City of Cockburn

Project Plans

2026-2027

Cockburn, the best place to be

www.cockburn.wa.gov.au

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Acknowledgement of Country

The City of Cockburn acknowledges the Nyungar people of Beeliar Boodjar. Long ago, now and in the future they care for Country.

We acknowledge a continuing connection to Land, Waters and Culture and pay our respects to Elders, past and present.

What is a Project Plan

Welcome to the City of Cockburn's FY2026 Project Plans. This document dives deeper into the projects and activities shaping our city in the coming year. Remember the **Strategic Community Plan 2025-2035** that outlines our long-term vision? The FY2026 Project Plans build on that foundation, providing detail on specific projects being delivered by the City, expanding on the **Corporate Business Plan 2026-2030**. These plans bridge the gap between vision and action, showcasing how we'll deliver our projects in the 2026-2027 financial year.

Key features:

- **Community-Driven Focus:** Every project and activity aligns with the strategic outcomes identified by you, the community, in the Strategic Community Plan. We've prioritised projects based on valuable community feedback and council priorities.
- **Actionable Transparency:** Each project has clear quarterly milestones, estimated costs, and projected future timelines. Progress on these milestones will be reported to the council (available through council minutes) and summarised in an annual report detailing each project's achievements throughout the year.

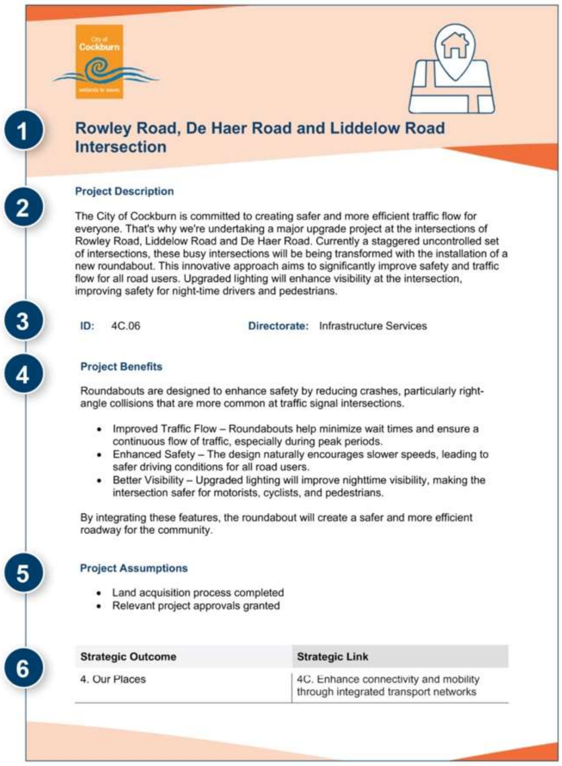
What you'll find inside:

- **Easy Navigation:** We've included a helpful guide on the following page to understand the layout and terminology used in the project plans.
- **The Framework Explained:** We'll connect the dots by explaining how these project plans fit within the Integrated Planning and Reporting Framework (IPRF). We'll also provide a one-page overview of our city's vision, purpose, and the strategic outcomes established by the community.
- **A Year in Action:** Get ready to explore the exciting projects and activities commencing or continuing in the 2026-2027 financial year, all categorised by the linkage to a specific strategic outcome. This allows you to see how each initiative contributes to a bigger goal for Cockburn.

How to read a Project Plan

The City of Cockburn project plans use a clear and easy-to-understand format. Each project has its own row in the table, and information is categorised under specific headings. Here's what you can find in each section:

1. Name of the project
2. A short explanation of the project's purpose and goals
3. Identification code for the project and the directorate overseeing it
4. Benefits the project will deliver to the community
5. Key factors such as approvals and third-party actions that may be outside the City's control but are required to support delivery as planned
6. Alignment of the project with the City's Community Strategic Plan
7. Total budget allocated to the project, any external funding, and expected timeframe for project completion
8. Budget allocated for the current year
9. Milestones to track the project's progress throughout the financial year
10. Estimated 4 year project timeline.



Rowley Road, De Haer Road and Liddelow Road Intersection

Project Description

The City of Cockburn is committed to creating safer and more efficient traffic flow for everyone. That's why we're undertaking a major upgrade project at the intersections of Rowley Road, Liddelow Road and De Haer Road. Currently a staggered uncontrolled set of intersections, these busy intersections will be being transformed with the installation of a new roundabout. This innovative approach aims to significantly improve safety and traffic flow for all road users. Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians.

ID: 4C.06 **Directorate:** Infrastructure Services

Project Benefits

Roundabouts are designed to enhance safety by reducing crashes, particularly right-angle collisions that are more common at traffic signal intersections.

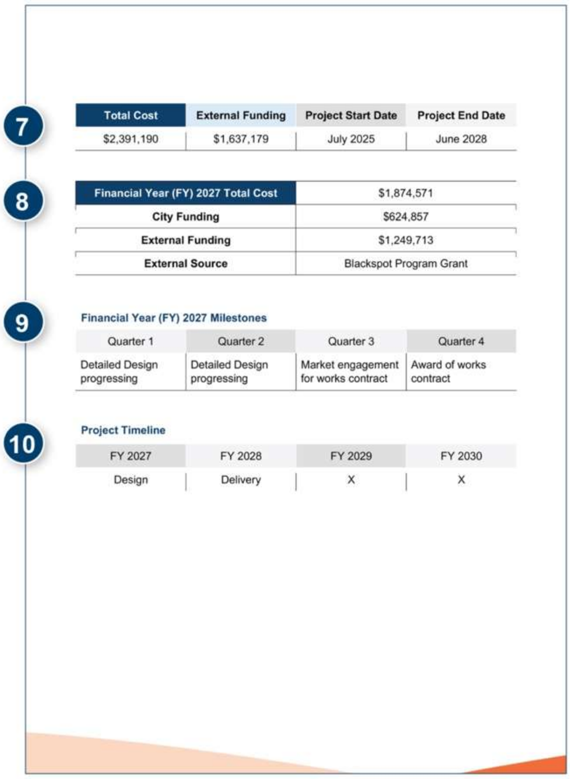
- Improved Traffic Flow – Roundabouts help minimize wait times and ensure a continuous flow of traffic, especially during peak periods.
- Enhanced Safety – The design naturally encourages slower speeds, leading to safer driving conditions for all road users.
- Better Visibility – Upgraded lighting will improve nighttime visibility, making the intersection safer for motorists, cyclists, and pedestrians.

By integrating these features, the roundabout will create a safer and more efficient roadway for the community.

Project Assumptions

- Land acquisition process completed
- Relevant project approvals granted

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks



Total Cost	External Funding	Project Start Date	Project End Date
$2,391,190	$1,637,179	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	$1,874,571
City Funding	$624,857
External Funding	$1,249,713
External Source	Blackspot Program Grant

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed Design progressing	Detailed Design progressing	Market engagement for works contract	Award of works contract

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Our Strategic Framework

Our Local Government operates within an Integrated Planning and Reporting Framework (IPRF). This framework, mandated by the Western Australian Government, ensures a structured and transparent approach to planning and decision-making. The IPRF connects the long-term vision of our Strategic Community Plan with our current plans and strategies. It guides how we identify community needs, set strategic objectives, allocate resources, and ultimately measure our success in achieving those goals. Through the IPRF, we strive to deliver effective services, manage finances responsibly, and remain accountable to the community we serve. The following diagram illustrates the City's Integrated Planning and Reporting Framework and specifies positions of the strategies and plans within the framework.

Our Strategy on a Page

This page presents the vision for Cockburn, highlighting our driving purpose. It also outlines our strategic objectives and outcomes as detailed in our Strategic Community Plan.

Vision	Cockburn, the best place to be
Purpose	Support our communities to thrive by providing inclusive and sustainable services which reflect their aspirations

Our Outcomes

1. Our Economy	2. Our Environment	3. Our Community	4. Our Places	5. Our Governance

Our Outcomes

1A. Empower and support local businesses	2A. Protect and enhance our natural areas and streetscapes	3A. Strengthen and facilitate a safe and secure Cockburn	4A. Plan for growth and sustainable development	5A. Facilitate transparent and accountable governance for today and tomorrow
1B. Facilitate economic growth and employment opportunities	2B. Facilitate sustainable waste management and resource conservation	3B. Promote and support active, healthy lifestyles through recreation and wellness	4B. Strengthen unique, liveable and adaptive places	5B. Strengthen engagement, communication and enhance customer experience
1C. Attract investment to the city by promoting innovation and economic opportunity	2C. Enhance climate resilience and champion environmental initiatives to mitigate impacts	3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures	4C. Enhance connectivity and mobility through integrated transport networks	5C. Champion strategic partnerships and stakeholder collaboration
1D. Facilitate vibrant, connected commercial hubs and visitor experiences		3D. Foster connected, accessible communities and services		5D. Strive for financial sustainability and operational excellence

1. Our Economy

Our City attracts investment supporting commercial and business growth.
Our distinctive hubs facilitate and attract local business and visitor growth, providing employment and community access to services.

Strategic Objectives

- **1A.** Empower and support local businesses
- **1B.** Facilitate economic growth and employment opportunities
- **1C.** Attract investment to the city by promoting innovation and economic opportunity.
- **1D.** Facilitate vibrant, connected commercial hubs and visitor experiences

International Engagement

This program is designed to help our local businesses connect with international markets and unlock pathways for international investment and collaboration. Through carefully curated trade delegations, we'll connect local businesses with potential partners and investors in key international locations.

This project aims to:

- Expand global market reach: provide a platform for local businesses to showcase their products and services to a wider audience, opening doors to new markets and customers.
- Forge strategic partnerships: facilitate meaningful connections with international companies that may lead to collaboration, trade, skills or knowledge-sharing opportunities.

- Attract investment: highlights the strengths and potential of Cockburn as a business destination, attracting foreign investment that creates local jobs and drives economic development.

ID: 1C.01 **Directorate:** Sustainable Development and Safety

Project Benefits

- Local business growth: international partnerships and investment opportunities can fuel the expansion and success of our local businesses.
- Job creation: increased economic activity attracts new businesses and investment, leading to the creation of new jobs for our community.
- Knowledge sharing: collaboration with international partners foster a vibrant exchange of ideas and expertise, leading to innovation and growth across various industries.

Project Assumptions

- Cockburn's growing role in Australia's naval shipbuilding and defence industry positions it as an attractive destination for international investment and partnership.

- Cockburn's coastal location, port proximity, and existing maritime industry base make it well-placed to participate in global blue economy investment and collaboration.
- International demand for cross-border skills exchange and workforce development in maritime and advanced manufacturing sectors creates a direct opportunity for Cockburn businesses and education providers.

Strategic Outcome	Strategic Link
1. Our Economy	1C. Attract investment to the city by promoting innovation and economic opportunity.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
Included in service cost	0%	July 2026	June 2028

Financial Year (FY) 2027 Cost	Included in service cost

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan development. Ongoing network development.	Plan approval. Ongoing network development.	Plan implementation. Report on outcomes of delegation visit to council.	Follow up outcomes of delegation visit with stakeholders. Ongoing network development.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	X	X

Blue Economy and Defence (Research and Innovation Hub)

This project aims to position the City as a leader in the blue economy by driving sustainable growth in ocean-based industries, including defence industry, which is a key component of this sector.

As part of our economic development remit, we are launching a research and innovation hub to foster collaboration between industry, academia, and entrepreneurs, with a focus on advancing innovation, research, and commercialisation in marine technology and defence industry capabilities.

This initiative will help up to 40 businesses strengthen their local business capacity, support workforce development and training, and ensure our region is ready to capitalise emerging opportunities in the Blue Economy.

ID: 1C.03 **Directorate:** Sustainable Development and Safety

Project Benefits

• Support local job creation and skills development by growing emerging industries and increasing workforce participation.
• Attract new investment and business activity through innovation, research, and commercialisation initiatives.
• Encourage industry collaboration and partnerships that lead to measurable economic and community benefits.

Project Assumptions

- Cockburn's maritime location and existing industry base provide a credible foundation for establishing a recognised blue economy and defence industry innovation hub.
- Demand for skilled workers in blue economy and defence industry sectors will continue to grow as major programs in Western Australia mature.
- The convergence of defence, marine technology, and sustainable ocean industries is attracting increased investor and government attention nationally and globally.

Strategic Outcome	Strategic Link
1. Our Economy	1C. Attract investment to the city by promoting innovation and economic opportunity

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$9,250,000	$6,000,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Assess RFQ outcomes and confirm financial viability of the Henderson Research and Innovation Hub	Present and secure Council adoption of the business plan.	Initiate architect design tender. Progress anchor tenant and key stakeholder engagement.	Commence early design works.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning/Design	Design/Delivery	Delivery	X

2. Our Environment

Our natural environment is valued and resilient to a changing climate. Our community enjoys our open spaces, bushland and coast and takes pride and ownership in their streetscapes. We use our resources with a focus on conservation and mitigate the impacts of climate change.

Strategic Objectives
• **2A.** Protect and enhance our natural areas and streetscapes • **2B.** Facilitate sustainable waste management and resource conservation • **2C.** Enhance climate resilience and champion environmental initiatives to mitigate impacts.

Increase appearance of major road streetscapes within the city

This project aims to transform key arterial road corridors into visually appealing and inviting spaces. The focus is on enhancing the aesthetic and presentation of the streetscapes to create a vibrant and attractive environment. Streetscape upgrades are planned for Beeliar Drive, Farrington Road, Forrest Road, Midgegooroo Drive, North Lake Road, Russel Road and Wentworth Parade.

ID: 2A.01 **Directorate:** Infrastructure Services

Project Benefits

- Enhanced Aesthetics: Improved visual appeal through landscaping, creating a more attractive environment.
- Environmental Benefits: Green spaces and trees improve air quality, provide shade, and contribute to a healthier urban environment.

Project Assumptions

- Landscape work completed in FY26
- Traffic management approvals

Strategic Outcome	Strategic Link
2. Our Environment	2A. Protect and enhance our natural areas and streetscapes

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$1,750,000	$0	July 2025	September 2026

Financial Year (FY) 2027 Cost	$1,600,000 (Carry Forward)

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Landscaping works continue	Landscaping works complete	X	X

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Natural Area Management Strategy – Tramway Trail Stage 1 & 2

The Tramway Trail Project was first identified in the City's Trails Master Plan in 2013. The completion of the Tramway Trail is the only trail identified in the plan that has not been completed.

The Tramway Trail is also referenced in other strategic documents such as the Beeliar Regional Parl Management Plan, Yangebup and Little Rush Lake Master Plan as well as structure plans and subdivisions.

The City's intent is to seek grant funding for the shovel ready project in FY27, if successful delivery will be subject to funding agreements. If unsuccessful, the City intends to deliver the project in FY28.

ID: 2A.02 **Directorate:** Infrastructure Services

Project Benefits

- Enhances Community Connectivity: Links natural areas and urban spaces, improving access to recreation and cultural services
- Improves Environmental Stewardship: Strengthens green corridors and biodiversity through thoughtful integration with regional park plans

Project Assumptions

- Required approvals for Construction from Detailed Design activity in FY26 are concluded.

Strategic Outcome	Strategic Link
2. Our Environment	2A. Protect and enhance our natural areas and streetscapes

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$430,000	TBD	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	TBD
City Funding	TBD
External Funding	TBD
External Source	TBD

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Funding submission complete	Subject to funding round - Funding agreement signed	Subject to funding - Market engagement	Subject to funding - Construction commenced

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design/Delivery	Delivery	X	X

3. Our Community

Our diverse and valued community is engaged and involved in activities and events with access to services in local distinctive places.
Our community feels safe, secure and connected and is active and healthy.

Strategic Objectives

- **3A.** Strengthen and facilitate a safe and secure Cockburn
- **3B.** Promote and support active, healthy lifestyles through recreation and wellness.
- **3C.** Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures
- **3D.** Foster connected, accessible communities and services

Manning Park Playground Upgrade

Manning Park playground is getting a much-needed upgrade. We'll be replacing the aging equipment with modern and exciting play features that will spark children's imaginations and cater to different ages and abilities.

The City will seek funding support for the delivery of the playground throughout FY27.

ID: 3B.01 **Directorate:** Infrastructure Services

Project Benefits

- Upgraded equipment encourages children to be active, potentially leading to a healthier lifestyle and a community more likely to choose sustainable activities.
- A vibrant playground can attract families to Manning Park, fostering a connection with nature and potentially raising awareness about its importance.

Project Assumptions

- Works to make playground safe are completed in FY27
- Funding submission completed

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,259,884	TBD	July 2024	Dec 2027

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	$250,000
External Funding	$0
External Source	$0

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed design and contract development	Detailed design and contract development	Tender documents prepared	Funding agreed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Atwell Reserve – Building Improvements

This project involves the refurbishment and expansion of existing changeroom facilities to better meet the needs of local football and cricket clubs and to align the site with the City's standards for a two-field recreation facility.

The project includes the upgrade of existing changerooms and the construction of additional facilities to improve functionality, storage capacity and accessibility. A key focus of the upgrade is the delivery of gender-neutral changerooms, supporting inclusive participation and accommodating the continued growth of female involvement in football and cricket.

The expanded and refurbished facilities will provide a total of four gender-neutral changerooms, along with improved storage and operational spaces to support club activities. These improvements will create a more inclusive, accessible and functional facility for all users.

ID: 3B.02 **Directorate:** Community and Place

Project Benefits

- Ensures the facility meets the City's service standards for a two-field recreation site.
- Supports participation in football and cricket by providing modern, fit-for-purpose amenities.
- Enables inclusive use of facilities through the provision of gender-neutral changerooms.
- Improves storage and operational capacity to better support club activities and equipment needs.

Project Assumptions

- The project scope is focused on the upgrade and expansion of the existing changeroom facility.
- Further site investigations will be undertaken as part of detailed design to inform final layout and construction requirements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$4,620,000	$2,600,000	March 2023	September 2027

Financial Year (FY) 2027 Total Cost	$4,000,000
City Funding	$1,400,000
External Funding	$2,600,000
External Source	State Election Commitment

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detail design completed and tender document preparation	Market engagement	Award of works contract and Commence construction	Construction delivery 25%

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	X	X

Aubin Grove Reserve Floodlight Improvements

Project Description

The City of Cockburn is upgrading floodlighting across the entire reserve to meet Australian Standards for large ball sports, ensuring a safer and more accessible space for all users.

What this project will deliver:

- 100-lux sports floodlighting for enhanced visibility and improved gameplay.
- Recreational lighting to support general community use and enjoyment.

These upgrades will create a well-lit, safer, and more inclusive space for sports and recreational activities, benefiting players and the wider community alike.

ID: 3B.03 **Directorate:** Community and Place

Project Benefits

- To support growth in sporting participation for community level sport.
- Provide safe training and game lighting to support evening use of reserves
- Spread of wear and tear across the reserve to optimise use of reserve space.
- Improve passive surveillance and greater access for members of the community in the evening with recreational lighting. Providing for flexible work/life balances and exercise during winter months.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.
- Delivery is subject to Council approval, noting recent changes to State Government funding arrangements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$950,000	$0	January 2024	June 2027

Financial Year (FY) 2027 Cost	$893,200

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Market engagement commenced	Contract Award	Construction commenced	Construction completed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Beeliar Reserve - Beeliar Reserve Clubroom Upgrade

The City of Cockburn is undertaking a major redevelopment of the Beeliar Reserve Community Centre to enhance local sporting and community facilities. The upgrade will deliver modern, functional and sustainable infrastructure to support the growing demand for community sport and recreation in the area.

Key features of the redevelopment include:

- New and upgraded changerooms to accommodate both male and female athletes, meeting modern sporting facility standards.
- Multipurpose community spaces for club meetings, social events and wider community use.
- Accessible amenities to ensure the facility is inclusive and welcoming for all users.
- Sustainable design features, including energy-efficient lighting and water-saving fixtures.
- Improved storage facilities to better support the needs of local sporting clubs.
- Enhanced spectator areas to improve the experience for players, families and supporters.

A landscape concept plan has been completed to ensure the facility is well integrated into the reserve. It addresses the relationships between the building and surrounds, pedestrian circulation, and gathering spaces to guide This concept plan reserve improvements for future implementation.

ID: 3B.04 **Directorate:** Community and Place

Project Benefits

- Upgraded clubrooms will better meet the needs of local sporting clubs, community groups and casual users.
- Facilities will be welcoming and accessible for all, encouraging greater participation in sport and recreation.
- Energy-efficient features will help reduce operational costs and minimise the environmental footprint.
- The revitalised clubrooms will serve as a central hub for gatherings, events and social connection, strengthening community ties.

Project Assumptions

- The landscape concept plan guides improvements to circulation and movement across the reserve and connections to the building.
- The plans will need further assessment to consider new buildings adjacent to the site which change access, and review of location of public toilets.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$7,500,000	$0	July 2024	June 2029

Financial Year (FY) 2027 Cost	$500,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultancy scope and quotation	Contract Award Market engagement for consultancy contract	Commence detailed design	Continue detailed design

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	Delivery	X

Cockburn Coast Clubroom and Oval Stage 1

Cockburn Coast Oval is proposed to be located at the corner of McTaggart Cove and Cockburn Road in North Coogee. The need for the facility was initially identified through the City's Western Suburbs Sporting Precinct Study (2018), which confirmed the requirement for a new active sporting reserve to support long-term population growth within the western suburbs.

The project is now formally captured in the City's Community Infrastructure Plan 2024 - 2041, reflecting its role in supporting the growing Cockburn Coast, North Coogee and Coogee communities. These suburbs are expected to accommodate more than 20,000 residents over time, with Cockburn Coast forecast to house approximately 10,000–12,000 residents.

The project comprises:

- **Stage 1** – Development of a fully irrigated sports oval, car parking, sports lighting and minor supporting amenities
- **Stage 2** – Development of a clubroom building to support organised sport and community use

ID: 3B.05 **Directorate:** Community and Place

Project Benefits

- Provide new sporting space in the North Coogee to facilitate active participation in recreation pursuits
- Provide opportunities for residents to use the open space for other recreational activities
- Support various community groups in providing services which provide socialisation and recreational to the local community.
- Support the overall health and well-being of the Port Coogee community and surrounding population

Project Assumptions

- The project will be progressed in alignment with the City's Community Infrastructure Plan and relevant long-term land use and growth planning for the Cockburn Coast, North Coogee and Coogee catchment.
- Final scope, design and delivery timing will be confirmed through future planning, needs analysis and Council consideration.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,000,000	DCP	July 2022	June 2028

Financial Year (FY) 2027 Total Cost	$50,000
City Funding	$50,000
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultant quotation documents	Award consultancy contract	Detailed Design	Detailed Design complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Success Regional Reserve Masterplan – Playing Field Floodlights

This project focuses on the implementation of energy-efficient LED floodlights at Success Reserve. The upgraded lighting will enhance evening accessibility for sports and community activities, creating a safer and more inclusive space.

What this project will deliver:

- Prepare detailed design and documentation for installation of new 100-lux LED floodlighting system.
- Provide cost estimates for installing 100-lux floodlights, ensuring optimal visibility and energy efficiency.

This initiative aims to improve opportunities to participate in community sport and physical activity and maximize the park's usability in the evening.

ID: 3B.08 **Directorate:** Community and Place

Project Benefits

- Improved lighting will make Success Reserve safer, more accessible and welcoming for evening use.
- Rugby clubs, players and community groups will benefit from better facilities for training, matches and events.
- Enhanced lighting will support a range of community activities and improve the experience for spectators and event attendees.
- Energy-efficient LED technology will lower operational costs and reduce environmental impact.
- Greater lighting coverage will increase use of the reserve and help meet growing demand for rugby.
  Upgraded infrastructure will support the long-term development of rugby and boost community participation.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.

- Delivery is subject to Council approval, noting recent changes to State Government funding arrangements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$1,525,000	-	July 2025	June 2028

Financial Year (FY) 2027 Cost	$25,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultant quotation documents	Award consultancy contract	Detailed Design	Detailed Design complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Beale Park Redevelopment

The Beale Park Redevelopment is transforming the reserve into a modern, high-quality hub for active recreation and broader community use. The new centrally located community facility, currently under construction, is designed to support a wide range of sporting, recreational and community activities.

The facility will provide flexible indoor and outdoor spaces that can be hired by the local community for meetings, events and programs, in addition to supporting multiple sporting codes. The redevelopment has been designed to accommodate current and future demand across a range of organised sports.

The project is being delivered in stages. The first phase includes the delivery of new community and sporting facilities, upgraded floodlighting and improved sporting infrastructure. The second phase, planned for delivery in FY27, will focus on landscape improvements across the reserve, including enhanced play spaces and car parking to support increased community use of the precinct.

Together, these stages will deliver a more inclusive, accessible and functional community asset that supports both organised sport and broader neighbourhood participation.

ID: 3B.10 **Division:** Infrastructure Services

Project Benefits

- Delivers a modern community centre with flexible spaces available for hire by the local community.
- Supports a wide range of organised sports through purpose-built, multi-use sporting infrastructure.
- Encourages community participation and active lifestyles through inclusive and accessible design.
- Enhances safety and functionality through upgraded floodlighting and supporting infrastructure.
- Provides local clubs with high-quality amenities, including gender-neutral changerooms and increased storage.
- Creates opportunities for community meetings, events and programs alongside sporting use.

- Improves the overall amenity of the reserve through upgraded landscaping, play spaces and car parking.

Project Assumptions

- Construction of the first phase of the redevelopment is anticipated to be completed by June 2026, with the second phase delivered in FY27.
- The project's contribution to the City's public art program will commence prior to FY27 in line with adopted processes.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$15,250,000	$4,400,000	July 2019	March 2028

Financial Year (FY) 2027 Total Cost	$2,788,636
City Funding	$1,544,940
External Funding	$1,243,696
External Source	State Grant & DCP

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Separable Portion 1 complete	Separable Portion 2 complete	Project Complete	N/A

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Beeliar Reserve - Floodlighting

As part of the Beeliar Reserve Needs and Feasibility Study, this project aims will provide new sports floodlighting across the reserve. The upgrade will feature energy-efficient LED luminaires, improving visibility, safety, and sustainability.

Key Project Features:

- Installation of 100-lux floodlighting across Beeliar Reserve to accommodate evening sports and community activities.
- Enhanced lighting for one cricket field, upgraded to 300 lux to meet Australian Standards for night play.
- Development of a detailed design and tender documentation for the proposed lighting system for future installation.

This initiative will create a more inclusive and accessible space for the community while ensuring compliance with national sporting standards.

ID: 3B.11 **Directorate:** Community and Place

Project Benefits

The project will enhance evening accessibility and safety at Beeliar Reserve with energy-efficient LED lighting. This upgrade will support soccer, cricket, and community activities, fostering greater participation.

Key benefits include:

- Improved sports facilities for training, competitions, and recreation.
- Optimised reserve usage by distributing wear and tear and expanding club capacity.
- Lower costs & environmental impact through sustainable LED lighting.
- Enhanced safety & accessibility with better surveillance and flexible evening use.

This initiative ensures Beeliar Reserve remains a vibrant, inclusive, and sustainable community space.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.
- Delivery is subject to Council approval, noting recent changes to State Government funding arrangements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$1,025,000	$0	March 2024	June 2028

Financial Year (FY) 2027 Cost	$25,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultant quotation documents	Award consultancy contract	Detailed Design	Detailed Design Complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Davilak Reserve Redevelopment

A comprehensive master plan to upgrade Davilak Reserve was endorsed by Council in December 2025 following extensive research and community engagement. The master plan sets a clear long-term vision to enhance the reserve as a key hub for community sport, recreation and social connection.

The master plan proposes a range of improvements across the reserve, including:

- Provision of a second sporting oval to increase capacity for organised sport.
- Relocation of cricket practice nets and upgrades to sports floodlighting.
- Construction of a new multi-use clubroom facility incorporating gender-neutral changerooms, a community room, public toilets and an undercover spectator area.
- Provision of a new playspace in a revised location within the reserve.
- Landscape improvements including path networks, seating and picnic areas, exercise equipment, park amenities and planting.

The next phase of the project will progress the development of schematic and detailed design and documentation to support tendering and future delivery of the master plan outcomes.

ID: 3B.12 **Directorate:** Community and Place

Project Benefits

- Increases the capacity of Davilak Reserve to support participation in community sport and recreation through the provision of a second sporting field and upgraded facilities.
- Delivers a welcoming, inclusive and multi-use community facility that supports both sporting and non-sporting activities.
- Enhances access and participation through improved amenities, new play space, circuit paths and supporting infrastructure.
- Provides additional opportunities for a growing local population, supporting social interaction and a stronger sense of community connection.

Project Assumptions

- The project is intended to be delivered as a coordinated, single project to ensure efficient planning and integration of all master plan elements.
- Detailed design of the sporting fields will be undertaken prior to finalising the location and design of the new clubroom facility.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$15,000,000		July 2023	December 2030

Financial Year (FY) 2027 Cost	$1,070,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare scope for consultancy quotations.	Market engagement for consultancies	Commence detailed design	50% Detailed Design Complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Design/Delivery	Delivery	Delivery

Wally Hagan Redevelopment

The City of Cockburn is progressing planning of the Wally Hagan Recreation Centre into a modern, multipurpose sport and recreation hub to meet growing community demand for indoor court sports and recreation.

The proposed redevelopment would deliver a contemporary facility supporting a range of sports and community uses, including ten multipurpose courts delivered through six new courts and the integration of the existing stadium, along with supporting amenities such as a health club, café, modern changerooms, flexible community spaces and spectator facilities.

The City is currently undertaking a targeted review of the feasibility work to inform a future Council decision and support progression of funding and delivery arrangements.

ID: 3B.13 **Directorate:** Community and Place

Project Benefits

- The Cockburn Basketball Association and court sport enthusiasts will benefit from a modern and well-equipped stadium, fostering a thriving sporting culture in Cockburn.
- The transformed precinct has the potential to become a popular destination for families, offering community and recreational activities and fostering a strong sense of community.
- Improved facilities and a welcoming environment can encourage active lifestyles and promote overall well-being and social connection for Cockburn residents.

Project Assumptions

- Progression of the project is subject to Council consideration of updated feasibility work and confirmation of the preferred delivery pathway.
- Delivery timeframes and final scope will be influenced by funding agreements, design development and required approvals.
- Ongoing stakeholder engagement will inform the refinement of the project as it progresses through planning and delivery phases.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$60,000,000	$40,000,000	July 2021	June 2031

Financial Year (FY) 2027 Total Cost	$0
City Funding	
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
State Funding Agreement Executed	Preparation for s3.59 Business Plan and Engagement	TBD	TBD

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Design	Delivery	Delivery

Treeby East Reserve Development (Stage 1)

Project Description

Complete a concept plan for the new Treeby East Reserve and progress the detailed design and construction of sports field/s only as Stage 1. Clubrooms and other infrastructure to be constructed in Stage 2.

The concept plan will establish a long-term vision and layout for Treeby East Reserve, ensuring the site is planned to maximise flexibility and shared use for community sport and recreation. The plan will demonstrate how the proposed sports field/s integrate with the adjacent Treeby East Primary School (new). It will identify the location for future provision of supporting infrastructure, including sporting clubrooms, cricket practice nets, playground, car parking, and associated recreational amenities.

The project is aligned with the planned opening of Treeby East Primary School in 2028. Delivery is anticipated to occur in stages, with sporting field space suitable for primary school use targeted for completion prior to the commencement of the 2028 school year. Subsequent stages, including the delivery of sporting clubrooms, changerooms and additional supporting infrastructure, will be subject to future Council consideration and budget approval.

ID: 3B.18 **Directorate:** Community and Place

Project Benefits

- Supports participation in community sport and recreation by providing new, flexible sporting infrastructure.
- Enhances opportunities for neighbourhood-level recreation, play and community connection.

Project Assumptions

- Preparation of the concept plan commenced in December 2025.
- The concept planning process will test the capacity and constraints of the site to determine the types of sports and activities that can be accommodated.

- The concept plan process will identify encumbrances on the site, including requirements for drainage.
- Outcomes of the concept planning stage will inform the location, scale and staging of future infrastructure, including sporting clubrooms and changerooms.
- Project will proceed to detailed design phase.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$9,600,000	$1,250,000	July 2025	December 2028

Financial Year (FY) 2027 Total Cost	$701,000
City Funding	$701,000
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Concept Plan complete	Detailed design commenced	Detailed design complete and preparation of tender documentation.	Market Engagement

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Cockburn ARC Aquatic Renewal Phase 1 and 2

Project Description

The Cockburn Aquatic and Recreation Centre (ARC) is a highly utilised community facility that plays a key role in supporting health, wellbeing and active lifestyles across the City. As the facility approaches its tenth year of operation, with more than 9,000 health club members and over 1.4 million visits annually, proactive renewal of critical infrastructure is required to ensure it continues to operate safely, reliably and to community expectations.

The aquatics area experiences more intensive operating conditions than other parts of the facility, which places greater demand on building systems, materials and plant. This project focuses on a coordinated program of renewal and upgrade works within the aquatics precinct to address asset condition, manage risk and support the ongoing delivery of aquatic programs and services.

Works are expected to include a range of asset renewal activities to be sequenced and delivered through a comprehensive project management approach, allowing essential upgrades to be undertaken in the most efficient manner while minimising disruption to users.

Works will be split into two distinct phases that will run concurrently based on the complexity of work. Phase 1 will be implemented and completed in FY27 and include the replacement of the aqua play structure and other renewals. Phase 2 will be planned and designed during FY27 ready for implementation in FY28

ID: 3B.19 **Division:** Community and Place

Project Benefits

- Supports the ongoing provision of aquatic programs and services, including learn-to-swim, leisure and rehabilitation activities.
- Maintains a safe, comfortable and welcoming environment for the community to participate in aquatic recreation.

Project Assumptions

- The project will be progressed as an asset renewal program aligned with the City's broader asset management and long-term financial planning frameworks.
- Scope, staging and timing will be informed by condition assessments, operational priorities and the need to maintain continuity of service at the ARC.
- Final scope and delivery timing will be subject to further planning and Council consideration.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$10,000,000	-	June 2026	December 2028

Financial Year (FY) 2027 Cost	$1,650,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Phase 1 – Design start Phase 2 – Scoping and prepare request for quotation for consultancy	Phase 1 – Market engagement Phase 2 – Award consultancy contract	Phase 1 – works commenced Phase 2 – Commence detailed design	Phase 1 – works complete Phase 2 – Continue detailed design

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design/Delivery	Design/Delivery	Delivery	X

Anning Park Floodlights

Project Description

The City of Cockburn is upgrading floodlighting to implement a more cost effective LED provision meeting Australian Standards for large ball sports, ensuring a safer and more accessible space for all users.

What this project will deliver:

- 100-lux sports LED floodlighting for enhanced visibility and improved gameplay.

These upgrades will create a well-lit, safer, and more inclusive space for sports and recreational activities, benefiting players and the wider community alike.

ID: 3B.20 **Division:** Community and Place

Project Benefits

- To support growth in sporting participation for community level sport.
- Provide safe training and game lighting to support evening use of reserves
- Spread of wear and tear across the reserve to optimise use of reserve space.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Cost	External Funding	Project Start Date	Project End Date
$525,000	$100,000	July 2026	June 2027

Financial Year (FY) 2027 Total Cost	$500,000
City Funding	$400,000
External Funding	$100,000
External Source	Capital Grant – State Government

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Complete detailed design and prepare tender documentation for works contract	Market engagement for works contract	Construction commenced	Construction complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Prinsep Park Redevelopment

Project Description

Prinsep Park is an existing reserve located in Jandakot and currently provides for community recreation such as dog walking, picnics and relaxation. The Community Infrastructure Plan (2024-2041) identifies the need to review the provision of a sporting field at Prinsep Park. This additional sports function is to support the residential growth in the adjacent Glen Iris redevelopment area and the broader Jandakot and Treeby urban expansion area. The State Government has supported this initiative through funding availability for sport and recreation infrastructure.

Prinsep Park will form part of the City's network of reserves providing organised sporting opportunities, allowing the City to respond effectively to the demand for sporting space in the Jandakot and Treeby localities. It is anticipated to provide a senior sized sporting field with associated sports and community building. Prinsep Park will also cater for the changing recreational needs of the existing community as well as new residents. This provision may be through opportunities such as skate and BMX, children's play and/or outdoor court provision to support informal participation and community connection.

ID: 3B.21 **Division:** Community and Place

Project Benefits

- This project will support the future organised sporting and recreational needs of the growing community and encourage on-going physical activity participation.
- This project will provide a location for community connection and social interaction within walkable distance to the growth areas in Glen Iris.

Project Assumptions

- The project timing has been brought forward with election commitment funding.
- That adequate resourcing is available to prepare the concept plan.
- That there is sufficient space to allow for a suitably sized sporting field and associated infrastructure

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,000,000	$8,000,000	January 2026	June 2031

Financial Year (FY) 2027 Cost	$250,000
City Funding	-
External Funding	$250,000
External Source	Capital Grant – State Government

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Advertise RFQ for business case and concept designs	Progress site analysis and feasibility assessment	Complete draft concept designs for community consultation	Complete business case

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Design	Delivery

Next RAP Development 2026 - 2029

The project involves the City seeking approval from Reconciliation Australia of the draft Innovate Reconciliation Action Plan 2026 - 2029. Building on the achievements and learnings from the current 2023–2025 RAP, this project has engaged the City's Aboriginal Reference Group, other First Nations community members, members of the City's RAP Steering Group, Youth Advisory Collective, elected members, and other stakeholders to assist with co-designing a culturally appropriate and actionable plan. The Innovate RAP 2026-29 will align with Reconciliation Australia's framework and the City's strategic objectives, outlining measurable actions to strengthen relationships, respect, opportunities, and governance that advance reconciliation outcomes across the community. The project also includes the RAP being presented to Council for formal endorsement and a community announcement to promote awareness and accountability.

ID: 3C.01 **Directorate:** Community and Place

Project Benefits

Reconciliation Action Plans (RAPs), developed in partnership with Reconciliation Australia, provide a structured framework for local governments to advance reconciliation, fostering strong relationships, respect, and opportunities for Aboriginal and Torres Strait Islander peoples. RAPs are based around the core pillars of relationships, respect and opportunities and provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination.

Project Assumptions

- Partnering with Reconciliation Australia

Strategic Outcome	Strategic Link
3. Our Community	3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$18,000	$0	July 2026	December 2026

Financial Year (FY) 2027 Cost	$18,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Seek approval from Reconciliation Australia on final draft RAP	Present RAP to Council for adoption Community announcement to promote awareness and accountability		

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Aboriginal Cultural and Visitors Centre (Advocacy Funding)

The City will continue to raise the proposed ACVC project with relevant stakeholders and seek funding through suitable grant and philanthropic opportunities.

ID: 3C.02 **Directorate:** Community & Place

Project Benefits

To obtain financial support for the designed ACVC.

Project Assumptions

- Advocacy for ACVC identified in organisational advocacy priorities
- Communication opportunities with Prescribed Body Corporates designated under the Native Title Act

Strategic Outcome	Strategic Link
3. Our Community	3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$18,050,000		July 2018	TBD

Financial Year (FY) 2027 Cost	N/A

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Provide advocacy update to elected members	Continue advocacy	Provide advocacy update to elected members	Continue advocacy

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Port Coogee Community Space

The Port Coogee Community Space project aims to provide flexible, accessible community facilities that respond to the unique high-density, mixed-use and coastal context of Port Coogee. The project is intended to support the current and future needs of the local community by providing spaces that enable a wide range of social, cultural and recreational activities.

The project is recognised as an active proposal in the City’s Community Infrastructure Plan, reflecting its role in supporting community connection and local identity as Port Coogee continues to mature as a residential and visitor destination.

ID: 3D.01 **Directorate:** Community and Place

Project Benefits

- Provides contemporary, flexible community spaces that support a wide range of social, cultural and recreational activities.
- Enhances sense of place and community identity within the Port Coogee precinct.
- Supports community connection and social wellbeing by enabling gatherings, programs and local initiatives.
- Improves access to inclusive, accessible community facilities within a high-density urban environment.

Project Assumptions

- The project will be progressed in alignment with the City’s Community Infrastructure Plan and Strategic Community Plan outcomes for connected, inclusive communities.
- Final scope, layout and delivery approach will be informed through further planning, needs analysis and concept development, having regard to the urban and mixed-use context of Port Coogee.
- Progression of the project remains subject to future Council consideration and finalisation of land and funding arrangements with Frasers Property Development.

Strategic Outcome	Strategic Link
3. Our Community	3D. Foster connected, accessible communities and services

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,500,000	TBD	July 2023	June 2030

Financial Year (FY) 2027 Cost	$0

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Secure land tenure.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Planning	Design	Delivery

4. Our Places

The City prioritises our resources and is dedicated to enhancing our distinctive and liveable areas to address the needs of our community.
Our neighbourhoods and locations are linked through safe transportation choices, including roads, cycleways and pathways.

Strategic Objectives

- **4A.** Plan for growth and sustainable development
- **4B.** Strengthen unique, liveable and adaptive places
- **4C.** Enhance connectivity and mobility through integrated transport networks

Commercial Strategy Review

The City of Cockburn is where we live, work, and play. Thriving activity centres are important as they act as multi-functional community focal points that enhance economic development, promote social interaction, and foster sustainable, healthy, and connected communities.

An updated strategy will improve the City's ability to guide and manage the use of commercial and industrial land to support sustainable economic development, attract investment, create jobs, and ensure the provision of necessary services and facilities.

In essence, the strategy serves as a roadmap that links state planning policies with local needs and aspirations, translating a community's long-term vision into planning actions and regulations.

The strategy will provide the rationale and framework for managing land use change, fostering economic growth, and ensuring commercial decisions contribute positively to the overall well-being and future direction of the community.

ID: 4A.01 **Directorate:** Sustainable Development & Safety

Project Benefits

- Ensure a variety of activity centres, commercial zoned land, investment and employment opportunities are available throughout the City, catering to all ages and interests to meet community need.
- Adjust the City's network and hierarchy of centres to better align with growth of the City, including the creation of new urban areas beyond those identified in the State Planning Framework.
- Informed decision making on the appropriate locations, zoning, scale of activity and long-term planning directions for existing and future retail, commercial and industrial development within the City.
- Explore high-level opportunities to retain existing businesses, attract new investment, diversify the local economy and enhance local infrastructure.

- Align commercial activities with community aspirations and priorities, ensuring transparency and addressing potential conflicts of interest.
- Respond to emerging trends, including Large Format Retail precincts and land uses, ensuring an appropriate planning framework.
- Improve the planning framework for out-of-centre development, including greater restrictions to support the viability of the activity centre network.

Project Assumptions

- The Strategy will be heavily influenced by and will need to accord with the broader framework and requirements of *State Planning Policy 4.2 – Activity Centres.*
- To have the desired influence over external decision-making bodies (e.g. State Development Assessment Unit, Outer Metropolitan Development Assessment Panel, Western Australian Planning Commission and State Administrative Tribunal), some recommendations may require subsequent WAPC Approval of amendments to the City's *Local Planning Strategy (2024)*.

Strategic Outcome	Strategic Link
4. Our Places	4A. Plan for growth and sustainable development

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$150,000	$0	July 2026	December 2028

Financial Year (FY) 2027 Cost	Included in Service Cost

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Commence Retail Needs Assessment (RNA)	Complete Retail Needs Assessment (RNA)	Analyse and report findings of RNA to Council	Commence Preparation of Draft Commercial Strategy

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Design	Design	X

Public Open Space Strategy Review

The City of Cockburn is where we live, work, and play. Public open spaces are vital for our community's health, well-being, and overall enjoyment of our city.

The Strategy is a roadmap for creating and maintaining a network of parks, reserves, and green areas that cater to the needs of a growing Cockburn. It will guide future strategic level decisions on:

- Where and how we guide future investment in the creation of new parks and recreational facilities across the city.
- Establish a vision, hierarchy, and framework for improving and revitalising our existing parks and green areas to meet the evolving needs of the community.
- The plan will focus on creating a network of interconnected green spaces that best protect its existing environmental assets, promote active lifestyles, and a sense of community.

ID: 4B.01 **Directorate:** Planning and Sustainability

Project Benefits

- The Public Open Space Strategy ensures a variety of parks and green spaces are available throughout the city, catering to different ages, interests, and activity levels.
- Easy access to parks and green spaces is linked to numerous health benefits, promoting physical activity, relaxation, and social interaction.
- The strategy will consider environmental factors, creating green spaces that are resilient and that contribute to a sustainable city.

Project Assumptions

- The Strategy will need to embrace the requirements of the Western Australian Planning Commission (WAPC) Public Open Space (POS) Position Statement (released December 2025) that limits the collection of cash-in-lieu in infill scenarios including 2 and 4-year moratoriums for infill and built-strata proposals.
- To have the desired outcome, some recommendations may require subsequent WAPC Approval of amendments to the City's Local Planning Strategy (2024).

Strategic Outcome	Strategic Link
4. Our Places	4B. Strengthen unique, liveable and adaptive places

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$30,000	$0	July 2024	June 2027

Financial Year (FY) 2027 Cost	Included in Service Cost

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Undertake Phase 2 Community Engagement	Report on Phase 2 Engagement Outcomes	Finalise Strategy Documentation	Present to Council for Final Adoption

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	X	X	X

Elderberry Drive, Semple Court and Berrigan Drive Intersection - Semple Berrigan Roundabout

Project Description

The City of Cockburn is committed to creating safer and more efficient roads for everyone. with a major upgrade project at the intersections of Berrigan Drive, Semple Court and Elderberry Drive. Currently a staggered uncontrolled set of intersections, these busy intersections will be transformed with the installation of a new roundabout. Delivered to the ultimate alignment of Ngort Drive from the Cockburn Central North Structure Plan. This innovative approach aims to significantly improve safety and traffic flow for all road users. Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians.

ID: 4C.03 **Directorate:** Infrastructure Services

Project Benefits

Roundabouts are designed to enhance safety and improve traffic flow, making intersections more efficient and secure for all road users.

- Reduces Crashes – Minimises right-angle collisions, which are more common at signalized intersections.
- Improves Traffic Flow – Reduces wait times and allows for a smoother, continuous movement of vehicles, especially during peak hours.
- Enhances Night-Time Safety – Upgraded lighting will improve visibility, ensuring safer conditions for both drivers and pedestrians.
- Encourages Safer Driving – The roundabout’s design naturally promotes slower speeds and better control, reducing the risk of accidents.

By implementing these upgrades, we are creating a safer, more efficient road network for the community.

Project Assumptions

- Main Roads WA Approvals
- Land acquisition achieved

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$6,000,000	$3,607,000	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	$5,420,000
City Funding	$1,813,000
External Funding	$3,607,000
External Source	DCP

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
15% Design completed	Detailed Design complete	Market engagement for works contract	Award of works contract

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Orsino Boulevard and Pantheon Avenue Intersection

Project Description

The City of Cockburn is dedicated to creating safer and more efficient roads for the community. As part of this commitment, we are upgrading the intersection of Orsino Boulevard and Pantheon Avenue by installing a new roundabout to replace the current uncontrolled intersection.

This upgrade will:

- Improve safety by reducing crash risks and ensuring smoother traffic movement.
- Enhance traffic flow for all road users, especially during peak hours.
- Increase night-time visibility with upgraded lighting for safer driving and pedestrian access.

This project reflects our ongoing efforts to make Cockburn's roads safer, more accessible, and future-ready for everyone

ID: 4C.05 **Directorate:** Infrastructure Services

Project Benefits

Roundabouts are a proven solution for improving road safety and traffic efficiency.

- Reduces Crashes – Helps prevent right-angle collisions, which are more common at traffic lights.
- Improves Traffic Flow – Minimizes wait times and allows for a continuous movement of vehicles, especially during peak hours.
- Enhances Night-Time Safety – Upgraded lighting will improve visibility for drivers and pedestrians.
- Encourages Safer Driving – The roundabout's design naturally promotes slower speeds and better control at the intersection.

By implementing these upgrades, we are ensuring a safer, more efficient road network for everyone.

Project Assumptions

- Relevant approvals granted

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$977,000	$977,000	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	$886,000
City Funding	$0
External Funding	$886,000
External Source	Blackspot Program Grant and Developer Payment

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed Design progressing	Market engagement for works contract	Award of works contract	Project complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Rowley Road, De Haer Road and Liddelow Road Intersection

Project Description

The City of Cockburn is committed to creating safer and more efficient traffic flow for everyone. That's why we're undertaking a major upgrade project at the intersections of Rowley Road, Liddelow Road and De Haer Road. Currently a staggered uncontrolled set of intersections, these busy intersections will be being transformed with the installation of a new roundabout. This innovative approach aims to significantly improve safety and traffic flow for all road users. Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians.

ID: 4C.06 **Directorate:** Infrastructure Services

Project Benefits

Roundabouts are designed to enhance safety by reducing crashes, particularly right-angle collisions that are more common at traffic signal intersections.

- Improved Traffic Flow – Roundabouts help minimize wait times and ensure a continuous flow of traffic, especially during peak periods.
- Enhanced Safety – The design naturally encourages slower speeds, leading to safer driving conditions for all road users.
- Better Visibility – Upgraded lighting will improve nighttime visibility, making the intersection safer for motorists, cyclists, and pedestrians.

By integrating these features, the roundabout will create a safer and more efficient roadway for the community.

Project Assumptions

- Land acquisition process completed
- Relevant project approvals granted

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Cost	External Funding	Project Start Date	Project End Date
$2,391,190	$1,637,179	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	$1,874,571
City Funding	$624,857
External Funding	$1,249,713
External Source	Blackspot Program Grant

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed Design progressing	Detailed Design progressing	Market engagement for works contract	Award of works contract

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Hammond Rd Duplication Russell Rd to Rowley - Upgrade & Extension Stage 1 - Russell to Frankland

Project Description

The City of Cockburn is committed to creating safer and more efficient roads for everyone. That's why we're undertaking a major upgrade project along Hammond Rd between Russel Rd and Frankland Road. Described as Stage 1 this project will duplicate Hammond Road allowing for the planned future traffic volumes in the area. The project will also include significant improvements to lighting, landscaping and pedestrian facilities inclusive of a Dual Use Path.

ID: 4C.07 **Directorate:** Infrastructure Services

Project Benefits

- Reduced congestion and smoother commutes for everyone using Hammond Road.
- The project aims to create a more attractive and user-friendly environment along Hammond Road.
- This project is a City commitment in both Southern Suburbs District Structure Plan, DCP 9 and 10 and the Metropolitan Region Scheme as a critical road link.

Project Assumptions

- Relevant approvals granted
- Land accessibility

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,715,000	$581,000	July 2025	June 2029

Financial Year (FY) 2027 Total Cost	$50,000 (plus carry-forward)
City Funding	$50,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed design progressing	Detailed design progressing	Detailed design complete	Market engagement for works contract

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	Delivery	X

Beeliar Drive and Dunraven Drive Intersection (Blackspot Project)

Project Description

The City of Cockburn is prioritising your safety on the roads. That's why we're implementing a significant improvement at the intersection of Beeliar Drive and Dunraven Drive – the installation of new traffic signals.

The current uncontrolled intersection at Beeliar Drive and Dunraven Drive has seen 27 crashes reported between December 2017 and 2022. These statistics highlight the need for improved traffic management at this location.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.
  To ensure a smooth and successful project, we've divided it into two stages:
- Stage 1: Design (FY2): Our traffic engineers will design the new traffic signal system, considering factors like traffic volume, pedestrian safety measures, and accessibility for people with disabilities.
- Stage 2: Construction (FY27): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.08 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Main Roads WA approval
- External funding obtained

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,930,000	$1,953,333	July 2024	June 2027

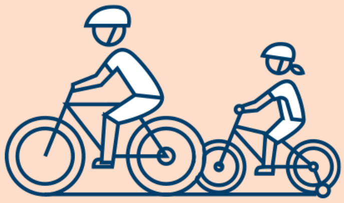
Financial Year (FY) 2027 Total Cost	Carry forward

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Market engagement for construction contract	Contract award	Construction commenced	Construction completed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X



Rockingham/Phoenix Road Intersection

Project Description

The City of Cockburn is committed to creating safer and more efficient traffic flow for everyone. That's why we're undertaking a major upgrade project at the intersection of Rockingham Road and Phoenix Road.

At the Ordinary Council Meeting held on 12 August 2025 the Council supported a dual-lane signalised intersection with filter removal and a raised safety platform (inclusive of light and shared path upgrades). This approach aims to significantly improve safety and traffic flow for all road users.

Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians. The project will also address safety concerns regarding access from Phoenix Road onto Grandpre Crescent.

By upgrading the existing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow for dedicated right turn movements will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 -2: Traffic Modelling and Signal Phasing (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles. Design meetings with Main Roads WA.
- Stage 3: Design (FY28): Detailed design of the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities.
- Stage 4: Construction (FY29): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.09 **Directorate:** Infrastructure Services

Project Benefits

- Upgraded traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods at signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
TBD	TBD	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$50,000
City Funding	$50,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X

Rowley Road & Lyon Road Intersection Upgrade

Project Description

The City of Cockburn is prioritising your safety on the roads. Funded by the State Blackspot program, this project tackles the Rowley Road and Lyon Road crash-prone intersection to improve both safety and traffic flow by installing new traffic signals.

The single-lane roundabout at the intersection of Rowley Road and Lyon Road has recorded 28 crashes from January 2020 to December 2024. These statistics underscore the need for enhanced traffic management in this area. Unfortunately, current land constraints prevent upgrading the existing roundabout, which serves as a major route for heavy vehicles like those on Rowley Road.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Planning (FY27-29): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles.
- Stage 3: Design (FY29): Our designers will complete the detailed design the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities.
- Stage 4: Construction (FY30): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.11 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA and City of Kwinana

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
TBD	TBD	July 2026	June 2030

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	$250,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Planning	Design	Delivery

North Lake Road & Discovery Drive Intersection

Project Description

The City of Cockburn is prioritising your safety on the roads. Planned as a State Blackspot program, this project tackles the North Lake Road and Discovery Drive crash-prone intersection to improve both safety and traffic flow by installing new traffic signals.

The current uncontrolled intersection at North Lake Road and Discover Drive has seen 46 crashes reported between January 2020 and December 2024. These statistics highlight the need for improved traffic management at this location. Due to steep terrain on North Lake Road, the roundabout construction is not possible to lead to poor stability of heavy trucks.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Planning – COMPLETE
- Stage 3: Detailed Design: Our designers will design the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities. Design meetings with MRWA.
- Stage 4: Construction: Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.12 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection,

benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Cost	External Funding	Project Start Date	Project End Date
$3,000,000	$1,800,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	$250,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X

North Lake Road & Elderberry Drive Intersection

Project Description

The City of Cockburn is prioritising your safety on the roads. Planned as a State Blackspot program, this project tackles the North Lake Road and Elderberry Drive crash-prone intersection to improve both safety and traffic flow by installing new traffic signals.

The current uncontrolled intersection at North Lake Road and Elderberry Drive has seen 20 crashes reported between January 2020 and December 2024. These statistics highlight the need for improved traffic management at this location.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Design (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles.
- Stage 3: Design (FY28): Our designers will design the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities.
- Stage 4: Construction (FY29): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.13 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by MRWA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$3,000,000	$1,800,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$100,000
City Funding	$100,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X

Lyon Road & Gibbs Road Intersection

Project Description

The City of Cockburn is prioritising your safety on the roads. Planned as a State Blackspot program, this project tackles the Lyon Road and Gibbs Road crash-prone intersection to improve both safety and traffic flow by reviewing existing traffic signals.

The current set of traffic signals at Lyon Road and Gibbs Road has seen 34 crashes reported between January 2020 and December 2024. These statistics highlight the need for improved traffic management at this location.

The severity of crashes is quite dominant with 10 medical and 1 hospital crash outcomes. With right turn related crashes being 1/3 of overall crashes, reflecting the higher volumes of traffic on Gibbs Road creating difficulty for turn movements and increased chance of crash.

The proposal aims to improve operation of existing signals by:

- Removing right turn filter turn for vehicles turning right from Gibbs Road EB into Lyon Road SB. With the introduction of a protected turn with a green arrow.
- Removing filtered left turn for vehicles turning from Lyon Road NB into Gibbs Road WB. This will allow for installation of dedicated / fully protected pedestrian crossing phase on west approach of the traffic signals.

By upgrading the existing traffic signals, we aim to significantly reduce the risk of crashes at this
intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow for dedicated right turn movements will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 -2: Traffic Modelling and Signal Phasing (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles. Design meetings with Main Roads WA.
- Stage 3: Design (FY28): Our designers will design the new traffic signal

system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities. Design meetings with Main Roads WA.
- Stage 4: Construction (FY29): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.14 **Directorate:** Infrastructure Services

Project Benefits

- Upgraded traffic signals will significantly reduce the risk of crashes at the intersection,
  benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods at signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$3,000,000	$1,800,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$100,000
City Funding	$100,000
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X

Hammond Road Duplication Russell Road to Rowley – Upgrade and Extension Stage 2 Frankland to Wattleup

Project Description

The City of Cockburn is committed to creating safer and more efficient roads for everyone. That's why we're undertaking a major upgrade project along Hammond Rd between Frankland Avenue and Wattleup Road. Described as Stage 2 this project will duplicate Hammond Road allowing for the planned future traffic volumes in the area. The project will also include significant improvements to lighting, landscaping and pedestrian facilities inclusive of a Dual Use Path.

ID: 4C.15 **Directorate:** Infrastructure Services

Project Benefits

- Reduced congestion and smoother commutes for everyone using Hammond Road.
- The project aims to create a more attractive and user-friendly environment along Hammond Road.
- This project is a City commitment in both Southern Suburbs District Structure Plan, DCP 9 and 10 and the Metropolitan Region Scheme as a critical road link.

Project Assumptions

- Approval given by Main Roads WA
- Land is accessible

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Planning (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal systems and duplicated road corridor considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles. Design meetings with Main Roads WA.
- Stage 3: Design (FY28): Our designers will design the new traffic signal Systems and duplicated road corridor, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities. Design meetings with Main Roads WA.

- Stage 4: Construction (FY29 & FY30): Following the design phase, construction crews will begin installing the new traffic signals and road corridor.

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,700,000	$5,800,000	July 2026	June 2027

Financial Year (FY) 2027 Total Cost	$100,000
City Funding	$100,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	Delivery

Roads Resurfacing Program

Project Description

The Roads Resurfacing Program is a planned program of works to be undertaken within FY27 that is aimed at restoring and extending the service life of the City's road network through the systemic renewal of selected road pavements.

The program focusses on resurfacing selected roads based on asset management principles where pavement condition has deteriorated due to age, traffic loading, environmental factors, normal wear and tear, but where full reconstruction is not yet required.

Some of the projects within the FY27 road resurfacing program include:

- Elderberry Dr – South Lake to Berrigan Dr
- Lydon Blvd – Rosehill to Carhausen
- Warton Rd – Jandakot Rd to Nicholson Rd
- Bluebush and Lakefront intersection
- Discovery Dr – Aspiration to North Lake Rd
- Southwell Cres – Phoenix Rd to Jamy
- Sussex St – Kent St to Phoenix Rd
- Heron Way – Osprey to Pelican
- Beeliar Drive – Wentworth to Midgeegooroo Ave

ID: 4C.18 **Directorate:** Infrastructure Services

Project Benefits

- Restoring and extending the service life of the City's road network through the systemic renewal of road pavements.
- Improve road safety, enhance driving comfort and reduce ongoing maintenance demands.

Project Assumptions

- Traffic management plan approvals
- Sufficient favourable weather conditions

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$11,080,000	-	June 2026	June 2027

Financial Year (FY) 2027 Cost	$11,080,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Road resurfacing program 25% complete	Road resurfacing program 50% complete	Road resurfacing program 75% complete	Road resurfacing program 100% complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Drainage New and Upgrade Program

Project Description

The Drainage New and Upgrade Program is a planned program of works to be undertaken each financial year aimed at upgrading drainage assets and constructing new drainage assets. Works are selected based on areas of known frequent flooding, drainage deficiencies, increased stormwater demand and poor existing asset condition.

The projects within the FY27 Drainage New and Upgrade Program include:

- Upgrade of existing drainage infrastructure at Carrello Circuit, Coogee. This includes upgrading the existing drainage system along Carrello Circuit, Hamilton Road and Kotisina Garden, due to flooding in the vicinity.
- Upgrade of drainage infrastructure at Elderberry Drive, South Lake.
- Upgrade of drainage infrastructure at Glenister Road, Hamilton Hill.
- New drainage system at Aberle Street, Hamilton Hill and connection to existing drainage network.
- Detailed design work for Botany Park
- Detailed design work North Lake Road near Osprey Drive

ID: 4C.19 **Directorate:** Infrastructure Services

Project Benefits

- Reduce localised flooding and improve stormwater management in areas
- Protect affected roads and other public infrastructure, supporting safer and more reliable transport networks.
- Prevention of possible residential flooding

Project Assumptions

- No hazardous materials, such as asbestos, will be encountered during construction activities.
- Water Corporation will permit service isolation, within estimated allowable limit, where required to protect their assets when works are undertaken in close proximity.
- Water Corporation will allow water main isolations during the summer period where necessary to facilitate construction works.

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$3,655,000		July 2026	June 2027

Financial Year (FY) 2027 Cost	$ 3,655,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Tender documents prepared	Market engagement	Construction commenced	Projects Completed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

5. Our Governance

Our City is governed through transparent and accountable leadership with a focus on open communication, listening and engaging with our community, with an eye on the future.

Strategic Objectives

- **5A.** Facilitate transparent and accountable governance for today and tomorrow
- **5B.** Strengthen engagement and communication and enhance customer experience.
- **5C.** Champion strategic partnerships and stakeholder collaboration
- **5D.** Strive for financial sustainability and operational excellence

Website Redevelopment

Project Description
The City's corporate website is the main communication channel. The current Kentico v12 Content Management System (CMS) has reached end-of-life, creating security and compliance risks. This project will replace the CMS, modernise the design, move to secure cloud hosting, consolidate key websites, improve accessibility, and integrate core systems including TechnologyOne, ECM, Customer Requests, mapping, payments, enterprise search.

ID: 5B.01 **Directorate:** Corporate and System Services

Project Benefits

- Improved security, reliability, and performance.
- Ongoing accessibility compliance (WCAG 2.2+ AA).
- Enhanced integration with Technology One, ESRI (mapping), enterprise search, and HIVO (digital asset management system).
- Streamlined content governance, workflows, and CMS efficiency.
- Unified, consistent branding and improved customer experience.
- Reduced long-term maintenance costs by consolidating platforms.

Project Assumptions

- Mix of internal and external resources will deliver the project.
- Scope will align with governance, policies, and strategic objectives.
- Budgeting is aligned to the 2026–27 financial year.

Strategic Outcome	Strategic Link
5. Our Governance	5B - Strengthen engagement, communications and enhance customer experience

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$790,670	$0	August 2026	December 2027

Financial Year (FY) 2027 Cost	$500,000

Financial Year (FY) 2026-2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
• Tender released • Vendor evaluation and selection	• Contract finalisation • Project initiation and onboarding	• Project planning • CMS and design phase begins	• Build and Development phase • Content audit and migration planning

Project Timeline

FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2030
DESIGN • Tender released • Vendor evaluation and selection • Contract finalisation • Project initiation and onboarding • Project planning • CMS and design phase begins • Build and Development phase begins	DELIVER • Content population and migration of other web sites • Go live	X	X

Infrastructure as a Service

Project Description

The purpose of this project is the migration of on-premises server infrastructure to an Infrastructure-as-a-Service (IaaS) cloud hosting model. This initiative aims to improve scalability, resilience, and operational efficiency while reducing capital expenditure and aligning IT services with the City of Cockburn's strategic objectives for modernization and digital transformation.

The current on-premises environment consists of physical servers hosted primarily in the Administration Building (AB) data centre, with disaster recovery (DR) capabilities in a secondary site. This infrastructure is approaching hardware refresh cycles, and ongoing maintenance costs—including power, cooling, and support contracts—continue to rise. Additionally, the existing model presents challenges in meeting evolving business requirements such as rapid provisioning, disaster recovery improvements, and compliance with modern security standards.

ID: 5B.02 **Directorate:** Corporate and System Services

Project Benefits

- Reduce financial risk by eliminating unpredictable VMware licensing costs and hardware refresh cycles.
- Improve resilience through geo-redundant disaster recovery and high availability.
- Enhance agility by enabling rapid provisioning and dynamic scaling of resources.
- Strengthen security and compliance with provider-managed frameworks and advanced threat protection.
- Support sustainability goals by reducing energy consumption and physical footprint.

Project Assumptions

- Mix of internal and external resources will deliver the project.
- Scope will align with governance, policies, and strategic objectives.
- Budgeting is aligned to the 2026–27 financial year.
- Cloud Provider Availability: The selected IaaS provider (e.g., Azure) will offer services in a region that meets data residency and compliance requirements.

- Network Connectivity: Adequate bandwidth and secure connectivity will be provided to support hybrid operations during migration.
- Licensing Flexibility: Existing Microsoft and application licenses can be leveraged in the cloud (BYOL) to reduce costs.
- Staff Capability: IT staff will receive training and support to manage cloud operations effectively.
- Workload Compatibility: Most workloads can be rehosted (lift-and-shift) without major refactoring; exceptions will be identified early.
- Cost Optimization: Reserved instances and storage tiering will be applied to achieve projected savings.
- Security Compliance: Cloud provider meets ISO 27001, SOC 2, and relevant Australian regulatory standards.
- Vendor Support: Cloud provider offers enterprise-grade support and SLAs for uptime and incident response.

Strategic Outcome	Strategic Link
5. Our Governance	5B - Strengthen engagement, communications and enhance customer experience

Total Estimated Cost	External Funding	Project Start Date	Project End Date
5 years = $1,800,000 (3years+1+1)	$0	June 2026	December 2026

Financial Year (FY) 2027 Cost	$

Financial Year (FY) 2026 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
	• Tender released • Vendor evaluation and selection • Contract finalisation	• Project planning • Project initiation and onboarding • CMS selection and design phase begins	• Build and Development phase • Content audit and migration Complete

Project Timeline

FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2030
Delivery			

New Civic and Administration Centre

The objective of this project is to investigate the provision of a new civic and administration centre (NCAC). The re-formation of a reference group with new terms of reference will assist to guide the investigation to ensure sufficient oversight and justification for any future development. The current civic and administrative facilities are at the end of their useful life with high ongoing maintenance costs.

The business case work will look at future options considering site location, civic and administration functions, and other potential compatible co-habit opportunities.

Regardless of progress on a business case of a new centre there are still works required to be undertaken to the existing building to ensure it remains in a suitable condition until a new centre is complete. It has been identified that HVAC and roof repairs are two of the most critical components. To undertake works to the administration building, these would necessitate a relocation for a period of time. There will be a cost associated with this. Time is critical given many of the building works have been assessed as being urgent to ensure use of the building can continue.

ID: 5D.01 **Directorate:** Sustainable Development and Safety

Project Benefits

- Fit for purpose civic and administration facility that meets current compliance requirements
- Known timeline and cost implications
- Investigation of opportunities for compatible commercial tenants to offset costs
- Extension of the life of existing asset which has reached the end of its useful life

Project Assumptions

- A Reference Group will be established and will established its own Terms of Reference, these will include reviewing the status of the existing administration building.
- The scope of building works required can be based on the November 2024 analysis.
- Civic and Administration function can be accommodated during works on existing structure

Strategic Outcome	Strategic Link
5. Our Governance	5D. Strive for financial sustainability and operational excellence

Total Estimated Cost	External Funding	Project Start Date	Project End Date
TBD		July 2024	June 2030

Financial Year (FY) 2027 Cost	$220,920 (Carry Forward)

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reference Group to be formed and Terms of Reference considered	Commence drafting development of draft Business Case & Scope	Present draft Business Case and Scope for consideration by Council	Market Engagement for Detailed Design

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	Delivery

TechOne CiAnywhere Project

The TechOne CiAnywhere Project is a major digital transformation initiative at the City of Cockburn, aimed at upgrading all TechOne modules from the legacy Ci platform to the modern CiAnywhere (CiA) environment.

The project involves a whole-of-business approach to how we utilise our systems and processes, using the CiA platform as a catalyst to review, modernise, and align them with best practice. This transition is essential to maintain support from TechOne, ensure system relevance, and unlock modern capabilities.

ID: 5D.03 **Directorate:** Corporate and System Services

Project Benefits

Allow for business and process improvements. Allows for mobility and accessibility. Supports remote work. Modern, intuitive user interface. Enhanced Security (MFA, Single Sign On). Allows for workflow automation. Better support from TechOne and partners.

Project Assumptions

- ECR is a separate stage, run in parallel with the P&R modules.
  No details on how this will be managed have been provided by TechOne and therefore ECR has been scheduled to be run in parallel with the P&R Stage 2 (Permits, Licenses, Approvals, Leases and Compliance Configuration). This is so that it is complete before P&R Stage 3 (Rates & Valuations, Water & Waste, Conveyancing Certificates and Building Applications) commences. TechOne advised they will not be ready to implement ECR in CiA until the B release in 2026 and therefore the ECR migration has been scheduled to commence post EOFY 2028.
- Integration effort for each stage cannot be estimated until the T1 CiA environment has been delivered and therefore may exceed the estimated timings
- Data migration requirements are not known and have therefore not been included in the project schedule.
- Project resources (internal and contract) will be available as planned without significant delays.

Strategic Outcome	Strategic Link
5. Our Governance	5D. Strive for financial sustainability and operational excellence

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,440,000	$0	July 2025	June 2028

Financial Year (FY) 2027 Cost	$560,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Planning and readiness preparation for Stages 1B.	Go live of Animal Management, Infringements and Sundry Debtors modules.	Planning and readiness preparation for Stage 2	Go live of Compliance Enforcement and Lease applications.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	Delivery	X

Service Review Program

The City of Cockburn is committed to providing exceptional services that meet the needs of our growing community. The service review will help ensure services remain affordable, aligned with community priorities, and responsive to key change drivers influencing future demand.
It will identify opportunities to improve how resources are allocated and services delivered, supporting a more efficient and sustainable use of resources and informing long-term financial planning to respond to evolving community needs.

ID: 5D.04 **Directorate:** Corporate and System Service

Project Benefits

A review of the City's services ensures they better align with customer needs and expectations, leading to more relevant and effective service provision.
The review aims to identify opportunities to improve how resources are managed for service delivery, supporting a more efficient and sustainable use of resident rates.
This project will also inform service planning and long-term financial planning, helping to ensure City resources are allocated effectively to meet the evolving needs of the community.

Project Assumptions

- Existing services will continue to be delivered during the review period, with improvements staged over time rather than immediate or disruptive change
- The agreed program funding supports delivery of the review methodology, not implementation of all recommended changes.
- The program assumes strong governance and endorsement through ELT and Council, with recommendations subject to review, prioritisation and decision-making at appropriate levels.
- Not all recommendations will be implemented immediately; implementation is assumed to be staged, prioritised and aligned to organisational capacity and readiness for change.

Strategic Outcome	Strategic Link
5. Our Governance	5D. Strive for financial sustainability and operational excellence

Total Estimated 4Cost	External Funding	Project Start Date	Project End Date
$360,000	$0	October 2024	June 2028

Financial Year (FY) 2027 Cost	$120,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Delivery against methodology outputs	Delivery against methodology outputs; readiness for change process	Delivery against methodology outputs; readiness for change process; benchmarking and KPIs	Delivery against methodology outputs; readiness for change process; benchmarking and KPIs; Implement change

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	X	X

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