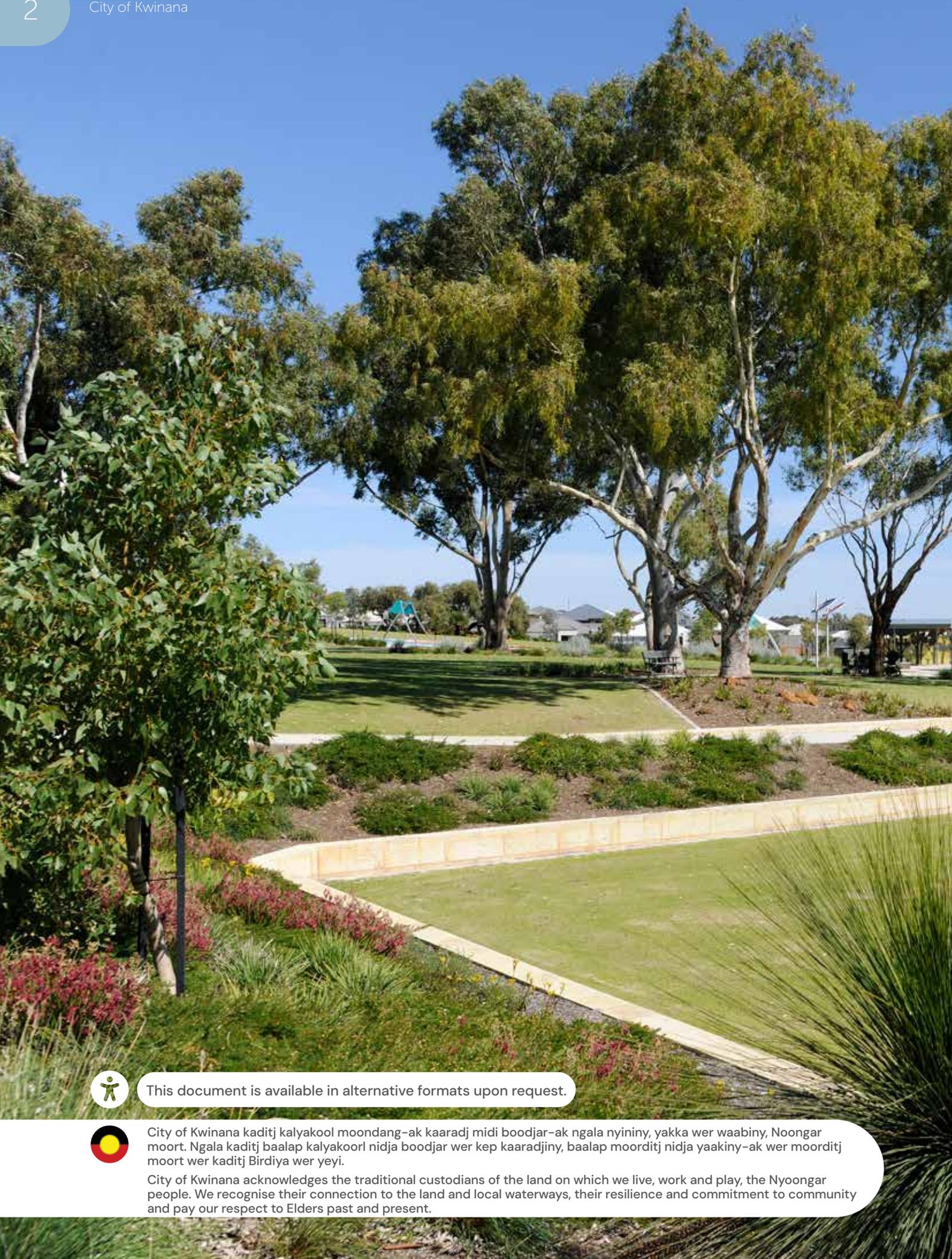


The cover features a background image of a well-maintained park area with green grass, various shrubs, and trees. In the background, there are utility poles and a power line tower under a clear blue sky. A large, dark blue, rounded rectangular shape is overlaid on the image, containing the title text in white.

Infrastructure *Strategy* 2025-2035



This document is available in alternative formats upon request.



City of Kwinana kaditj kalyakool moondang-ak kaardj midi boodjar-ak ngala nyinyi, yakka wer waabiny, Noongar moort. Ngala kaditj baalap kalyakoort nidja boodjar wer kep kaardjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kaditj Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.

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Executive Summary

The City of Kwinana is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth in population, investment and industrial expansion, including Western Australia's premier heavy industry zone – the Kwinana Industrial Area – that generates billions of dollars each year for the state's economy.

Kwinana is amongst the most culturally and linguistically diverse municipalities in the Perth metropolitan region. The population in Kwinana is made up of residents from more than 50 different countries with one in three residents born overseas.

Kwinana is the second fastest growing local government area in Western Australia, with the population predicted to reach 75,365 by 2036.

Local government is asset intensive. The demands of providing and maintaining City assets and delivering appropriate levels of service to the community drive this strategy. Financial and social sustainability is equally important when considering the benefits of assets to the community and the affordability of desired service levels. The City's asset management plans must outline the whole of life costs for each asset and investment of assets must be considered with prudent financial management.

This strategy builds on the strategies adopted in 2019 and 2021 and is moving toward a more strategic approach to asset planning and work programming.

The previous strategies identified that the ongoing practice of underfunding asset renewals combined with the high number of new and near new assets which would fall due for replacement or renewal within the same timeframe would have a compounding detrimental effect on the City's ability to provide current levels of service and be financially sustainable. The Asset Sustainability Ratio shows that the current performance has decreased from 41% in 2022 to 28% in 2024 which is 62% below the required range of 90% to 100%. This is due to the City's proportion of expenditure on existing capital assets being insufficient when compared to the annual consumption of assets. In order to mitigate this adverse decline, the City has taken a responsible and manageable approach to increasing the renewal funding to 80% over a 10 year period.

Some of the major projects that will add to the asset base over the next 10 years include:

- Wellard West Community Facility Construction – 2025–2026
- Thomas Oval Pavilion Extension/Upgrade – 2025–2026
- Kwinana Loop Trail Upgrade – 2025–2027
- Wellard Road Dual Carriageway – 2026–2027
- Regional Open Space – 2026 onward

There has been a strong focus on improving the organisation's asset management practices which has enabled a more strategic approach to forward planning for expenditure on the City's assets. Each individual project now provides the City with the best long-term value and contributes towards the most efficient overall performance.



Introduction

The City's infrastructure assets represent a significant investment, over many generations. Millions of dollars are spent annually managing and maintaining this infrastructure, and it is imperative that we utilise the best management skills and practices to ensure related services are delivered economically and sustainably.

Management

As asset management is a core business activity this document supports the Strategic Community Plan and Long Term Financial Plan to assist the City develop resilience and future proofing while managing the levels of service expectations of the community.

The City recognises that asset management planning is an organisational responsibility and requires the commitment of senior management within the City for it to succeed.

In the past, the City, like many local authorities, has met community needs through investment in the creation of new infrastructure without suitably recognising the long-term life cycle costs associated with the ongoing operation, maintenance and renewal of the infrastructure.

Improvement in the management of infrastructure can bring major benefits, such as ensuring resources are used in the most cost effective manner, and that assets supporting services are managed in a way that guarantees maximum performance for the lowest, practical 'whole of life' cost. The City is focused on ensuring our infrastructure services meet current and future requirements.

To assist in this area and due to the ongoing rapid growth and development within the City, officers have developed guidelines to assist developers when planning public assets such as open space and playgrounds. These applications are scrutinised to ensure that the developments are in the best interest of the community and the City, while not adversely impacting the City's service or financial capacity.

City of Kwinana Assets

The City of Kwinana is responsible for the management of assets valued at more than \$1.24 billion, the increase in asset value is due to increases in asset stock, improved asset data and increases in current market trends. These assets play an integral part in delivering the services provided by the City for the community.

The range of infrastructure assets, and the services provided from these assets, are shown below:

Total replacement value \$1.24 billion

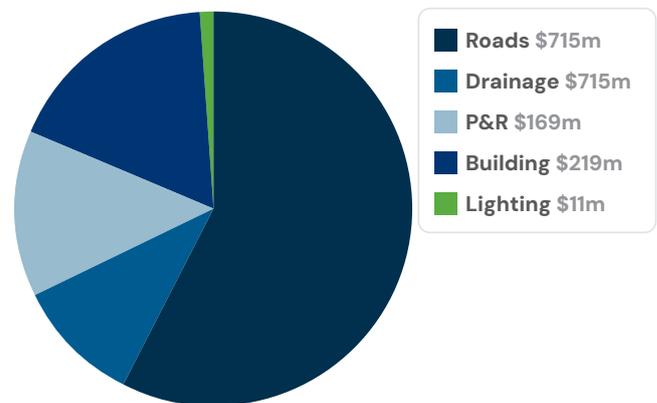


Table 2.1 City of Kwinana Assets

Asset	Replacement Value	Percentage of Total
Roads & Transport	\$714,708,820	58%
Parks and Reserves*	\$168,723,689	14%
Drainage	\$127,318,140	10%
Lighting	\$11,722,167	1%
Buildings	\$219,542,500	18%
Total	\$1,242,015,317	

*includes non-depreciable assets such as turf and trees.

Integrated Planning Framework

The objective of the Department of Local Government, Sport and Cultural Industries’ approach to Integrated Planning and Reporting was to create a process of continuous improvement.

To aid the process of continuous improvement and alignment with community aspirations, the Strategic Community Plan and Corporate Business Plan must be periodically reviewed and the City’s performance regularly monitored and reported, this strategy forms part of the informing documents for this process.



Strategic Links



Environmental Stewardship



Retain and improve our streetscapes and open spaces

Prioritise the preservation and improvement of Kwinana's streetscapes and open spaces, enhancing the trees and greenery that contribute to our city's unique character and liveability. Our efforts will focus on creating inviting, accessible public spaces that foster community interaction.



Quality of Life



Enhanced Public Spaces

Enhancing the diversity of places and spaces for residents to meet, socialise, and connect with one another. Activate local centres and local hubs to create vibrancy to support building of communities and enhanced lifestyles.



Built Environment



Building Communities

Create connected, vibrant, and resilient neighbourhoods, where people have access to quality facilities, open spaces, and infrastructure. Through community building, we aim to foster a sense of belonging, enhanced liveability, and empower our community to thrive together for a sustainable future.



Accessible and connected community

Create an accessible and well-connected City by integrating public transport, promoting smart mobility solutions and enhancing the safety of our streets for driving, walking, and cycling.



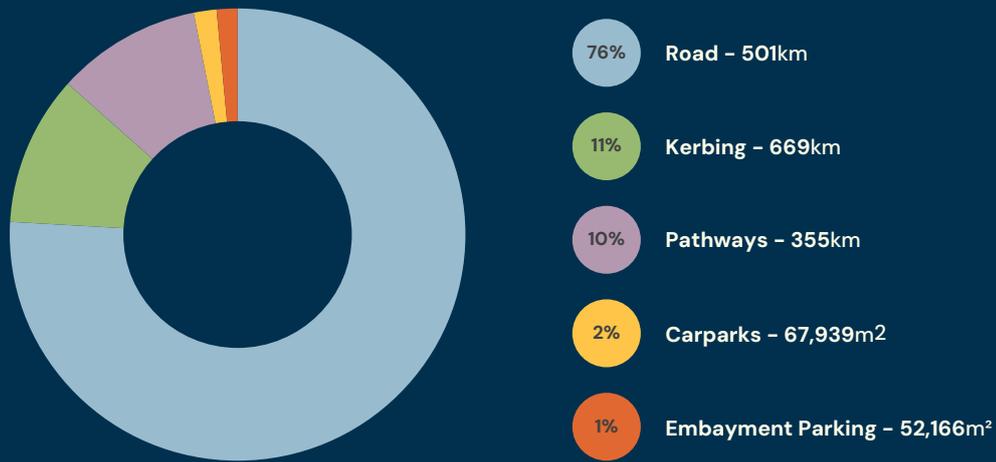
What Assets Do We Have and What Are They Used For

Roads and transport assets

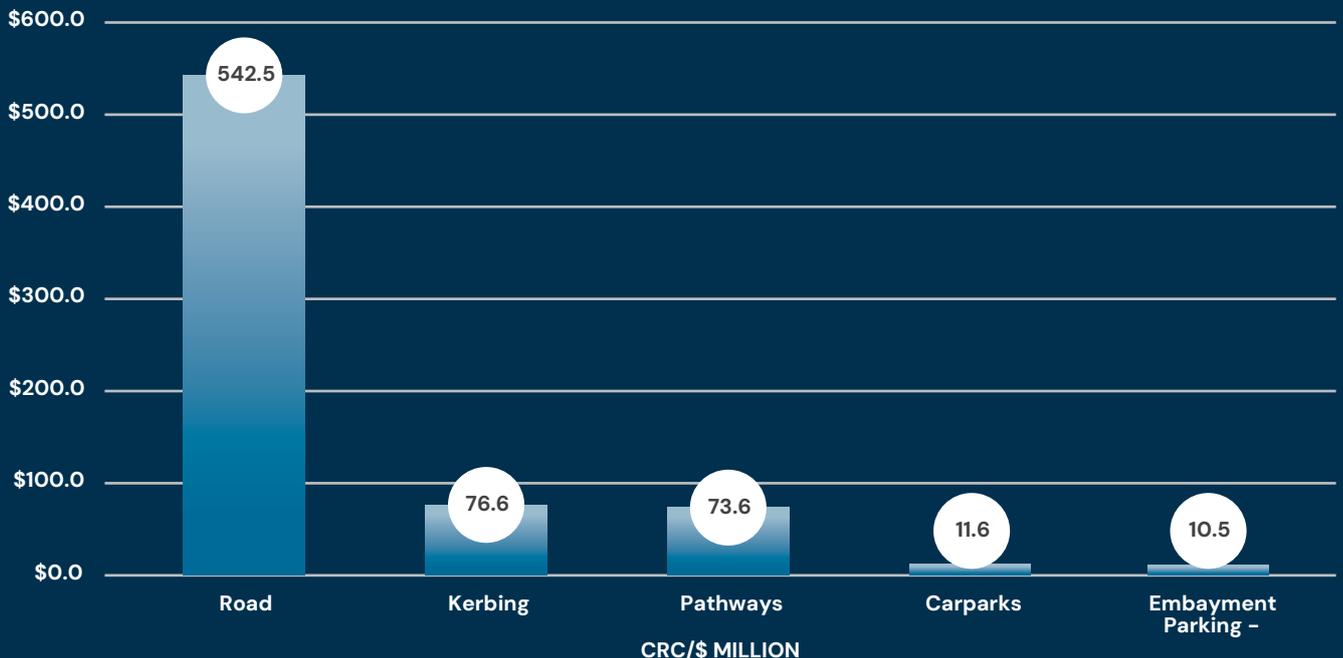
The City owns, maintains and develops the local transportation network. The City's road network provides accessibility to residents, visitors and businesses, including the Kwinana industrial area. The activities within this group include the installation and maintenance of the physical components; roads, footpaths, traffic and pedestrian access and structures, street lighting, drainage, traffic services and safety (e.g. street furniture, signage), as well as the planning, management, and amenity and safety maintenance, to ensure the system is clean, safe and able to cope with future needs.

The contribution that the Roads and Transport assets makes towards Community Outcomes is summarised here.

What do we have?

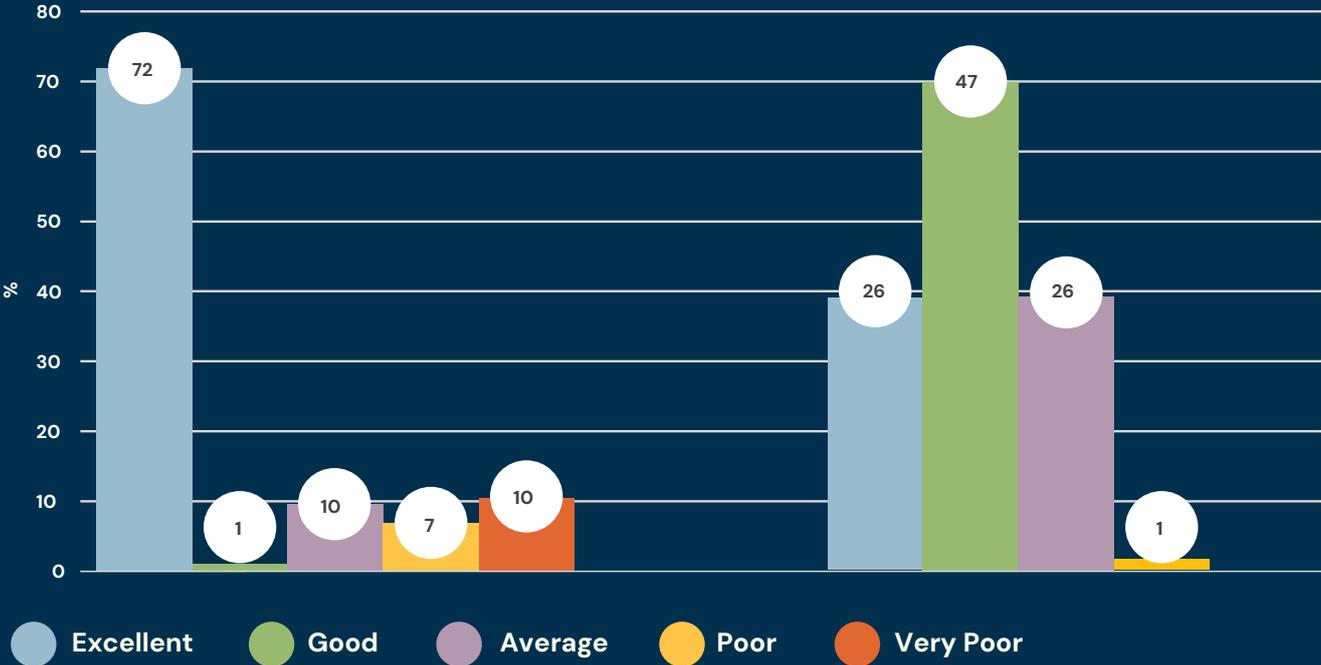


What is it worth?



Roads condition ratings

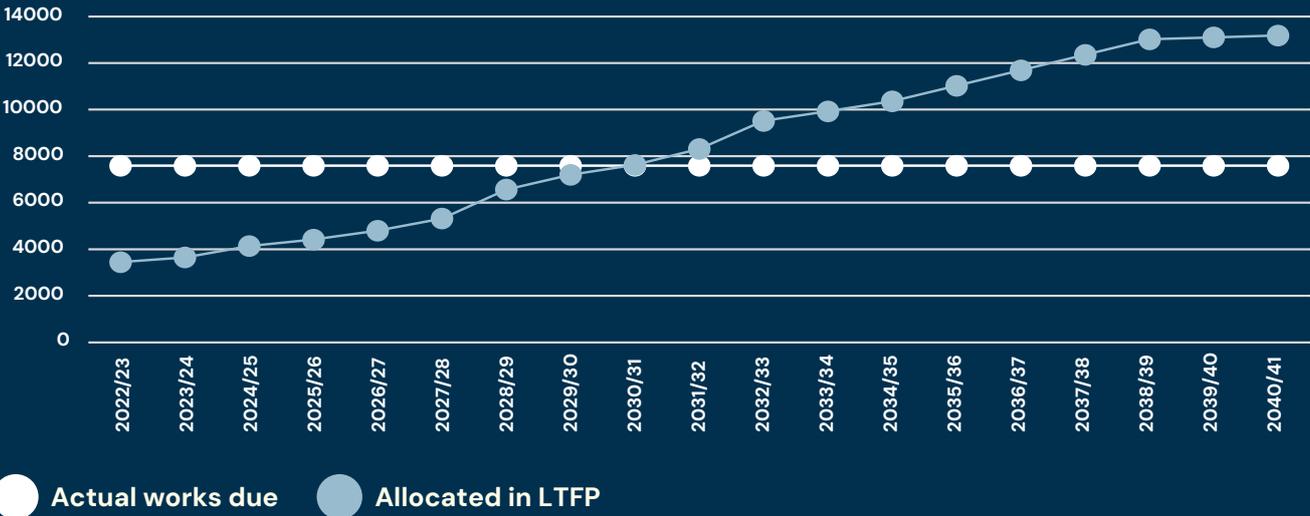
Footpaths conditions ratings



The above graph shows that 27% Roads and 1% of Footpaths are below average condition which is within the renewal gap.

What does it cost?

ROAD AND TRANSPORT ASSET MANAGEMENT RENEWAL BUDGET



The above graph indicates the funding in terms of LTFP versus the funding that is required to maintain the network. The gap between represents the transport infrastructure renewals over the next 20 year period. The actual works due is defined from the accumulated depreciation of the assets below the poor condition and the age of the assets beyond the useful life, and has been averaged out to allow for responsible management of the asset class. There is an underspend up until the 2034/35 financial year, the LTFP indicates that the provision of funding at least to be equalised with actual need to reduce the accumulated backlog.

Stormwater Drainage

The City has a responsibility to ensure stormwater is managed through its stormwater drainage network with the aim to reduce nuisance flooding on roads, that cause inconvenience and risk to traffic, and to manage water collected on roads to reduce the risk of property flooding. The City's stormwater drainage network is broken into three main asset classes: pipes, pits and structures, with all others falling under Bio-retention devices.

An effective stormwater drainage network ensures that water run-off is captured and diverted into storage areas, such as sumps, eliminating the pooling of water on roads, or flooding. The City uses drainage nets at strategic location to prevent rubbish from run off entering our natural areas.

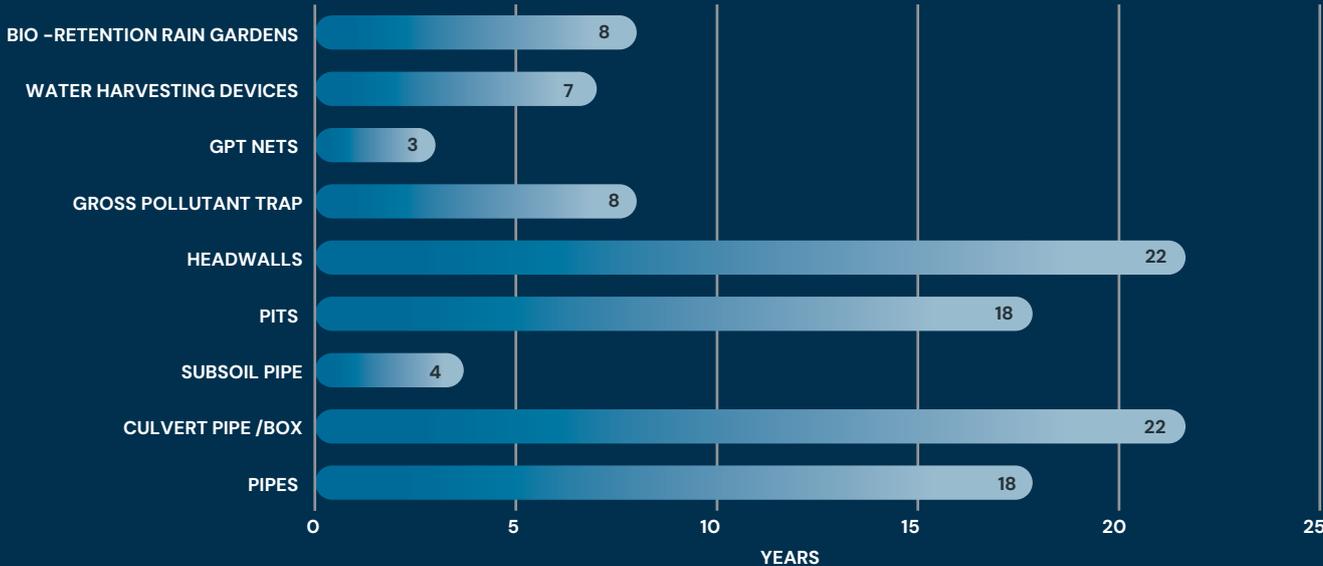


The contribution that the Stormwater assets makes towards Community Outcomes is summarised here.

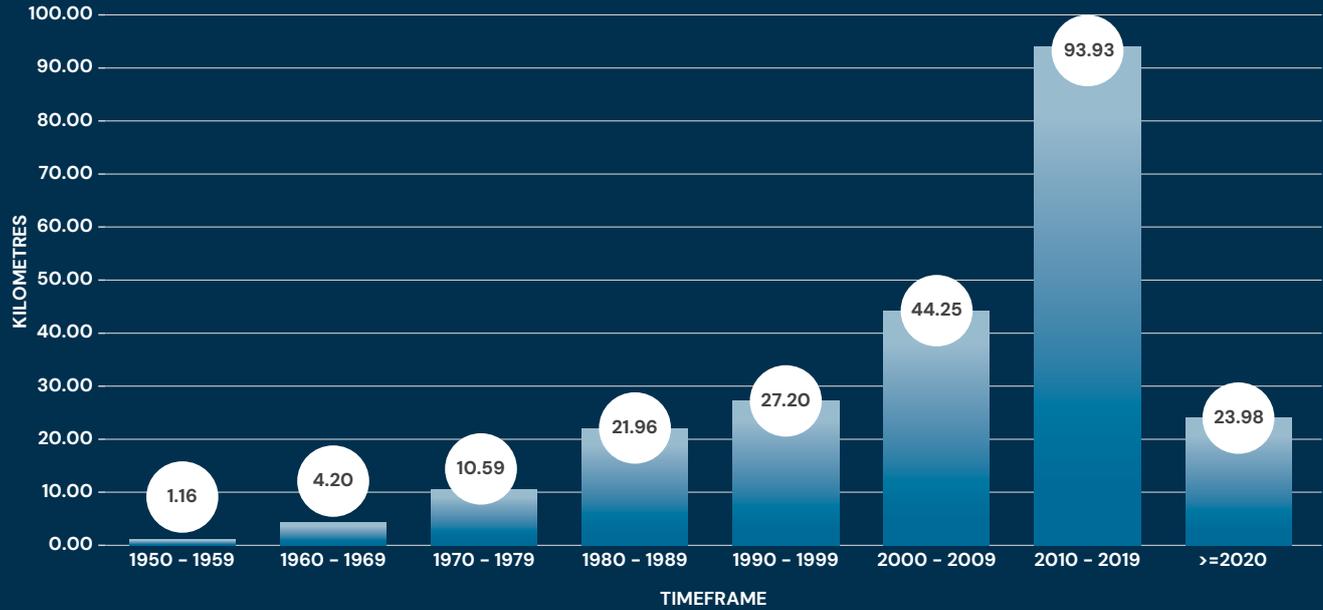
Current Replacement Cost Breakdown

Asset Type	Asset Sub Type	Useful Life	Count	CRC
Pipes	Pipe	100 years	208.81km	\$79,976,724
	Subsoil pipes	100 years	17.42km	\$4,380,532
	Culverts pipes/box	100 years	1.05km	\$2,090,598
				\$86,447,854
Pits/ Structures	Pits	100 years	9,868ea	\$32,440,890
	Headwalls – generic	69 years	315ea	\$594,068
	GPTs	100 years	44ea	\$1,809,139
	Drainage Nets	5 years	5ea	\$50,577
				\$34,894,674
Bio-retention	Water Harvesting Device	70–100 years	3,778sqm	\$4,910,245
	Rain Gardens	60 years	783.67sqm	\$376,600
	Bio-Swale	100 years	22,535sqm	\$688,767
				\$5,975,612

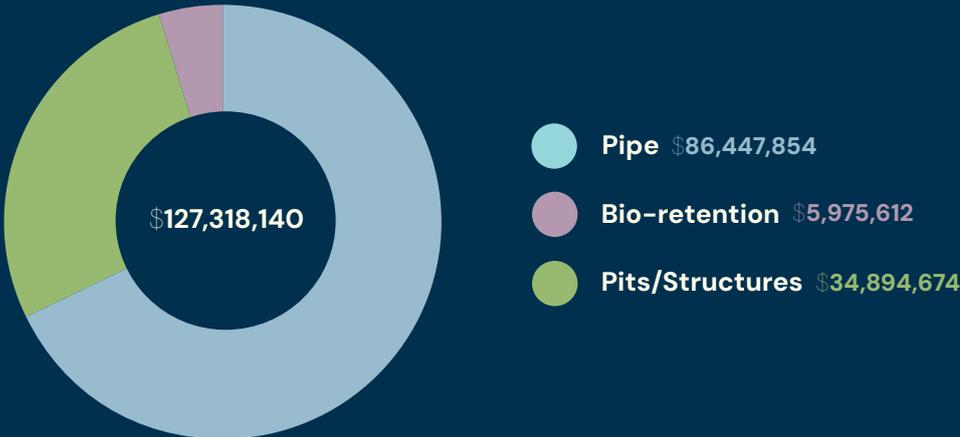
Average age of Assets



Pipe Length Acquired to Date



Current Replacement Cost



Parks and Reserves (Public Open Space)

The parks and reserves portfolio exists to enhance the quality of life of Kwinana residents, by providing high quality passive and recreational facilities throughout the City. The City has a wide range of parks, reserves and public open spaces located throughout the municipality, increasing with each new development area.

The contribution made by the Parks and Reserves assets towards Community Outcomes is summarised here.

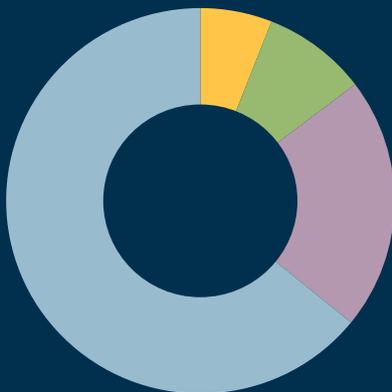
What do we have?

Asset Type	Quantity (ha)
Hardstand Areas	1.63
In-field Irrigation	105.05
Turf	88.42
Garden Beds	18
Natural Conservation Areas	390

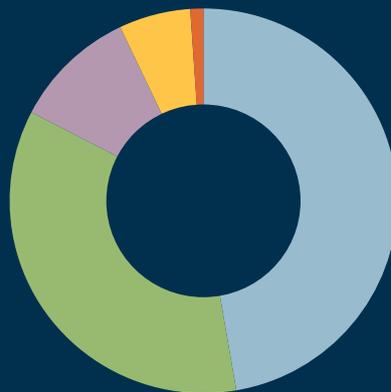
Asset Type	(m)
Entry Statements	334
Garden Bed Kerbing	21,911
Retaining Walls	13,413
Fencing	69,937
Walls	2,850

Asset Type	Quantity (ea)
Artwork	56
Bins	214
Boardwalks	31
Exercise Equipment	64
Minor Structures	174
Amenities	621
Exercise Equipment	64
Playgrounds	82
Playground Equipment	876
Sporting Equipment	65
Playing Fields	45
POS Lighting	245
Signage	26
Urban Water Bodies	2
Bores	98
Bollards	12,218
Gates	323
Trees	45,443

What do we have?



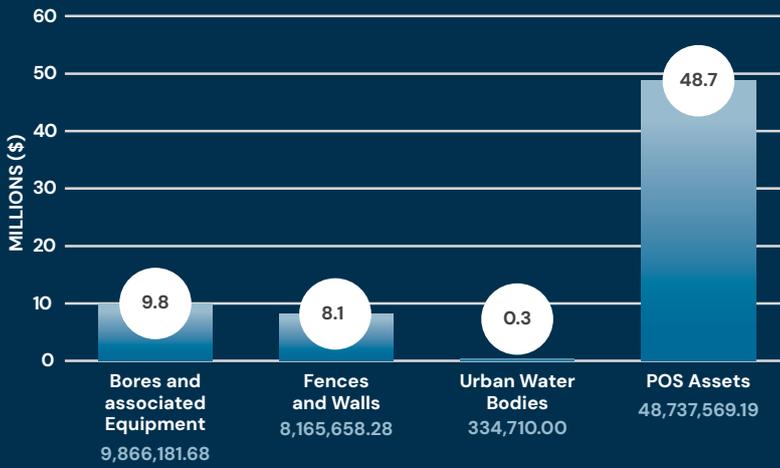
What condition is it in?



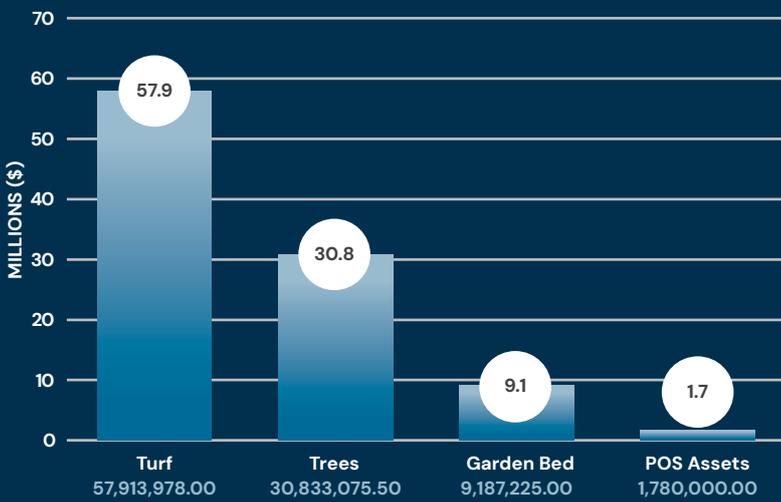
This graph shows that 47% of our assets are in good condition with current funding allocated over the life of the LTFP. However, it should be taken into account that a large portion of assets will require intervention at the same time, before the assets reduce their condition.

What is it worth?

DEPRECIABLE ASSETS REPLACEMENT COST 2024

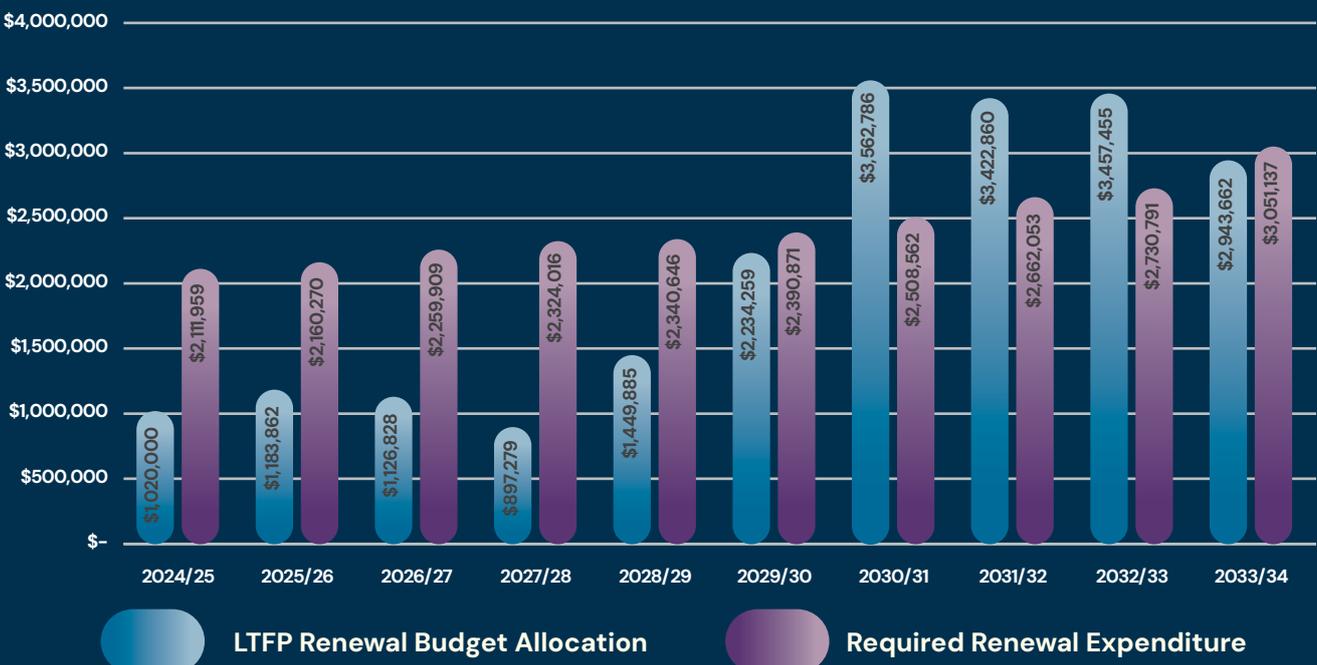


NON-DEPRECIABLE ASSETS 2024

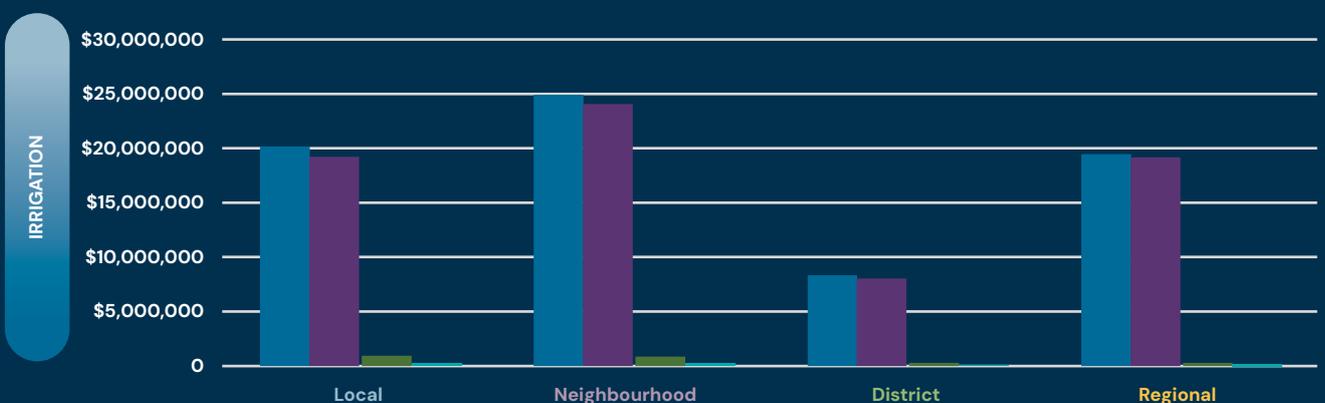
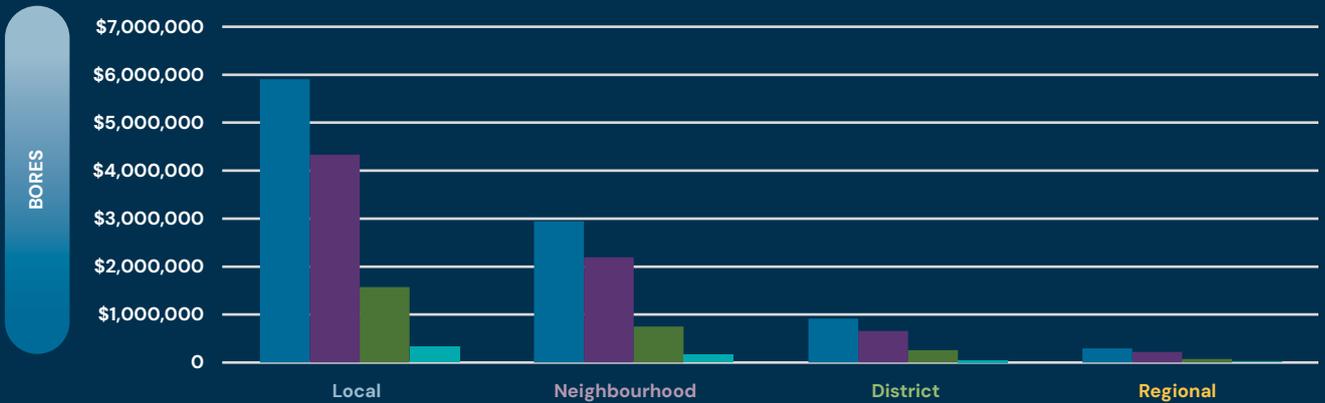
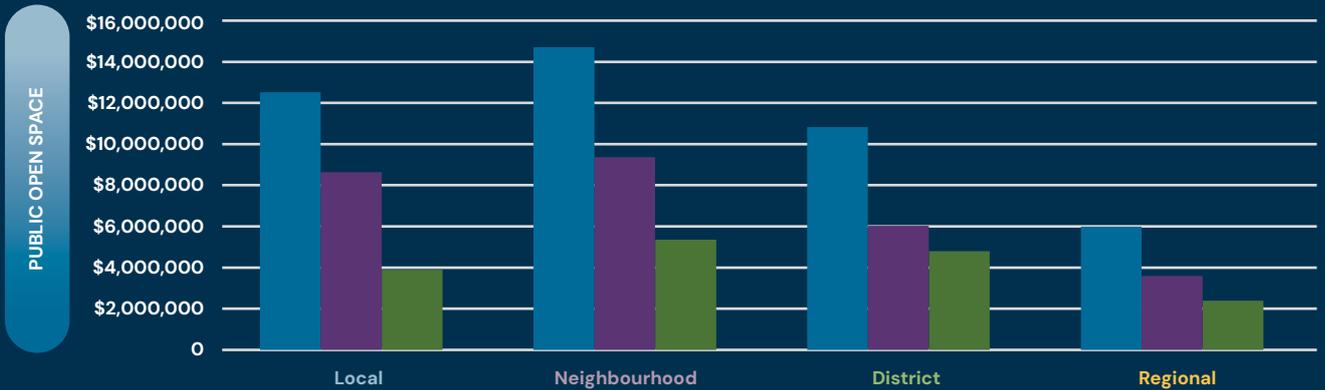


What does it cost?

ALLOCATED AND REQUIRED RENEWAL BUDGET



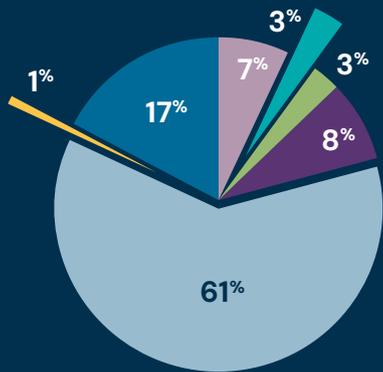
Asset value by hierarchy



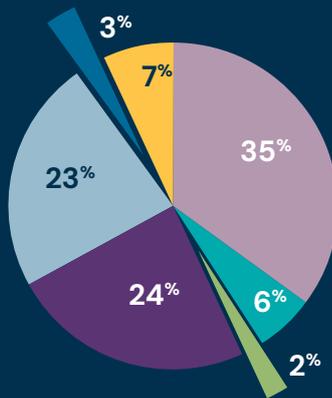
Buildings

The building asset portfolio consists of a variety of building types and sizes, with various plant and equipment. Kwinana has an extensive portfolio of properties and buildings used to accommodate staff, and to provide services to residents and visitors alike. The City owns and manages the property and building assets on behalf of the City of Kwinana community. The objective is to ensure that the buildings are maintained for their specific purposes throughout their life cycle.

What do we have?

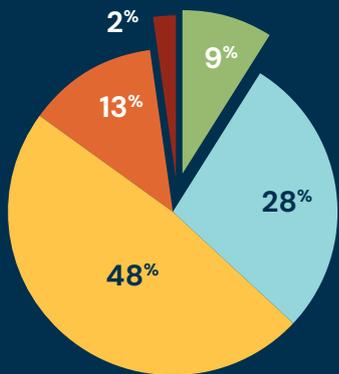


Cost Proportion



- Community Facilities
- Commercial Facilities
- Heritage Facilities
- Recreation Facilities
- Independent Living
- Civic
- Minor

Asset value by hierarchy



- Very Good
- Good
- Average
- Poor
- Very Poor

This graph shows that 48% of our assets are in average condition, with current LTFP funding allocations it is anticipated that a very large part of the building portfolio (the buildings in average condition) will be poor to very poor over the life of the LTFP.

What is it worth?



What does it cost?



Planning for the Future

Assumptions

In order to plan for the long term, it is necessary to make assumptions about various aspects in the future. The significant assumptions made about the future form an important part of the planning framework.

Council identifies the significant forecasting assumptions and risks underlying the financial information set out in the LTFP. Where there is a high level of uncertainty, the Council is required to state the reason for that level of uncertainty and provide an estimate of the potential effects on the financial assumptions. The level of uncertainty is determined by reference to both the likelihood of occurrence and the financial materiality.

Growth

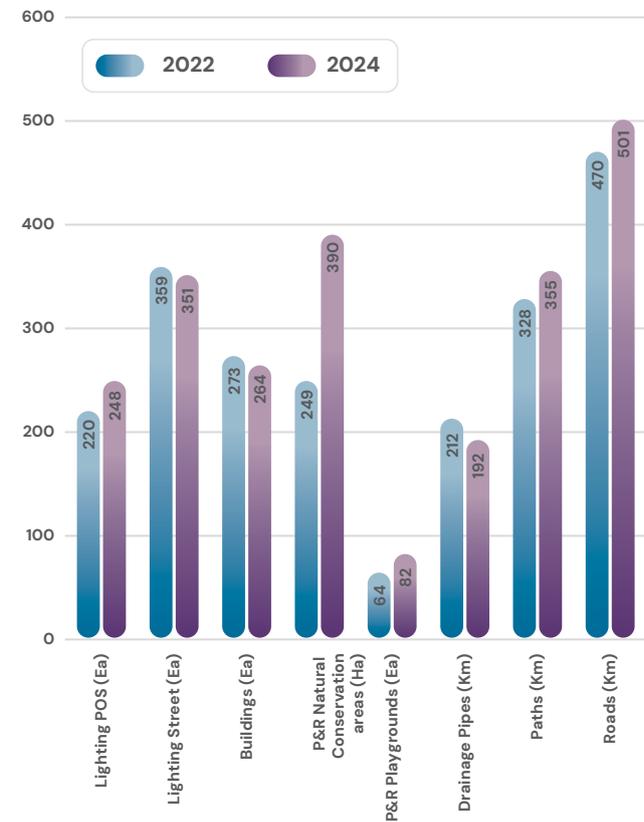
As the City is experiencing rapid growth and development measures have been put into place to ensure the burden on the City’s finances and resources will be manageable into the future, to assist with this officers have developed guidelines for the planning, design and construction of assets that will be gifted to the City. Applications for new assets are scrutinised to ensure that the proposals are in the best interest of the community and the City and meet all standards, while not adversely impacting the City’s level of service or financial capacity to operate and renew.

However assets such as roads and public open space continue to grow apace with every new subdivision development. The graph below highlights the changes in asset numbers since 2022.

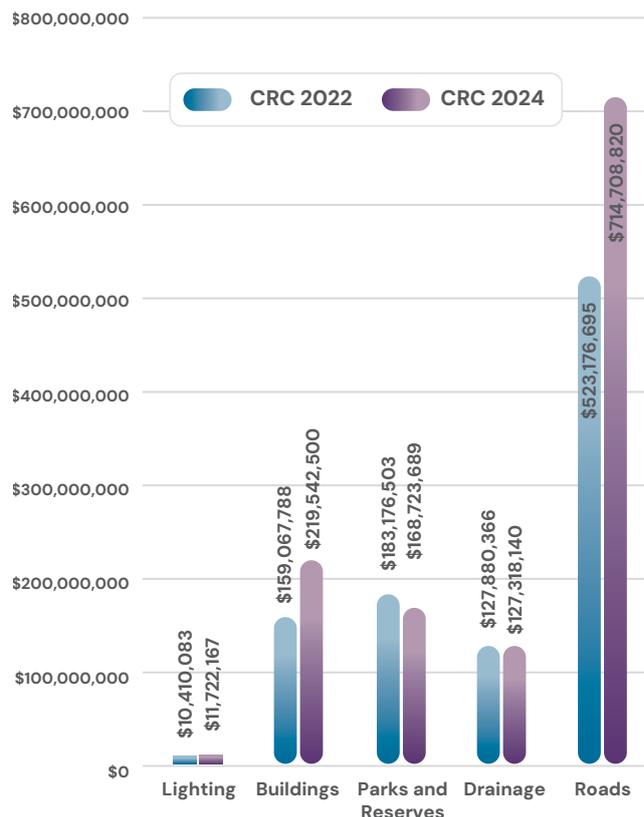
Where an asset class is showing a reduction in volume it is due to:

- Reclassification of minor structures from buildings to POS;
- POS lighting data corrections;
- Drainage disposal of Kwinana Beach Road.

Asset Growth (No. of) from 2022 - 2024



Asset Growth in \$ from 2022 - 2024



New Technologies

Popular and main stream discussion around new technologies suggest that there will be a considerable social shift over the coming years as emerging and future technologies affect what work is done, how it is done, and then how this flows on to affect economic and social paradigms. The City undertakes to explore avenues that enhances service provision to the community in a responsible and justified manner.

Consideration of the following issues should be considered as part of the City's growth and development.

Transportation

Technologies, such as electric driverless vehicles, have potential to alter transport patterns, particularly if coupled with an 'on demand' service models, such as Uber, and an increase in social tolerance to ride-sharing and automated route optimisation.

The increasing uptake of 'smart', connected technology in vehicles will enable a far greater understanding of travel behaviours, including route choice, trip purposes, journey times and responses to congestion and weather. Such data, if made available, may facilitate much more informed decision making for maintenance and capital investments in the network.

The increase in micro-mobility devices such as electric scooters and bicycles, has the potential to change how people travel.

Community Recreation

As population growth continues, it is possible that increasing pressure will be placed on the use of existing open spaces to accommodate this growth. Synthetic and hybrid turf technology has made significant advances in recent years in response to a shift in the ways sports are being played. This technology will enable more games to be played on the same ground without compromising the quality of the playing surface. This may, in time, enable more efficient use of existing greenspace but may exacerbate pressure being placed on green space for alternative land use.

Climate Change Effects, Impacts and risks for the City of Kwinana

Energy efficiency and renewable energy technologies are rapidly evolving. Research and investment in these areas is being driven by the increasing cost of non-renewable sourced energy, a push to reduce greenhouse emissions and public sentiment. Advances in these technologies has led to them becoming more affordable, and this will further assist the City in transitioning its infrastructure and operations to a low emissions future.

The City of Kwinana is experiencing the following escalating climate change effects and their localised impacts:

Climate change effect	Localised impacts
Temperature change	Increased number and severity of hot days and heat waves
	Increased evaporation from public open space areas, sports fields and parks
	Increased number of high fire risk days and potential for severe bushfires
Reduced rainfall	Drier vegetation and landscapes
	Reductions in groundwater recharge rates
	Reduction in water availability for properties reliant on rainwater tanks as their domestic water source
Rising sea level	Increased erosion and inundation of coastal areas
Extreme weather events	Localised flooding
	Severe wind events

The above localised climate change impacts have the potential to affect the City's operations and community in a variety of ways.

Major potential risk categories to the City of Kwinana's operations associated with these localised impacts of climate change include the following:

Damage or accelerated ageing of City and community infrastructure

- An increase in the number of hot days and heat waves will potentially accelerate the rate of ageing of City owned or managed assets.



- An increase in the frequency of extreme weather events, with associated damaging wind speeds and localised flooding, may cause unanticipated damage to both City and community infrastructure.
- Reduced rainfall and water availability will lead to drier vegetation, with potential damage, increased prevalence of disease and fatalities of vegetation across public open space areas and streetscapes. Combined with increased average temperatures throughout the year and an increase in the number of hot days and heatwaves further exacerbating these effects, we will likely experience a decrease in the quality and amenity of vegetation over time.
- An increase in the number of fire risk days may lead to more frequent and/or severe bushfires. Properties, buildings and other infrastructure may be damaged by fire.

Resource usage and cost

- An increase in the number of hot days and heat waves will increase the need for mechanical cooling. This will generate an additional cost associated with energy use to cool City owned facilities and City vehicles. There is also the potential that some City residents who are financially or otherwise unable to use mechanical cooling at home may access City facilities (such as the library, aquatic centre or community centres) more often to escape the heat.

Organisation wide challenges relating to Infrastructure

In response to changing needs, standards and/or regulatory requirements, ongoing reviews of the performance of infrastructure, in line with changing expectations, should be undertaken. This includes ensuring data, systems and processes, and organisational knowledge is well documented so that we are able to be more agile and responsive to changing requirements.

The following initiatives are common themes in all asset plans:

- Data capture and validation;
- Asset condition and performance assessment strategy;
- Develop business rules on data management and financial controls;
- Development of Risk Schedules;
- Perform asset criticality assessment and apply to operation and maintenance schedules;
- Investigate and implement Sustainability initiatives.

Sustainability of Levels of Service

The City will continue to focus on ensuring levels of service are appropriate and meet the current and future needs of the community, within the community's capacity to pay. Service delivery will be benchmarked against other Councils to identify what, if any, actions are required to ensure that services are delivered in the most cost effective and efficient manner.

The City must balance level of service sustainability and affordability – a challenge in a world with increasing expectation and service demands and a widening gap between perceived and actual Levels of Service. In general, with any level of service change, there is an increase in associated costs to meet the new requirements. The City will also look for more efficient ways to provide services and infrastructure to look for opportunities to increase, or at least maintain, levels of service, without increasing the financial burden.

A schedule of services to be benchmarked will be developed by assessing the priority of each service against a set criterion, as well as other factors, including opportunities for shared services with other councils, resourcing and capability considerations.

A key commitment for Council is review the Community Infrastructure Plan with the key consideration being the scale and number of new facilities required due to the proposed Regional Open Space which will have a favourable impact on existing and future local sporting facilities.

Accessibility to City services for all

The City recognises the social model of disability and are committed to looking at ways to remove barriers to access and inclusion that may restrict a person's abilities. The City is committed to actively promoting environments and services in which all people are valued and have the choices to live their best lives.

The development of the Access and Inclusion Plan is guided by The Western Australian Disability Services Act 1993 (Amended 2004). The Act requires all Local Governments to develop and implement a Disability Access and Inclusion Plan (DAIP). This helps ensure that people with disability have equal access to facilities, services, and employment opportunities.

The requirements of the AIP are taken into consideration in all new, upgrade and renewal projects.

Ten Year Strategy

The Organisation’s Priorities for Managing of Its Assets

This Infrastructure Strategy identifies how the City plans to transition from a traditional approach to providing infrastructure, where a small group of experts applied their knowledge within their own area of expertise to determine what needed to be done (silo), to a collaborative and strategic approach across the whole organisation. This will ensure a well-informed understanding of stakeholder requirements obtained through appropriate engagement and will be supported by data-based analysis of asset condition and performance and will result in the provision of appropriate and effective assets to the community in the most efficient means practicable.

An organisation-wide focus will enable a better understanding and definition of stakeholders’ expectations and the provision of assets through a programme of development and alignment of key overarching strategies.

Asset and Service Management Strategy

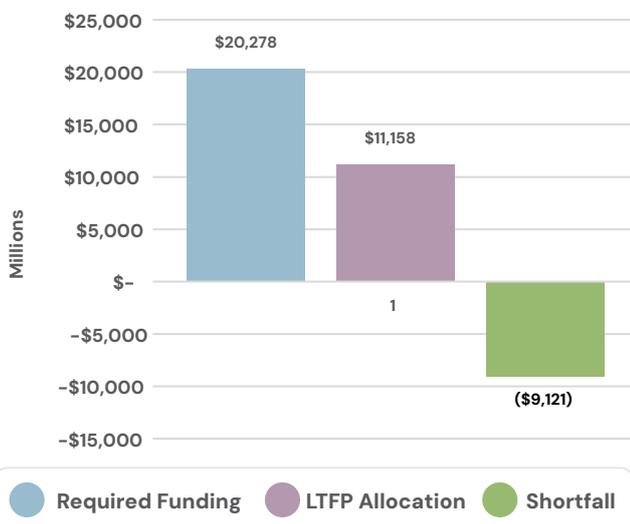
The drive to improve the City’s strategic management encompasses infrastructure and activities across the whole of the organisation. Specific initiatives associated with Infrastructure include (but is not limited to):

- Continue to increase the renewal funding to 80% over the next 10 years.
- Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.
- Develop efficiencies with the Corporate Business Systems with regard to Asset Management, Project and Operational Management.

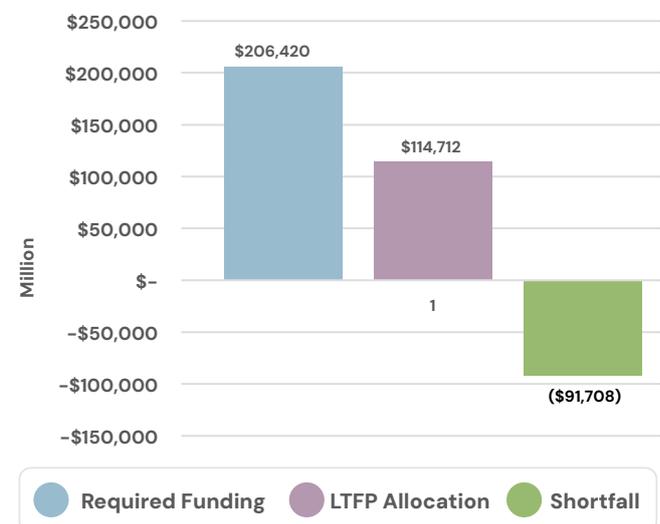
These strategies will further inform our needs in both the short and longer term, and how we set our priorities in conjunction with affordability.

The City will seek to further clarify and define the requirements for service delivery as a separate function from asset management and project delivery and allocate accountability and responsibility for those functions to specific roles within the organisation. It is envisaged this will give a sharper focus on ensuring appropriate service delivery supported by appropriate assets.

Annual Expenditure to LTFP Comparison



10 Year Projected Expenditure to LTFP Comparison



The influx of Local Roads and Community Infrastructure funding from July 2020 to June 2024 allowed a number of renewal projects that would have been postponed due to lack of funding to be undertaken with minimal to no impact on City resources. However this was only a temporary reprieve and did little improve the funding gap.

In the short term (0–5 years) the infrastructure strategy will strive to maintain the existing assets at the current levels of service (LoS) and address the known or identified major issues (e.g. high risk or regulatory compliance). However due to the chronic underfunding of asset renewals, the LoS will drop. During this time, non-urgent capital projects that are not likely to directly impact on the LoS in the short to medium term, should be prioritised or deferred.

In the medium term, (5–10 years) LoS will continue to drop, due to the growth in assets, increase in construction costs and until we start investing enough to maintain the condition of assets.

In the longer term (15+ years) with the forecast new investments, the decline in LoS will slow, and slowly increase, on average, with the provision of new assets.

Evidence Base

Improving Council's evidence base to support optimised decision-making is an ongoing activity. Asset knowledge is variable across asset groups, and currently there is a significant focus on a consistent approach to registering and maintaining asset information to ensure it is fit for purpose and trusted.

This evidence is captured in a variety of ways from:

- in house technicians who specialise in a particular field;
- engaging specialist consultants; or
- with the use of specialised equipment.



Infrastructure Capital Investment

Stormwater Drainage - New

Project	Cost \$,000	Year
DCA 3 Drainage	\$1,213	2026
DCA 2 Drainage	\$260	2027
DCA 2 Drainage	\$369	2029
DCA 3 Drainage New - DCA3	\$1,048	2027
DCA 3 Drainage New - DCA3	\$933	2027
DCA 3 Drainage New - DCA3	\$410	2027

Stormwater Drainage - Renewal

Project	Cost \$,000	Year
Drainage Renewals Average p/a	\$ 56	2025 - 2035

Roads and Transport - New

Project	Cost \$,000	Year
DAC 6 Hammond Road Extension	\$3,060	2032
DCA 6 Internal Collector Road	\$3,149	2032

Roads and Transport - Upgrade

Project	Cost \$,000	Year
DCA 1 Wellard Road Upgrade	\$24,237	2027 - 2029
DCA 1 Bertram Road Upgrade	\$5,378	2029
DCA 2, 3 Mortimer Road	\$6,253	2028
DCA 4,5 Anketell Road (dependant on Westport outcomes)	\$10,423	2027
DCA 5 Honeywood Avenue	\$2,613	2027
DCA 2 Millar Road	\$811	2027
DCA 2 Sunrise Boulevard	\$1,873	2027

Roads and Transport - Renewal

Project	Cost \$,000	Year
Roads and Transport Renewals Average p/a	\$7,017	2025 - 2035

Parks and Reserves – New

Project	Cost \$,000	Year
Splash at Adventure Park	\$1,276	2027
Regional Open Space*	\$500	2025 - 2026
Streetscape Strategy – Average p/a	\$154	2025 - 2035
Urban Tree Planting – Average p/a	\$75	2025 - 2035

Roads and Transport - New

Project	Cost \$,000	Year
DAC 6 Hammond Road Extension	\$3,060	2032
DCA 6 Internal Collector Road	\$3,149	2032

Parks and Reserves – Upgrade

Project	Cost \$,000	Year
Kwinana City Centre Precinct	\$4,571	2026 - 2028
Kwinana Loop Trail Stage 2 & 3	\$7,852	2027 - 2028
Parks Upgrade Strategy – Average p/a	\$194	2025 - 2035
Streetscape Strategy – Average p/a	\$180	2025 - 2035
Urban Tree Planting – Average p/a	\$251	2025 - 2035

Parks and Reserves - Renewal

Project	Cost \$,000	Year
Parks and Reserves Renewals Average p/a	\$2,300	2025 - 2035

* Regional Open Space is a long term project that will require significant funding in future years.

Buildings - New

Project	Cost \$,000	Year
DCA 12 Local Sporting Ground with Community Centre / Clubroom – Wellard West	\$ 6,355	2025 – 2026
DCA 14 Local Sporting Ground with Changeroom (Wellard Village Primary School)	\$ 2,910	2026 – 2029
DCA 10 Local Sporting Ground with Large Community Facility (Casuarina Highschool)	\$ 8,802	2030 – 2033
DCA 8 Local Sporting Ground with Changeroom □ (Mandogalup Primary School)	\$ 3,180	2029 – 2032
DCA District Multi-purpose community facility (serves District A&B)	\$ 8,768	2033 – 2035
DCA District Hard Courts & Clubrooms (serves District A&B)	\$15,321	2031 – 2034
DCA District Dry Recreation Centre (serves District A&B)	\$23,943	2029 – 2032
Local Sporting Ground with Changeroom (Treeby Road)	\$ 2,766	2033 – 2035
Thomas Oval Changerooms	\$ 3,333	2025 – 2026
Animal Shelter	\$ 1,435	2033 – 2034

Buildings - Upgrade

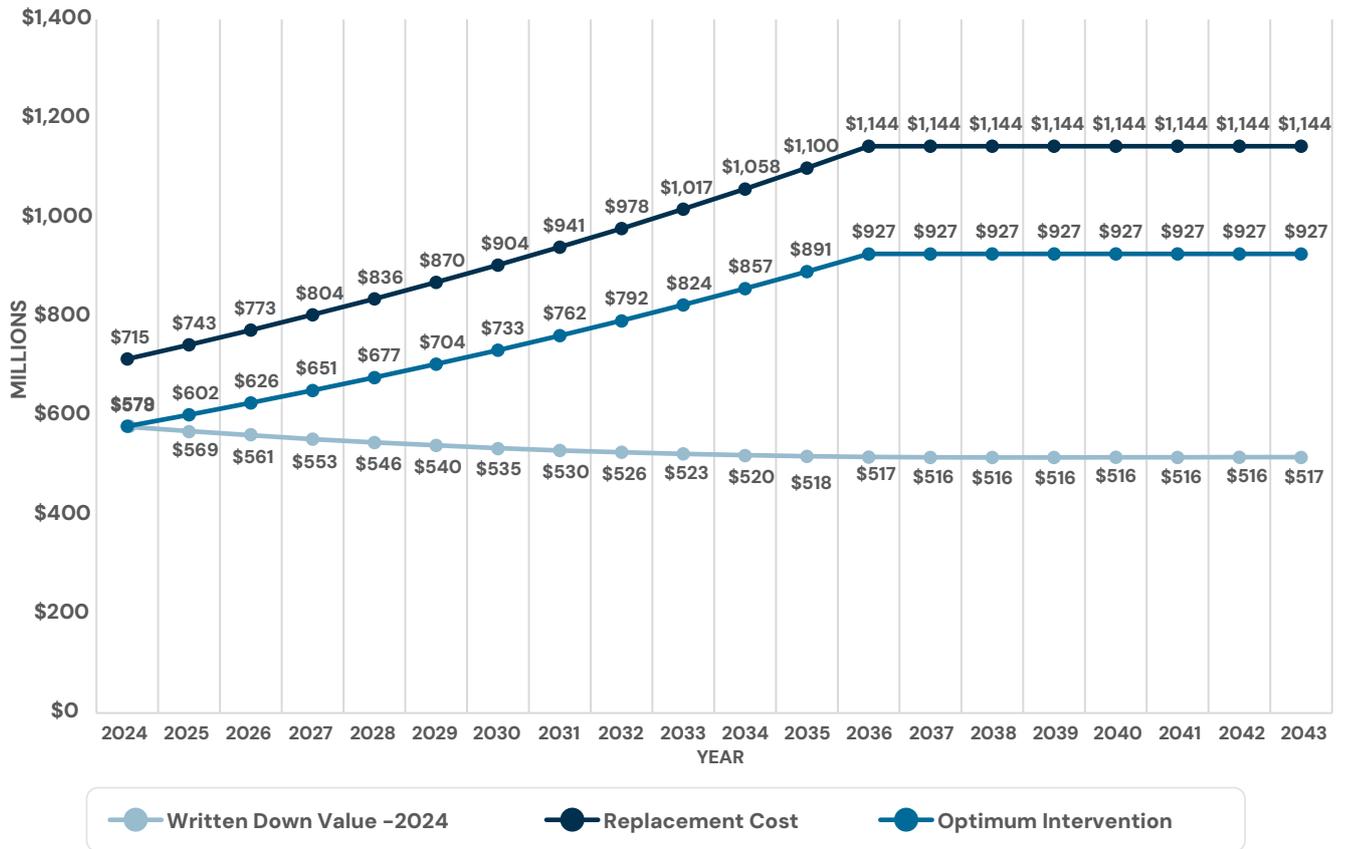
Project	Cost \$,000	Year
Recreation and Aquatic Facility – Recquatic	\$37,000	2026 – 2029
Civic Administration Centre – Upgrade/Renewal	\$ 9,000	2025 – 2027
Arts and Cultural Facility – Koorliny Community Arts Centre	\$ 1,302	2032 – 2034

Buildings - Renewal

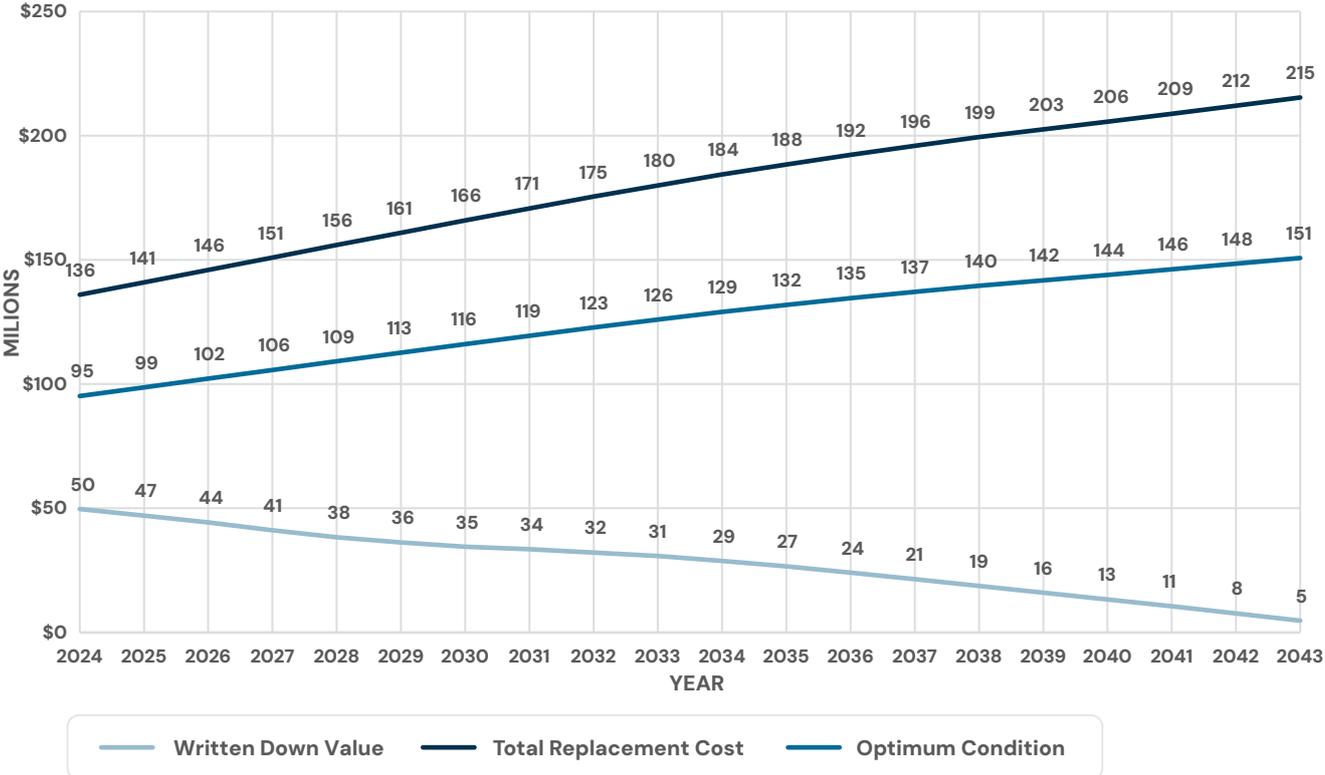
Project	Cost \$,000	Year
Building Renewals Average p/a	\$ 1,784	2025 – 2035

Impact of Renewal Investment on Asset Portfolio

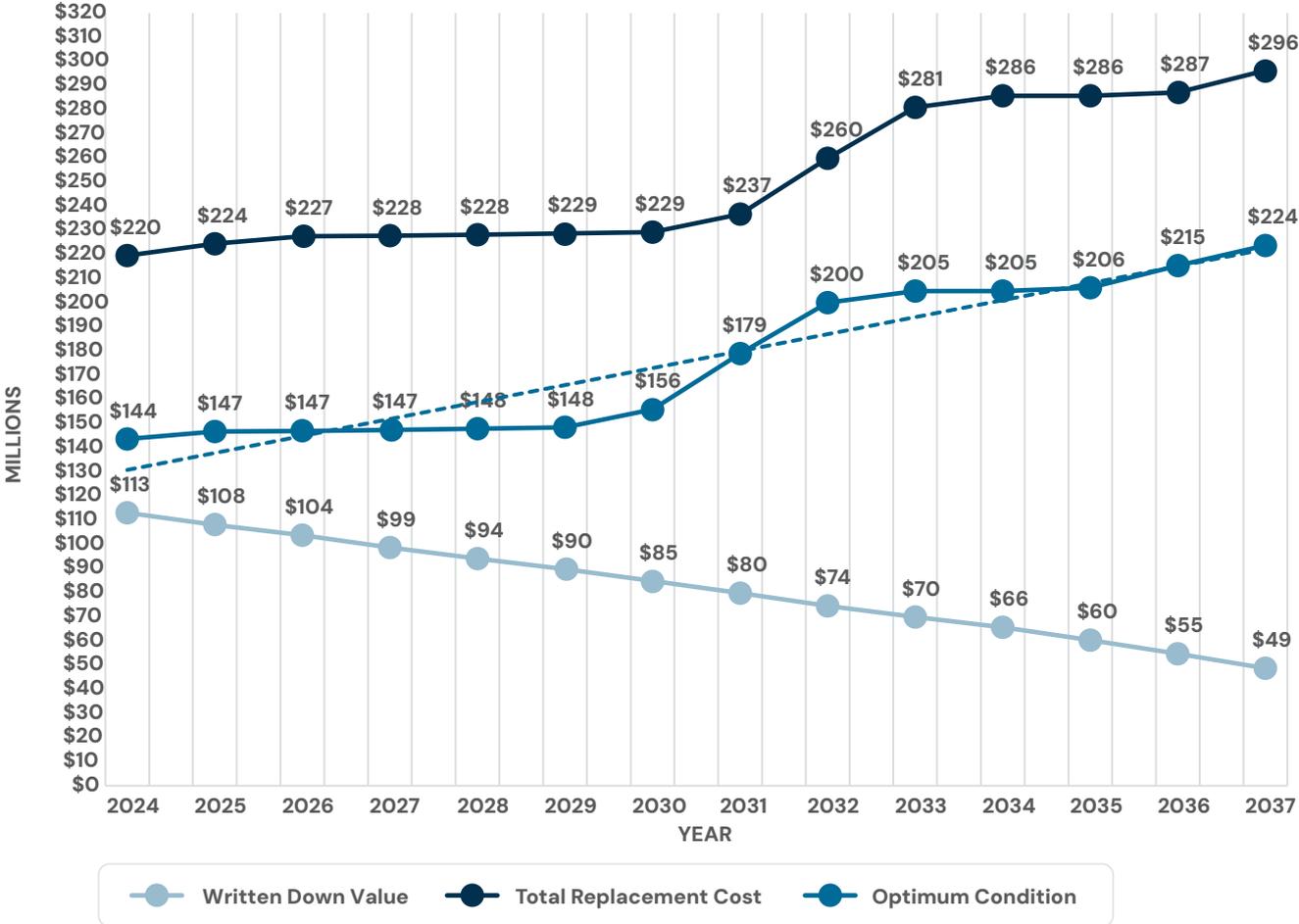
Roads and Transport- Renewal Investment Impact



Parks and Reserves- Renewal Investment Impact



Buildings- Renewal Investment Impact



Initiatives and Improvements

Ref	Theme:	Task	Responsibility	Due	Next Review
1	Levels of Service	A schedule of services to be benchmarked will be developed by assessing the priority of each service against a set criterion, as well as other factors, including opportunities for shared services with other councils, resourcing and capability considerations.	Asset Management Team	Jan 2027	Ongoing
2	Best Practice	Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.	Asset Management Team	Dec 2026	Ongoing
3	Asset Management Plan	Determination of detailed Building Levels of Service for different facility types tailored to whole of life costing targets.	Asset Management Team	Dec 2026	3 yrs
4	Asset Management Plan	Review roads and transport levels of service tailored to whole of life costing targets;	Asset Management Team	Dec 2026	
5	Asset Management Plan	Ongoing lobbying by City officials with regard to upgrade of State-owned routes that have been affected by development.	Manager Engineering Services	Ongoing	Ongoing
6	Asset Management Plan	Investigate viability of recycled road construction materials	Engineering Design Team	Ongoing	Ongoing
7	Asset Management Plan	Investigate emerging technologies to reduce rehabilitation costs;	Engineering Design Team	Ongoing	Ongoing
8	Asset Management Plan	Further develop roads and transport assets risk prioritisation and criticality	Asset Management Team	Jun 2026	
9	Climate Change Plan	Implement energy efficiency retrofit works to Council facilities as per the approved Energy Sustainability Plan. Appropriate facilities will be determined by analysing previous energy consumption	Sustainability Officer, Manager Asset Management Services	Ongoing	Ongoing
10	Asset Management	Improvements to internal auditing / oversight of developer contributed assets.	Asset Management Team	Jun 2025	Ongoing

References

City of Kwinana Climate Change Plan 2021–2026

City of Kwinana Disability Access and Inclusion Plan 2022–2027

City of Kwinana Community Infrastructure Plan 2011–2031 as amended

City of Kwinana Sustainability Framework 2023



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