

Corporate Business Plan

City of Armadale | 2027–2030

Corporate Business Plan | 2027-2030



www.armadale.wa.gov.au

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Acknowledgement of Country

Across the City of Armadale, the land on which we live, work and meet is Wadjuk Country. We acknowledge and pay our respects to Noongar people, the traditional owners and custodians of this land. We respect connection to Country, the importance of cultural heritage and embrace the knowledge of Elders past and present.

Contents

Our Vision	01
Our Values	02
Message from the Mayor and Chief Executive Officer	03
What is a Corporate Business Plan?	04
Our Community Aspirations at a Glance	05
Our City in 2026	06
Our Community Profile in 2026	09
Key Informing Plans and Strategies	11
Asset Management Planning	12
Influencing Strategies and Plans	13
Capital Investment 2027-2030	14
Key Capital Projects	15
Funding and Timeline: 2026/27-2029/30	15
How to use this Corporate Business Plan	18
Aspiration 1 - Community	19
Aspiration 2 – Environment	29
Aspiration 3 - Economy	43
Aspiration 4 - Leadership & Innovation	53
Risk Management	63
Our Performance	64

Armadale – Where City meets Country



A place of natural beauty, rich in heritage and respectful of culture, with diverse landscapes and lifestyles, and a wealth of business and investment opportunities.

Our Mission

In making the most of today, we create opportunities for tomorrow.

What we Believe

One day at a time gets us further, together.

Our Commitment

Each day, we build and strengthen our organisation to greater serve our growing and diverse community, as well as our environment.



We Care



We are here because we care about our community, our environment, our organisation, our colleagues and our wellbeing.

We are Better Together



We are better when we work together. We are a mix of thinkers, doers and believers fuelled by wanting more for each other and our community. We work in partnership.

We Learn and Grow



This is the organisation you come to when you're ready for your next challenge.

We Seize Today, Shape Tomorrow



It is a privilege to be of service to the people of the City of Armadale. There is so much that should and could be worked on. One day at a time gets us further, together.



A message from the Mayor and Chief Executive Officer

We are pleased to present the City of Armadale's Corporate Business Plan, 2026/27 - 2029/30.

The future looks bright for the City of Armadale with significant growth forecast for many of our 20 suburbs over the next 20 years. Our population is predicted to surpass 150,000 people by the year 2041 and as such we need to ensure we're building solid foundations to manage this growth.

As a City, we are proactive in providing our community with the best possible outcomes across our four key aspirational areas:

- Community;
- Environment;
- Economy; and
- Leadership and Innovation.

While our Strategic Community Plan (SCP) outlines these aspirations, this Corporate Business Plan (CBP) identifies the actions we will be working towards ensuring we realise each aspiration. These key actions are reflected in the work of Council and the City's officers. We review our CBP annually to ensure we're on the right track to meet our aspirations. The CBP is a crucial element in establishing our Annual Budget. We have listened to your feedback which has informed the aspirations

in the SCP and we are committed to achieving the outcomes necessary to meet the future needs of your City.

Key projects

Planning for key projects within the City of Armadale doesn't happen in isolation. We take into account what's occurring across the wider region, State and even nationally. These insights help inform how we prioritise our initiatives and services moving forward. Key projects identified in this CBP include the construction of several new community facilities and upgrades to existing facilities. Some notable projects include building Karlup Journey Place, the replacement of the pavilion at Morgan Park and the redevelopment of the Forrestdale Sporting Hub.

An exciting future

Our vision for the City of Armadale is becoming a reality. We're excited about our next phase and are pleased to provide a robust Corporate Business Plan which allows the City to build on its strengths and capitalise on opportunities to make our community an even more desirable place to live and work.

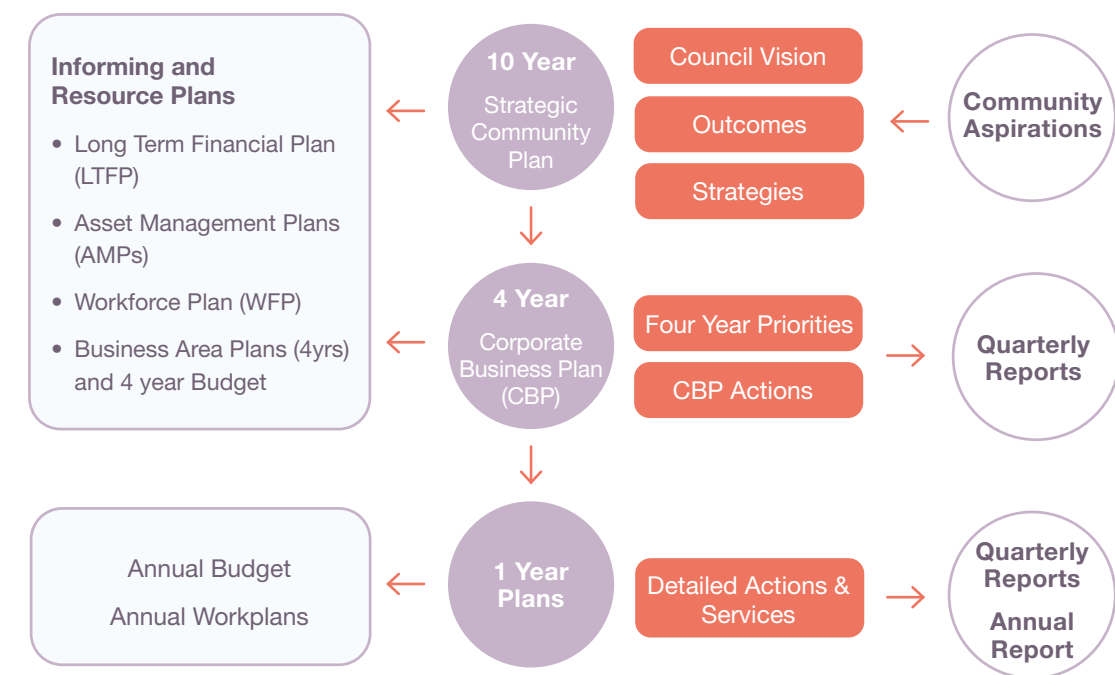
What is a Corporate Business Plan?

This Corporate Business Plan outlines the key actions that will be undertaken over the next four years to progress the achievement of the aspirations and objectives outlined in the City's Strategic Community Plan.

The Corporate Business Plan ensures a continued focus on the City of Armadale's Vision and reflects the organisational values which guide City of Armadale Elected Members and employees in their day-to-day work and interaction with customers and the community.

In accordance with the *Local Government Act 1995*, the Corporate Business Plan is reviewed annually, with a major review every four years. Ongoing consultative processes with the community and other stakeholders contribute to these reviews.

The Corporate Business Plan forms an essential part of the City's Integrated Planning and Reporting Framework and is informed by a range of strategies and plans. The effectiveness of the Corporate Business Plan actions in achieving the strategic direction of the City will be monitored and reported through identified performance measures.



Our Community Aspirations at a Glance

Strategic Community Plan – Aspirations and Outcomes

**Aspiration 1
Community**

1.1 Foster and strengthen community spirit

1.2 Improve community wellbeing

1.3 Community facilities meet community needs

1.4 An inclusive and engaged community supported by diverse voices and active participation

**Aspiration 3
Economy**

3.1 Economic growth, jobs and education

3.2 Positive image and identity for the City

3.3 The City proactively supports and advocates for business, encouraging opportunity and growth

3.4 A thriving tourism industry supported by events, nature and heritage

**Aspiration 2
Environment**

2.1 Protection and restoration of the natural environment

2.2 Attractive, inclusive and functional public places

2.3 Functional, inclusive and sustainable infrastructure

2.4 Increased resource recovery moving towards a circular economy

2.5 Quality development preserving amenity, sustainability and local character

2.6 Net zero and carbon reduction

**Aspiration 4
Leadership & Innovation**

4.1 Strategic leadership and sound management

4.2 A culture of innovation and continuous improvement

4.3 Sound financial governance incorporating economic, social and environmental outcomes

4.4 Communications and community engagement

Our City in 2026

Strategically located at the centre of Perth’s south-eastern corridor, the City of Armadale is home to some of the fastest growing suburbs in WA, offering a unique lifestyle for those who want to live, work and play in an area of natural beauty. There are vineyards and orchards, green open spaces, bushland and the backdrop of the Darling Range.

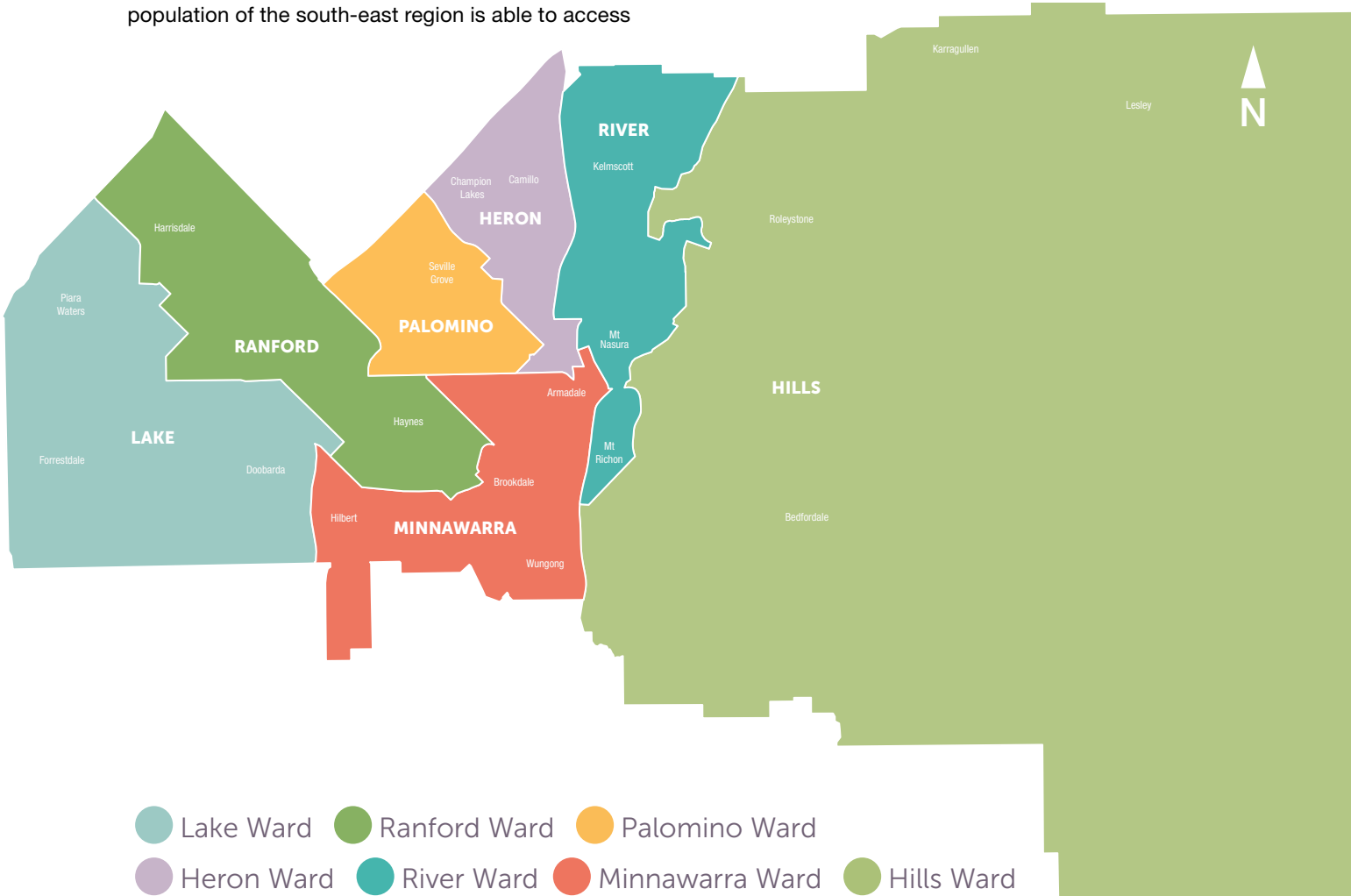
With the population expected to grow from approximately 117,000 to around 150,000 by the year 2041, Council aims to catalyse economic growth by leveraging the City’s natural assets and ensuring that Armadale fulfils its role as a Strategic Metropolitan Centre capable of providing employment and higher order services to the region.

Armadale’s employment self-sufficiency rate remains around 51%, meaning many residents continue to travel outside the City for work. With the City’s population forecast to grow significantly in the coming years, increasing local employment opportunities remains a key priority.

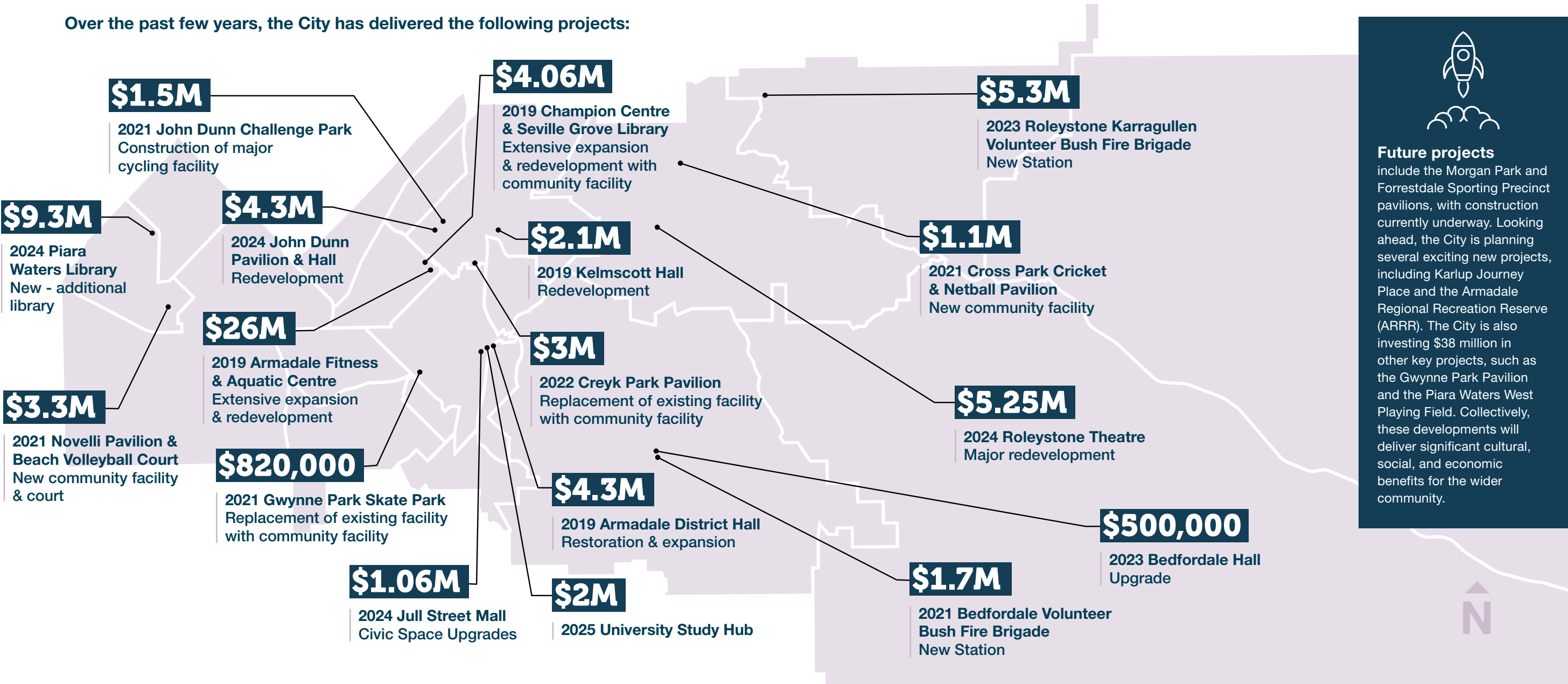
Partnering with both State and Federal government is essential to creating a critical mass of activation within the City Centre to attract and sustain the private sector investment required to ensure the population of the south-east region is able to access

the jobs and services they require from a Strategic Metropolitan Centre. The State government’s investment in the Armadale Courthouse and Police Complex (\$89M), as well as a purpose-built TAFE facility (\$39M) are welcome replacements for aged facilities and the METRONET Byford Rail Extension now provides improved accessibility for the region’s population into the Armadale City Centre.

In 2025, the Armadale University Study Hub opened its doors in the City Centre, made possible through funding from the Federal Department of Education. This new facility offers local students a supportive and accessible environment to pursue higher education closer to home, strengthening pathways to academic and career success across the community.



Over the past few years, the City has delivered the following projects:



560km²
Area of the City



20
Suburbs



401
Public Open Spaces



29
Primary Schools



15
Secondary Schools

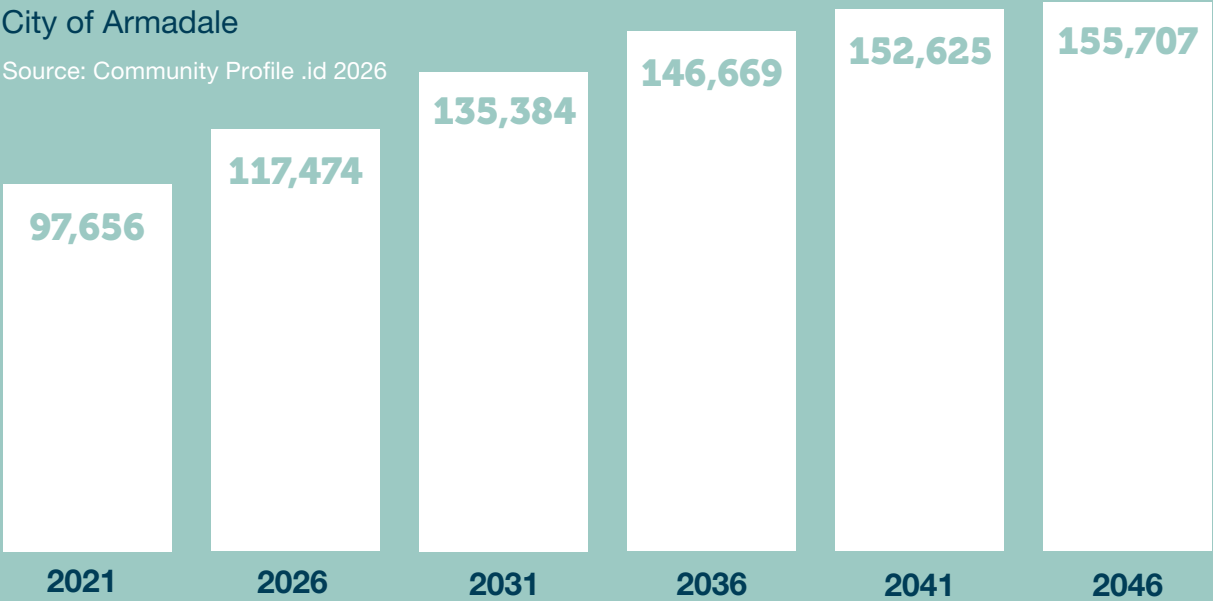


4
Libraries

Forecast Population 2021 to 2046

City of Armadale

Source: Community Profile .id 2026



Our Community Profile in 2026



The population estimate for the City of Armadale in 2026 is 117,474. The population is projected to grow to 155,707 by 2046, representing a 37.8% increase over two decades, which is an average annual growth rate of about 1.6%

Source: ABS and Forecast ID 2023



Household size and composition - Average household size of 2.67 made up of:



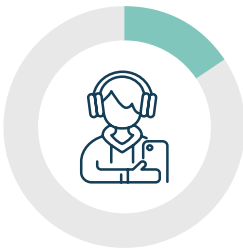
Source: Australian Bureau of Statistics, Census of Population and Housing 2021



15.7%
Seniors aged between 60-84



4.6%
People living with a disability



15.7%
Young people aged between 12-24

Source: Community Profile .id 2021



The City of Armadale has a significant Aboriginal population (around twice the average for metro Local Government Authorities) which provides an important opportunity for ongoing two-way engagement and learning. The City has held a longstanding positive relationship with the Aboriginal community for many years, marked by the advent of the Aboriginal and Torres Strait Islander Advisory Committee in 1997. In 2008, the Aboriginal Development team was established along with the Champion Centre at which the team are based - a dedicated community facility located on Champion Drive, Seville Grove. The Champion Centre is a meeting place for local people and a culturally appropriate space for the provision of services and programs for Aboriginal and Torres Strait Islander people and the wider community. The role of the local Aboriginal Elders is valued, with these community members working closely with the Aboriginal Development team and other officers in the City to provide guidance and advice on behalf of the wider Aboriginal community. This relationship has also been solidified in the City's Reconciliation Action Plan.

Key demographics and characteristics of the community from census data and other forecasts include:

	City of Armadale	Greater Perth	Western Australia	Australia
Aboriginal Population	3.0%	2.0%	3.3%	3.2%
Non-English speaking backgrounds	24%	21%	18%	22%
University attendance	3%	5%	4%	5%
Bachelor degree or higher	20%	26%	24%	26%
Vocational	24%	20%	21%	19%
Public transport (to work)	7%	8%	7%	5%
Unemployment	6.4%	5.3%	5.1%	5.1%
SEIFA index of disadvantage	990	1020	1011	1001

Source: Community Profile .id 2021

Key Informing Plans and Strategies

Strategic Community Plan (SCP)

The Strategic Community Plan is the City’s long-term strategic planning document. The 2026-2035 Strategic Community Plan is the blueprint for the future direction of the City of Armadale and its community. The Plan, though broad, has a strong emphasis on the community’s vision, aspirations and objectives. This Plan is the roadmap to ensure the City of Armadale remains a liveable, progressive and supportive City for its residents, businesses and visitors.

Long Term Financial Plan (LTFP)

The Long Term Financial Plan outlines the City’s financial strategies to deliver the outcomes sought in the Strategic Community Plan. It illustrates how the Council intends to fund services, community assets and infrastructure in a sustainable manner, now and into the future. The LTFP is underpinned by a number of principles that seek to balance community needs with fairness, equity, and affordability.

Annual Budget

The Annual Budget is the refining document through which Council delivers its Strategic and Service-based priorities. It assembles and allocates financial and people resources, through a detailed analysis of all the City’s allocated accounts, with clear performance based outcomes.

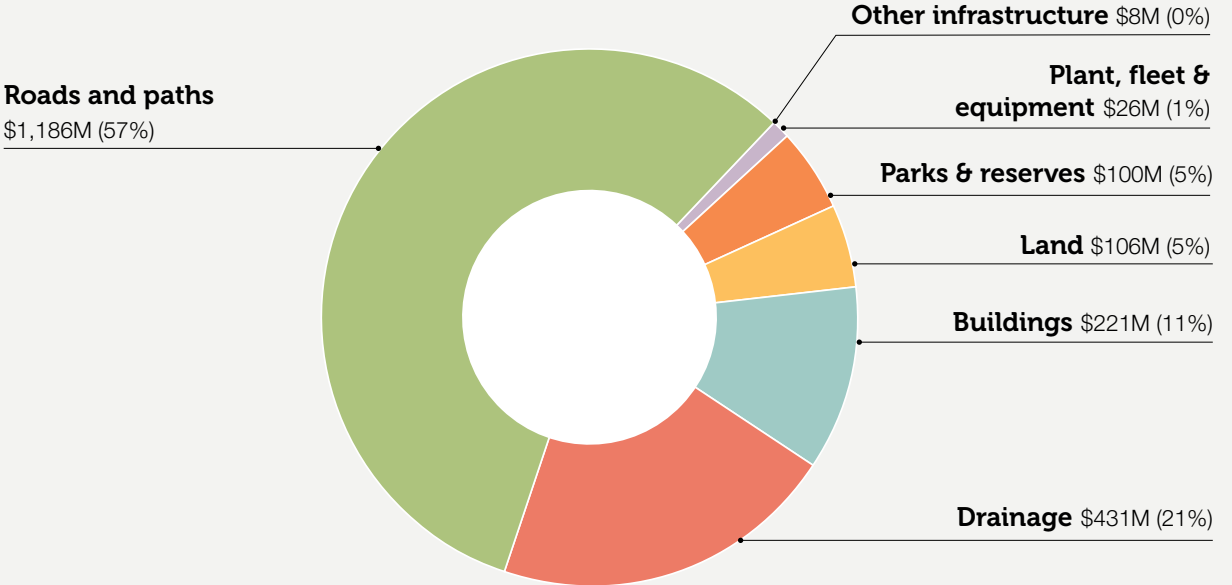
Workforce Plan (WFP)

Human resources are planned for in the City’s Workforce Plan which captures trends in the City’s workforce and the longer term planning for projected changes to composition and expertise needed to meet and deliver the Corporate Business Plan objectives.

Asset Management Plans

The City’s Asset Management Plans are brought together through an asset management strategy that sustains the portfolio of assets over the long term. A fifty-year Asset Renewal Funding Strategy helps Council balance the cost of the assets used between the current and future generations. The asset plans set out the investment required to keep the assets in a serviceable condition that the Council and community expect from the City. The City has Asset Management Plans for each class of asset: buildings, fleet, parks, roads, drainage and footpaths.

Value of Asset Portfolio 30 June 2025



Asset Management Planning

Asset Management Planning optimises the management of the City of Armadale assets including: Roads, bridges, buildings, car parks, storm water drainage systems, natural bushland, footpaths, parks, sports ovals, courts and pavilions, signage, street lighting, street trees, streetscapes, irrigation, bus shelters, vehicle fleet, plant and equipment.

The City applies a strategic approach to asset management, with Asset Management Plans based on the complete asset lifecycle. Asset Management Plans are used to predict the cost to renew and maintain the City’s assets.

Asset acquisitions and capital works projects are funded from rate revenue, specific cash reserves, and sale of existing land assets, government grants or external borrowings.



838km
of Roads



648km
of Pathways



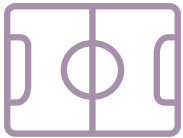
1210.35ha
Natural Dry areas



345.44ha
Natural Wet areas



193
Building Assets
(Includes 40 halls and pavilions)



219.46ha
Active Sporting areas



207.38ha
Passive Reserve areas

Influencing Strategies and Plans

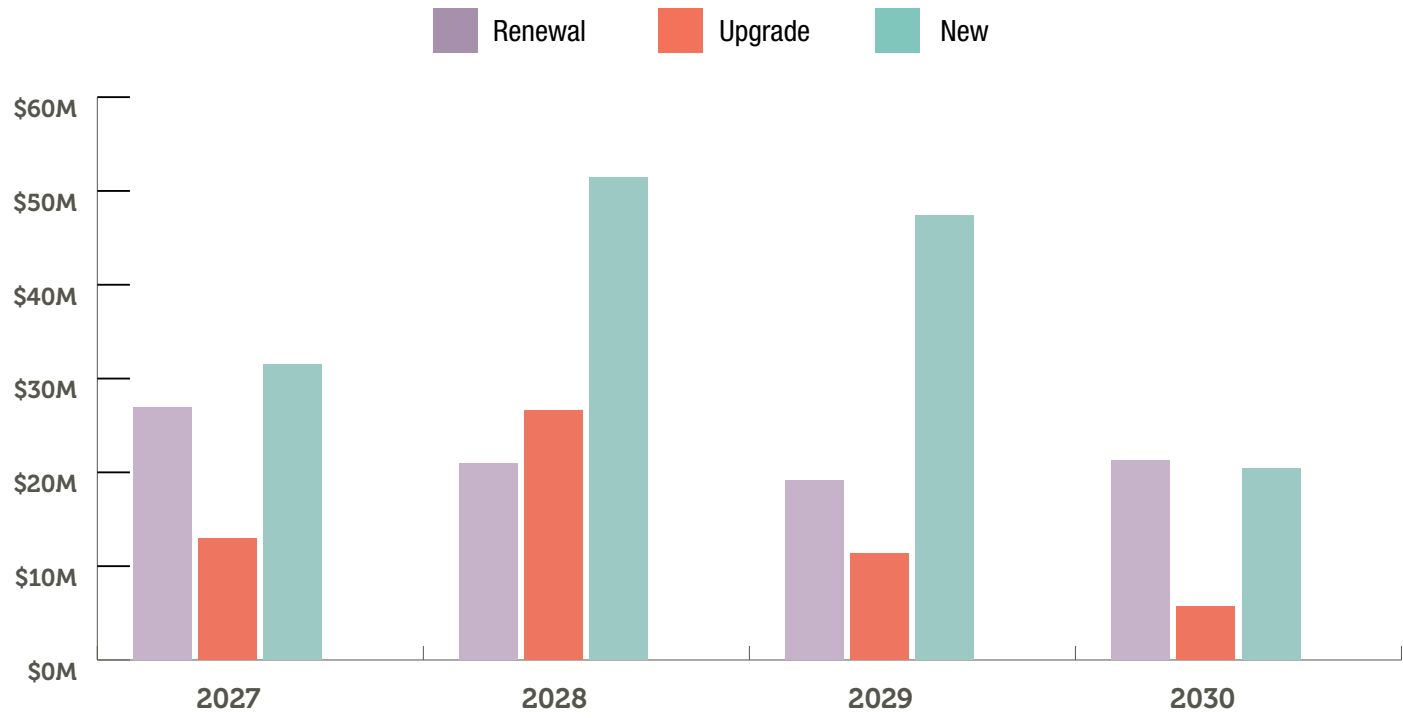
Work within the City of Armadale does not happen in isolation, but within the context of what is happening in the wider region, the state and the nation. The following plans and strategies all influence the way in which new initiatives and services can be considered.

Internal	Internal
Access & Inclusion Plan	Rating Strategy
Activity & Retail Centres (Commercial) Strategy	Record Keeping Plan
Advocacy Strategy	Risk Management Framework
Air, Water, Soil and Land Strategies	Strategic Environmental Commitment
Armadale City Centre Activation Plan	Strategic Waste Management Plan
Armadale Strategic Metropolitan City Centre Structure Plan	Subdivisional Development Guidelines
Arts and Culture Strategy	Switch Your Thinking Business Plan
Asset Management Plans	Tourism Strategy
Bike Plan	Urban Forest Strategy
Biodiversity Strategy	Workforce Plan
Bushfire Risk Management Plan	
City Investment Framework	External
Community Development Strategy	Action Plan for Planning Reform Implementation
Community Engagement Strategy	Armadale Redevelopment Scheme 2
Community Health and Wellbeing Plan	Australia Infrastructure Reform
Community Hubs Master Planning Initiative	Community Connect South
Community Infrastructure Plan	Directions 2031 and Beyond
Corporate Business Plan	Liveable Neighbourhoods
Corporate Greenhouse Action Plan	Long Term Cycle Network Plan
Development Contribution Plans	METRONET Rail Extension to Byford
Development Contribution Schemes – North Forrestdale (Harrisdale/Piara Waters) and Anstey-Keane Precinct	Metropolitan Redevelopment Act (2011)
Digital Strategy	Metropolitan Region Scheme
Dry Parks Strategy	Middle Canning Surface Water Area Allocation Plan
Economic Development Strategy	National Growth Areas Alliance (NGAA) Advocacy Strategy
Enterprise Agreement	Perth and Peel @ 3.5 Million
Environmental Management Framework	Perth and Peel @ 3.5 Million – Transport Network
Events Strategy	PLA Community Facility Guidelines
Fleet Transition Strategy	Planning for Bushfire Guidelines
Footpath Development Program	Public Library Services in WA
ICT Strategy	Smart Cities Plan
Innovate Reconciliation Action Plan	South East Corridor Councils Alliance (SECCA) Advocacy Priorities
Integrated Transport Strategy	South Metropolitan Peel Sub-Regional Framework
Kelmscott District Centre Precinct Structure Plan	Sports Dimensions Guidelines for Playing Areas
Library Strategic Plan	State Disability Strategy
Local Emergency Management Arrangements	State Emergency Management Policies
Local Heritage Survey (previously Municipal Heritage Inventory)	State Homelessness Strategy
Local Planning Policies	State Planning / Development Control Policies
Local Planning Schemes	State Planning Policies
Local Planning Strategy	State Planning Strategy 2050
Long Term Financial Plan	State Waste Strategy – Waste Avoidance & Resource Recovery Strategy 2030
Museum Interpretation Plan	Vision 2025 Framework for Strategic Action
Normalisation of DevelopmentWA Precincts – Project Handovers	WA Health Promotion Strategic Framework
Parks Facilities Strategy	WA Public Libraries Strategy
Parks Improvement Plan – Top 25	Wungong Urban Developer Contribution Scheme
Public Art Strategy	
Public Toilet Strategy	

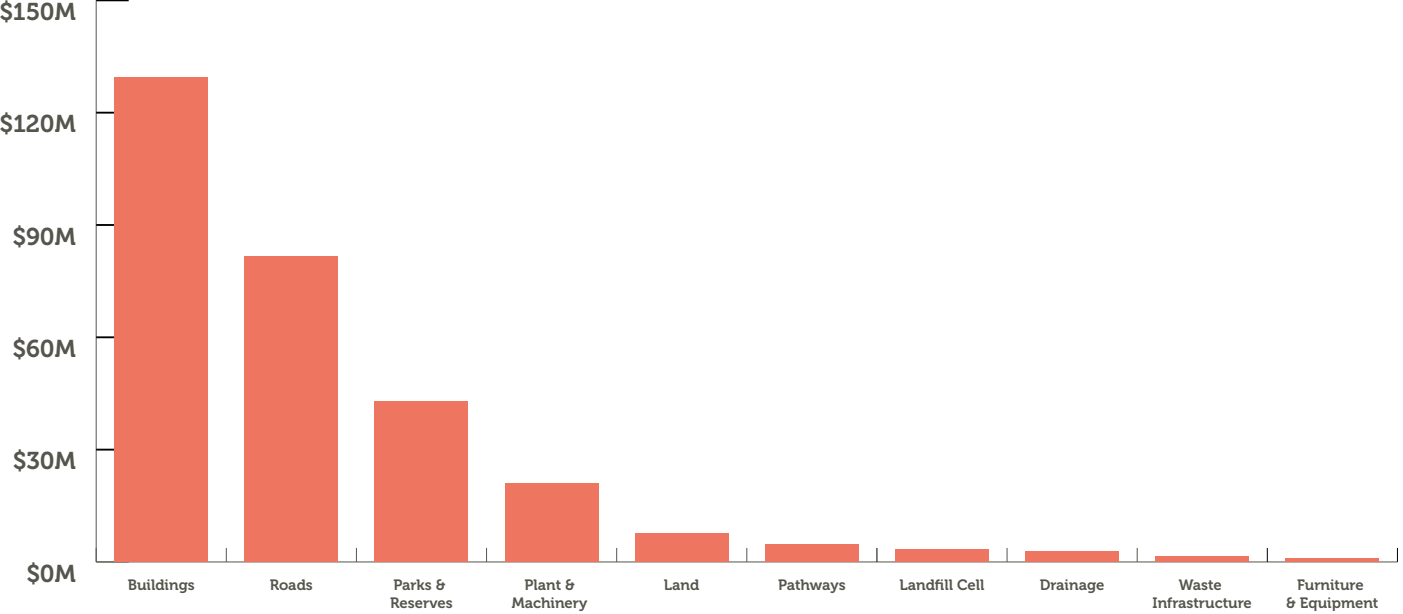
Capital Investment 2027-2030

Over the next four years, the current Capital Investment program features the delivery of several key property and infrastructure projects, in addition to planned renewal works to maintain current assets. Over the four years the City is committing to an average annual asset renewal commitment of \$22M.

Capital Investment by Type and Year

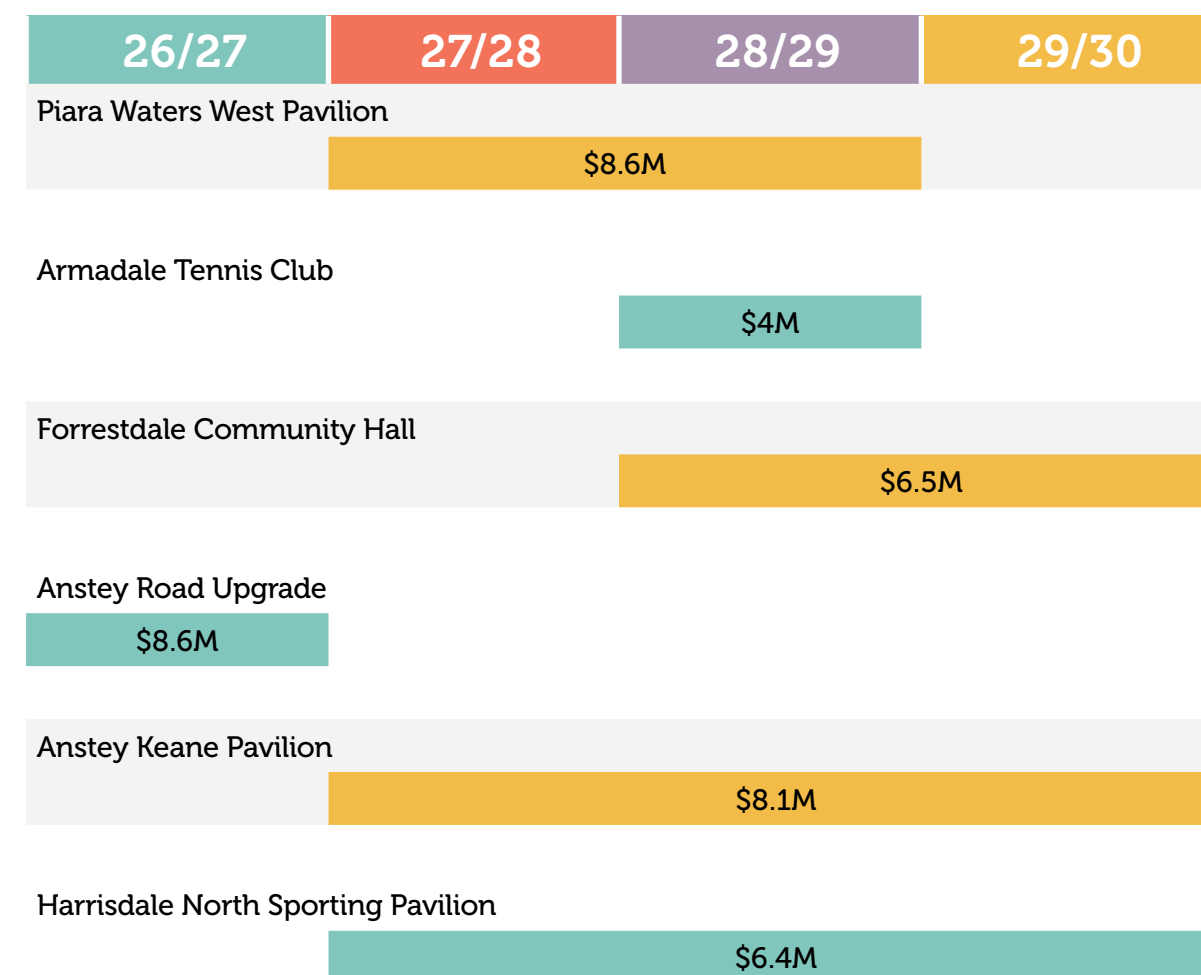
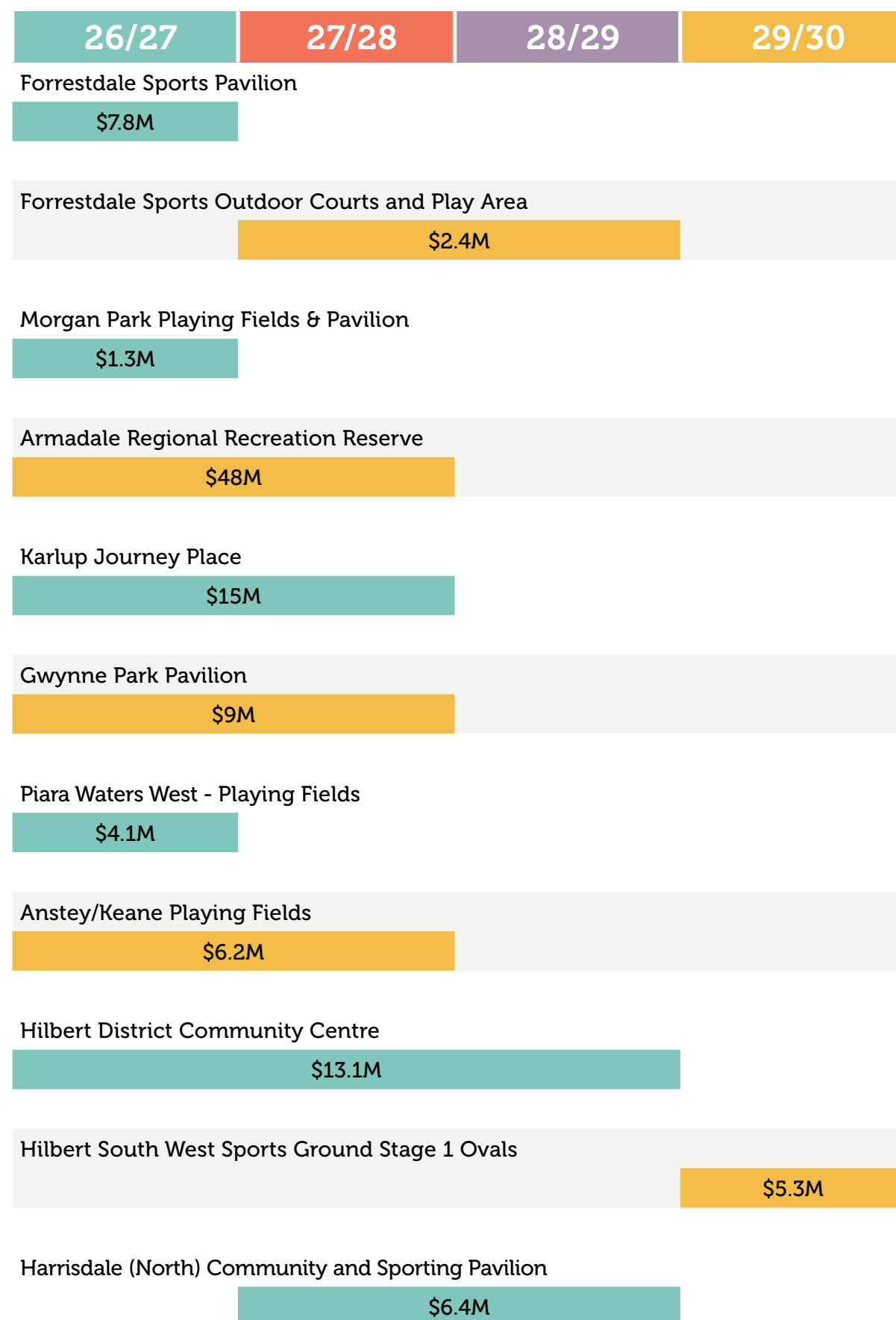


4 Year Capital Program Total by Asset Class



Key Capital Projects

Funding and Timeline: 2026/27-2029/30





How to use this Corporate Business Plan

The Corporate Business Plan links the Strategic Community Plan objectives to key actions, projects and strategies. The Plan includes the City’s operational and capital works budgets outlined in the City’s Four Year Budget.

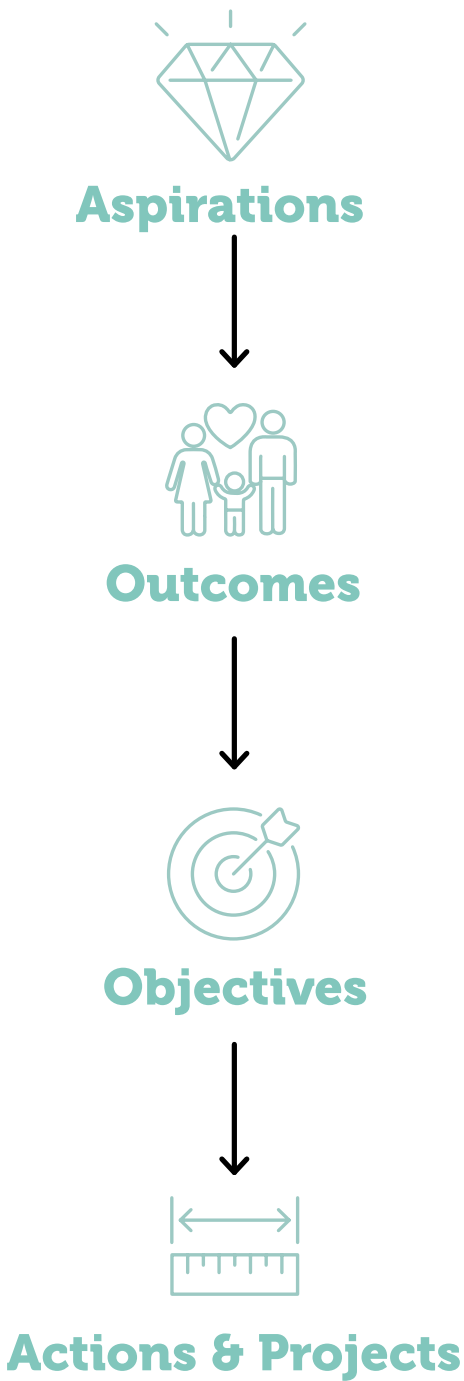
The SCP Objectives are spread across four Aspirations (Community, Environment, Economy and Leadership & Innovation) and the link between Outcomes, Objectives and Actions & Projects is as below:

**Community**

**Environment**

**Economy**

**Leadership & Innovation**



Aspiration 1 - Community

The City of Armadale will continue to foster and strengthen the community spirit that has been a binding force in the region since its earliest days. It is this sense of collectivity and vitality that has made Armadale a desirable and welcoming community where people continue to choose to make their home.

In the next decade, the City will build on its foundations and seek to challenge and change the narrative of Armadale in order to attract new residents, business and investors. We will actively engage with our multicultural community and facilitate and nurture new community connections, while also continuing to embrace the community spirit in our established community.

By 2030, the City of Armadale will expand the availability of recreation and community spaces so that they cater to a greater number of sporting codes, community and cultural groups. The provision of these services and facilities will be centred on principles relating to inclusivity and equity for all.

The City will partner in the delivery of health promotion activities in areas of need by actively supporting sporting groups, particularly junior clubs. It will also leverage partnerships for health promotion with groups to facilitate programs and services for seniors and youth.

The City will continue to advocate for increased police resources and work to facilitate improvements in community safety, particularly around the rail corridor and in public spaces. It will do this by working with members of parliament and community leaders to affect change through safety awareness campaigns.

Beyond this, efforts will be made to promote Armadale as a safe, welcoming, prosperous and vibrant community. There are many positive stories about our beautiful community, as well as our cultural events. The emergence of Armadale as a hub for employment and tourism will be instrumental in this work.

The strong sense of community and connection to place that comes from living in Armadale will be enhanced through a network of volunteers and community leaders whose contributions will assist the promotion of Armadale's arts, biodiversity, culture and heritage. We will also work to strengthen the sense of place that comes from the City's natural environment. There will be a focus on maintaining access to public parks and reserves, while also prioritising the improvement of community facilities in established suburbs.

Aspiration 1: Community

Outcome 1.1: Foster and Strengthen Community Spirit

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
1.1.1 Facilitate a dynamic calendar of events, festivals and cultural activities that activate suburbs, foster community connections, celebrate the diversity of the community and encourage a sense of place for residents.	1.1.1.1	Implement the Events Program	Program	Community Development	Implement	Implement	Implement	Implement
	1.1.1.2	Implement the Arts and Culture Strategy	Program	Community Development	Implement	Implement	Implement	Review
1.1.2 Preserve, celebrate, and cultivate the City's built, natural, and cultural heritage to strengthen our sense of place and our thriving community hubs.	1.1.2.1	Progress community facilities identified in the Long Term Financial Plan	Program	Community Infrastructure Planning	Implement	Implement	Implement	Implement
	1.1.2.2	Implement the Museum Interpretation Plan	Program	Library and Heritage Services Planning	Implement	Implement	Implement	Implement
	1.1.2.3	Consider a natural cultural heritage inventory for the City of Armadale	Project	Environment & Sustainability	Develop	Implement	Implement	Implement
1.1.3 Support the development and sustainability of a diverse range of community groups.	1.1.3.1	Implement the Community Development Strategy	Program	Community Development	Implement	Implement	Implement	Implement



Aspiration 1: Community

Outcome 1.2: Improve Community Wellbeing

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
1.2.1 Align services and programs with the community's social priorities, and support community safety initiatives.	1.2.1.1	Implement the Community Development Strategy	Program	Community Development	Implement	Implement	Implement	Implement
	1.2.1.2	Advocate to State and Federal Government for the delivery of services and programs to meet community needs	Service	Community Development	Advocate	Advocate	Advocate	Advocate
	1.2.1.3	Review the Social Priorities Approach	Program	Community Development	Implement	Implement	Implement	Review
	1.2.1.4	Implement the Homelessness Policy	Service	Community Development	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	1.2.1.5	Develop the CCTV Strategy	Project	Ranger and Emergency Services	Develop (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
1.2.2 Take an adaptive approach to the provision of a diverse range of active and passive recreational opportunities within the City.	1.2.2.1	Advocate through the structure plan process to increase the provision of public open space and particularly active open space	Service	Strategic Planning	Advocate	Advocate	Advocate	Advocate
	1.2.2.2	Implement the Dry Park Strategy	Project	Design	Implement	Implement	Implement	Implement
	1.2.2.3	Create a community DCP for infill areas to collect for CIP improvements	Project	Community Infrastructure Planning/Planning	Develop	Develop	Implement	Implement
1.2.3 Facilitate the delivery of health and wellbeing programs and services within the community.	1.2.3.1	Implement Community Health and Wellbeing Plan	Program	Health Services	Implement	Implement	Implement	Implement
1.2.4 Create opportunities for lifelong learning that builds skills, resilience, and a connected community.	1.2.4.1	Implement the Library Strategy	Program	Library and Heritage Services	Implement	Review	Implement	Implement
	1.2.4.2	Provide the Armadale University Study Hub	Service	Recreation Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
1.2.5 Advocate and plan for public transport provision and preservation.	1.2.5.1	Implement the Integrated Transport Strategy	Service	Design	Implement	Implement	Implement	Implement



Aspiration 1: Community

Outcome 1.3: Community Facilities Meet Community Needs

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
1.3.1 Provide facilities and services to meet the growth demands and diverse needs of the wider Armadale community.	1.3.1.1	Review the Community Infrastructure Plan	Project	Community Infrastructure Planning	Review	Implement	Implement	Implement
	1.3.1.2	Advocate for the Armadale Regional Recreation Reserve (ARRR)	Project	Economic Development	Advocate	Advocate	Advocate	Advocate
	1.3.1.3	Commence construction of the Armadale Regional Recreation Reserve (ARRR)	Project	PMO	Design	Construct	Construct	
	1.3.1.4	Progress detailed design of Hilbert Library and Community Centre	Project	Program Delivery	Design	Construct	Construct	
	1.3.1.5	Progress the development of Gwynne Park Precinct	Project	Program Delivery	Construct	Construct	Design & Construct	Construct
	1.3.1.6	Progress the development of the Forrestdale Sporting Precinct	Project	Program Delivery	Design & Construct	Design & Construct	Design & Construct	Construct
	1.3.1.7	Progress the development of Morgan Park	Project	Program Delivery	Construct			
	1.3.1.8	Review and Implement the Lease and Licence Policy	Service	Recreation Services	Review	Implement	Implement	Implement
	1.3.1.9	Implement the Community Development Strategy	Program	Community Development	Implement	Implement	Implement	Implement



Aspiration 1: Community

Outcome 1.4: An inclusive and engaged community supported by diverse voices and active participation

OBJECTIVES		KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
1.4.1	Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.	1.4.1.1	Implement the Community Development Strategy	Program	Community Development	Implement	Implement	Implement	Implement
1.4.2	Encourage the provision of inclusive and accessible facilities, services and programs within the community.	1.4.2.1	Implement the Disability Access and Inclusion Plan	Program	Community Development	Implement	Implement	Implement	Implement
1.4.3	Ensure the provision of culturally appropriate services and programs within the City	1.4.3.1	Advocate for the sustainable delivery of community support programs from the City's Champion Centre	Program	Community Development	Advocate	Advocate	Advocate	Advocate



Aspiration 2 - Environment

The City of Armadale will protect and enhance its natural and built environments - including rivers, wetlands, and green spaces - to support a healthy, sustainable future for all.

The City fosters and protects its natural environment by embracing the principles of sustainability and acknowledging the impacts of our changing climate.

Globally, there are twenty-five recognised biodiversity epicentres, and Armadale is situated within the South Western Australian hotspot. The City is home to twenty-four species of threatened flora, and includes 163ha of the Forrestdale Complex vegetation community. This is a Threatened Ecological Community, of which only a total of 220ha remains. The City has an active role in managing this community through Reserve Management Plans.

Armadale was one of the first councils in Western Australia to develop an Urban Forest Strategy, and this initiative will be continuously advanced as the City of Armadale takes action to address climate change. The Urban Forest Strategy (which has been responsible for the planting of thousands of trees) will continue to guide the City's approach in relation to the creation of tree canopy and the maintenance of parks, reserves and streetscapes.

We will also continue to upgrade community infrastructure and public amenities, such as roads, streetscapes and buildings, as Armadale continues to expand. The City has been laying the foundations for this growth through the Activity Centre Structure Plan, which will guide and govern future land use within the Armadale City Centre.

This planning guide will allow the Armadale CBD to reach its full potential as the primary Activity Centre for Perth's south-eastern corridor.

Aspiration 2: Environment

Outcome 2.1: Protection and restoration of the natural environment

OBJECTIVES		KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
2.1.1	Use water efficiently in City operations and promote water-wise practices in urban development and for residential living.	2.1.1.1	Maintain the Waterwise Council Action Plan	Project	Environment & Sustainability	Review	Review	Review	Review
2.1.2	Improve the quality of water in the City's rivers, streams, brooks, drains and wetlands.	2.1.2.1	Implement the Water Strategy	Project	Environment & Sustainability	Implement	Implement	Implement	Review
2.1.3	Minimise impacts on air quality throughout the City.	2.1.3.1	Implement the Air Quality Strategy	Project	Environment & Sustainability	Implement	Implement	Implement	Review
2.1.4	Protect soil and land resources throughout the City.	2.1.4.1	Implement the Soil and Land Strategy	Project	Environment & Sustainability	Implement	Implement	Implement	Review
2.1.5	Biodiversity is managed to preserve and improve ecosystem health.	2.1.5.1	Implement the Biodiversity Strategy	Program	Environment & Sustainability	Implement	Implement	Review	Implement
		2.1.5.2	Implement the Waterways Upgrade and Maintenance Plan	Program	Service Delivery	Implement	Review	Implement	Implement
		2.1.5.3	Through planning and engineering policies and processes advocate for environmental offsets to be located within the City boundaries	Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
		2.1.5.4	Advocate for the State to develop appropriate facilities and better protect Regional Parks, Ramsar and other wetlands	Service	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate
2.1.6	Facilitate partnerships for the natural environment and recognise Aboriginal community connections.	2.1.6.1	Recognise the connection that members of the Aboriginal community share with City managed land through the implementation of on-ground initiatives	Program	Environment & Sustainability	Develop	Implement	Review	Implement
2.1.7	Ensure environmental health is monitored and programs are assessed.	2.1.7.1	Present a biennial report on the performance of the City against the Strategic Environmental Commitment and Environmental Management Framework	Service	Environment & Sustainability		Deliver the service		Deliver the service
		2.1.7.2	Present biennial report on City's Canopy Cover and heat island effect	Service	Design		Deliver the service		Deliver the service

Aspiration 2: Environment

Outcome 2.2: Attractive, Inclusive and Functional Public Places

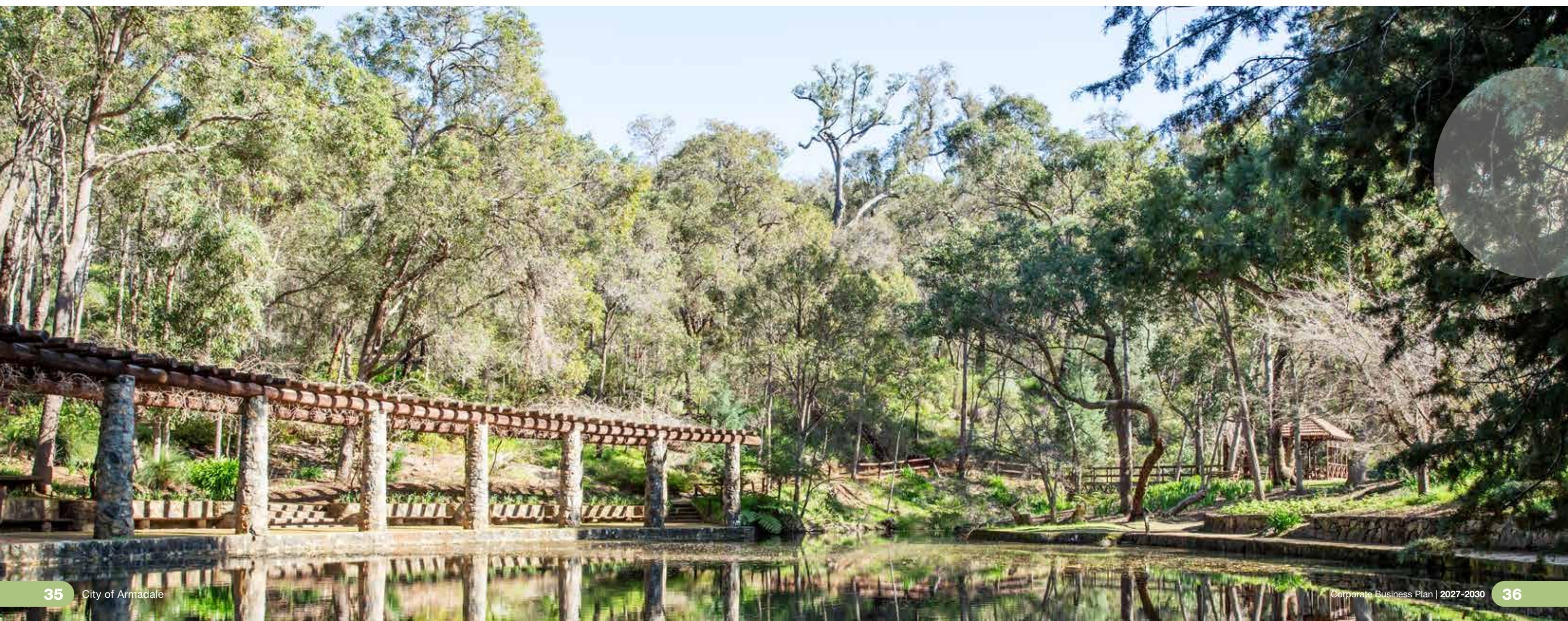
OBJECTIVES		KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
2.2.1	Focus on achieving high streetscape amenity in new developments.	2.2.1.1	Advocate for the appropriate location of underground infrastructure to enable the planting of more trees	Service	Design	Advocate	Advocate	Advocate	Advocate
2.2.2	Improve public realm for shaded streetscapes, civic places and open spaces.	2.2.2.1	Implement the City's Urban Forest Strategy	Program	Design	Implement	Implement	Implement	Implement
		2.2.2.2	Implement the Footpath Program and Bike Plan	Program	Design	Implement	Implement	Implement	Implement
		2.2.2.3	Review the verge maintenance program to optimise levels of service	Program	Service Delivery	Review	Implement	Implement	Implement
		2.2.2.4	Develop an Implementation Plan for Stage 1 - Public Realm Strategy for Armadale City Centre	Project	Strategic Planning		Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
		2.2.2.5	Develop a Public Realm Strategy for the Kelmscott District Centre	Project	Strategic Planning	Develop & Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
2.2.3	Develop, improve and maintain quality parks, playgrounds and open spaces.	2.2.3.1	Implement the Parks Facilities Strategy	Project	Design	Implement	Implement	Implement	Review
		2.2.3.2	Develop the Parks Improvement Plan	Program	Design	Develop	Implement	Implement	Implement



Aspiration 2: Environment

Outcome 2.3: Functional, inclusive and sustainable infrastructure

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
2.3.1 Capture and manage asset data, including our valuable green assets, supporting asset lifecycle planning, and delivering our desired level of service.	2.3.1.1	Review the Infrastructure Asset Management Plan	Project	Asset Lifecycle	Review	Review	Implement	Implement
	2.3.1.2	Review the Building Asset Management Plan	Project	Asset Lifecycle	Review	Review	Implement	Implement
	2.3.1.3	Review the Fleet Asset Management Plan	Project	Asset Lifecycle	Review	Review	Implement	Implement
	2.3.1.4	Review the Park Asset Management Plans	Project	Asset Lifecycle	Review	Review	Implement	Implement
	2.3.1.5	Develop a proposal to deliver a green infrastructure asset management plan	Project	Asset Lifecycle	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
2.3.2 Maintain assets to be functional, safe, affordable and sustainable.	2.3.2.1	Review the City's Asset Management Strategy	Project	Asset Lifecycle	Review	Implement	Implement	Review
2.3.3 Ensure asset portfolio sustainability to inform long-term planning.	2.3.3.1	Progress design and construction of the Depot Master Plan	Project	Program Delivery	Design & Construct	Design & Construct	Design & Construct	Design & Construct



Aspiration 2: Environment

Outcome 2.4: Increased resource recovery moving towards a circular economy

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
2.4.1 Provide contemporary and affordable waste management services that are responsive to local community needs and support the objectives of the State Waste Strategy.	2.4.1.1	Review the City's Strategic Waste Management Plan	Project	Environment & Sustainability	Review	Implement	Review	Implement
	2.4.1.2	Deter proactively and respond promptly to littering and illegal dumping throughout the City	Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	2.4.1.3	Advocate to DWER to cover any shortfall in committed tonnage required under the WtE contract resulting from the introduction of FOGO in the City	Project	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate
	2.4.1.4	Review the Waste Plan following Council's adoption of the Strategic Waste Management Plan	Project	Environment & Sustainability	Implement	Review	Implement	Implement
	2.4.1.5	Advocate to ensure that the State landfill levy is not applied to waste delivered to the Kwinana Waste to Energy Plant	Service	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate



Aspiration 2: Environment

Outcome 2.5: Quality development that has preserved amenity, sustainability, and local character

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
2.5.1 Align the Land Use Planning framework with the City's strategic objectives, facilitating sustainable design and development.	2.5.1.1 Prepare and implement a new Local Planning Strategy	Program	Strategic Planning	Implement	Implement	Implement	Implement
	2.5.1.2 Develop Local Planning Scheme No.5, once the Local Planning Strategy is adopted	Project	Strategic Planning	Develop	Implement	Implement	Implement
2.5.2 Seek tree retention in new developments.	2.5.2.1 Advocate for the retention of trees in new subdivisions and development on private and public land	Service	Planning	Advocate	Advocate	Advocate	Advocate
2.5.3 Protect amenity of infill areas and City Centre via planning controls.	2.5.3.1 Prepare and implement a new Local Planning Strategy	Service	Strategic Planning	Implement	Implement	Implement	Implement
2.5.4 Plan for normalisation of DevelopmentWA areas.	2.5.4.1 Work with the DWA and developers to resolve the transition of DCPs to the City as part of the normalisation process	Service	Planning	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	2.5.4.2 Advocate for the State to address any legacy shortfall in contributions from the normalisation process	Service	Planning	Advocate	Advocate	Advocate	Advocate
2.5.5 Preserve, document and acknowledge City heritage.	2.5.5.1 Develop Local Planning Scheme No.5	Project	Strategic Planning	Develop	Implement	Implement	Implement
2.5.6 Advocate and plan for public transport provision and preservation.	2.5.6.1 Implement the Integrated Transport Strategy	Service	Design	Deliver the service	Deliver the service	Deliver the service	Deliver the service



Aspiration 2: Environment

Outcome 2.6: Net Zero and Carbon Reduction

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
2.6.1 Implement and support sustainability initiatives.	2.6.1.1 Implement the 'Switch Your Thinking' Business Plan	Program	Environment & Sustainability	Implement	Implement	Review	Implement
	2.6.1.2 Encourage the installation of micro grids, community batteries, managed aquifer recharge and third pipe systems in developments throughout the City	Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
2.6.2 Minimise corporate and community carbon footprints.	2.6.2.1 Implement the Corporate Greenhouse Action Plan	Program	Environment & Sustainability	Implement	Implement	Review	Implement
	2.6.2.2 Implement Fleet Transition Strategy	Project	Asset Lifecycle	Implement	Review	Implement	Review



Aspiration 3 - Economy

Armadaale will be home to a diverse and resilient economy, activated precincts, and well-connected services and opportunities for all.

The area accommodates a range of retail, commercial, construction and manufacturing businesses that have driven employment growth, particularly for the City's youth.

This result will be achieved through the City of Armadale's efforts to encourage business investment in the area, with the Forrestdale Business Park being a particular driver of jobs growth. The City will also continue its proactive approach to advocating for government investment and grants. It will seek out partnerships with State and Federal governments to build community assets as well as road and rail infrastructure.

Significant attention will be devoted to achieving the decentralisation of State government departments, with the aim of securing the presence of a departmental HQ in Armadale.

Beyond this, the City will adapt its approach and become more ambitious in how it imagines its future self. The development of a local tourism industry will be central to this endeavour. Armadale is well-positioned to capitalise on its strategic advantages (proximity to Perth, escarpment, state forests, etc.) and has the ability to compete with the Swan Valley as a popular site for daytrip tourists.

Importantly, residents of all ages will have access to lifelong learning opportunities, with high-quality public and private educational institutions (primary, secondary and tertiary) within close reach. These specialised facilities will cater to the local community and attract students from across Perth.

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
3.1.1 Facilitate vibrant and prosperous activity centres throughout the City.	3.1.1.1	Develop the Kelmscott District Structure Plan	Program	Strategic Planning	Develop	Implement	Implement	Implement
	3.1.1.2	Advocate for the Regional Health & Medical Precinct	Service	Economic Development	Advocate	Advocate	Advocate	Advocate
	3.1.1.3	Develop an Implementation Plan for Stage 1 - Public Realm Strategy for Armadale City Centre	Project	Design		Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
	3.1.1.4	Implement Small Business Shopfront Improvement Grants Pilot	Program	Economic Development	Implement (Subject to funding)			
	3.1.1.5	Progress public safety improvements for Jull Street Mall	Program	Economic Development	Implement	Implement	Implement	Implement
	3.1.1.6	Pursue Strategic City Centre Land Asset opportunities	Service	Economic Development	Implement	Implement	Implement	Implement
3.1.2 Advocate for the Armadale Strategic Metropolitan City Centre Structure Plan and seek government and private sector investment.	3.1.2.1	Implement the Investment Framework and Advocacy Priorities Strategy for the Armadale City Centre	Program	Strategic Planning	Implement	Implement	Implement	Implement
3.1.3 Facilitate development of high-quality middle density projects in the City Centre.	3.1.3.1	Explore the opportunities for demonstration projects and collaborative ventures to showcase middle density development within the City Centre	Project	Strategic Planning	Develop & Implement	Develop & Implement	Develop & Implement	Develop & Implement
3.1.4 Increase tertiary education opportunities in the City Centre.	3.1.4.1	Implement the Economic Development Strategy and Advocacy Priorities Strategy	Project	Economic Development	Implement	Review	Implement	Implement
	3.1.4.2	Advocate for extension of Study Hub funding	Service	Economic Development	Advocate	Advocate	Advocate	Advocate
	3.1.4.3	Continue to work towards securing a university presence in the Armadale City Centre	Project	Economic Development	Implement	Implement	Implement	Implement
3.1.5 Utilise City landholdings to stimulate investment, jobs, education and residential growth.	3.1.5.1	Progress Civic Precinct Redevelopment	Project	Economic Development	Develop	Develop	Implement	Implement
	3.1.5.2	Implement the City's Investment Framework	Program	Economic Development	Implement	Implement	Implement	Implement
	3.1.5.3	Implement the Economic Development Strategy	Program	Economic Development	Implement	Review	Implement	Implement
	3.1.5.4	Assist developers with the progression of the development of the Business Park in Doobarda	Service	Strategic Planning	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service

Aspiration 3: Economy

Outcome 3.2: Positive Image and Identity for the City

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
3.2.1 Promote a positive image to attract residents, businesses, investors and visitors.	3.2.1.1	Develop the Communications and Marketing Strategy	Program	Communications & Engagement	Develop	Implement	Implement	Implement
	3.2.1.2	Implement the Economic Development and Tourism Strategies	Program	Economic Development	Implement	Review	Implement	Implement
	3.2.1.3	Develop and Implement a Streetscape Beautification Strategy	Program	Design	Implement	Implement	Develop	Implement (Subject to funding)
3.2.2 Leverage the City's location as a destination in Perth and for the Hills region.	3.2.2.1	Implement the Economic Development and Tourism Strategies	Program	Economic Development	Implement	Review	Implement	Implement
3.2.3 Engage key stakeholders to showcase development and investment opportunities.	3.2.3.1	Implement the Economic Development Strategy and Advocacy Priorities Strategy	Program	Economic Development	Implement	Review	Implement	Implement



Aspiration 3: Economy

Outcome 3.3: The City proactively supports and advocates for business, encouraging opportunity and growth

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
3.3.1 Implement contemporary planning frameworks that respond to economic opportunities, supports local business and facilitates business growth.	3.3.1.1 Implement the Economic Development Strategy	Program	Economic Development	Implement	Review	Implement	Implement



Aspiration 3: Economy

Outcome 3.4: A thriving tourism industry supported by events, nature, and heritage

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
3.4.1 Leverage tourism opportunities and support new attractions, events, and visitor experiences.	3.4.1.1 Implement the Tourism Strategy	Program	Economic Development	Implement	Review	Implement	Implement
3.4.2 Build strategic partnerships to promote and invest in tourism.	3.4.2.1 Implement the Tourism Strategy	Program	Economic Development	Implement	Review	Implement	Implement
	3.4.2.2 Advocate and deliver Karlup Journey Place	Project	PMO	Construct	Construct		



Aspiration 4 - Leadership & Innovation

The City will provide strong, inclusive leadership that advocates for investment, partners across sectors, and champions the needs and aspirations of its community.

This will require continued strategic leadership and effective management within the City to maintain accountability and transparency, while managing competing community demands and needs.

The City of Armadale's culture will promote forward thinking and innovation that optimises the use of technology and digital solutions to enhance customer experience. We will seek to consult with clear objectives and continue to engage residents in the City's journey.



Aspiration 4: Leadership & Innovation

Outcome 4.1:
Strategic leadership and sound management

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
4.1.1 Advocate for transformational projects.	4.1.1.1	Review the City's Advocacy Priorities Strategy	Program	Economic Development	Review	Implement	Implement	Implement
	4.1.1.2	Create and maintain portfolio of projects for advocacy	Project	Economic Development	Implement	Implement	Review	Implement
4.1.2 Implement Integrated Planning and Governance frameworks enabling the City's strategic objectives to be achieved, providing for strong governance and integrity, and continually improving City services for the benefit of the community.	4.1.2.1	Prepare for the introduction of Council Plans	Project	Strategy and Performance	Develop			
	4.1.2.2	Review the Risk Management Framework	Project	City Legal	Review	Implement	Implement	Implement
	4.1.2.3	Implement the Internal Audit Plan	Program	City Legal	Implement	Implement	Review	Implement
	4.1.2.4	Undertake Ward Boundary Review	Project	City Legal		Conduct		Conduct
4.1.3 Improve efficiency and effectiveness of service delivery.	4.1.3.1	Develop a prioritised program and draft budget for assessment of service delivery effectiveness and efficiency that defines scope, methodology and benefits realisation by June 2027	Project	Strategy and Performance	Develop	Implement	Implement	Implement
4.1.4 Develop contemporary workforce practices to make the City a great place to work.	4.1.4.1	Develop the Workforce Pathways Program	Project	HR	Develop (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)



Aspiration 4: Leadership & Innovation

Outcome 4.2: A culture of innovation and continuous improvement

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
4.2.1 Use digital transformation to improve City functions.	4.2.1.1 Implement the One Council Project	Project	One Council Project Team	Implement	Implement		
	4.2.1.2 Review the ICT Strategy	Project	ICT	Review	Implement	Implement	Implement
4.2.2 Encourage innovative and diverse thinking across the organisation.	4.2.2.1 Pursue opportunities for operational excellence across the organisation	Service	Strategy and Performance	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service



Aspiration 4: Leadership & Innovation

Outcome 4.3: Sound financial governance, incorporating economic, social and environmental outcomes

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
4.3.1 Deliver strategic financial planning for services, asset management and equitable funding.	4.3.1.1 Prepare a Reserves Strategy as part of the LTFP	Project	Finance	Develop	Review & Implement	Review & Implement	Review & Implement
	4.3.1.2 Seek to increase the number of industrial and commercial developments in order to reduce the reliance on residential rates	Service	Strategic Planning	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service
4.3.2 Apply proactive financial management to meet budgets and resolve variances.	4.3.2.1 Review the Procurement Policy	Project	City Legal	Review		Review	



Aspiration 4: Leadership & Innovation

Outcome 4.4: Communications and Community Engagement

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	FY27	FY28	FY29	FY30
4.4.1 Seek community views using best practice community engagement approaches and inform the community on matters of interest to them.	4.4.1.1 Review Community Engagement Strategy and update Engagement Policy	Project	Communications & Engagement	Review	Implement	Implement	Implement
	4.4.1.2 Review and optimise the new City website for the City of Armadale	Project	ICT	Implement	Implement	Implement	Implement
	4.4.1.3 Develop the Communications and Marketing Strategy	Program	Communications & Engagement	Develop	Implement	Implement	Implement
4.4.2 Improve internal communication levels.	4.4.2.1 Implement the Internal Communications Framework	Service	Communications & Engagement	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service
4.4.3 Promote customer service excellence across all areas.	4.4.3.1 Develop and implement a Service Excellence Strategy to enhance customer experience and operational consistency.	Project	Customer Experience and Knowledge		Develop	Implement	Implement



Risk Management

The City's commitment to effective risk management is defined in the City's Risk Management Policy. The City's Risk Management Framework guides the organisation in the application of risk management practices that mitigate the adverse impacts of risk on the achievement of strategic objectives and the quality of service delivery.

The City's risks are managed at the Strategic, Business Area and Operational levels, and are closely aligned with the City's Corporate Business Plan objectives as well as the City's services and activities.

The City's risk appetite is expressed across thirteen focus areas, each assigned one of three appetite levels: Conservative, Balanced, or Opportunistic.

Risk Appetite Statements

Governance

Conservative

The City will implement appropriate governance and management processes to assure stakeholders that the City is managed. Priority will be to achieving the actions of the CBP. We have no appetite for unethical decisions or behaviour.

Reputation

Balanced

The City prioritises the long-term trust of its community and key stakeholders. Sound decision-making processes enable the City to address stakeholder criticism. Some risk is accepted in initiatives that improve the City's reputation.

Workplace Health & Safety

Conservative

We do not take uncontrolled risks that will compromise the health, safety and wellbeing of our staff, volunteers and contractors. We prioritise a safe but high-performance culture. The City will embrace opportunities that improve the organisation's safety culture.

Legal & Compliance

Conservative

We do not take risks that could result in illegal activities or result in material regulatory non-compliance. As a regulator we will work to find an appropriate balance between enforcement activities and outcomes for our community.

Emergency Management

Balanced

The City invests in capabilities to prevent, prepare for, respond to, and recover from hazard risks and disaster events. Some risk will be accepted in implementing initiatives that improve Emergency Management outcomes.

Financial Health

Balanced

We prioritise value for the City's ratepayers and local businesses, implementing strong financial controls to ensure responsible spending establishes long-term financial sustainability. We have no appetite for fraud or financial misconduct.

Services

Opportunistic

The City will deliver sustainable and inclusive services aligned with our SCP, legislative and contractual requirements, and our long-term financial capability. We have no appetite for services that pose unnecessary harm.

Partnerships

Opportunistic

The City takes a measured approach to working with third parties. Ensuring appropriate due diligence to optimise outcomes whilst accepting some risks, apart from safety.

Technology & Data

Balanced

The City invests in technologies that support the actions defined in our CBP whilst protecting against threats to our data. We prioritise the integrity of our information and have no appetite for unsafe cyber practices.

Infrastructure Assets

Balanced

The City is currently taking a balanced approach to infrastructure assets whilst ensuring long-term viability. We design, operate, and maintain these assets to defined standards and maturity levels. We have no appetite for infrastructure asset failures or unmanageable safety risks.

Heritage and Culture

Conservative

The City is committed to preserving and celebrating the rich heritage and culture of the area for current and future stakeholders. Some risk will be accepted in the promotion of our heritage and culture. We prioritise change that respects our heritage and culture and considers current and future stakeholder interests.

Natural Environment

Conservative

The City is committed to the protection and restoration of its natural environment and green assets to minimise adverse environmental impacts. We prioritise sustainable growth, ensuring responsible environmental stewardship that balances the interests of all stakeholders.

Investment & Economic Development

Opportunistic

The City currently has a higher appetite to pursue investment and economic development opportunities that stimulate the local economy and achievement of the objectives defined in the SCP. The City will balance stakeholder short, medium, and long-term objectives.

Our Performance

In line with our commitment to continuous improvement the City needs to monitor and assess its performance on an ongoing basis.

The liveability of the area is a key indicator of the City's performance. The City surveys these liveability aspects in alternate years to inform the direction outlined in the Strategic Community Plan. The City also uses this engagement with the community to determine the aspirations and needs of residents at a suburb level which informs the Social Priorities Action Plan.

To achieve outcomes for our customers and our community, and deliver best value for money, we also need to ensure that the organisation performs

optimally and sustainably. Key Performance Indicators (KPIs) are set through the organisation's Business Area Plans to measure our performance on the delivery of priority Corporate Business Plan Actions and Projects. Progress towards achievement of these KPIs are reported to the Council on a quarterly basis.