken, and is the key point at which the City's operational activities are aligned with community priorities.

To ensure these activities can be undertaken, this part of the plan is informed by the Long Term Financial Plan, Strategic Asset Management Plan, and

Workforce Plan, along with issue-specific strategies, plans and policies. The delivery plan is updated annually alongside the setting of the Annual Budget.

Actions included in this Plan have been identified for future resourcing and delivery. However, their timing and scope may change over time in response to funding availability and emerging priorities, and are formally confirmed through the Annual Budget process.



PILLAR 1 Community



Outcome

An inclusive and safe community where people feel proud of their heritage and can reach their potential.

Albany is a diverse and welcoming city with a rich history that begins with the Menang Noongar people, whose connection to this land spans more than 60,000 years.

Today, our community brings together people from across the globe, creating a vibrant and inclusive place to live. Our city offers a wide range of cultural, creative and recreational facilities and services that help our community thrive.

The Community Pillar is shaped by several important trends that influence the services, programs and facilities the City provides.

The City aims to balance responding to these trends and challenges with the broader guidance of the United Nations Sustainable Development Goals, which encourage communities to be healthy, inclusive, resilient, socially connected and sustainable.

Key trends and challenges



Albany's changing population, including steady growth, an ageing community and new residents, all of which create more diverse community needs.



Housing pressures and affordability challenges that affect people's wellbeing and ability to participate in community life.



Increasing cultural diversity, which brings broader expectations for inclusion, representation and celebration of identity.



Evolving standards for accessibility, inclusion and child safety across all City services, facilities and engagement processes.



Wider social and economic shifts that influence levels of community health, wellbeing, participation and connectedness.



Community attitudes, values and expectations that continue to shape how people engage with local activities, programs and events.



Build community participation, belonging and quality of life for all ages

Priority Actions




Initiative		Description	2026/2027 Highlights			
<p>1.1.1.a Access and Inclusion Plan</p>	<p>Deliver actions to improve access to services, facilities, information and community engagement processes for people living with disability.²</p>	<p>Commence construction of an accessible Changing Places facility at Binalup/Middleton Beach.</p> <p>Support delivery of Good Access, Good Business program to increase accessibility of local businesses.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver, Partner</p>	<p>Lead Team Community Development</p>	●	●
			Plan Review			
<p>1.1.1.b Age-Friendly Albany Plan</p>	<p>Deliver actions to support active and connected ageing. This includes actions to improve the accessibility of public spaces, transport, housing, social participation and volunteering.</p>	<p>Trial a range of inter-generational activities to increase senior's social connection and reduce isolation.</p> <p>Deliver a series of events and activities for Seniors Week.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver, Partner</p>	<p>Lead Team Community Development</p>	●	●
			Plan Review			
<p>1.1.1.c Youth-Friendly Albany Plan</p>	<p>This revised plan is under development and will be presented to Council for adoption in 2026. It will guide program and service development to support participation and development for young people.</p>	<p>Adoption of revised plan by Council.</p> <p>Deliver City of Albany Youth Scholarship program.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver, Partner</p>	<p>Lead Team Community Development</p>	●	○
			Plan Review			
<p>1.1.1.d Digital literacy programming</p>	<p>Build digital confidence and capability across the community, with a focus on addressing barriers to participation.</p>		26/27	27/28	28/29	29/30
			<p>COA Role Deliver</p>	<p>Lead Team Library Services</p>	●	●

²This plan is required by the Disability Services Act (1993)



Jenny Feast

City services that support this strategic priority

 <p>Community Development</p>	<p>Deliver programs and services to support community groups and vulnerable population groups, including young people, seniors, LGBTQIA+, people with disability, First Nations people, and rural communities.</p>
 <p>Library Services</p>	<p>Provide an engaging, accessible and vibrant community hub that responds to the evolving needs of the community.</p>
 <p>Property & Leasing</p>	<p>Manage leases, tenancy obligations and agreements that support community groups and associations.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Accessibility improvements to City buildings and assets	5 per year – establish baseline in 26/27
Participation in City community programs	Maintain/increase annually
Delivery of digital literacy services and programs	Deliver minimum of 100 community digital literacy sessions
Community groups supported through City grants programs	Fully expend grant allocations annually






Jenny Feast



Recognise and celebrate our diverse cultural and heritage identity

PRIORITY ACTIONS

Initiative		Description	2026/2027 Highlights			
 <p>1.1.2.a Albany 2026</p>	<p>Complete delivery of the Albany 2026 program to commemorate Albany's bicentenary, in line with the goals of the Bicentenary Strategic Plan.</p>	<p>Deliver major events program. Support community-led projects and events.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver, Partner</p>	<p>Lead Team Albany 2026</p>	●	○
 <p>1.1.2.b Arts, Culture and Heritage Plan</p>	<p>Deliver actions to strengthen Albany's cultural identity by growing the creative economy, supporting local artists and organisations, and delivering cultural opportunities for the community.</p>	<p>Heritage Conservation & Interpretation Plan reviews for Vancouver Arts Centre and Town Hall.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver, Partner</p>	<p>Lead Team Arts & Culture</p>	●	●
			Plan Review			
 <p>1.1.2.c Reflect Reconciliation Action Plan</p>	<p>Deliver actions outlined in the Reflect Reconciliation Action Plan to guide recognition and inclusion of Menang Noongar culture and building strong and respectful relationships.</p>	<p>Continue to implement the Reconciliation Action Plan framework. Deliver Great Southern Noongar Festival.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver, Partner</p>	<p>Lead Team Community Development</p>	●	●

City services that support this strategic priority

 <p>Arts & Culture</p>	<p>Present a multi-art form program of cultural and creative events that challenge, excite, inspire and engage residents and visitors; operate venues that support art and cultural events and activities.</p>
 <p>Events</p>	<p>Deliver the City's flagship events program, and support other key community events including ANZAC Day.</p>
 <p>Library Services</p>	<p>Manage the History Great Southern – Kaartdijin Biddi Albany collection.</p>
 <p>Development Services</p>	<p>Maintain the City's Heritage List and the Local Heritage Survey.</p>
 <p>Community Development</p>	<p>Administer and support delivery of the City's Reconciliation Action Plan and Great Southern Noongar Festival.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Participation rates in City arts and culture programs	Maintain/increase annually
Involvement of community groups and local businesses in City flagship events programs	Increase annually



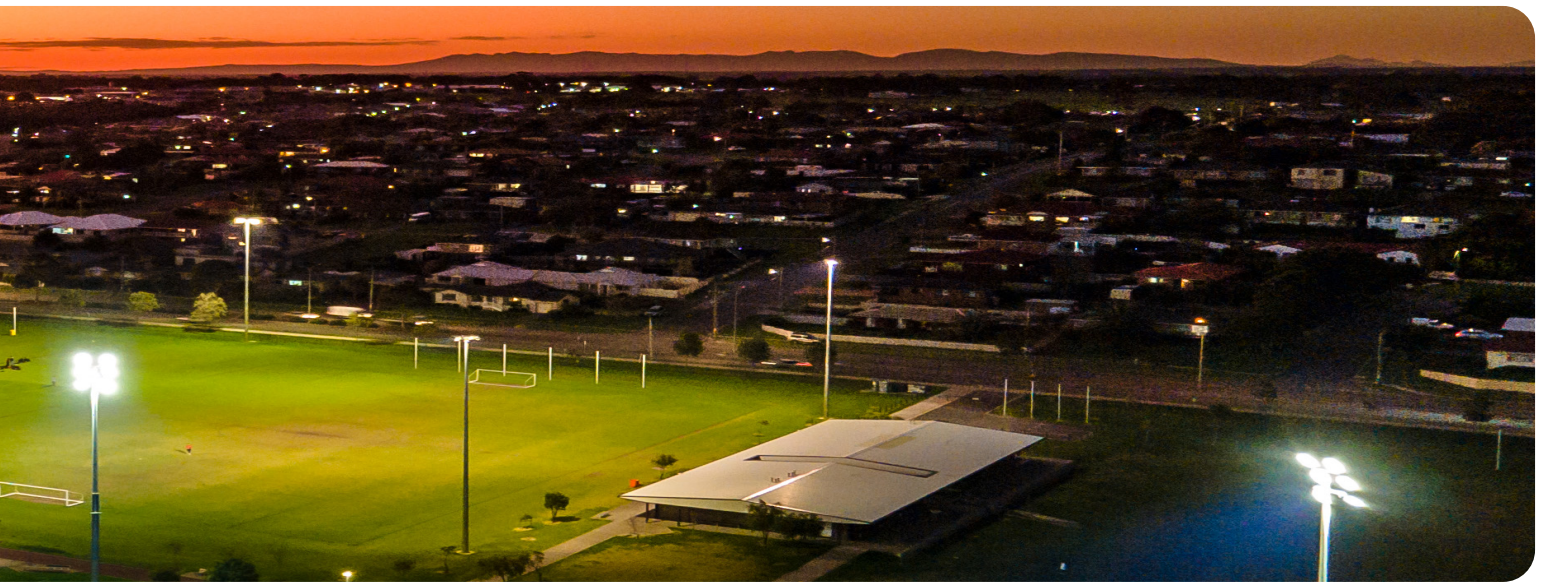
Krysta Guille Photography







Support healthy and active lifestyles

Priority Actions

Initiative	Description	2026/2027 Highlights			
<p>1.1.3.a Health and Wellbeing Plan</p>	<p>Deliver actions based on local priorities to ensure the best possible health, well-being and quality of life for all residents.</p>	<p>Provide food handler and hygiene training to community groups.</p> <p>Support good mental health in the community through the Act Belong Commit program.</p>			
<p>COA Role Deliver, Partner, Advocate</p>	<p>Lead Team Community Development</p>	26/27	27/28	28/29	29/30
		●	●	●	●
<p>1.1.3.b Sport and Recreation Strategy</p>	<p>The Strategy is under development, and will be a five-year framework to guide investment, planning and delivery of sports and recreation facilities, programs and services.</p>	<p>Adoption of Sport and Recreation Strategy by Council.</p> <p>Commence development of Infrastructure Plan.</p>			
<p>COA Role Deliver</p>	<p>Recreation Services</p>	26/27	27/28	28/29	29/30
		●	●	●	●
<p>1.1.3.c Future options for the Albany Leisure and Aquatic Centre (ALAC)</p>	<p>Develop a detailed business case to assess the long-term options, costs and benefits to inform decisions on the future of ALAC.</p>	<p>Appoint consultant and commence detailed business case process.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Recreation Services</p>	26/27	27/28	28/29	29/30
		●	●	○	○
<p>1.1.3.d Advocate for funding for the redevelopment of ALAC</p>	<p>Following the business case, the City will seek external funding to progress this project. Timing will be aligned with State and Federal election cycles and grant rounds.</p>				
<p>COA Role Advocate</p>	<p>Lead Team Mayor and Councillors</p>	26/27	27/28	28/29	29/30
		○	○	●	●



Priority Actions

Initiative	Description	2026/2027 Highlights			
 <p>1.1.3.e Sports Lighting Plan</p>	<p>The plan outlines required LED upgrades and expansion of lighting on existing sporting fields.</p>	<p>Seek external funding to support project delivery.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Recreation Services</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>○</p>	<p>29/30</p> <p>○</p>
 <p>1.1.3.f Walking and cycling trail expansion</p>	<p>Progress delivery of priority trail projects.</p>	<p>Complete concept plan for Albany to Whaling Station Trail.</p> <p>Complete delivery of Albany Heritage Park Trail Network and Botanic Link Walkway.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Major Projects Recreation Services</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>●</p>	<p>29/30</p> <p>○</p>
 <p>1.1.3.g Park and playground improvements</p>	<p>Deliver improvements guided by the Developed Managed Space Policy, which informs decision making on park upgrades, with the goal of equitable access across urban areas.</p>	<p>Undertake McKail precinct park planning.</p> <p>Seek funding to undertake a shade audit for playgrounds and develop plan to increase shade.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Developed Reserves</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>●</p>	<p>29/30</p> <p>●</p>
 <p>1.1.3.h Artificial fishing reef</p>	<p>The reef will enhance local recreational fishing experiences, and will be delivered in partnership with DPIRD and RecFish West.</p>	<p>Project delivery.</p>			
<p>COA Role Deliver, Partner</p>	<p>Lead Team Major Projects</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>○</p>	<p>29/30</p> <p>○</p>

City services that support this strategic priority

	Recreation Services	Manage sport and recreation facilities and programs, including ALAC; deliver club development training and resources; plan for future sport and recreation needs; coordinate bookings/hire of City sporting facilities.
	Reserves	Maintain natural areas, parks, trees and playgrounds; manage sporting grounds and turf.
	Major Projects	Plan and project manage key strategic community projects.
	Ranger Services	Provide community education and local law enforcement to support safe, respectful and shared use of public spaces, including responsible pet ownership.
	Environmental Health	Deliver public health programs to protect community health, including food safety and noise control.
	Community Development	Facilitate programs and events that support community health and wellbeing.

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Participation rates in City recreational programs (including gym, swim school and social sports)	Increase annually
Membership of local sporting clubs	Maintain/increase annually
Expansion of trail network	Increase length of network annually
Park and playground improvements	3 per year
Number of notifiable food borne illnesses reported	Reduce rate per population annually





PILLAR 2 Environment



Outcome

A city where our natural environment is valued and conserved, and climate resilience is built for future generations.

Albany's natural environment is one of its greatest strengths, with unique landscapes and rich biodiversity. Our natural areas and reserves play a vital role in supporting wellbeing and helping the city adapt to a changing climate. The City works across a wide range of environmental programs and services to care for these places and ensure they remain healthy for future generations.

Our community has told us that protecting the natural environment remains one of their highest priorities. At the same time, growth brings increasing demand for housing, services and infrastructure. We recognise that these needs do not always align neatly.

There will be times when the City is required to make difficult decisions when balancing environmental protection with the need for development. These decisions are never taken lightly. Our commitment is to make informed decisions guided by sound evidence and a clear understanding of the long-term impacts.

The Environment Pillar is shaped by several important trends and challenges that influence how the City manages natural assets, waste, and long term environmental resilience.

Key trends and challenges



Environmental pressures from a growing population and increased demand on natural areas.



Impacts of climate change, including higher temperatures, changing rainfall patterns and increased risk to habitats.



The need to protect local biodiversity and manage threats such as invasive species and habitat loss.



Rising community expectations for sustainability, conservation and responsible resource use.



Increasing focus on reducing waste, improving recycling and supporting a circular economy.







Broader national and global environmental trends that influence local planning, land management and emissions reduction.

The City aims to balance responding to these environmental challenges with the broader guidance of the United Nations Sustainable Development Goals, which encourage communities to protect ecosystems, reduce environmental impacts, build climate resilience and support long term sustainability.



Protection of our biodiversity and the natural environment

Priority Actions

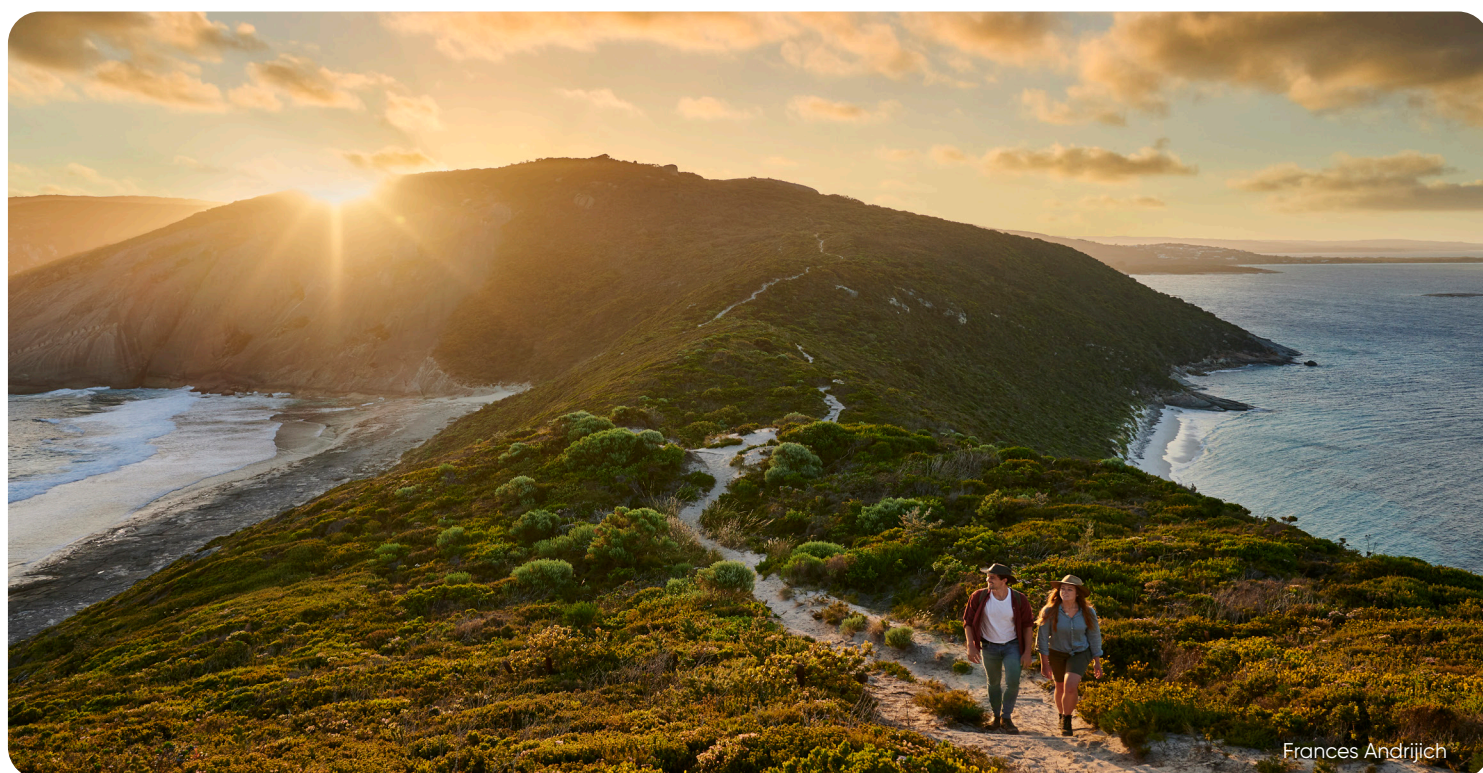
Initiative	Description	2026/2027 Highlights				
 <p>2.1.1.a Local Biodiversity Strategy</p>	<p>This strategy is currently under development, and will guide how we protect, connect and celebrate our unique local natural areas.</p>	<p>Adoption of Local Biodiversity Strategy by Council.</p> <p>Embed biodiversity considerations into the planning assessment process and when making recommendations on rezoning and subdivision processes.</p> <p>Integrate biodiversity objectives into the Local Planning Strategy and Scheme.</p>	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Development Services	●	●	●	●	
 <p>2.1.1.b Annual Weed Action Plan</p>	<p>Review and deliver key actions for weed control in priority reserves.</p>	<p>Identify remaining Sydney Golden Wattle in the Mounts precinct through drone technology.</p> <p>Support the Albany Weed Alliance to enable collaboration and coordination of efforts.</p>	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Reserves	●	●	●	●	
 <p>2.1.1.c Increase urban tree inventory and protections</p>	<p>Deliver actions to increase the number of urban trees including delivery of street tree program; tree infill planting in parks; and strengthening of policy to protect existing urban street trees.</p>	<p>Deliver minimum 250 park and street trees .</p> <p>Review and enhance street tree policy to improve urban greening and connectivity.</p>	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Reserves	●	●	●	●	
 <p>2.1.1.d Cheynes Beach Masterplan</p>	<p>Deliver actions to manage public access while protecting vegetation.</p>	<p>Detailed design of carpark and Tourist Rock accessible lookout.</p>	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Reserves	●	●	●	○	

City services that support this strategic priority

 <p>Reserves</p>	<p>Revegetation and weed control programs; protection of biodiversity; management and support for Bushcare community groups and volunteers; processing of environmental permits and approvals; feral animal control; campground management.</p> <p>Delivery of street tree program; delivery and maintenance of irrigation systems.</p>
 <p>Development Services</p>	<p>Integrate environmental and natural resource management with broader land use planning and decision-making.</p>
 <p>Waste and Sustainability</p>	<p>Support engagement and promotion of community programs.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Community outreach/engagement activities	Maintain/increase annually
Survival rate of street and park trees	80% survival rate after 2 years
Partnerships with community groups to care for reserves	Maintain number of reserves under active partnerships







Frances Andrijich



Minimise waste and maximise resource recovery

Priority Actions

Initiative	Description	2026/2027 Highlights			
 <p>2.1.2.a Waste and Resource Recovery Plan</p>	<p>This plan will replace the current Community Waste Resource Strategy and will guide decision making regarding waste infrastructure, services, programs, and communications.</p>	<p>Development of Plan and adoption by Council.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Waste and Sustainability</p>	<p>26/27 ●</p>	<p>27/28 ○</p>	<p>28/29 ○</p>	<p>29/30 ○</p>
 <p>2.1.2.b Staged closure of the Hanrahan Road landfill site</p>	<p>A formal closure plan is required to provide direction to the staged shut down of the landfill site as it approaches capacity, including capping, gas/leachate systems, rehabilitation and monitoring.</p>	<p>Inclusion of closure plan in landfill licence amendment</p>			
<p>COA Role Deliver</p>	<p>Lead Team Waste and Sustainability</p>	<p>26/27 ●</p>	<p>27/28 ●</p>	<p>28/29 ●</p>	<p>29/30 ●</p>
 <p>2.1.2.c Future residual waste solution</p>	<p>An alternative destination and technologies for the City's future long-term residual waste is required ahead of the closure of the Hanrahan Road landfill.</p>	<p>Complete investigations into potential future landfill site.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Waste and Sustainability</p>	<p>26/27 ●</p>	<p>27/28 ●</p>	<p>28/29 ●</p>	<p>29/30 ●</p>
 <p>2.1.2.d Hanrahan Road Waste Facility transfer station</p>	<p>Hanrahan Road Waste Facility will transition to become a transfer station where waste is received and consolidated for transport, with a focus on maximising resource recovery and minimising residual waste.</p>	<p>Complete detailed transfer station design and costing.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Waste and Sustainability</p>	<p>26/27 ●</p>	<p>27/28 ●</p>	<p>28/29 ●</p>	<p>29/30 ●</p>



Alex Gott-Cumbers

City services that support this strategic priority

 <p>Waste and Sustainability</p>	<p>Operate the City's waste facilities (Hanrahan Road Waste Facility, Bakers Junction Waste Facility, and five rural transfer stations); landfill closure planning; monitoring and reporting in accordance with licencing requirements.</p> <p>Manage contracts for collection and processing of waste; waste communication and education.</p>
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Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Community outreach/engagement activities	Maintain/increase annually
Tonnage of residual waste per household	Maintain/decrease annually
Increase in waste recovery/processing capacity	Increase in material types with pathway for diversion from landfill



Mitigate and adapt to long-term environmental challenges

Priority Actions

Initiative		Description	2026/2027 Highlights			
 <p>2.1.3.a Waterwise Strategy</p>	<p>This strategy will guide activities that are the responsibility of the City with regards to the management of water resources across the municipality.</p>	<p>Progress implementation of the restoration of Upper Yakamia Creek through the conversion of the Broughton Street Basin into a living stream to enhance public open space and biodiversity.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver</p>	<p>Lead Team Waste and Sustainability</p>	●	●
 <p>2.1.3.b Coastal planning and management</p>	<p>Deliver projects/actions in line with endorsed CHRMAP and Foreshore Management Plans</p>	<p>Emu Beach engineering design option analysis completed.</p> <p>Implementation of Frenchmans Bay Management Plan.</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver</p>	<p>Lead Team Major Projects and Reserves</p>	●	●
 <p>2.1.3.c Corporate Power Plan</p>	<p>This plan guides the transition of City owned and operated buildings to be powered by 100% renewable energy by 2030.</p>	<p>Develop carbon emissions inventory and use data to report on progress towards targets</p>	26/27	27/28	28/29	29/30
			<p>COA Role Deliver</p>	<p>Lead Team Waste and Sustainability</p>	●	●



Sensr Solutions

City services that support this strategic priority

	<p>Development Services</p>	<p>Preparation of coastal hazard risk and adaptation management plans.</p>
	<p>Waste and Sustainability</p>	<p>Sustainability communication and education; coordinate water, energy and active transport strategy initiatives.</p>
	<p>Reserves</p>	<p>Erosion control and monitoring; manage safe access to beaches and coastal areas; sand nourishment.</p>
	<p>Major Projects</p>	<p>Deliver major coastal works projects.</p>
	<p>Engineering and Assets</p>	<p>Plan, manage and deliver capital works projects for buildings and infrastructure.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Community outreach/engagement activities	Maintain/increase annually
Waterwise Council reporting	Maintain Gold Waterwise Council endorsement annually
Identification of coastal hazard risks	Preparation and implementation of adaptation and risk mitigation plans





PILLAR 3 Infrastructure



Outcome

A vibrant city with attractive and connected spaces, supported by forward thinking and responsible planning and development.

Albany's infrastructure is essential to how our community moves and connects.

Our roads, paths and public spaces support everyday life and enable the city to function safely and effectively.

As Albany grows, the need for additional infrastructure to support housing is clear. At the same time, the City must maintain and renew a significant network of existing assets that our community relies on every day.

The Infrastructure Pillar is shaped by several major trends that influence how the City plans, delivers and maintains the assets our community relies on.

The City will respond to these challenges through forward-thinking planning, strong asset management practices, and alignment with the UN Sustainable Development Goals which encourage resilient infrastructure, sustainable communities, and responsible use of resources.

Key trends and challenges



Population growth and the need for additional housing capacity.



Ageing existing infrastructure requiring ongoing renewal, maintenance and strategic investment.



Increased pressure on transport networks and the need for safe, efficient and accessible options.



Natural hazards and climate-related risks that affect the resilience and durability of infrastructure.







Financial constraints that require careful prioritisation of projects and long-term asset planning.



Provide the core and critical infrastructure to enable responsible and sustainable growth

Priority Actions

Initiative	Description	2026/2027 Highlights			
 <p>3.1.1.a Advocate for key service infrastructure</p>	<p>Advocate to the State Government for key services in priority development areas (Yakamia & Gladville) including sewer, power and water.</p>	26/27	27/28	28/29	29/30
<p>COA Role Advocate</p>	<p>Lead Team Mayor and Councillors</p>	●	●	●	●
 <p>3.1.1.b Future road network planning</p>	<p>Identify and prioritise future road network upgrades and new connections required to support forecast growth and changing travel patterns. This will build on existing structure plan traffic investigations and consolidate findings to inform long-term network planning, staging and funding submissions.</p>	26/27	27/28	28/29	29/30
<p>COA Role Deliver</p>	<p>Lead Team Engineering and Assets</p>	●	●	●	●
 <p>3.1.1.c Stormwater Management Strategy</p>	<p>This strategy provides the direction for managing stormwater and floodwater in the urban environment.</p>	26/27	27/28	28/29	29/30
<p>COA Role Deliver</p>	<p>Lead Team Engineering and Assets</p>	●	●	○	○
 <p>3.1.1.d Future community infrastructure planning</p>	<p>Identify key future community infrastructure requirements to accommodate forecast growth.</p>	26/27	27/28	28/29	29/30
<p>COA Role Deliver</p>	<p>Lead Team Development Services</p>	●	●	●	●



City services that support this strategic priority

 <p>Engineering and Assets</p>	<p>Coordinate the creation, maintenance, renewal and disposal of City infrastructure assets; collect and maintain asset data to support the development of capital works programming for civil infrastructure and community facilities.</p> <p>Design and deliver safe and effective transport networks and associated infrastructure, including roads, paths, carparks and drainage.</p>
 <p>Development Services</p>	<p>Plan and guide the future growth and development of the district through the local planning strategy, the local planning scheme and structure plans.</p>

Corporate Performance Measures






Measure	Target
Identification of community infrastructure needs to support forecasted growth	Preparation and endorsement of structure plans
Flooding resilience projects	Increase projects delivered annually








Enable sufficient land supply and diversity of housing options

Priority Actions

Initiative	Description	2026/2027 Highlights			
 3.1.2.a McAlpine Rise Development	The City is developing 6.7 hectares of city-owned land in Lockyer to supply approx 86 lots for affordable housing.	Completion of development works.			
COA Role Deliver	Lead Team Engineering and Assets Economic Development	26/27 ●	27/28 ●	28/29 ○	29/30 ○
 3.1.2.b Implementation of Albany Local Planning Strategy	This strategy guides land use planning over the next 10-15 years, and provides a rationale for zoning, land use and development controls.	Minor review to enable greater supply of land for housing.			
COA Role Deliver	Lead Team Development Services	26/27 ●	27/28 ●	28/29 ●	29/30 ●
 3.1.2.c Gladville Structure Plan	This Structure Plan will be prepared to guide urban expansion and infill development in the North McKail area.	Completion of Structure Plan and submission to WA Planning Commission.			
COA Role Deliver	Lead Team Development Services	26/27 ●	27/28 ○	28/29 ○	29/30 ○
 3.1.2.d Albany North Structure Plan	This District Structure Plan (led by the DPLH) will guide coordinated land use, infrastructure delivery and housing supply across Lange, Milpara, Orana, Walmsley, Warrenup and Yakamia.	Completion of Structure Plan and submission to WA Planning Commission.			
COA Role Partner	Lead Team Development Services	26/27 ●	27/28 ○	28/29 ○	29/30 ○
 3.1.2.e Great Southern Youth Foyer Project	Advocacy in collaboration with other agencies for funding to build and operate this facility, which will combine housing, support, and access to education and training opportunities for young people.	Completion of Structure Plan and submission to WA Planning Commission.			
COA Role Advocate Partner	LEAD TEAM Community Development	26/27 ●	27/28 ●	28/29 ●	29/30 ●



City services that support this strategic priority

 <p>Development Services</p>	<p>Plan and guide the future growth and development of the district through planning strategies, schemes and structure plans; assess developments applications in accordance with City policy and state legislation; ensure developments and land use comply with approvals and legislation; assess building proposals for compliance with regulations and legislation.</p>
 <p>Community Development</p>	<p>Represent the City on the Albany Homelessness Coordination Group and advocate for funding for the Youth Foyer development.</p>
 <p>Engineering and Assets</p>	<p>Plan, manage and deliver capital works projects for buildings and infrastructure.</p>






Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Land zoned for future housing	Increase area annually







Strengthen safe, prepared and liveable urban and rural communities

Priority Actions

Initiative	Description	2026/2027 Highlights			
 3.1.3.a Response Plans for Bushfire Brigade areas	These plans will incorporate Bush Fire Brigade Operational Guidelines and Community Response Plans. Plans will be developed based on risk priority.	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Emergency Services	●	●	●	○
 3.1.3.b Development Services review	Implement recommended actions of the service review.	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Development Services	●	●	○	○
 3.1.3c Standards policy for Strategic Firebreaks and Access Ways	Policy to include standardised specification requirements to ensure consistency and ongoing maintenance is undertaken.	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Emergency Services Ranger Services	●	●	○	○
 3.1.3.d Rural Halls Capacity Building Program	This annual program includes the Rural Community Hall Grant Program, Rural Halls Training Program, and face to face networking meeting.	26/27	27/28	28/29	29/30
COA Role Deliver	Lead Team Development Services	●	●	●	●
 3.1.3.e Gas transition support	Advocate for appropriate outcomes for residents and businesses affected by the decommissioning of the reticulated gas network in Albany.	26/27	27/28	28/29	29/30
COA Role Advocate	Lead Team Mayor and Councillors	●	●	○	○



City services that support this strategic priority

 <p>Emergency Services</p>	<p>Proactively manage risks through community education, risk mitigation and implementation of Fuel Management Plan for priority reserves; support local volunteer bushfire brigades to ensure effective response capabilities; support recovery efforts.</p>
 <p>Development Services</p>	<p>Assess development applications in accordance with City policy and state legislation; ensure developments and land use comply with approvals and legislation; assess building proposals for compliance with regulations and legislation.</p>
 <p>Ranger Services</p>	<p>Deliver community education and regulator services to support compliance with Local Laws and policies; promote public safety and amenity; and apply fair, consistent and proportionate enforcement.</p>
 <p>Community Development</p>	<p>Provide support and capacity building for rural communities, administer annual funding program.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Strengthen role of Rural Halls in community connection	75% take up of Rural Halls Capacity Building Program
Planning and building approvals	Increase annually
Firebreak compliance	Reduce % of non-compliance of inspected properties annually



Deliver a safe, sustainable and efficient local transport network




Priority Actions

Initiative		Description	2026/2027 Highlights			
 3.1.4.a Bike Plan	Deliver bike riding infrastructure and programs that support cycling.	Delivery of 830m shared path on Allwood Parade, Bayonet Head. Extension of Albany Highway shared path to Warrenup.	26/27	27/28	28/29	29/30
			COA Role Deliver	Lead Team Engineering and Assets	●	●
 3.1.4.b Rural Roads Improvement Program	Deliver improvements to the rural road network identified through the Strategic Asset Management Plan.	Seal 7.28km of Chillinup Road. Reconstruction, widen and reseal of Pfeiffer Road.	26/27	27/28	28/29	29/30
			COA Role Deliver	Lead Team Engineering and Assets Civil Construction and Maintenance	●	●
 3.1.4.c Urban Roads Improvements	Deliver improvements including reseals and reconstructions, safety improvements, and asset preservation.	Campbell Road stage 2 – North Rd to Middleton Road. Lockyer Avenue – Young St to Minna Street.	26/27	27/28	28/29	29/30
			COA Role Deliver	Lead Team Engineering and Assets	●	●



Warren Bellette

City services that support this strategic priority

 <p>Engineering and Assets</p>	<p>Coordinate the creation, maintenance, renewal and disposal of City infrastructure assets; collect and maintain asset data to support the development of capital works programming for civil infrastructure and community facilities.</p> <p>Design and deliver safe and effective transport networks and associated infrastructure, including roads, paths, carparks and drainage</p>
 <p>Waste and Sustainability</p>	<p>Support engagement, activation and education related to active transport infrastructure.</p>
 <p>Civil Construction and Maintenance</p>	<p>Plan and deliver construction and maintenance programs for roads, paths, drainage and parking.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey Trends	Maintain/increase each survey
Expansion of shared path network	Increase by minimum 2km per year
Road condition rating	Maintain from 2023/24 baseline (condition surveys conducted every 3 years)
Percentage of road surfaces outside of renewal intervention levels	Under 10%
Road safety crash data (local roads)	Decrease serious crash rate per population from 5-year average



Krysta Guille



PILLAR 4 Economy



Frances Andrijich



Outcome

A thriving, diverse, and innovative regional economy that creates a diversity of opportunities.

As a regional hub, Albany supports a range of industries that create jobs and contribute to a vibrant, resilient local economy.

Ensuring that businesses can grow, that visitors can have a high quality experience, and that residents have access to local education and employment pathways is essential to sustaining Albany's long-term prosperity.

The City plays an important role in shaping the conditions that support economic activity.

This includes supporting city centre vibrancy, facilitating investment, and working in partnership with industry, business and government.

In responding to these challenges, the City will align with the UN Sustainable Development Goals of fostering a resilient, diverse and sustainable local economy that benefits current and future generations.

Key trends and challenges



A growing population that requires more diverse employment opportunities and services.



The need to strengthen transport connections to major centres and markets.



The increasing importance of tourism and the quality of the visitor experience.



Workforce shortages and the need for local education, training and upskilling pathways.



Shifts in technology, sustainability expectations, and industry innovation.



Financial pressures and cost-of-living challenges affecting local businesses and households.



Strengthen transport links to the surrounding region and major centres

Priority Actions

Initiative	Description	2026/2027 Highlights			
<p>4.1.1.a Airport Enhancement Project</p>	<p>This project will deliver Stage 1 enhancements to major airport infrastructure including runway, taxiways and aprons.</p>	<p>Overlay of existing runway and critical works as directed by CASA to ensure compliance.</p>			
<p>COA Role Deliver</p>	<p>Lead Team Airport Engineering and Assets</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>○</p>	<p>29/30</p> <p>○</p>
<p>4.1.1.b Advocate for maintenance and renewal of key transport assets</p>	<p>Advocate to State Government to ensure essential road, rail and sea transport assets are fit for purpose and able to support a growing population.</p>				
<p>COA Role Advocate</p>	<p>Lead Team Mayor and Councillors</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>●</p>	<p>29/30</p> <p>●</p>

City services that support this strategic priority

<p>Airport</p>	<p>Manage operation of the Albany Regional Airport for passenger, charter, emergency services and general aviation services.</p>
<p>Engineering and Assets</p>	<p>Plan, manage and deliver capital works projects for buildings and infrastructure.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey



Support diversified and thriving local businesses and industries

Lee Griffith

Priority Actions

Initiative	Description	2026/2027 Highlights			
<p>4.1.2.a Economic Development Strategy</p>	<p>This strategy (currently under development) will provide a roadmap to strengthen Albany's economy, support local businesses, attract investment, and create jobs.</p>	<p>Establish attraction and investment concierge program to help businesses to find opportunities.</p>			
<p>COA Role Deliver, Partner Advocate</p>	<p>Lead Team Economic Development</p>	26/27 	27/28 	28/29 	29/30
<p>4.1.1.b CBD revitalisation</p>	<p>Partner with Albany Chamber of Commerce and Industry to activate the CBD.</p>	<p>Continuation and expansion of Thursdays on York. Investigate Stirling Terrace activation opportunities.</p>			
<p>COA Role Partner</p>	<p>Lead Team Economic Development</p>	26/27 	27/28 	28/29 	29/30

City services that support this strategic priority

<p>Economic Development</p>	<p>Support current businesses; encourage new business and investment; CBD activation; partnerships and stakeholder engagement and liaison.</p>
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Corporate Performance Measures

Measure	Target
Gross Regional Product	Maintain/increase from \$2.76b (2024)
Economic data	Increase total local spend annually



Grow as a destination that offers a world-class visitor experience



Priority Actions

Initiative		Description				
<p>4.1.3.a Mounts Precinct Plan</p>	Develop consolidated strategic vision for the Mounts precinct, incorporating the recommendations of the National Anzac Centre Strategic Review, to guide future planning and decision making.					
	<p>COA Role Deliver</p> <p>Lead Team National Anzac Centre/Heritage Park Major Projects</p>	26/27	27/28	28/29	29/30	
<p>4.1.3.b Support local tourism businesses</p>	Support local tour operators to expand range of offerings.					
	<p>COA Role Deliver, Partner</p> <p>Lead Team Economic Development</p>	26/27	27/28	28/29	29/30	

City services that support this strategic priority

<p>Economic Development</p>	Support current businesses; encourage new business and investment; CBD activation; partnerships and stakeholder engagement and liaison.
<p>Visitor Centre</p>	Operation of Albany Visitor Centre; promotion of Albany's heritage and tourism sector; deliver Tourism Industry Partnership Program; manage industry relationships.
<p>National Anzac Centre/ Heritage Park</p>	Visitor and experience management; operation of National Anzac Centre, Princess Royal Fortress Tours and Forts Store.


Corporate Performance Measures

Measure	Target
National Anzac Centre visitation	Maintain annual visitation above 50,000
Visitor Centre customer data	Increase annually
Economic data	Increase visitor local spend



Strengthen Albany's role as a regional hub for education, training and work

Priority Actions

Initiative		Description			
 <p>4.1.4.a Great Southern University Centre hybrid learning hub</p>	Advocate for sustainable long-term funding and partner with Regional Development Australia Great Southern and education partners to deliver key education infrastructure for Albany and the region.	26/27	27/28	28/29	29/30
	<p>COA Role Partner, Advocate</p> <p>Lead Team Economic Development</p>	●	●	○	○
 <p>4.1.4.b Expanded tertiary course options</p>	Work with UWA, the Great Southern Development Commission and State and Federal Government to advocate for sustained investment in the Albany campus, including expanded facilities, staff and high-demand course pathways.	26/27	27/28	28/29	29/30
	<p>COA Role Partner, Advocate</p> <p>Lead Team Economic Development</p>	●	●	●	●

City services that support this strategic priority

 <p>Economic Development</p>	Support current businesses; encourage new business and investment; CBD activation; partnerships and stakeholder engagement and liaison
 <p>Daycare</p>	Provide and deliver quality early years education to align to the National Quality Standards and Early Years Learning Framework; provide student placement and support for workplace learning, TAFE and university practical placement students.

Corporate Performance Measures

Measure	Target
Employed residents	Increase annually
Residents in higher education or training	Increase annually
Daycare quality standards	Meet all quality standards and regulatory requirements at each assessment



PILLAR 5 Leadership



Jenny Feast



Outcome

A well-governed city with visionary leadership and strong trusted partnerships, that uses resources wisely to meet local needs.

As a growing regional centre, the City of Albany relies on effective leadership, strong governance and trusted partnerships to navigate emerging challenge, allocate resources wisely, and respond to the evolving needs of the community.

In responding to these challenges, the City will consider the UN Sustainable Development Goals of promoting strong institutions with effective governance, resilient community and inclusive public engagement.

Key trends and challenges



Increasing expectations for transparency, accountability and community-centred decision making.



The need for robust financial and asset management to balance affordability with responsible long-term investment.



Rapid technological changes that influences how the City engages, communicates and delivers services.



The need to adapt to future State Government reforms to the Local Government Act.





A rapidly changing global social and economic environment.






Lead as a community-focused, values-led council

Priority Actions

Initiative	Description	2026/2027 Highlights			
 5.1.1.a Local Laws Review	Undertake a structured review of the City's Local Laws to ensure consistency with legislative requirements and good governance practice.	Complete prioritised review.			
COA Role Deliver	Lead Team Ranger Services	26/27 ●	27/28 ○	28/29 ○	29/30 ○
 5.1.1.b Governance improvements	Enhance governance frameworks, delegations and integrity systems to ensure governance arrangements remain fit-for-purpose as the City grows and operates in an increasingly complex regulatory environment.	Review and update Council and CEO delegations. Improved reporting on risk, compliance and assurance to Council and Committees.			
COA Role Deliver	Lead Team Governance and Risk	26/27 ●	27/28 ●	28/29 ●	29/30 ●

City services that support this strategic priority

 Ranger Services	Deliver community education and regulatory services to support compliance with Local Laws and policies; promote public safety and amenity; and apply fair, consistent and proportionate enforcement.
 Governance and Risk	Deliver governance systems to achieve assurance over governance, compliance and risk-informed decision making.
 Business Planning and Performance	Coordinate integrated corporate planning, performance monitoring and reporting to support accountable delivery of Council priorities.

Corporate Performance Measures



Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Compliance Annual Return	Compliance requirements met annually



Deliver optimised asset and financial management with planned capital improvements







Priority Actions

Initiative		Description			
 <p>5.1.2.a Strategic Asset Management Plan update</p>	Update of Plan, which acts as a long-term framework to manage infrastructure by aligning service delivery with community needs and financial sustainability.				
	<p>COA Role Deliver</p>	<p>Lead Team Engineering & Assets</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>○</p>	<p>28/29</p> <p>○</p>
 <p>5.1.2.b Strengthen audit oversight and implementation of improvement actions</p>	Embed the Audit, Risk & Improvement Committee to improve prioritisation, tracking, and reporting of improvement actions to support compliance, risk informed decision making and continuous improvement.				
	<p>COA Role Deliver</p>	<p>Lead Team Governance & Risk</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>●</p>



City services that support this strategic priority

 <p>Engineering and Assets</p>	<p>Coordinate the creation, maintenance, renewal and disposal of City infrastructure assets; collect and maintain asset data to support the development of capital works programming for civil infrastructure and community facilities.</p>
 <p>Governance and Risk</p>	<p>Deliver governance systems to achieve assurance over governance, compliance and risk-informed decision making.</p>
 <p>Finance</p>	<p>The budgeting, rates and accounts teams translate the Rating and Revenue Policy principles into consistent day-to-day financial practice by aligning budgets with long-term plans, applying rating structures consistently and transparently, and accurately monitoring and reporting revenue to ensure outcomes reflect policy intent.</p>
 <p>Property and Leasing</p>	<p>Coordinate leasing and utilisation of City owned and managed property assets to optimise financial and community outcomes and support broader asset management objectives.</p>

Corporate Performance Measures





Measure	Target
Maintenance of asset inventories	100% of assets in inventories
Condition monitoring of all core assets	Condition surveys completed as per cycle
Maintenance of financial rating	Score above benchmark Local Government Financial Indicator (LGFI) score
Audit tasks completed within deadline	Increase % annually



Build community and organisational emergency readiness







Priority Actions

Initiative	Description	2026/2027 Highlights			
 5.1.3.a Local Emergency Management Arrangements	Review and update as per LEMA requirements				
COA Role Deliver, Partner	Lead Team Emergency Services	26/27 <input type="radio"/>	27/28 <input checked="" type="radio"/>	28/29 <input type="radio"/>	29/30 <input type="radio"/>
 5.1.3.b Develop and train staff in emergency management, response and recovery	Ensure an appropriate cohort of staff are trained to assist emergency services in response and recovery.				
COA Role Deliver	Lead Team People & Culture	26/27 <input checked="" type="radio"/>	27/28 <input type="radio"/>	28/29 <input checked="" type="radio"/>	29/30 <input type="radio"/>
 5.1.3.c Support vulnerable community members to prepare for emergencies	Implement the use of Person Centred Emergency Planning Tool with vulnerable community members.				
COA Role Deliver	Lead Team Emergency Services	26/27 <input checked="" type="radio"/>	27/28 <input checked="" type="radio"/>	28/29 <input checked="" type="radio"/>	29/30 <input type="radio"/>
 5.1.3.d Business Continuity Planning	Review, update and test the Business Continuity Plans for the City's IT systems to ensure they consider risks relating to extreme weather events, bushfire and cyber-security attacks.				
COA Role Deliver	Lead Team Information Technology	26/27 <input checked="" type="radio"/>	27/28 <input checked="" type="radio"/>	28/29 <input checked="" type="radio"/>	29/30 <input type="radio"/>



City services that support this strategic priority

 <p>Emergency Management</p>	<p>In collaboration with Department of Fire and Emergency Services, ongoing delivery of projects and services in regards to prevention, preparedness, response and recovery.</p>
 <p>Information Technology</p>	<p>Provide, maintain and support fit-for-purpose IT solutions.</p>
 <p>People and Culture</p>	<p>Provide work health and safety, payroll and human resource services that are professional, compliance and efficient.</p>
 <p>Community Development</p>	<p>Facilitation of person-centred emergency planning workshops for vulnerable community members.</p>

Corporate Performance Measures



Measure	Target
Increased community emergency preparedness	Increase in workshop attendance/preparation of emergency plans annually
Service availability percentage for critical IT systems	99.5%



Enable a well informed and engaged community



Priority Actions

Initiative	Description	2026/2027 Highlights				
 <p>5.1.4.a Communications and Engagement Strategy</p>	<p>Deliver actions to support engagement with residents to ensure they are informed and included in decisions the City makes that impact them.</p>	<p>Complete the Community Engagement Toolkit.</p> <p>Deliver Rural Meet & Greet opportunities.</p>				
<p>COA ROLE Deliver</p>	<p>LEAD TEAM Community Development Communications</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p> <p>Plan Review</p>	<p>28/29</p> <p>○</p>	<p>29/30</p> <p>○</p>	
 <p>5.1.3.b Customer experience enhancements</p>	<p>Deliver an integrated Enterprise Resource Planning system to enable simpler, faster and more consistent service interactions for residents.</p>	<p>Implement Antenna mobile app to enable residents to lodge service requests and receive City alerts and updates.</p>				
<p>COA ROLE Deliver</p>	<p>LEAD TEAM Information Technology</p>	<p>26/27</p> <p>●</p>	<p>27/28</p> <p>●</p>	<p>28/29</p> <p>●</p>	<p>29/30</p> <p>●</p>	

City services that support this strategic priority

 <p>Customer Service</p>	<p>Provide consistent, accessible and customer-focused services that enable the community to engage with the City, manage enquiries, service requests and transactions in a timely and efficient manner that supports continuous service improvement.</p>
 <p>Information Technology</p>	<p>Provide, maintain and support fit-for-purpose IT solutions.</p>
 <p>People and Culture</p>	<p>Provide work health and safety, payroll and human resource services that are professional, compliance and efficient.</p>
 <p>Community Development</p>	<p>Support delivery of the City's community engagement activities.</p>
 <p>Communications</p>	<p>Deliver public relations, media management, marketing, design and digital communications to inform the community, and promote services and initiatives.</p>

Corporate Performance Measures

Measure	Target
Community Satisfaction Survey trends	Maintain/increase each survey
Reach across City communication platforms	Increase annually
Community engagement and participation opportunities	Increase annually
Antenno implementation	Increase users by 10% annually

Resourcing the plan

Strategic Asset Management Plan

The City owns and maintains a substantial network of infrastructure assets, parks and community facilities. The Strategic Asset Management Plan (SAMP) provides a rationale for how we prioritise long term projects and when we will intervene for cost effective renewal programs.

It identifies critical risks, monitoring of service levels and performance, understanding lifecycle management and maintenance strategies.

The SAMP also quantifies anticipated expenditure and highlights focus areas for improvements.

The Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a strategic, forward-looking document that outlines Council's anticipated financial position, priorities, and funding assumptions over an extended period; however, it is inherently based on projections and subject to change, and therefore does not constitute a binding financial commitment.

It is intended to support informed decision-making and ensure long-term financial sustainability. The binding financial commitment document is the Annual Budget, which is formally adopted by Council and sets out the approved revenues, expenditures, and resource allocations for the forthcoming financial year, representing Council's definitive and authorised financial plan for that period.

The financial summary provides estimated revenue and expenses over the next four years.

Rates remain the City's primary source of operating revenue, providing a stable base to fund essential services. Grants and contributions, particularly for capital projects, continue to play a significant role in enabling infrastructure delivery, while fees and charges support the provision of user-pays service.

Operating expenditure reflects the breadth of services delivered by the City and the asset-intensive nature of local government. Employee costs and materials and contracts represent the largest components of expenditure, while depreciation highlights the scale of infrastructure assets that require ongoing renewal to maintain service levels.

Asset Overview: What we own

Transport	Buildings	Stormwater	Managed Space
Roads	Cultural and community	Pipes	Parks and gardens
Paths	Public toilets	Pits	Sporting spaces
Bus shelters	Municipal operations	Open drains	Street landscaping
Street lighting	Sport & recreation		Natural spaces
Carparks	Tourism & commercial		
Major bridges			
Airport			
Jetties			
Boardwalks			

Replacement costs

\$793 m	\$184 m	\$159 m	\$146 m
Total replacement cost:		\$1.3 billion	

\$M	26 -27	27-28	28-29	29-30
Operating Revenue				
Rates	51.9	54.6	57.4	59.9
Operating Grants	10.4	9.0	9.2	9.4
Fees & Charges	26.4	27.4	28.8	30.0
Other	4.0	3.7	3.0	2.8
Total	92.6	94.7	98.4	102.1
Operating Expenses				
Employee Costs	(41.0)	(41.8)	(43.1)	(44.7)
Materials & Contracts	(29.1)	(27.7)	(27.8)	(28.6)
Depreciation	(21.8)	(21.9)	(22.1)	(22.3)
Other	(5.5)	(5.5)	(5.8)	(6.6)
Total	(97.3)	(96.9)	(98.9)	(102.1)
<i>Non cash adjustments</i>	21.9	22.1	22.3	22.4
Capital Expenditure & Revenue				
Capital Expenditure	(90.0)	(43.9)	(47.6)	(43.4)
Repayment of Loans	(1.0)	(0.8)	(0.7)	(1.1)
New Loan Borrowings	6.5	3.0	12.0	10.0
Non Operating Grants	51.6	17.4	16.1	9.9
Sale of Assets	0.5	0.5	0.9	1.2
Reserves Funding Used/(Saved)	15.1	3.8	(2.5)	1.0
Total	(17.2)	(19.9)	(21.8)	(22.4)
Estimated Closing Position	0	0	0	0

The Annual Budget

The development of the annual budget is guided by the Long Term Financial Plan and the actions outlined in the Council Plan. It includes the planned projects and services for the upcoming year.

Detailed information on Annual Budget can be found on the [City of Albany website](#).

Workforce Plan

The Workforce Plan includes a workforce analysis, risk analysis and forecasting to produce a coordinated approach to the human resourcing requirements required to deliver the City's operations and services.

As of June 2026, there were 376 full time and part time employees in roles across the organisation.

Directorate	Full time	Part time	Total
Office of the CEO	11	4	15
Infrastructure, Development and Environment	146	30	176
Corporate and Commercial Services	53	21	74
Community Services	42	69	111
Total	252	124	376

Performance reporting and review

We will keep Council and the community informed about our progress towards the priorities in this Plan through:



Quarterly performance reports to Council detailing our activities towards the actions in this Plan.



The City's Annual Report will detail the progress achieved in the previous financial year in each strategic priority area. It will also include a report on the progress measure indicators outlined in each pillar.

We will review the components of our Council Plan in accordance with the Local Government (Administration) Regulations 1996, as follows:

1

Annual Review

Corporate Business Plan actions reviewed and updated with consideration to updated information and available funding.

2

2028 Strategic Review (Minor)

Every two years (due 2028) Outcomes and Strategic Priorities – desktop review

3

2030 Strategic Review (Major)

Every four years (due 2030) Outcomes and Strategic Priorities reviewed and updated through community engagement

Appendix A: Strategic Alignment



Community

An inclusive and safe community where people feel proud of their heritage and can reach their potential.

<p>Strategic Priority</p>	<p>Build community participation, belonging and quality of life for all ages. Recognise and celebrate our diverse cultural and heritage identity. Support healthy and active lifestyles.</p>
<p>Alignment with United Nations Sustainable Development Goals</p>	<p>Goal 3: Good health and well-being Goal 11: Sustainable cities and communities</p>
<p>Alignment with WA Government Priorities 2025-2029</p>	<p>Health Community</p>

Environment

A city where our natural environment is valued and conserved, and climate resilience is built for future generations.

<p>Strategic Priority</p>	<p>Protection of our biodiversity and the natural environment. Minimise waste and maximise resource recovery. Mitigate and adapt to long-term environmental challenges.</p>
<p>Alignment with United Nations Sustainable Development Goals</p>	<p>Goal 7: Affordable and clean energy Goal 12: Responsible consumption and production Goal 13: Climate action Goal 14: Life below water Goal 15: Life on land</p>
<p>Alignment with WA Government Priorities 2025-2029</p>	<p>Environment</p>

Infrastructure

A vibrant city with attractive and connected spaces, supported by forward thinking and responsible planning and development.

Strategic Priority

Provide the core and critical infrastructure to enable responsible and sustainable growth.

Enable sufficient land supply and diversity of housing options.

Strengthen safe, prepared and liveable urban and rural communities.

Deliver a safe, sustainable and efficient local transport network.

Alignment with United Nations Sustainable Development Goals

Goal 9: Industry, innovation and infrastructure

Goal 11: Sustainable cities and communities

Alignment with WA Government Priorities 2025-2029

Housing

Infrastructure and services

Economy

A thriving, diverse and innovate regional economy that creates a diversity of opportunities

Strategic Priority

Strengthen transport links to the surrounding region and major centres.

Support diversified and thriving local businesses and industries.

Grow as a destination that offers a world-class visitor experience.

Strengthen Albany's role as a regional hub for education, training and work.

Alignment with United Nations Sustainable Development Goals

Goal 8: Decent work and economic growth.

Goal 9: Industry, innovation and infrastructure.

Alignment with WA Government Priorities 2025-2029

Jobs

Leadership

A well-governed city with visionary leadership and strong trusted partnerships, that uses resources wisely to meet local needs

Strategic Priority

Lead as a community-focused, values-led Council

Deliver optimised asset and financial management with planned capital improvements

Build community and organisational emergency readiness

Enable a well informed and engaged community

Alignment with United Nations Sustainable Development Goals

Goal 16: Peace, justice and strong institutions

Alignment with WA Government Priorities 2025-2029

Appendix B:

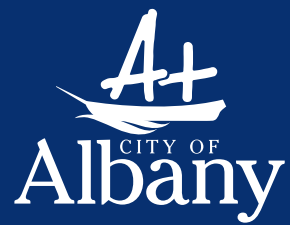
Related Documents

The following table provides an overview of the related strategies and plans referenced in this document:

Pillar	Document	Page referenced
Community	Access and Inclusion Plan 2023-2027	16
	Age-Friendly Albany Plan 2023-2027	16
	Youth Friendly Albany Plan 2022-2025	16
	Bicentenary Strategic Plan	18
	Arts, Culture and Heritage Plan 2022-2027	18
	Reflect Reconciliation Action Plan	18
	Health and Wellbeing Plan	20
Environment	Waterwise Strategy	28
	Corporate Power Plan 2023-2028	28
Infrastructure	Stormwater Management Strategy	32
	Albany Local Planning Strategy	34
	Bike Plan 2025-2030	38
Economy	Airport Master Plan 2043	42
Leadership	Strategic Asset Management Plan	48
	Communications and Engagement Strategy	52



Version	Version Description	Adoption Date
0.1	City of Albany Council Plan 2026-2036	Ordinary Council Meeting 30 June 2026 (CCS802)



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This document can be provided in alternative formats upon request.