



ANNUAL REPORT  
2007-08

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## MESSAGE FROM THE MAYOR

I am proud to present the City of Canada Bay Council's Annual Report for 2007/08.

Over the past 12 months, Council has been working hard to ensure the long term sustainability of our facilities and services, developing the FuturesPlan20, which will shape and guide the services Council provides to our community into the next twenty years. Development of the FuturesPlan20 has commenced with a series of public consultation forums, from which work will continue into the year to develop a strategy to guide Council into the future.

In the past year, we have commenced new childcare services at the Wellbank Children's Centre, which was built on the site of the former Concord Council Chambers. At this same site, we have also built a state-of-the-art Library and customer services facilities, to provide greater access to Council services for all members of our City. These services will continue to grow into the future, further developing our links to the community.

Council will also continue to work closely with the business community and help local businesses promote our shopping precincts to new and existing markets, while also seeking to boost our local tourism and employment opportunities. Council has recently entered into a partnership with [truelocal.com.au](http://truelocal.com.au), where

a search facility is provided on the GO Local website which defaults to businesses in the area relevant to the search, a very beneficial service to both business and the community.

The environment and our management of the parks, foreshores and

open space within the City is also of key priority for Council, with several of the projects carried out through the year contributing to their safeguarding well into the future.

Finally, I would like to take this opportunity to thank my fellow Councillors, the General Manager and staff of the city of Canada Bay Council for their continuing hard work and commitment throughout 2007/08.



A handwritten signature in black ink that reads "Angelo Stretton". The signature is written in a cursive, flowing style.

# MESSAGE FROM THE GENERAL MANAGER

I have the great pleasure in presenting the 2007/08 Annual Report for the City of Canada Bay. The Report outlines Council's performance in relation to the 2007/08-2009/10 Management Plan.

The Annual Report is divided into two sections:

- The main report documents the financial and strategic outcomes of the Council and corporate wide achievements. Also detailed in the Report is Council's performance against actions documented in the 2007/08-2009/10 Management Plan. Results for every action of the Management Plan are shown in areas of governance, financial management, asset management, economic development, environment (built and natural), traffic and transport and social and community development.
- The Annual Report Appendices comprises of:
  - Appendix A – details the Payment of Expenses and Provision of Facilities to Councillors as per Council's policy; and
  - Appendix B – lists the details of sponsorship of Council Activities.

Council's financial records have been assessed by our auditors PricewaterhouseCoopers, and they have summarised our results by stating Council is considered to be in a sound and stable financial position. Maintaining Council's long term financial sustainability is of paramount importance. Council improved its operating surplus of \$726K in the previous year to a surplus of \$6.65m in the current period. The Debt Service Ratio improved to 2.39% of operating revenue, well below industry standards of 10%. The Rates Outstanding Ratio, while it increased to 2.38% was still better than the industry benchmark of 5% and Council's result of 2 years ago 2.82% demonstrating continuous good financial management.

Access and equity principles are continuously being improved so that we can more fully service the needs of residents. We have improved our online Development Application tracking, making it more user friendly. In addition, Council now provides a much needed service to the community by allowing customers to log in via the website and lodge applications or make requests 24 hours a day, seven days a week.

Our organisation is determined to reduce its carbon footprint and Council has introduced activities and initiatives in an effort to achieve its goals. A sustainability team which includes members from all departments meets regularly to drive environmental improvements within Council. Continuous improvements to waste management, environmental citizen awards and a green business program are also steps being taken in achieving this outcome.

I would like to take this opportunity to thank the Mayor, Deputy Mayor, Councillors and dedicated staff for their professionalism and commitment in achieving our goals.



A handwritten signature in black ink that reads "Gary Sawyer". The signature is written in a cursive, flowing style.



The City of Canada Bay is located in the inner-western suburbs of Sydney, about 6-12 kilometres from the Sydney GPO. The City of Canada Bay is bounded by the Parramatta River in the north and east, the Municipality of Ashfield, the Burwood and Strathfield Council areas in the south and the Auburn Council area in the west.

The City of Canada Bay includes the suburbs of Abbotsford, Breakfast Point, Cabarita, Canada Bay, Chiswick, Concord, Concord West, Drummoyne, Five Dock, Liberty Grove, Mortlake, North Strathfield, Rhodes, Rodd Point, Russell Lea, Strathfield (part) Wareemba. Canada Bay is named in remembrance of the 58 French Canadian prisoners deported in 1840, following the Lower Canada Rebellion.

The City of Canada Bay is a predominantly residential area, but also has significant commercial and industrial areas. The City of Canada Bay encompasses a total land area of 20 square kilometres, including 140 parks and reserves, and many kilometres of accessible public foreshore.

The City of Canada Bay is the result of the amalgamation of the former councils of Concord and Drummoyne. Canada Bay covers an area of 1,982 hectares or 19.82km<sup>2</sup> and spans 17 suburbs. Key features of the

City include:

- 303.4 (15.3%) of parks and recreational areas;
- 29,848 rateable properties in Canada Bay;
- two state of the art library facilities; and
- two world class swimming facilities in Drummoyne and Cabarita.
- There are 65,747 people living in the City of Canada Bay (2006). Of that:
  - 31,634 (48.1%) are males;
  - 34,113 (51.9%) are females;
  - 221 residents of Canada Bay identify as Indigenous Australians (2006);
  - 43,656 (66.4%) of Canada Bay's population are aged between 18 and 64;
  - 20,681 (31.5%) of population was born overseas

- Italy, United Kingdom, China, Republic of Korea and New Zealand are the most common places of overseas birth;
- 61.7% of the population speak English only;
- 31.3% spoke a language other than English;
- The dominant language other than English spoken in households was Italian with 10.1% of the population or 6,649 people;
- 14.9% of the population reported performing voluntary work;
- Of the 34,975 person labour force (aged over 15

years) in Canada Bay 96.7% was employed and 3.3% unemployed;

- 23, 760 (67.9%) were employed full time;
- 9,315 (26.6%) employed part time; and
- 66.6% of the households in Canada Bay are connected to the internet with 50.8% having a broadband high speed connection.

*(please note, all data quoted from the 2006 Census conducted by the Australian Bureau of Statistics)*







The provision of facilities and payment of expenses to Councillors in the course of their civic duties is governed by Council's Policy on the Provision of Facilities and Payment of Expenses to Councillors, as adopted by Council at its meeting on 20 November 2007. A full copy of this Policy is provided at Appendix A.



Councillor Angelo Tsirekas

Mayor



Councillor Neil Kenzler

Deputy Mayor



Councillor Michael Cantali



Councillor Tony Fasanella



Councillor Helen McCaffrey



Councillor Michael Megna



Councillor Jeanette O'Hara



Councillor Marian O'Connell



Councillor Bernard Rooney





## OUR LEADERSHIP



Our vision is to create a City that is innovative, dynamic and sustainable through active partnership with the community and the environment.

Our mission is to maximise the advantages of inner city living through an attitude of pride and dedication by:

- Planning and delivering appropriate services and facilities;
- Promoting and encouraging a diverse and consultative community;
- Inviting an active partnership between Council and its community;
- Providing sensible planning and economic initiatives; and
- Achieving desirable environmental standards.

As a Council, we value:

- Our residents and volunteers;
- The economic health of our City;
- Our unique environment;
- Our foreshores;
- The quality of our recreation; and

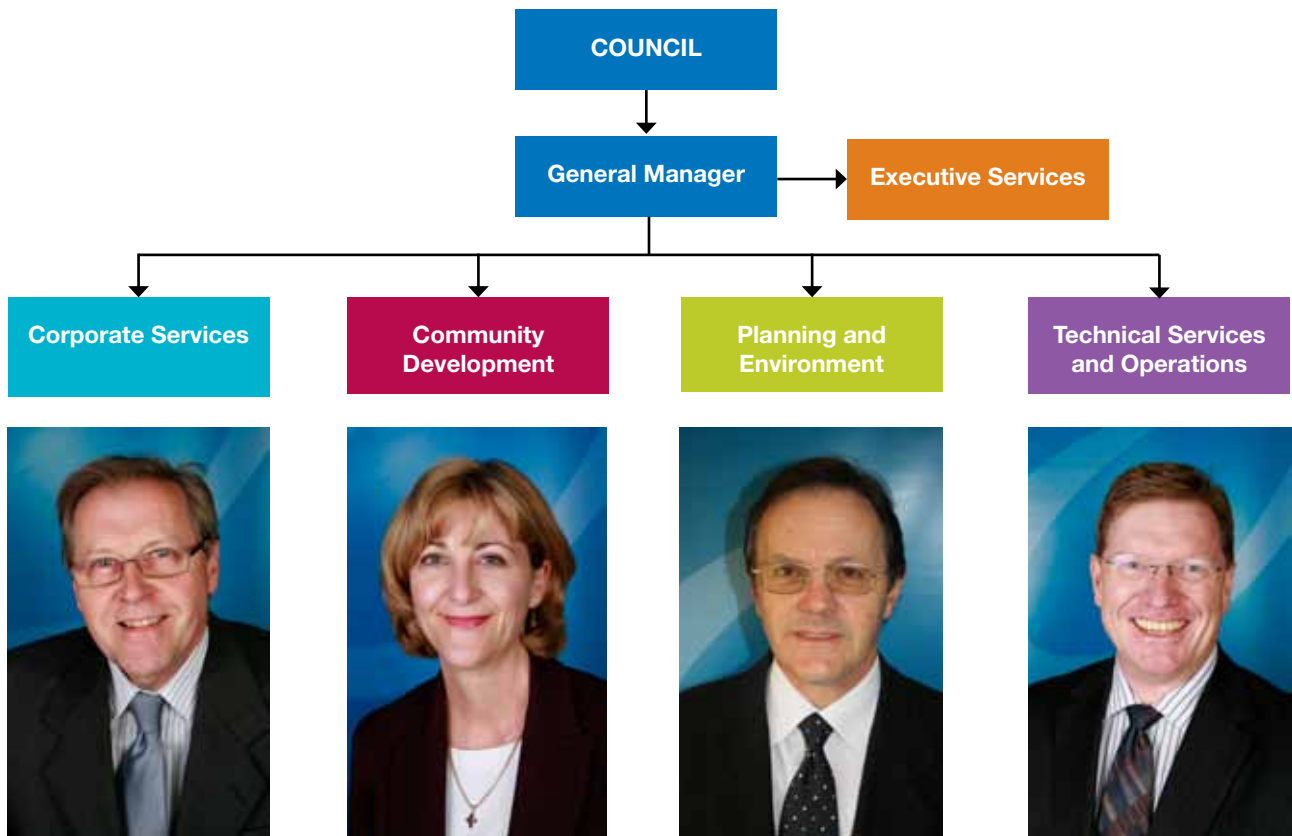
- The character of our culture

As an organisation, we value:

- Our communication and professional skills;
- The motivation of our staff;
- The standards we are achieving;
- Our spirit of goodwill;
- The pleasure of liaising with our community; and
- The teamwork that we apply.

Council's organisation is headed by General Manager, Gary Sawyer. The General Manager has responsibility for policy development and administrative operations that allow Council to function efficiently. The General Manager is directly responsible for Executive Services, Human Resources, Communications and Public Relations and Customer Services.

Other divisions of Council are outlined on the next page.



Bruce Cook

**Director, Corporate Services**

Council's Corporate Services division is responsible for Finance, the collection of rates, Governance, Insurance, Records, Information Systems and Property Services. Corporate Services provides support to other departments of Council in fulfilling their responsibilities to the Community

Lisa Miscamble

**Director, Community Development**

Community Development aims to provide a high level of service and programs to the people of Canada Bay through Economic Development, Community Services, Vacation Activities for children and the libraries. Community Development undertakes planning to enhance our parks and recreation facilities.

Tony McNamara

**Director, Planning and Environment**

Planning and Environment is responsible for all Statutory Planning matters , including development applications, subdivisions; Strategic Planning, responsible for upgrading the city's planning framework; and Environmental Health & Building who look after construction certificate, building inspections, health, waste and law enforcement.

John Osland

**Director, Technical Services and Operations**

Technical Services & Operations is Council's outdoor division, providing comprehensive servicing to roads, open space and building assets. It handles major development projects for Council and maintains all parks and gardens, nature strips natural bushland, and also provide the public with services to private property.

## Remuneration packages for senior staff

City of Canada Bay Council employed five senior staff during 2007-08.

	<b>Salary</b>	<b>Bonus, performance other payments</b>	<b>Employers contribution to Superannuation</b>	<b>Total Non-cash Benefits</b>	<b>Total</b>
<b>General Manager</b>	\$211,594	\$4,000	\$13,129	\$9,000	\$237,723
<b>Director, Corporate Services</b>	\$138,521	-	\$13,129	\$8,980	\$160,630
<b>Director, Community Development</b>	\$135,490	-	\$16,015	\$8,501	\$160,006
<b>Director, Planning &amp; Environment</b>	\$150,886	-	\$13,129	\$9,776	\$173,791
<b>Director, Technical Services &amp; Operations</b>	\$144,321	-	\$13,129	\$8,917	\$166,367



# FINANCIAL INFORMATION



A complete copy of Council's Annual Financial Reports are available on Council's website at [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au).

**CITY OF CANADA BAY COUNCIL**

**Independent Audit Report to the Council  
S417(2) – Report on the general purpose financial report**

**Qualified audit opinion**

In our opinion because of the existence of the limitation on the scope of our work as described in the paragraph below titled Basis for qualified Auditor's Opinion and except for the effects of such adjustments if any, as might have been determined to be necessary on the financial statements had the limitation not existed,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial report:
  - (i) has been presented in accordance with the requirements of this Division;
  - (ii) is consistent with the Council's accounting records;
  - (iii) presents fairly the Council's financial position, the results of its operations and its cash flows; and
  - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial report that have come to light during the course of the audit.

This opinion must be read in conjunction with the rest of our audit report.

**Basis for Qualified Auditor's Opinion**

Since July 2008, global financial markets have experienced a period of high volatility led by events in the US housing market, particularly sub prime loans, which has impacted the value, recoverability, liquidity, cash flows and rates of return of many financial assets including Collateralised Debt Obligations (CDOs), Equity Linked Notes (ELNs) and certain other Managed Funds.

At 30 June 2008, City of Canada Bay Council's investment portfolio totalled \$20 million and included securities totalling \$5.2 million that have been impacted by this market volatility. The impact on individual securities varies depending on their degree of exposure to affected markets.



Many of these securities do not have market values that are independently quoted and they are not widely traded. Independent market valuations are not readily available and in many cases, values are assessed based on estimates from issuers and/or evaluation models for which there is limited market evidence available to verify their reasonableness. Further, the ongoing volatility of financial markets creates greater uncertainty to the valuation process.

These circumstances have resulted in our inability to obtain sufficient appropriate audit evidence to satisfy ourselves as to the fair value and recoverability of \$20 million of Council's total investment portfolio.

### **Scope and summary of our role**

#### **The financial report and Council's responsibility**

The financial report comprises the Balance Sheet, Income Statement, Cash Flow Statement, accompanying notes to the financial statements, and the Statement by Councillors and Management in the approved form as required by Section 413(2) of the Local Government Act 1993 for Canada Bay Council (the Council), for the year ended 30 June 2008.

The Council is responsible for the preparation and true and fair presentation of the financial report in accordance with the Local Government Act 1993. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

#### **Audit approach**

We conducted an independent audit of the financial report in order to express an opinion on them to the Council. Our audit was conducted in accordance with Australian Auditing Standards, in order to provide reasonable assurance as to whether the financial report is free of material misstatement. Our audit responsibility does not extend to the Original Budget figures included in the Income Statement, Cash Flow Statement and the Original Budget disclosures in Notes 2(a) and 16 to the financial statements and accordingly, we express no opinion on them. The nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

We performed procedures to assess whether in all material respects the financial report presents fairly, in accordance with the Local Government Act 1993, Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with our understanding of the Council's financial position, and its performance as represented by the results of its operations and cash flows.

We formed our audit opinion on the basis of these procedures, which included:

- examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report, and
- assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Council.

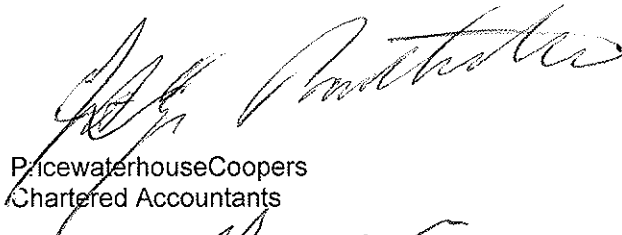
When this audit report is included in an Annual Report, our procedures include reading the other information in the Annual Report to determine whether it contains any material inconsistencies with the financial report.

While we considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls.

Our audit did not involve an analysis of the prudence of business decisions made by Councillors or management.

### **Independence**

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.



PricewaterhouseCoopers  
Chartered Accountants



J A Gordon  
Partner

31 October 2008



The Mayor  
Councillor Angelo Tsirekas  
City of Canada Bay Council  
Locked Bag 1470  
DRUMMOYNE NSW 1470

Dear Councillor Tsirekas,

**REPORT ON THE CONDUCT OF THE AUDIT OF  
THE CITY OF CANADA BAY COUNCIL  
FOR YEAR ENDED 30TH JUNE, 2008 - SECTION 417(3)**

We have completed our audit of the financial reports of the City of Canada Bay Council for the year ended 30th June 2008, in accordance with Section 415 of the Local Government Act, 1993.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial reports are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial reports, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial reports are presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views), as well as statutory requirements so as to present a view which is consistent with our understanding of the Council's financial position, the results of its operations and its cash flows.

Flowing from our audit there are a number of comments, which we wish to raise concerning the trends in Council's finances. These are set out below.

**Operating Result**

Council's Operating Result improved from a surplus of \$726K in the previous year to a surplus of \$6m in the current period. The increase was mainly the result of higher capital grants and contributions (up \$5m).

**Cash Position**

The Council's overall cash position fell from \$20.6m to \$20.1m during the period under review, as the table below demonstrates:

	6/07	6/08
	<u>\$m</u>	<u>\$m</u>
Externally Restricted	11.9	8.6
Internally Restricted	4.8	4.7
Unrestricted	<u>3.9</u>	<u>6.8</u>
<i>Total</i>	<i>20.6</i>	<i>20.1</i>

The reduction in external restrictions is mainly through lower developer contributions held at year-end.

**Working Capital**

Council's net current assets fell from \$5.3m to \$1.6m during the period under review.

The value of net current assets needs to be adjusted in order to establish Council's available working capital.

	6/07	6/08
	<u>\$'000</u>	<u>\$'000</u>
Net Current Assets	5,359	1,641
<u>Less</u>		
External Restrictions	11,945	6,419
Internal Restrictions	<u>4,831</u>	<u>4,729</u>
<u>Sub Total</u>	(11,417)	( 9,507)
<u>Add</u>		
Current Liabilities to be funded from other sources	<u>10,459</u>	<u>10,970</u>
<i>Available Working Capital</i>	<u><u>\$(958)</u></u>	<u><u>\$1,463</u></u>

The Available Working Capital upon which Council could build its 2008/09 budget was a \$1.5m deficit.

**Performance Indicators**

The financial reports disclose a number of indicators in Note 13 and these are detailed below:

	6/07	6/08
	%	%
Unrestricted Current Ratio	136	172
Debt Service Ratio	2.47	2.39
Rate Coverage Ratio	63	60
Rates Outstanding Ratio	1.87	2.38

The Unrestricted Current Ratio increased and remained above the industry benchmark of 100%.

The Debt Service Ratio improved to 2.39% of operating revenue reflecting the drop in outstanding loans from \$4.8m to \$4m. The ratio is well below the industry benchmark of 10%.

The Rate Coverage Ratio declined to around 60% of total revenue, reflecting the increase in capital grants and contributions.

The Rates Outstanding Ratio increased to 2.38% of collectables and remains better than the industry benchmark of 5%.

Council is considered to be in a sound and stable financial position. All indicators stand better than accepted industry benchmarks.

## **Investments**

Since July 2007 global financial markets have experienced a period of high volatility led by events in the United States housing market, particularly sub-prime loans, which has impacted the value, recoverability, liquidity, cash flows and rates of return of many financial assets, including Collateralised Debt Obligations (CDOs), Equity Linked Notes (ELNs) and certain other managed funds.

At 30 June 2008 Council's investment portfolio totalled \$20m and included securities that have been impacted by this market volatility. These securities were principally CDOs and Equity Linked Notes which were written down by \$1.8m to their fair value.

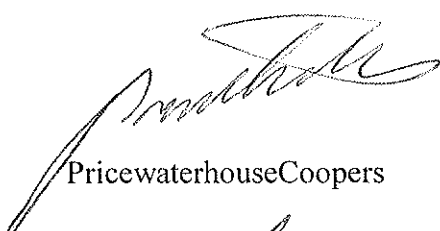
## **Asset Revaluation**

Council re-valued operational land and buildings on 30 June 2008 in accordance with the Department of Local Government's fair value schedule. The re-valuation resulted in an increase of \$33m which has been booked to the asset values and the Asset Revaluation Reserve.

## **General**

The books of accounts and records inspected by us have been kept in an accurate and conscientious manner. We thank the General Manager and his staff for the co-operation and courtesy extended to us during the course of our audit.

Yours faithfully,



PricewaterhouseCoopers





J A Gordon  
Partner

31 October 2008.

## Written off rates and charges

Written off item	Amount
Rates - Pensioner Concessions	\$995,063.93
Rates - Postponements	\$13057.80
Interest waived - postponements	\$5,287.85
Interest waived - write offs	\$1139.25
Total	\$1,014,548.83

## Expense summary

Function	Expenses			
	Actual	%	Actual	%
	2008 (\$'000)		2007 (\$'000)	
Governance	1,686	3.47%	1,478	3.10%
Administration	14,219	29.24%	14,365	30.18%
Public Order & Safety	2,015	4.14%	1,972	4.14%
Health	162	0.33%	4	0.01%
Community Services/Education	1,645	3.38%	1,341	2.82%
Housing & Community Amenities	12,152	24.99%	11,389	23.93%
Recreation & Culture	6,052	12.45%	6,483	13.62%
Construction	1,902	3.91%	2,091	4.39%
Transport & Communication	7,761	15.96%	7,701	16.18%
Economic Affairs	1,028	2.11%	778	1.63%
Total Functions	48,622	100.00%	47,602	100.00%

## Revenue summary

Function	Expenses			
	Actual	%	Actual	%
	2008 (\$'000)		2007 (\$'000)	
Rates & Annual Charges	32,954	59.62%	30,696	63.52%
User Charges and Fees	5,918	10.71%	4,927	10.19%
Grants/Contributions (capital)	9,124	16.51%	3,876	8.02%
Grants/Contributions (operating)	3,413	6.17%	3,556	7.36%
Sale of Assets		0.00%	118	0.24%
Other	3,863	6.99%	3,384	7.00%
Investment Revenues		0.00%	1,771	3.66%
Total Functions	55,272	100.00%	48,328	100.00%

## Work carried out on private land

Summary of details of works	Cost of work fully or partly subsidised by Council	Total amount subsidised by Council
Graffiti Removal	\$19,174.88	\$12,474.13
Meriton-Mary/Marquet St Rhodes	\$314,452.55	\$0.00
Manly Program	\$145,652.92	\$0.00
DPI-Signage	\$88,828.09	\$0.00
15 Barnstaple Road	\$50,526.00	\$0.00
17 Burton Street	\$48,409.09	\$0.00
Dept of Transport NSW	\$26,510.91	\$0.00
360 Victoria Place	\$24,708.18	\$0.00
31 Marlborough Street	\$15,690.91	\$0.00
12 Udall Avenue	\$14,351.82	\$0.00
49 Queens Road	\$10,223.64	\$0.00
201 Queen Street	\$8,911.82	\$0.00
131 Gipps Street	\$8,134.55	\$0.00
Other Projects	\$123,149.27	\$0.00
<b>Total</b>	<b>\$898,724.63</b>	<b>\$12,474.13</b>

## Contributions and grants

Donations & Contributions	Total
Community Grants	\$95,473
Drummoyne Community Centre	\$38,200
Civic Functions	\$27,190
Bay Rider	\$22,500
Executive Administration	\$19,895
Individual Grants	\$6,592
Barricades-Street Parties	\$1,141
Childrens Week	\$854
Community Administration	\$500
Multicultural Initiatives	\$428
Councillor Administration	\$0
<b>Total</b>	<b>\$212,772</b>

## Major contracts

Contractor	Nature of Service	Value \$
Kane Constructions Pty Ltd	Construction and refurbishment of Cabarita Swimming Centre.	\$6,445,467
Soul Communications Pty Ltd	Voice and data service (excluding mobile) for all of Council over the next 3 years.	Approx \$180,000 per annum

## Costs of legal proceedings

<b>Category</b>	<b>Expenses</b>
Statutory Planning	\$589,380.46
Professional Services	\$315,674.56
Total	\$905,055.02
Recovered Costs	\$12,808.00

## Costs incurred by Councillors

Fees paid in accordance with Council's policy:

- \$31,740 (Mayor)
- \$14,540 (per Councillor)
- \$162,600 (total)

Expenses and facilities provided were:

- \$22,500 (office equipment)
- \$10,000 (telephone calls)
- \$14,734 (conferences and seminars)
- \$0 (training)
- \$634 (childcare)
- \$47,868 (total)

Payments for delegations and visits were:

- \$10,545 (interstate visits)
- \$0 (overseas visits)
- \$0 (accompanying spouse expenses)
- \$10,545 (total)

Elected Councillors are profiled on the next page.



## Category 1 business activities

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(ii,iv,v,vi & vii))

Council is not involved in any Category 1 businesses which meet the determined criteria.

## Category 2 business activities

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(iii))

Council is not involved in any Category 2 businesses which meet the determined criteria.

## Competitive neutrality

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(v))

Council pricing for service provision competing with other businesses is based on full cost recovery having regard to all direct and indirect costs.

Any complaints received by Council regarding Competitive Neutrality are registered in Council's Customer Request Management System (CRMS) and sent to the appropriate Council Officer to address.

There have been no Competitive Neutrality complaints received by Council.

## Handling of competitive neutrality complaints

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(vii-ix))

Council has developed a Complaints Handling Policy which has been designed to include all Competitive Neutrality Complaints that Council may receive.

If an actual or potential competitor of a Council business



made a complaint as it believed that it was being adversely affected through failure to adopt competitive neutrality – that is, Council was operating with an unfair competitive advantage, the complaint is lodged to Council, the details are entered in the CRMS, and are sent to the appropriate officer.

The General Manager conducts a monthly review of all resolved and unresolved Competitive Neutrality Complaints as required. The General Manager is also responsible for forwarding all allegations of corruption to the ICAC under S11 of the NSW Independent Commission Against Corruption Act 1988.

There have been no complaints received.

## External bodies exercising Council functions

(LGA Act s428 (2)(o))

During 2007/08, external bodies which exercised functions delegated by Council were the City of Canada Bay Access Committee for providing advice on building and development applications;

Canada Bay Traffic Committee, Canada Bay Safety Committee with delegated responsibility from Council to examine safety issues, Canada Bay Graffiti Committee, and the Canada Bay Community Recreation Association for the management of the Five Dock Leisure Centre also were in operation in the 2007/08 Financial Year

## Companies in which Council has a controlling interest

(LGA Act s428 (2)(p))

Council did not hold a controlling interest in any company during 2007/08.

## Statement of partnerships, cooperatives or joint ventures involving Council

(LGA Act s428 (2)(q))

Council is a member of Statewide Mutual and Statecover-Workers Compensation, self insurance groups for public liability/professional indemnity and workers compensation insurances.

Council is part of the Southern Sydney Regional Organisation of Councils (SSROC). This is an association of 15 major municipal councils in the Southern area of Sydney, an area which comprises 1.2 million residents. It provides a forum for these councils to discuss common issues and facilitates joint activities. It provides all councils with economic benefits and greatly reduce overall cost of major projects.

A joint venture was formed to investigate the feasibility of an arts and cultural precinct at Cockatoo Island. Members of the joint venture were Leichhardt, Hunters Hill and Canada Bay Councils. Funds paid for a consultant to conduct strategic plan and business case.

Council has been approached by the Touched by Olivia Foundation who is partnering with Council to upgrade the Timbrell park children's playground. The Touched by Olivia Foundation is contributing \$140,000 towards the playground to provide an all access playground.

Council has embarked on new partnership with [truelocal.com.au](http://truelocal.com.au). Through this partnership [truelocal.com.au](http://truelocal.com.au) is providing a search facility on Council's GO Local website where the setup defaults to locations, suburbs and services within Canada Bay. This exciting partnership will create benefits for both business and the community.

Public Health Forums offer a model of good health promotion partnerships. They have created effective partnership between practitioners, the health authority and the Council. The health practitioners reviewed Council's Public Health Plan before its adoption, and helped promote events, inform clients and provide Council with much information.

## Freedom of Information Act 1989

In accordance with Section 428 of the Local Government Act, Council must record all Freedom of Information (FOI) requests during the year.

Section 12 Information Access Requests	641
Freedom of Information Request	14
Freedom of Information Requests Withdrawn	0

## Human resource activities

(LGA Act s428 (2)(m))

Human Resources policies and procedures are continually being reviewed, updated and implemented. Access to Human Resources Policies and Procedures is provided to all staff via Council's electronic records system and the use of the intranet is continually growing.

A main focus of this year's efforts was the recruitment and selection of qualified staff for Council's new Wellbank Children's Centre. Creating a new team in an area Council has not previously recruited for required a new approach. The result being the appointment of a team of highly experienced childcare professionals.

The Induction Day Program for all new staff continues to evolve and is a continued success. This program allows new staff to meet with the Executive and gain an understanding of the structure and functions of Council. More detailed explanation is provided about important Council policies and procedures and a tour of the City and significant Council facilities is also conducted. Held every 2 months this program assists greatly in new staff quickly feeling part of the team and becoming productive members of the organisation. The worksite induction process is currently being reviewed and improved.

Council continues to provide many training opportunities for staff to acquire additional skills and ensure all legislative requirements are met. Ongoing mandatory and regulatory training continues to be provided, particularly relating to Occupational Health and Safety. (This includes OHS Construction Induction, Traffic Control, First Aid, Dial before you Dig, and Chemical Use)

Annual training plans are developed for each staff member which ensures that position specific training needs are identified and undertaken. Corporate wide training that has been implemented this year includes:

A training program developed for Canada Bay is being delivered to staff from all areas of Council with the aim of instilling a true customer service culture within City of Canada Bay, for both internal and external customers. The course develop skills in understanding people, and the psychology of customer service. Initially being provided to new and frontline staff, all staff will take part in these training sessions.

The number of staff making use of Council's Staff Education Assistance Policy continues to increase. This assists staff who are undertaking further tertiary study relevant to their positions, in their own time, to mutual benefit of the employee and Council.

## Equal Employment Opportunity (EEO)

(LGA Act s428 (2)(n))

EEO is a fundamental practice within the City of Canada Bay Council. Evidence of this is through Council's EEO Management Plan which demonstrates a strong commitment to Equal Employment through the adoption, implementation and regular review of EEO principles and strategies.

The Plan outlines specific strategies to ensure that the principles of EEO are normal considerations in day to day operations.

During the year, the following activities were undertaken to implement the plan:

- Establishment of new part time positions.
- The regular conduct of exit interviews.
- All recruitment activities undertaken on the basis of merit selection, as per policy.
- Induction program for new staff includes information on the EEO Management Plan and related policies and procedures.

## Legal proceedings - Land and Environment Court Appeals

(Legal Proceedings under the EPAA 1979 for 2007/08)

<b>Proceedings</b>	<b>Class</b>	<b>Status</b>	<b>Costs Incurred</b>	<b>Costs Awarded</b>
CCBC ats Sapio	Class 4 proceedings for unauthorised filling of land	Action recommenced 12/5/08. Owners agreed to remove rear retaining wall, drainage installed and certified. Building Certificate to be lodged.	\$1,311	Nil as at 30/6/08
Hakim & Hakim v CCBC	Class 1 Appeal against refusal of proposed swimming pool development.	Recovery procedure commenced in the Supreme Court. Awaiting outcome.	\$45,847	Nil as at 30/6/08
Dodaro v CCBC	Class 1 Appeal against refusal of proposed dual occupancy.	Commissioner has reserved her decision. Awaiting outcome.	\$20,973	Nil as at 30/6/08
Murphy v CCBC	Class 1 Appeal against refusal of Section 96 Modifications.	Section 96 approved by the Court subject to conditions.	\$16,975	Nil as at 30/6/08
Hristovski v CCBC	Class 1 Appeal against condition on Section 96 Modification relating to installing Air Conditioning unit.	Consent Orders entered into - matter finalised	\$5,797	Nil as at 30/6/08
Drivas v CCBC	Class 1 Appeal against refusal of proposed demolition of existing and construction of new 2 story dwelling.	Mediation unsuccessful. Matter set down for full hearing on 1 July 2008.	\$1,800	Nil as at 30/6/08

## Section 93F Planning Agreements

Council adopted the following Planning Agreements in 2007/2008. Below are the particulars of compliance with, and the effect of, planning agreements in force during the year.

<b>Land Subject of agreement</b>	<b>Development to which the agreement applies</b>	<b>Provisions made by the developer for community benefit.</b>	<b>Agreement compliance mechanisms</b>
27-29 George Street North Strathfield	DA 274/07	1 unit at ground level.  Monetary contribution of \$500,000	Scheduled payments as per Clause 3.1 in Planning Agreement
35-41 Cooper Street Strathfield	DA 427/06	4 units at levels 2 and 3 plus 4 parking spaces.	Scheduled payments as per Clause 3.1 in Planning Agreement



## State of the Environment Report

(LGA Act s428 (2)(c) & Reg. cl 218-226)

Council is responding to the increasing demands that the rapidly increasing City population places on our natural environment. Council is addressing these additional demands by developing new environmental programs as part of the Sustainable City Levy.

The State of Environment Report (SoE) is a mechanism to report on a range of environmental issues and to communicate with the community. This is done by providing information on the condition of the local environment, the pressures or human impact upon it and our responses to those pressures. The report deals with the environment under eight headings Heritage, Land, Water, Air, Noise, Biodiversity, Waste and Sustainability.

The process of SoE reporting allows Council to demonstrate how it has addressed these matters and regulatory control. The SoE process also allows Council to prioritise future planning and identify issues that need

to be resourced.

Under Local Government Regulations, Council is required to produce a comprehensive SoE Report each year after a full Council election. During intervening years a supplementary SoE Report is required. These supplementary reports contain details of new impacts that have been identified during the previous annual reporting period, as well as the results of any ongoing environmental improvement programs.

This year's report details such activities and initiatives as Council's newly developed internal Sustainability Team which includes representatives from all areas of Council who drive environmental improvements within Council, the continuing impact of waste management, environmental citizen awards and green business program advancements and the continuing work of the Sustainable City Committee. The report also outlines improvements to Council's internal systems which aim to continually improve environmental sustainability through our capital works programs.

A copy of the Report is available upon application or on Council's website.



# Companion Animals Act and Regulation Activities

(LGA Act s428 (2)(r) & Reg. CI217 (1)(f))

All pound data returns were lodged with the Department in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act.

Cost of companion animal management and activities - pound fees for the year were \$4,263.54.

- Companion Animal Education Programs - There were no specific Companion Animal Programs held during the year. However, brochures were produced and distributed at Council's Customer Service Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs.
- Promotion of animal de-sexing of dogs and cats - Brochures were produced and distributed at Council's Customer Service Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs.
- Strategies to seek alternatives to euthanasia for unclaimed animals - Council actively investigated owners of animals by following up on microchip data. This strategy proved successful.

Council provides off leash areas for dogs at the following locations:

- Battersea Park (the Concord end of the park)
- Charles Heath Reserve
- Cintra Park
- Drummoyne Park (above Drummoyne Oval)
- Five Dock Park (between Bowling Club and Ingham Avenue)
- Lysaght Park (on Five Dock Bay)
- Majors Bay Reserve
- Powell's Creek Reserve
- St Georges Crescent Reserve (opposite the Sailing Club)
- Timbrell Park (the western end, beyond the children's play area)
- Storey Park
- Brett Park (the flat area)

- Halliday Park (on Hen & Chicken Bay)
- Queen Victoria Reserve
- Taplin Park (western end near Thompson St)

Council did not receive any Companion Animals Funds monies during the year.

## Sustainable City Program

In 2005/06 Council introduced a Sustainability Levy to implement a series of projects to enhance the well being of the City under the Sustainable City Program. The Levy is divided up into 3 key areas, Economic Development, Cultural Development and Social Cohesion. The table on page 31 details the beginning balance for each of the sections as of 1 July 2007 and the income and expenditure over the course of the financial year.

Below is a report on the outcomes of the Sustainable City Program for 2007/08. Full details of these initiatives are outlined in the final section of this Report, Report on Council's Principal Activities, Economic Development.

### Economic Development

- Published four (4) editions of the Bayside Business News to educate and inform 2000 local businesses
- Sent over 120 information alerts to over 800 businesses
- Installed visitor tourism signs in Wareemba to encourage local shoppers and support the visitor experiences in this upgraded local precinct

### Skill Development

- Hosted five (5) Bayside Business Exchange meetings on emarketing, negotiation, eBay, government sales and the future planning for the City of Canada Bay
- Six (6) Business Breakfasts organised:
  - International Women's Day Event (March 08)
  - Three events dealing with Corporate Social Responsibility
  - Improving childfriendliness of your business to improve the access across the City of Canada Bay
  - Maximising sales

- Breakfasts attended by over 300 business people from across the City
- Launched Sustainability Awards recognising businesses, individuals and community organisations that excel in economic, environment and social sustainability
- Developed publications on accessible businesses, green businesses and child friendly businesses

#### Key industry Support

- Four (4) Health and Wellbeing Cluster meetings and network opportunities hosted. Over 100 practitioners involved in the events
- Cluster marketing promotion hosted at Concord Street Fair and Wellness Week 2007 which included participation by over 50 local Businesses
- Renovator Destination Cluster network opportunity developed for the building and renovations industry. 12 businesses participated and formed a cluster for promotion and business development across the City
- Launched Meeting, Incentives, Conferences and Events Cluster with 40 businesses participating at a stand at Australian Events Expo
- Hosted 10 Home based business training programs reaching over 200 Home based business practitioners over the year
- Hosted events for the Food industry group including two promotions for shopping locally. Over 15 food businesses participated and significant media coverage for local precincts was generated

#### Precinct Development

- Implemented Christmas decoration program
- Wareemba Village improvements newsletter and working groups developed to communicate streetscape upgrade
- Hosted four meetings of the Five Dock Main Street Committee

#### Market Development

- Hosted three Go Local promotions for Launch of the Residents Guide, Mothers Day, Fathers Day and the School Holidays. Promotions supported local business and encouraged local residents to shop locally. Over 600 local residents participated in these short low cost campaigns.

- Hosted tourism promotion Kids Eat Out Week 2007

#### Community Services

- Adopted Crime Prevention Plan for the City in consultation with the Police and other stakeholders
- Reviewed Bay Rider service and will provide a further one year's funding
- Conducted Senior Driver Education Course to assist senior drivers by providing information on road rules and learn from other's experiences to keep them active in the community
- Developed an online community profile
- Developed Henry Lawson playground

#### Cultural Planning

- Identified existing cultural services/programs and facilities
- Adopted Draft Cultural Plan
- Provided key support to the establishment of arts precinct at Cockatoo Island
- Adopted Public Arts Strategy
- Developed and maintained an artist register and database
- Established a register of Council's cultural assets
- Established high quality Community Gallery at Concord and Five Dock Libraries
- Feasibility Study completed for Cockatoo Island exploring opportunities for creating an arts facility there. Study showed economic barriers to successful completion. Partnerships maintained for future waters edge project opportunities
- Partnership with Mirvac to create and display public art in new business building. Project featured an international competition and community participation in the selection process
- Skate event to promote use of skate park and develop skate culture within the City of Canada Bay
- Provided matching funding to Arts Council grant to employ a museum advisor who worked with the Concord Heritage and Drummoyne Historical Society on the relocation and creation of a new Canada Bay Museum.

## Sustainable City Levy

<b>Area of expenditure</b>	<b>Beginning balance 30/6/07</b>	<b>Income</b>	<b>Expenditure</b>	<b>Balance 30/06/08</b>
<b>Economic Development</b>	\$28,077.86	\$398,779.68	\$380,216.86	\$46,640.68
<b>Cultural Development</b>	\$200,356.46	\$196,032.52	\$186,596.67	\$209,792.31
<b>Social Cohesion</b>	\$44,427.30	\$56,809.76	\$47,886.36	\$55,350.70
<b>Total</b>	\$272,861.62	\$653,621.96	\$614,699.89	\$311,783.69



SERVICING  
OUR  
COMMUNITY



## Activities to develop and promote services and programs that provide for the needs of children

(LGA Act s428(2)(r) & Reg. Cl217 (1)(c))

Council recognises the importance in ensuring the needs of children are met. This has been achieved through:

Promoting children's Services in the area:

- Maintaining the LINC'S community services directly with at least six-monthly databases updates
- Funding and coordinating parenting programs for parents of children aged 0-12 and 13-19 years

Supporting local Children's services:

- Providing financial assistance to children's' services through Council's Community Grants Program
- Accommodating three preschools, two long day and one occasional child care centre

- Hosting Children's Network meetings to assist local children's' services in keeping up with the latest industry information and to encourage greater inter-service cooperation

Providing direct child care services:

- Operating a Family Day Care Service, that provided in-home child care, weekly play sessions, toy library
- Providing play ground facilities in many of the parks
- Running four school holiday programs for children

## Access and equity activities to meet residents' needs

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(i))

The City of Canada Bay Council is committed to the principles of access and equity. It is continually working towards improving access to its services, facilities and decision making processes on an equitable basis to all whom, live, work and visit the City.

Below is a summary of Council's actions to addressing Access and Equity issues during 2007/08.

Please also note that specific Equity Access and Equity strategies are identified in this Annual Report's final section that reports on principal activities by A&E.

#### General

- Improved access to the Development Application (DA) process and tracking through Council's Website
- All DA documents are reviewed on an ongoing basis to ensure that they are written in Plain English to maximise customers understanding of the process and post application processes. This documentation is placed on the Website
- Council's community services (LINCS) database was updated during the year and is available on Council's Webpage
- Enhancement of information provided on Council's website
- Community Profile (Census Data) added to website

#### Aboriginal Persons

- Celebrated Naidoc Week with an event at Five Dock attended by approximately 40, a ceremony and a performance by Aboriginal Dancers
- NAIDOC Week celebrations targeting young children and families - 400 attendees
- Aboriginal Dance workshops through Children's Activities School Holiday program
- Aboriginal film night held at Five dock Library - small event with 10-12 people from the general community
- Youth film afternoon - in partnership with Communities for Communities - screening of aboriginal films - 25 young people attended
- Meals on Wheels - provision of diverse range of meals catering for diverse cultures

#### Children

- Convene Children's Network meetings and collate regular childcare demand information for inclusion in child care
- Completed construction of childcare facilities at Wellbank Street
- Held Children's Week event

- Provided affordable childcare through Council's Family Day Care Scheme
- Opening of Wellbank Children's Centre - 51 place long day care centre - opened April
- Kids Big Day Out - planned, developed and facilitated Kids Big Day Out - children focused family event - 400 attendees - partnered with Touched by Olivia Foundation
- Active Kids/Active Families - activity provision for families and their children and piloted grandparents and children - quarterly at end of Children's Activities School Holiday program - and one weekend - most successful 30 participants
- Parenting and Grandparenting programs at Drummoyne Community Centre - fund and partner - regular program, series of workshops, courses and seminars - well attended
- Developed 'Lets Play' strategy including community consultation in parks
- Reviewed, updated and published Inner West children's Director in partnership with four other Inner West Councils

#### People with Disabilities

- Developed Business Plan for capital facility for the co-location and expansion of aged/disability services (via the Home and Community Care program)
- Continued funding of the Bay Rider Shuttle Service which provides point to point transport for people with mobility limitations
- Convened monthly Access Committee meetings
- These meeting addressed access issues for local residents. Issues addressed at the Access Committee included:
  - Access DCP
  - Footpath Dining Policy
  - Draft Consolidated LEP
  - Access Business Awards
- Assisted and supported relevant services and groups and provide regular attendance/participation at HACC Forum
- Actively participated in the Inner West food Services Forum to ensure improved delivery of meals to people with mobility limitations

- Provided meals to people with mobility limitation through the Drummoyne Meals on Wheels Service. Service was also promoted to CALD community
- Advocated for improvements to public transport services in City at state transport forums and networks which included the expansion of the 460 and 480 bus services
- Assisted and supported relevant services and groups and provide regular attendance/participation at the Disability Forum
- Worked with Parks and Recreation Planner and Landscape Architect to develop plans for fully accessible playground at Timbrell Park. Employing universal design principles.

#### Older People

- Attendance of HACC Forum
- Review of Access Committee Network following: Responses to needs; established reporting system for access issues with Customer Services
- Convened the Concord Senior Citizens Centre Steering Committee
- Operated a bus trips program for isolated seniors and their carers (respite)
- Applied for funding to provide a capital facility for the co-location and expansion of aged/disability services (via the Home and Community Care program)
- Continued funding of the Bay Rider Shuttle Service which provides point to point transport for people with mobility limitations
- Actively participated in the Inner West Food Services Forum to ensure improved delivery of meals to people with mobility limitations
- Provided meals to people with mobility limitations through the Drummoyne Meals on Wheels Service. Service was also promoted to CALD community
- Held health forum for elderly men (chines)
- Funded and promoted Multi-cultural Men's Health Group
- Senior's Week - developed and facilitated a calendar of events across the City

#### Women

- Held a Business Breakfast event to celebrate International Women's Day (March 08) and to promote the positive role of women in the community - approximately 120 attended
- Women's Art Workshop - plate decorating and childcare provision to support access

#### People from Culturally and Linguistically Diverse Backgrounds (CALD)

- Ensured various ethnic groups and clubs obtained access to Council's Community Grants Program by advertising the program in ethnic media for main language groups in City. This included Italian, Greek, Arabic, Chinese and Korean papers. Also encouraged CALD groups to apply for grants through networking/promotions through the Inner-West Ethnic Network
- Assisted Drummoyne and Concord Meals on Wheels services to work together to promote meals services to the local Chinese community. This included sourcing culturally appropriate Chinese food suppliers, consulting Chinese community representatives on their food service needs, planning food-tasting and information outreach activities as well as translating service materials into Chinese
- Council services and events were promoted in a range of multicultural publications including La Fiamma and Australian Chinese News Weekly
- Assisted and supported relevant services and groups and provide regular attendance/participation and Inner West Ethnic Network
- Funded English classes at Drummoyne Community Centre
- Promotion of the Multi-cultural Men's health group
- Chinese Men's information session
- One off event sharing information on various health issues - CDSE funding, approximately 100 people attended

#### Young People

- Developed Youth Street Theatre Group and production through Artstart funding with performances across the area.
- Created a Youth Reference Committee using an innovative mentoring model and helped with the



preparation of a Graffiti Forum

- Field successful Youth Forum lead by Youth Reference Group - attended by 50-60 people across the community, services and Council staff
- Continued Youth Reference group until September
- Actively participated in the Inner West Youth Interagency
- Developed in partnership with four other Inner West Councils a regional Youth Week event - 1,500 attendees.
- Completed several events for skaters & BMX riders and skills workshop in each holiday program
- Art project held at Youth Centre - mural developed and created with Youth Reference Group and SLYPP young people (place making for young people with cultural, place making and mentorship outcomes)



## Report on condition of public works

In assessing the condition of Public Assets Council has had regard to the condition, function and location of each asset. Proposed or potential enhancements to the existing asset have been ignored. Assets within each Asset Category have been assessed on an overall basis, recognising that an average standard of “satisfactory” may be achieved even though certain assets may be above or below that standard on an individual basis.

Council recognises that the standard that it considers to be “satisfactory” may be different from that adopted by other Councils.

The information contained in this Schedule comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. Nothing contained within this Schedule may be taken to be an admission of any liability to any person under any circumstance.

The following condition codes have been used in this

Schedule.

1. Newly constructed
2. Over 5 years old but fully maintained in “as new” condition
3. Good condition
4. Average condition
5. Partly worn - beyond 50% of economic life.
6. Worn but serviceable
7. Poor - replacement required

## Special Schedule 7 - Condition of Public Works as of 30 June 2008

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accum. depreciation	Carrying Value	Asset Condition (see notes attached)	Estimated cost to bring to a satisfactory standard	Estimated Annual Maintenance Expense	Program Maintenance Works for current year							
												\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
												<i>References</i>	<i>Note 9</i>	<i>Note 4</i>	<i>Note 9</i>			
Public Buildings & Structures	Civic Centres	2.0	224	11,332	-	2,546	8,768	3	-	178	212							
	Work Depots	2.0	-	6,714	-	-	6,714	3	-	-	20							
	Child Care Centres	2.0	40	4,292	-	858	3,434	4	-	74	62							
	Amenities/ Toilets	2.0	138	7,068	-	2,670	4,398	5	209	22	24							
	Libraries	2.0	60	8,222	-	410	7,812	3	-	6	48							
	Community Centres	2.0	48	2,448	-	1,142	1,306	4	-	76	96							
	Community Halls	2.0	10	1,342	-	990	352	3	-	10	24							
	Swimming Pools	5.0	240	6,286	-	1,768	4,518	4	-	138	70							
	Golf Courses	2.0	92	4,614	-	3,056	1,558	3	-	32	60							
	Leisure Centres	2.0	96	4,880	-	1,376	3,504	3	-	18	50							
	Tennis Courts	5.0	12	488	-	372	116	3	-	12	4							
Dwellings	2.0	18	928	-	176	752	4	-	24	18								

	Street Furniture	5.0	14	262	-	86	176	3	-	14	14
	Sea Walls	2.0	12	698	-	54	644	3	2,085	-	-
	Wharves & Jetties	2.0	6	332	-	42	290	3	-	34	14
	Other	1.0-10.0	224	6,385	-	1,694	4,691	4	-	576	724
	Subtotal		1,234	66,291	-	17,240	49,051		2,294	1,214	1,440
Public Roads	Road Pavements	1.0	1,844	185,128	-	73,460	111,668	4	36,891	1,526	1,194
	LATMs	1.0	46	4,990	-	2,248	2,742	4	-	164	96
	Cycleways	1.0	20	2,310	-	118	2,192	3	-	8	4
	Kerb & Gutter	2.0	666	33,260	-	22,906	10,354	4	1,349	134	230
	Bridges	1.0	6	670	-	244	426	4	156	10	12
	Footpaths	2.0	668	33,366	-	20,152	13,214	4	874	534	508
	Other	10.0	90	1,849	-	508	1,341	4	-	328	400
	Subtotal		3,340	261,573	-	119,636	141,937		39,270	2,704	2,444
Drainage Works	Conduits & Pipelines	1.0	882	88,334	-	38,558	49,776	4	2,092	150	162
	Pollutant Traps	3.3	86	2,812	-	428	2,384	2	-	30	30
	Other	10.0	-	-	-	-	-	-	-	-	-
	Subtotal		968	91,146	-	38,986	52,160		2,092	180	192
<b>TOTAL</b>			<b>5,542</b>	<b>419,010</b>	-	<b>175,862</b>	<b>243,148</b>		<b>43,656</b>	<b>4,098</b>	<b>4,076</b>

## Stormwater Services Management Charge

Council aimed to establish a Stormwater Management Services Charge for the construction of infrastructure to minimise flooding during peak rainfall periods. The revenue generated would also enable Council to carry out essential improvements to stormwater across the City.

<b>The projected stormwater management services that were proposed to be made available (outlined in the management plan relating to the year concerned).</b>	<b>The actual stormwater management services made available by the council during the year (measured in accordance with the criteria set out in the relevant management plan).</b>	<b>A statement of the reasons for any difference between them.</b>
Install culverts and water storage devices to reduce ponding at the intersections of Brewer St and Majors Bay Rd Concord	Design and investigation work on this major project is well advanced.	Work on this project is expected to extend over a number of years.
Rectify overland flows at Pine Ave Five Dock	Stage 1 works were completed which included increasing the gutter capacity to reduce property flooding.	For practical reasons the work has been staged.
Rectify overland flows at Intersection of Gallipoli St and Warbrick St Concord.	Installed new pit and pipe system and modified kerb and gutter to reduce impact.	The planned work has been completed.
Increase the water intake capacity of the stormwater access grate at Fremont St Concord West.	Installed new pits to allow increased intake capacity to better utilise existing pipe work and reduce property flooding.	The planned work has been completed
Increase the water intake capacity of the stormwater access grate at Beaconsfield Lane Concord	Not proceeded with.	This improvement has been postponed pending finalisation of plans for a development in the area.
Not specifically mentioned in Management Plan.	Flavelle St Concord - Reconstructed stormwater converter and adjacent kerb and gutter.	Additional work that has been on the program for some time but which was not specifically mentioned in the Management Plan.
Not specifically mentioned in Management Plan.	Quandong St constructed additional intake structures to maximise benefit of existing pipe system and reduced local flooding.	Additional work that was required and on the program but not mentioned specifically in the Management Plan.
Not specifically mentioned in Management Plan.	Wymston Parade: Stage 1 - repaired damaged road batter	Additional work the need for which became apparent after storms that occurred during the year.

As this was the first year of the Stormwater Management Services Charge, there was some lag in establishing the construction program, however infrastructure providing significant improvement in the level of Stormwater Services was still able to be provided and this benefit should increase in future years as the program becomes established.

## Bushfire hazard reduction activities

(LGA Act s428 (2)(i1))

As the City of Canada Bay is in the inner west of Sydney it is not classified as a bush fire district. However, two pile burns were carried out at Dame Edith Walker estate, Concord in September as per Rural Fire Service guidelines for conducting pile burns. The pile burns were conducted by NSWFB Concord station, and a Burn Approval was given by the Department of Environment and Climate Change, along with a section 132C licence for working in the endangered ecological community present on site.

Council encourages its residents to minimise fire hazards by clearing gutters, removing unwanted wood and debris from around their homes.





# COUNCIL'S PRINCIPAL ACTIVITIES



A report on Council's performance for the year 2007/2008 using the performance measures as outlined in the City of Canada Bay Management Plan is detailed in Section 5 and is broken down as follows:

- Executive Services
  - Communications & Public Relations
  - Customer Service
  - Executive Services
  - Human Resources
- Corporate Services
  - Financial Management
  - Governance & Support Services
  - Information Systems
  - Property Services
- Planning & Environment
  - Environmental Enhancement
  - Public Health
  - Waste Management
  - Public Order & Safety
  - Statutory Planning Services
- Strategic Urban Planning
- Community Development
  - Bayside Business Development
  - Community Services & Social Planning
  - Cultural Planning
  - Library Services
  - Open Space & Foreshore Areas
  - Recreation & Leisure
- Technical Services and Operations
  - Buildings
  - Drainage
  - Foreshore Structures
  - Infrastructure Management
  - Lighting of Public Places
  - Road Safety and roads
  - Traffic & Transport Management

## Executive Services

### Communications & Public Relations

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Promote the benefits of living in the City (OBJ.2)	Council's communications program designed to follow coordinated and strategic directions which meet predetermined objectives	OBJ.2-1	Establish event evaluation tools	Feedback forms, evaluation proformas, surveys are developed	Evaluation tools are now being used for each event.
		OBJ.2-2	Develop a Communications Strategic Plan	Communications Strategic Plan is prepared	This project has been incorporated into the FuturesPlan20 project and will be completed following the adoption on FP20 in 2008-09.
		OBJ.2-3	Develop a Calender of all Council Events using the Events Strategic Plan	Events Calender produced and distributed to all relevant staff Events Strategic Plan was used in assessing the suitability of events in Calender	Calendar of events was reviewed and the 2007-08 program was successfully completed.
	Council's corporate Visual Standards are developed to ensure consistency in all Council publications and public documents	OBJ.2-4	Review and layout requirements to ensure consistent presentation of Council documents	Review completed	Review was completed and recommendations will be implemented on an ongoing basis.

### Customer Service

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Engage the community to guide Council to optimise its performance in the context of changing demands (OBJ.1)	Canada Bay Council to be recognised a leader in quality Customer Service provision	OBJ.1-1	Contribute to the development of a Council wide communications strategy by providing information, issues and possible solutions	Attendance at 90% participation in Consultation Review Committee meetings	Attended consultation review committee meetings.
		OBJ.1-2	Implement a "Public Access" module of council's Customer Request Management System to enable 24 hour, seven day internet access by the community	The public can lodge a request to Council 24 hours, seven days via Council's website	Provided a much needed service to the community by allowing customer to lodge application via home or work at their convenience.
		OBJ.1-3	Review and update Community brochures and fact sheets to	95% of current brochures reviewed and updated, using	Brochures have now been developed into fact sheets- this has reduced the

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
			optimise the effectiveness of the information	feedback from the community and staff	cost of printing, plus information is able to be updated as required. All fact sheets are available via website or by contacting customer service.
		OBJ.1-4	Improve Council's booking arrangements with sporting bodies	Seasonal bookings completed within specific timeframes Memorandum of understanding prepared and used for all seasonal bookings by sporting bodies Facility booking details of 31 parks have been audited Specification and information fact sheets developed for 90% of facilities in booking system Quarterly reports presented to Council outlining parks usage	Forums have been held with all the relevant sporting groups and schools to further streamline business processes for both Councils and the sporting groups. Positive feedback has been received from the sporting bodies in regards to Council implementing MOU's.
		OBJ.1-5	Promote information about Council's resources, services and facilities at major street fairs	Customer Service Council marquee held at Concord and Ferragosto Street Fairs Community involvement by at least four Council departments	Excellent feedback from the Community with regards to Council's marquee at the Ferragosto and Concord Fair.
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	Provide a multi skilled Customer Service staff	OBJ.4-1	Develop and train staff in the Customer Request Management System (CRMS)	Training Manual is prepared Management and staff are consulted to determine training required Training program developed Refresher training provided	Corporate training manual for the CRMS, and training, has ensured that all staff members have attended training with documentation.
		OBJ.4-2	Develop a training program for each Customer Service Officer	Customer Service's training program reviewed and updated Provided information to Human Resources on suitable training needs for Customer Service staff	Training programs has been developed to ensure all staff have been multi skilled to provide quality customer service.
		OBJ.4-3	Monitor staffing levels to maintain service standards	Roster developed to ensure rotation of staff via counter, call centre and administration, on a regular basis	Roster has been developed in advance to ensure adequate and trained staff are at all essential locations.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	Efficient business process and services	OBJ.5-1	Complete the integration with ADI and Authority software systems	Phase 1 - registration of documents is automated Phase 2 - centralised client register in place	This integration has streamlined business processes for the organisation and ensures all documents are lodged into Council's corporate system.
		OBJ.5-2	Examine opportunities to implement new technology to improve services to internal and external customers	All new software demonstrates improvements to efficiency and quality of service Authority system upgrades reviewed and assessed with relevant business owners prior to implementation CRMS system upgrades reviewed and assessed with relevant business owners prior to implementation Centaman system upgrades reviewed and assessed with relevant business owners prior to implementation	Council has, over the past 12 months, upgraded the core systems which have further streamlined processes to enhance quality customer service.

## Executive Services

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Engage the community to guide Council to optimise its performance in a context of changing demands (OBJ.1)	Staff have access to an intranet to receive internal information	OBJ.1-6	Implement and develop the intranet site	Intranet online for access by staff.	Intranet site is fully functional and includes a range of information for Council staff.
Promote the benefits of living in the City (OBJ.2)	Council markets its presentation to the community	OBJ.2-5	Implement actions from Council's Marketing Strategy	Key Marketing Strategy recommendations scheduled for 2007/08 are addressed	A broader communication strategy is being pursued in line with Council's FuturesPlan20 project and that this will replace the proposed marketing strategy.
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	An organisational culture that is supportive of best practice standards	OBJ.4-4	Complete all actions identified in the staff climate changes plan	Actions are complete	99% complete. Some actions held over for review after next survey to be held November 2008
Investigate and provide facilities and activities to meet the cultural and social needs of our residents (OBJ.6)	Council's facilities are managed to provide maximum suitable benefit within reasonable financial constraints	OBJ.6-1	Review resources and usage of Council's venues to optimise the benefit within financial constraints	All Council venues are assessed for suitability for function size, and access	Usage of Council's venues has been assessed and usage increased.
Developing long term plans to ensure the sustainability of Council's operations (OBJ.8)	Practices and programs that support financial sustainability are in place	OBJ.8-1	Review and support progress toward the achievement of Council's financial sustainability action plan	Key strategies for 2007/08 are addressed	Key strategies as identified in long term financial plan addressed.

## Human Resources

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	Council has good workplace practices which respond to changes in workplace legalisation	OBJ.4-5	Investigate options for future industrial instruments/agreements as part of the Federal industrial system as a result of the introduction of Workchoices legislation	Report on options available to Council for industrial instruments/agreements and the implications and issues for council	Not progressed - Awaiting advice on direction the new Federal Government is going to go with Workchoices and impact on Local Government
		OBJ.4-6	Consult with staff in relation to future industrial instruments/agreements, managing staff's perceptions and maintaining good working relationships with Unions	Consultative Committee and all Staff included in discussions and investigations of new industrial instruments/agreements	As above
		OBJ.4-7	Develop and implement a plan to introduce new industrial instrument/agreement	Implementation plan distributed to all staff	As above
	Best practice recruitment practices are used to recruit new staff	OBJ.4-8	Develop and implement training program to assist relevant staff on best practice recruitment practices	All relevant staff are trained in recruitment procedures that ensure merit selection principles are applied	Carried over to 2009 Management Plan. Delayed due to turnover in HR Advisor position
	Council staff receive training to meet the changing demands of the workplace	OBJ.4-9	Develop and implement a corporate training plan	Corporate Training plan developed	Completed at end of Performance Reviews October 2007
	There is a reduction in the incidence of work related injuries	OBJ.4-10	Increase awareness of Occupational Health and Safety (OHS) in the workplace and all staffs responsibilities.	Updated and relaunched OHS Policy focussing on different levels of responsibilities for management and staff  Conducted OHS awareness training for all staff	Carried over to 2009 Management Plan.
		OBJ.4-11	Continue to develop Safe Work Method Statements (SWMS) for all work tasks and functions	SWMS developed for administrative functions  Completed audit of City Services SWMS and updated and/or produced additional SWMS as identified in audit.	Carried over to 2009 Management Plan.
(Cont.) Ensure the Council workforce is resourced to	(Cont.) There is a reduction in the incidence of work	OBJ.4-12	Ensure safe Occupational Health and Safety (OHS) processes are used by contractors	All tender documents are reviewed to ensure they outline OH&S obligations as per Procurement	Contractor's package implemented and being used and well received.



10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
achieve optimum outcomes (OBJ.4)	related injuries			Policy Contractor OHS Package implemented and monitored for compliance with all contractors regardless of value of contract	
		OBJ.4-13	Increase consultation with staff to manage workplace health and safety, encouraging input from all staff	OHS Consultation Policy updated and communicated OHS Committee members regularly attend team meetings to promote and discuss Committee's role and OHS in general	Carried over to 2009 Management Plan.

## Corporate Services

### Financial Management

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council's accounts are valued at fair value and conducted every four years	OBJ.8-2	Account for the revaluation of property, plant and equipment, land and buildings which will be conducted for 2007/08	Accounts comply with Accounting Code of Practice and Financial Reporting and ASSB116 Revaluation cycle scheduled for every four years and thereafter Relevant staff to attend training on revaluing asses at fair value	Fair valuations for Buildings obtained from Rushton Valuers. Information reflected in the 2007/08 Accounts. Council Auditor has reviewed basis of valuation and has confirmed compliance with ASSB 116. Relevant Finance and Asset Staff have attended seminars in preparation for this reporting change.
		OBJ.8-3	Investigate the cost and demand for the electronic issue of rate notices, utilising secure email technology	Cost and demand data obtained Decision on implementation of electronic issue of rate notices is made	Project postponed pending further consideration of Environmental Benefits
	Council's Long Term Financial Sustainable Plan us used to plan and manage its funds and budgets	OBJ.8-4	Include investigation of electronic use as part of Council's Environmental Sustainability Action Plan	Outcome of electronic use investigation is included in the Environmental Sustainability Action Plan s an initiative	The Environmental Sustainability team will determine when this project proceeds.
		OBJ.8-5	Monitor progress to achieving outcomes identified in Council's Long Term Financial Plan.	Quarterly budget review includes report on progress with Long Term Financial Plan	Quarterly Reviews prepared for Council and Management.
	OBJ.8-6	Establish a Stormwater Management Services Charge SMSC	Stormwater Management Services Charge is used to construct and maintain local stormwater network	Levy commenced 1/7/07. Unexpended funds transferred to Reserve for future expenditure.	

## Corporate Support

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary	
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	Regularly review systems and processes to identify and action improvements	OBJ.5-3	Council Risk Management Group to identify risks to Council & implement strategies and procedures to mitigate that risk	Implementation of strategies identified	Following DLG Promoting Better Practice Review in May 2008, Concept of Risk Management Group embodied in formation of Internal Audit Committee. Charter and responsibilities of Committee have been drafted, for review by Executive Team and implementation into 2009.	
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Review existing procedures so as to streamline and standardise Councils handling of incoming claims	OBJ.5-4	Review and where required develop insurance claim procedures	Procedures documented and implemented	Insurance procedures reviewed, with improvements where required. Council is on track to record best-ever result in annual insurance audit by Statewide Insurance Group in December 2008.	
	Best Practice Policies developed for high priority areas of Council's activities	OBJ.5-5	Implement with undue delay the resolutions of Council	All resolutions of Council distributed to responsible officers within 48 hours of Council meeting	Resolutions of Council generally issued within 48 hours of the holding of a meeting, with minutes and associated publications distributed on time.	
		OBJ.8-7	Develop Council Risk Management Policy to outline Councils position on risk issues	Policy developed	Draft Policy has been developed, with implementation to be handled by Internal Audit Committee on formation.	
	The protection of Council's assets and operations through the formation of long-term plans and review /development of existing and new policies is addressed	OBJ.8-8	Develop Draft Business Continuity Plan in conjunction with external consultants	All relevant staff consulted and have contributed to its preparation	Plan developed	Draft developed and will be delivered to Council for revision and assessment
		OBJ.8-9	Review and address the governance issues associated with Council's long term plans	Governance issues identified and actions/ strategies prioritised Policy and strategies developed in line with prioritised list and their respective completion timetable	Governance issues addressed as they arise, with policies updated through Councillor interaction, process improvement or changes to legislative requirements.	

## Records

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	The Electronic Document Management System (EDMS) are consolidated and utilised	OBJ.4-18	Prepare and Commence a Training Program for all staff that use the EDMS	All sections of Council trained	All staff trained in proficient use of Dataworks EDMS, with ongoing training opportunities provided to all staff.
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	All Council Policies are consolidated and integrated into the EDMS	OBJ.5 - 6	Identify all current & revised Council Policies and ensure a copy of each Policy is registered into the EDMS	All relevant staff are consulted and provided with a copy of the current relevant	Policy Register created within Dataworks, accessible by all staff. Further review to occur as required.
		OBJ.5-7	Develop procedures for management review of Policies	All policies are registered into the EDMS and review dates established	Policy update workflows created in Dataworks, to ensure updates are recorded by the Records Team and relevant Managers.
	Council has Strategic Plan for the gradual reduction of records stored off site in accordance with the State Records General Disposal Authority (GDA10)	OBJ.5 - 8	Assessment of all Council records stored off site and a strategic plan which conforms to the State Records General Disposal Authority GDA 10 for the culling of records	Off site archives assessed and categorised Strategic plan presented to Director of Corporate Services	Ongoing assessment of records stored off-site earmarked for completion in 2008/09 Management Plan.
	All Council legal documents consolidated	OBJ.5 - 9	Review Legal Documents Register and Procedures to determine currency, relevance and storage	Concord & Drummoyne Legal Documents reviewed for currency All current legal documents registered into Legal Documents Register in Dataworks All expired Legal Documents are archived or culled	Ongoing assessment of legal records earmarked for completion in 2008/09 Management Plan.

## Information Systems

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	Recommendations of the 2006 Information Systems (IS) Review are addressed	OBJ.4-14	Establish and support a IS Steering Committee to review the recommendations of the IS Review and prioritise the implementation of outcomes	IS Steering Committee meets regularly IS Review recommendations are prioritised IS Think Tanks	IS Steering Committee is established and meets regularly.
		OBJ.4-15	Implement IS Review recommendation using the Steering Committee's resolve priorities	IS Review recommendations recommended for 2007/08 are completed	The recommendations from the steering committee are currently being implemented and will be completed in 08/09.
	IS and services commissioned for the new Concord Library and Long Day Child Care Centre	OBJ.4-16	Provide IS and facilities to meet the requirements of the new centres	Relevant workplace IS requirements provided	The new Concord Library facility was opened as was planned, with all IS requirements in place and running well.
	IS Requirement for a changing workforce are reviewed and planned	OBJ.4-17	Provide IS facilities and services to meet requirements of proposed relocations, additional staff and proposed new facilities	Relevant workplace IS requirements provided	The Rangers were relocated to a new staffing facility, and all requirements were met adequately. Depot refit was also accommodated for.

## Property Services

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Plan for the long-term interests and needs of the community (OBJ.3)	Council has an identified site for Council's new administration centre	OBJ.3-1	Evaluate potential land and sites and their suitability for addressing Council's accommodation needs	Preliminary site assessment report prepared	Project on hold pending the completion of the Comprehensive LEP
		OBJ.3-2	Present the outcomes of the preliminary site assessment report to Councillors at a workshop	Potential new administration sites are presented to Councillors at a workshop	See above
		OBJ.3-3	Seek Council endorsement in principle for preferred new administration centre site	Report to Council recommending an endorsement in principle for a new site	See above
Develop long term plans to ensure the sustainability of Council's	Council's land and buildings are protected using best practice	OBJ.8-10	Review property leases and usage by market testing and tendering	Every new or renewed lease is market tested	All agreements reviewed or renewed in the 2007/08 financial year were market tested by tender, Expression of interest

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operations (OBJ.8)	management, market testing and contracts			Tendering is used on all major land/property uses	or market valuation
		OBJ.8-11	Prepare and execute relevant security contracts	All relevant contracts executed	Property Services has been providing input into the process
		OBJ.8-12	Monitor the performance of Council's leases, contracts against agreements and property market trends	All relevant property usage agreements monitored and their performance evaluated	Property Services is currently updating agreements to reflect current trends as well as ensuring tenants comply with conditions of the agreements
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Opportunities for establishing partnerships in the process of redeveloping unused or under utilised Council land is investigated	OBJ.10-1	Identify entrepreneurial and property development opportunities	Council's property portfolio is assessed for its commercial potential	Project on hold pending the completion of the Comprehensive LEP
		OBJ.10-2	Commence the process of redeveloping Council's underutilised properties	A property development and investment rolling program is developed	See above
		OBJ.10-3	Obtain Council's endorsement to the proposed usage of major sites	Endorsement of Council's properties in Beaconsfield Avenue, Thornleigh Street and Ramsay Road	See Above
	All of Council's leased and licensed assets are maintained in accordance with the licence terms and conditions	OBJ.10-4	Conduct yearly inspection of leases and licensed properties	Completion of all maintenance work as per lease/licence agreements	A procedure has been established whereby Property Services provides advice to TS&O on all maintenance requirements and responsibilities under the various agreements.
		OBJ.10-5	Establish a rolling maintenance program for leased and licences properties	Maintenance of building conditions status at acceptable levels	Property Services is working with City Assets in the development of a maintenance program of its leased/licensed properties



## Planning & Environment

### Environmental Enhancement

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the protection of the environment of Canada Bay (OBJ.9)	Community awareness of environmental issues is heightened, and there is active community participation in environmental programs	OBJ.9-14	Prepare the annual State of the Environment Report (SoE)	Completion on the SoE on time	Report completed and available on Council's website.
		OBJ.9-15	Continue Cities for Climate Protection (CCP) milestone activities - CCP Plus & Water Campaign	Completion of further milestones and projects as per program timetable	Greenhouse gas reductions calculated as per the CCP Timetable.
		OBJ.9-16	Organise & coordinate the Clean Up Australia Day activities for the City of Canada Bay	All nominated sites in the area completed and cleaned on the day	All sites attended and cleaned on the day.
		OBJ.9-17	Hold Environmental Education Exhibitions	Exhibition held at Ferragosto and Concord street fairs	Exhibition stall on Waste Management and Environmental sustainability conducted.
Incorporate energy considerations, global warming and other external influences as policy issues	Council reports on environmental savings as part of all of its relevant activities	ENV.1	Prepare Council reports that document statistics on: Tons of greenhouse gases generated by Council's electricity, motor vehicles, other energy sources	Plan activated and measures completed Energy consumption in monitored and reported on a quarterly basis	Calculation of Greenhouse gases completed.  Energy costs and savings being identified.
		ENV.2	Implement Council's adopted Energy Performance Contract	Reduction in Energy consumption for the nominated Council properties	Energy Savings Contract near completion and ready for implementation.
		ENV.3	Implement the Council's Water Savings Action Plan	Reduction in Water consumption for the nominated Council properties	Ongoing program of continual improvement and savings. Reviewed quarterly.
	Council to become more sustainable in all processes across all departments in the organisation	ENV.4	Establish a Sustainability Committee made up from all Council Department	Number of meetings convened in the year	Sustainability Team setup and operational.
		ENV.5	Complete Sustainability Plan with actions for each department	Number of actions implemented	Sustainability Plan has been put together and nearly ready to become operational.
	Rural Council Partnership Program	ENV.6	Fund \$20,000 to a rural Council for an environmental enhancement project	Project approved and completed	Program currently suspended and awaiting further interest from rural councils.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure Council achieves carbon Neutral Status	Council has a plan of action to achieve carbon neutral status	ENV.7	Establish a subcommittee of the Local Agenda 21 Committee to investigate the means of achieving carbon neutral status for the City of Canada Bay Council	Subcommittee of Councillors, Council staff and members of the community is established Subcommittee produces a report outlining proposed actions to enable Council to achieve 'carbon neutral status	The carbon issue is being pursued through the FP20 and the Sustainability Action Plan.  Council is also investigating a Local Government Carbon offsetting program.

## Public Health

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Promote the benefits of living in the City (OBJ.2)	New Food Surveillance Program	OBJ.2-18	Completion of 3 Food handlers Seminars in various areas in the city	Completion of the seminars in the timeframe	Seminars carried out in Five Dock, Concord and Drummoyne.
		OBJ.2-19	Inspection of registered food premises in the area	Inspection of all premises within the City of Canada Bay	All premises inspected.
Plan for the long-term interests and needs of the community (OBJ.3)	The Public Health Strategy for the City of Canada Bay is up to date and its recommendations are implemented	OBJ.3-21	Review and implement the Public Health Strategy and make amendments	All Public Health Strategy actions scheduled for 2007/08 actions are implemented	All strategies carried out per the schedule.
	Legionella Management Plan is implemented to minimise health risks	OBJ.3-22	Prepare with the assistance of NSW Health a Legionella Management Plan	Plan adopted by Council	Plan adopted by Council in 4th Quarter.
		OBJ.3-23	Inspection of registered food premises in the area	Inspection of all premises within the City of Canada Bay	All premises inspected.
		OBJ.3-24	The Inspection of all premises which house registered systems for Legionella control	Inspection of all premises on the Council's register	All premises inspected.
		OBJ.3-25	Maintain regular liaison and work in conjunction with the NSW Department of Health	Attend regular meetings and training with the Department	At least one staff member attended all meetings.
Ensure the best possible management of Council	Council is a known as a promoter of good health	OBJ.5-27	Maintain health promotions network	Completion of a Management Plan targeting the promotion of	Health promotion works carried out in conjunction with NSW Health.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
resources in a context of its statutory obligations (OBJ.5)				good health, and active – passive recreation	Management Plan not yet developed.

## Waste Management

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Promote the benefits of living in the City (OBJ.2)	Environmental management is part of reporting. City has improving ratio of recycled material	OBJ.2-12	Promote recycling in council's publications and at festivals. (See also Environmental Enhancement)	50% of waste is either recycled or garden/organic Three recycling promotions held	Recycling promotions held throughout the City. Diversion Rate currently 46.72%
		OBJ.2-13	Provide extensive education material to the community on the operation of the waste collection service. In particular NESB community members	The waste collection system attains a compliance level of 95%	Approximately 92%
		OBJ.2-14	To monitor the Regional Recycling Contract with materials being taken to Visy Recycling at Smithfield	Levels of contamination being below 5%	Contamination Rate of Recycling is currently 6.87%
		OBJ.2-15	Reduction of material to landfill and an increase in the rate of recycling in the City	Reduced tonnages of waste disposed of at landfills 50% of total waste reduced Increased tonnages of recycling collected	Diversion Rate 46.72%
		OBJ.2-16	Develop educational programs targeting recycling in multi occupancy dwellings to reduce contamination of materials	Contamination level of less than 5% is shown by waste auditing procedures	Figure currently at approximately 8%
		OBJ.2-17	Work in conjunction with the other Inner City Councils & Visy Recycling in developing a Recycling Education Program	Implementation of the Recycling Education Program by the development of a schools program within the City	Know Your Waste Program being conducted at the moment.
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	To maintain the highest possible standards in municipal waste collection	OBJ.5-26	To monitor the performance of the contractor of the waste collection service to ensure that all residents are provided with an efficient & effective service	Percentage of complaints overdue <5%	Overdue complaints maintained at less than 5%.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the protection of the environment of Canada Bay (OBJ.9)	Conduct a food waste trial within the city	OBJ.9-18	Complete a food waste trial	Report on participation rates within the trial area is prepared	Food Waste Trial report pending 98% complete. Other options in regards to AWTs are being explored.

### Public Order & Safety (Law Enforcement)

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Plan for the long-term interests and needs of the community (OBJ.3)	Ensure that the existing parking is utilised to its maximum potential and that adequate turnover of spaces is occurring	OBJ.3-26	Review and amend the parking patrol program throughout the whole City	Reports provided on "hot spots" and areas of concern	The patrol regime is regularly updated and reviewed to reflect community concerns and moving hotspots.

## Statutory Planning Services

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	All standard Council formats, standard conditions and assessment procedures comply with statutory obligations and are beyond legal challenge	OBJ.5-15	Review all Council standard templates to ensure that they promote decision making which is compliant with legislative framework	First biannual review of templates is completed	Review of Templates has been recommended due to the gazettal of the Canada Bay Local Environmental Plan 2008 and the City of Canada Bay Development Control Plan
		OBJ.5-16	Review all standard letters to ensure that they are clear in the terms and conciliatory in their tone	All standard letters are clear and in plain English Standard condition sets are set out in terms of compliance mile stones such as 'prior to Construction Certificate application, prior to Construction Certificate being issued, and prior to Occupation Certificate	Standard letters relating to notification of DA's, Rejection of DA's and requests for additional information on DA's have all been reviewed to improve the tone of these letters and ensure that the language used is clear and concise. A Fact Sheet to accompany all notification letters has also been developed. Standard Conditions are also being reviewed as part of an ongoing process to ensure that changes to all relevant legislation are incorporated into the conditions used on DA's.
		OBJ.5-17	Review all Council standard conditions to ensure they are clearly set out in terms of time frames for completion and are both legally correct and in plain English	Standard conditions once completed will be reviewed by Council's solicitors and found to be acceptable Condition sets repackaged	Standard Conditions are also being reviewed as part of an ongoing process to ensure that changes to all relevant legislation are incorporated into the conditions used on DA's.
	Development applications are processed within reasonable time frames and consistent with community and legal expectations	OBJ.5-18	Restructure the Statutory Planning Team into a single Mainstream Team with one Co-ordinator, and a Fast Track Team with no geographically based areas	Statutory Planning team restructured due to introduction of the Canada Bay LEP with no longer any separate controls for the former Concord and Drummoyne Areas.	Re-structure has been reviewed due to the introduction of the Canada Bay LEP 2008. As the former Drummoyne and Concord controls have now been formally repealed, the structure has been simplified to incorporate one Mainstream Team and a Fast Track Team.
		OBJ.5-19	Review the Pre-Development Application Panel in order to encourage a greater use of this facility	Monitoring of the Development Application Panel to be carried out on 6 monthly basis with the first review completed	Review is designed to improve our current pre-lodgement process for DA's thereby reducing delays and requests for further information once the DA has been lodged.
		OBJ.5-	Prepare an advertising strategy to	Advertising strategy for the Pre-	The strategy is designed to encourage

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
		20	promote the use of the Pre-Development Application Panel	Development Application Panel is prepared in consultation with Media and event Services	greater use of the pre-lodgement service by prospective DA applicants.
(Cont.) Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	Development applications are processed within reasonable time frames and consistent with community and legal expectations	OBJ.5-21	Review service level agreements in consultation with City Assets, Environmental Services, Community Services and Strategic Planning Services	Quarterly review of Service Level Agreements commenced  Delays in development application process due to requests for additional information are reduced by 30%  Delays in development application process due to lengthy referral requirements are minimised with 80% of referrals returned within 21 days	Has been delayed due to restructure of City Assets and staff changes in this area.
		OBJ.5-22	Source relevant courses and provide positive encouragement for Planning Officers to improve their skills by way of relevant professional development	Relevant courses identified  Completion of courses included in Staff performance reviews	All DA assessment staff have recently attended a BCA short course and further courses have been identified during the Annual Performance Review Process.
		OBJ.5-23	Review assessments under the new suite of controls on a 6 monthly basis and concerns referred to Strategic Planning Services	Commenced six Monthly review of suite of new skills	Regular feedback has been provided to the Strategic Planning Section as issues arise with the Canada Bay LEP 2008 and the DCP.
		OBJ.5-24	Consider Area Character Statements fully in development assessments	New development is sympathetic with the existing urban environments and streetscapes in all cases	Requirements have been incorporated into DA checklists and DA Appendix to assist applicants in lodging correct information. All relevant DA's are now including streetscape analyses in accordance with the DCP.
		OBJ.5-25	Fully test new LEP and DCP against current development applications prior to final adoption by Council	Formal review of DCP and LEP to be provided  DCP and LEP are tested to ensure clarity and effectiveness	Ongoing review of the LEP and DCP has been occurring and feedback is being provided to the Strategic Planning Section where issues with both documents arise.
Ensure the protection of the environment of Canada Bay (OBJ.9)	All relevant information on Development Applications may be viewed on Council's Web Site	OBJ.9-7	Ensure that Development Application online tracking is fully operational and contains adequate information for both the applicant and concerned local residents to fully understand the issues	New DA Tracking Facility to be fully functional  DA tracking content has been agreed to by internal stakeholders  Letters of notification and relevant	The on-line tracking system is now fully operational, however, periodic reviews of the system will need to be undertaken to ensure its effectiveness.

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			associated with the application and its ongoing status during processing	document on the Council's website DA tracking facilities are effectively advertised	
		OBJ.9-8	Introduce e-lodgement facilities for Development application customers	E-lodgement facilities are researched to ensure that Council adopts the 'best of breed' e-lodgement computer programming An options paper in consultation with Customer Services and Information Services is developed for the consideration of the Executive Team and for a Council Workshop Outcomes of consultation with Executive and Council workshop are reported to Council and formally endorsed Implementation and public launch of facilities completed	This project has been delayed due to circumstances beyond Council's control as the State Government has commenced initiatives to co-ordinate a state-wide e-lodgement system
		OBJ.9-9	Review all information contained on Council's website every quarter to ensure that it is up to date, clear and reflects all current statutory requirements as those requirements change	Current planning and development information is available to the public on the Council's web site at all times and that information is clear and in plain English All new information updates are agreed to by Strategic Planning Services	A review of Web page information relevant to the Statutory and Strategic Planning Sections will commence in co-ordination with Customer Service Staff
(Cont.) Ensure the protection of the environment of Canada Bay (OBJ.9)	Ensure that both applicants and concerned residents are fully aware of the outcome of any assessment and conditions of consent prior to a development application being	OBJ.9-10	Introduce new procedures and protocols that ensure that applicants and objectors are aware of recommendations and significant conditions of consent associated with matters to be determined under delegated authority prior to that determination being made	All stake holders in the application process have been informed of issues associated with any application of the likely outcomes of the application, including conditions, prior to determination	Procedures will require regular review to ensure that processes are being followed and the policy continues to be an effective tool for communicating the decision process to applicants and objectors.
		OBJ.9-	A new form to be completed by statutory planners which clearly	Form is prepared and in full use	As above



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		11	indicates all consultation carried out with applicants prior to any report being referred to supervisors and management		
		OBJ.9-12	Procedures to be modified to ensure that non-standard conditions are discussed with applicants prior to determination	Checklist has been formulated for staff use to ensure that consultation occurs prior to determination.	Process is designed to ensure that applicants are aware of any non-standard conditions that are likely to be imposed prior to determination of the development application.
		OBJ.9-13	Research procedures carried out by other Councils in respect to extended public consultation on Development Application agenda items.	Procedures carried out by other Councils, in respect to extended public consultation, on Development Application agenda items is conducted  Minor issues in any development application are resolved prior to Council consideration	Deadlines for Committee of the Whole reports to be submitted to supervisors has been extended in an attempt to ensure that the Business Paper is finalised earlier and Councillors and the public have greater opportunity to review agenda items.

## Strategic Urban Planning

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Plan for the long-term interests and needs of the community (OBJ.4)	Council has a Comprehensive Local Environment Plan (LEP) to guide future development in the City of Canada Bay	OBJ.4-21	Review population and dwelling projections for the City in context with the State Plan and Sydney Metropolitan Strategy	Council has population dwelling projections developed using 2006 Census data and considers the State Plan and Sydney Metropolitan Strategy	Population profile prepared to inform Local Planning Strategy
		OBJ.4-22	Include local needs analysis in the preparation of the studies and strategies for the Comprehensive LEP and Development Control Plan (DCP)	LEPs and DCP include relevant localised information and controls	Local Planning Strategy to provide desired future character statements for all localities within Canada Bay.
		OBJ.4-23	Prepare a Housing Needs Strategy	Housing Needs Strategy prepared which addresses issues of affordable housing, housing for families, older people and the mix of housing in the LGA	Local Planning Strategy will ensure there is housing choice in the City of Canada Bay.
		OBJ.4-24	Identify opportunities for increased growth in commercial activities, retailing and employment in line with State Government targets set under the Sydney Metropolitan Strategy	Opportunities identified and considered in preparation of the Comprehensive LEP	Local Planning Strategy will identify how the City of Canada Bay employment target contained within the Inner West Subregional Strategy will be achieved.
		OBJ.4-25	Identify opportunities for increased residential development in line with State Government targets set under the Sydney Metropolitan Strategy	Areas for increased development identified and considered in preparation of the Comprehensive LEP	Local Planning Strategy to identify the most appropriate locations to accommodate future growth anticipated due to population projection/dwelling target contained in the Inner West Subregional Strategy.
		OBJ.4-26	Prepare a Comprehensive LEP that incorporates future growth potential in Canada Bay and projections over the next 30 years under the Sydney Metropolitan Strategy	Comprehensive LEP for Canada Bay prepared which conforms with legislative requirements and addresses issues including: Population and dwelling projections Housing needs Opportunities for areas of increased residential development	The Comprehensive Local Environmental Plan will be prepared using the outcomes of the Local Planning Strategy and ongoing community consultation.

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				Opportunities for increased employment Opportunities for cultural activities		
(Cont.) Plan for the long-term interests and needs of the community (OBJ.4)	(Cont.) Council has a Comprehensive LEP to guide future development in the City of Canada Bay	OBJ.4-27	Conduct a community consultation to identify and seek comment on Council's proposed LEP	Public submissions and comments received Relevant amendments made as a result of consultation	A community consultation plan will be developed to ensure that the community can participate in and contribute to local decision making.	
		OBJ.4-28	Ensure the gazettal of the consolidated LEP	Gazettal of City of Canada Bay LEP	Consolidated LEP gazetted 7 March 2008	
		A Section 94 Strategy is determined which levies development contributions for works for the social, cultural, built and natural environment arising out of demand created by new development	OBJ.4-29	Prepare Section 94 Strategy	Preparation of a contributions strategy that identifies capital works programs to address the likely demand for public facilities from new development and provides a sound basis for the appropriate levying of Section 94 Contributions for new development  A document that identifies appropriate areas of expenditure and sound management of accounting practices  Section 94 Contributions Plan completed	Background studies being undertaken to inform revised Section 94 Plan.
		Council's DCP is up to date	OBJ.4-30	Review and update Comprehensive DCP as required	Comprehensive DCP is updated to reflect Comprehensive LEP provisions and amendments made as required	Development Control Plan amended to respond changing needs and best practice.
Ensure the protection of the environment of Canada Bay (OBJ.5)	The heritage of Canada Bay is preserved	OBJ.5-13	Ensure appropriate development controls are included in the LEP and DCP	Council's planning documents include strategies to preserve heritage buildings and conservation areas	Council's heritage DCP to be reviewed following completion of Local Planning Strategy.	
		OBJ.5-14	Promote the importance and benefits of heritage and conservation to the community	Prepared Heritage Fact sheets to assist residents and applicants in developing an understanding of heritage matters  Events conducted during Heritage	Information in relation to Heritage is continually updated and provided to the community.	

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				Week Residents seek advise from Council's Heritage advisor	

## Community Development

### Bayside Business Development

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Encourage the development of and support of local businesses (OBJ.7)	Create a positive, competitive and viable economic environment within the City	OBJ.7-3	Work with other areas of Council, particularly Strategic Planning, to develop Council plans and policies which encourage appropriate investment and development	Quarterly meetings held with Strategic Planning Framework for creating a long-term commercial vision developed	Business information event presented on the New LEP, DCP and planning reforms. FuturesPlan20 key achievement for this activity. Business survey, event and 6 articles and direct mails about the program.
		OBJ.7-4	Seek input from the business community into economic growth activities and plans	Survey of businesses to assist in developing and evaluating the program, and to gather economic data with a minimum response of 200 businesses is undertaken The establishment of an Economic Advisory Committee of Council is investigated	FuturesPlan20 key achievement for this activity. FuturesPlan20 program of consultation and goal setting replaced this target. Talked to over 250 businesses about the plan. Business Advisory proposal replaced with a program of work to deliver the FuturesPlan20
		OBJ.7-5	Encourage a strong, independent business voice/support association	Establishment of a city-wide business forum	FuturesPlan20 key achievement for this activity. FuturesPlan20 program of consultation and goal setting replaced this target. Talked to over 250 businesses about the plan.
	Grow sustainable businesses and to increase employment opportunities	OBJ.7-6	Undertake training and networking activities which grow the skills of business people	10 Home-Based Business Network and Training (in conjunction with the BEC) with a minimum of 20 attendees are conducted Four Bayside Business events are held with a minimum of 40 participants attending with clear learning outcomes or benefits Four Business Breakfast events for a minimum of 60 participants are held	234 attendees at 10 Home based business training and networking events meeting through out the year. 30% increase in membership since 2007. 242 attendees at 4 Business Exchange meetings providing training on online sales, marketing, negotiation and government sales 6 business breakfast events held and 4 in partnership with Communities for Communities featuring speakers on corporate social responsibility. Total attendees 443. International Women's day attracted 123 participants a record number for a Council breakfast.

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		OBJ.7-7	Investigate and support cultural industry/tourism opportunities	<p>Identified key cultural industry activity within the City</p> <p>Identified possible development projects to support cultural industries</p> <p>Identified possible initiatives to support tourism within the City</p>	<p>A new cluster for the Creative industries CanCreate was launched. A networking and training event was hosted and guide produced to support artists to host a sales exhibition in Council libraries.</p> <p>Audio walking tours were produced to support visitors coming to the area. The featured walks were for the bay Run, Abbotsford foreshore and Yaralla Estate foreshore walk.</p>
(Cont.) Encourage the development of and support of local businesses (OBJ.7)	(Cont.) Grow sustainable businesses and therefore increase employment opportunities	OBJ.7-8	Run marketing activities to promote local business clusters	<p>Increase business participation in Renovators Destination Campaign by 50%</p> <p>Launch MICE Cluster with a minimum of 15 participating businesses</p> <p>Eat Out Week and associated events with a minimum of 10 participating business run</p> <p>Wellness Week with a minimum of 25 participating businesses run</p> <p>Run Public Health Forums/ Health Industry Networking Events with a minimum of 25 participants run</p> <p>Other activities are run as required</p>	<p>Renovators destination campaign currently features</p> <p>MICE cluster launched. 40 participants attended a training event. 12 business participated in a cluster marketing stand at the Australian Events Expo and 10 have joined together to participate in a Christmas marketing campaign.</p> <p>Eat Out Week hosted and featured 14 businesses. It focused on Children and families. Feed back was positive and over 700 children participated with the distribution of over 700 incentive gifts through participating businesses.</p> <p>Wellness week attracted 42 local business participants in the events. It featured the Wellbeing festival with stalls and presentations, a public health forum, practitioner events and media partnership for advertisements.</p> <p>Four public health forums were hosted on sleep, skin, obesity and depression with 383 people attending. Network opportunities for industry practitioners organised at the start of each of these events. A range of business development opportunities developed at the sessions ranging from promotional stalls to meditation samples around the body of the</p>

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
					meeting.
		OBJ.7-9	Develop GO Local Directory (as part of Residents Guide)	GO Local directory produced and distributed to households	A unique partnership with True Local has been established which provides free business listings and special advertising offers for local business on the true local business directory and links from our website. This partnership also provides reporting information and attracts users from across Australia providing local business wit greater marketing opportunities than council can provide.
		OBJ.7-10	Encourage market growth in key activity centres	<p>Contributions are made to the Wareemba shopping strip upgrade project</p> <p>New banners and information signage in three key shopping areas are installed</p> <p>"Mangia Italiano" promotion with a minimum of 10 participating business is run</p> <p>GO Local campaigns promoting local stropping strips are run</p> <p>Participated in projects with other areas of Council to improve the physical environment in key commercial areas as appropriate</p> <p>Held business breakfast for key precincts to communicate to and engage local businesses</p>	<p>Wareemba shopping strip upgrade program hosted in partnership with the Technical services ad operations department. Team managed communication and consultation program hosted alongside a range of business support activities.</p> <p>Achievements included:</p> <ul style="list-style-type: none"> <li>▪ Weekly ezine launched and distributed</li> <li>▪ Monthly newsletter written and distributed</li> <li>▪ Photo Safari cultural activity hosted</li> <li>▪ Banner design program hosted with local schools</li> <li>▪ 2 targeted shopping promotions</li> <li>▪ Christmas decoration program hosted for the strip</li> <li>▪ Installation of 3 banner pole and visitor signs included in the program</li> </ul> <p>Banners installed to celebrate, precinct, Christmas, Wellness Week, Futures Plan and Ferragosto.</p> <p>School Holiday, Melbourne Cup, Seniors Week and Mothers Day Promotion hosted with 28 business participating and over 500 young</p>



10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
					people involved. 6 business breakfast events held in Rhodes, Concord, Drummoyne, Five Dock and Abbotsford. Total attendees 443.

## Community Services & Social Planning

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Engage the community to guide council to optimise its performance in a context of changing demands (OBJ.1)	The knowledge and information obtained will guide Council policies and Community Service initiatives	OBJ.1-11	Undertake broad community consultation to inform Councils Social Plan	A wide variety of forums, meetings, interviews and surveys are undertaken A wide range of target groups are consulted	DLG requirement has seen integrated planning replace social planning. CCBC has developed FuturesPlan20 - 20 year vision for the LGA. CCBC will review and report outcomes of its 2003/2007 Social Plan. CCBC will incorporate social planning principles within FuturesPlan20 4 year delivery plans. Target consultations held Jun-Aug 08 to gather more detailed information on CCBC community development services.
		OBJ.1-12	Convene the local Children's Network meetings and collate regular childcare demand information and changing needs of childcare centres	Meetings held Council has a good understanding of childcare demand and service issues	Network ceased - Amalgamated with community connections forum
		OBJ.1-13	Convene and resource Out of School Hours Centres (OOSH) meetings	Meetings held Training workshop provided Council has a good understanding of service needs and childcare demands	Network ceased - Amalgamated with community connections forum
		OBJ.1-14	Support Youth Reference Group to inform and guide Council in youth initiatives	Orientation and a training day for new members are held Two community youth forums facilitated	Contact made with YRG members - review of existing model commenced Research commenced into various models for youth consultation mechanism. Initial consultation on participation in youth group/committee held with Concord High & Domremy College Student Representative Councils.
Plan for the long terms interests and needs of the community (OBJ.3)	Council policies and plans are inline with community needs and compatible with State	OBJ.3-6	Prepare Council's Community Profile following the release of the 2006 Census demographic information.	Community profile completed Relevant correlations are available for council and community use	Community Profile completed for the City of Canada Bay LGA and made available on Council's website and at Five Dock and Concord Libraries.

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	and Federal directions				
		OBJ.3-7	Develop a Social Plan utilising the 2006 Census demographic information and community consultation outcomes. (occurs over two financial years)	Council's Community Profile completed Social Plan completed	DLG requirement has seen integrated planning replace social planning. CCBC has developed FuturesPlan20 - 20 year vision for the LGA.  CCBC will review and report outcomes of its 2003/2007 Social Plan.  CCBC will incorporate social planning principles within FuturesPlan20 4 year delivery plans.  Target consultations held Jun-Aug 08 to gather more detailed information on CCBC community development services.
		OBJ.3-8	Develop a Council LEAPS policy that ensures Council delivers service in an equitable and accessible way. A&E	Policy developed Priority strategies are time-framed and being implemented	Research into other Council LEAPS completed.  Meeting scheduled with Community Relations Commission to provide input to LEAPs.  Planning for community consultation commenced.
		OBJ.3-9	Work collaboratively and network with local and regional youth services to meet the needs of young people in the City of Canada Bay	90% attendance at Inner West Youth Interagency meetings  Conducted Youth Week Festival in collaboration with Strathfield, Burwood, Leichhardt and Ashfield Councils  Updated Inner-West Youth Info Map	Monthly attendance at Inner West Youth Interagency.  Regional Youth Festival Brewhaha completed in partnership with Ashfield & Burwood Council.
(Cont.) Plan for the long terms interests and needs of the community (OBJ.3)	(Cont.) Council policies and plans are inline with community needs and compatible with State and Federal directions	OBJ.3-10	Prepare a promotional campaign for the City of Canada Bay Family Day Care Scheme	Promotional campaign developed that schedules specific advertising strategies throughout the year  Promotional campaign implemented.	Family Day Care promoted at Ferragosto festival Aug 08.  Media articles for carer recruitment completed.  Carer profile placed in Bayside Brief.
		OBJ.3-11	Encourage greater use of Concord Seniors Centre by seniors including seniors from Culturally and	10% increase in the number of senior groups using the Centre 90% participation rates by	Investigation commenced into Korean & Chinese outreach support services to operate 1 day per fortnight at Concord

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			Linguistically Diverse (CALD) Backgrounds A&E	committee members	Senior's Centre. Initial meeting held with Concord Seniors Centre and Korean & Chinese support organisations.
		OBJ.3-12	To increase the health and wellbeing of local residents, targeting primary school aged children and parents. (Pilot project Active Kids/Active Families) SP	Baseline statistics on pilot project which include numbers of: activities and events provided across LGA children and parents participating parents participating in Family afternoons Promotion of local facilities, parks and sporting organisations Database established	Friends of McIlwaine Park program commenced. Further promotion required. Planning to strengthen family involvement commenced. 1 active families activity offered per school holiday period in conjunction with CCBC children's holiday activity program. Activities held in parks on a rotating basis. Council's involvement in the NAPCAN Kids Can project has been offered and not taken up by NAPCAN. The Project parameters have been changed by NAPCAN requiring a higher level of resources and a different project framework than originally agreed.
		OBJ.3-13	In partnership with Drummoyne Community Centre provide range of parenting programs and workshops SP	10% of new programs provided Participation level of 80% obtained 1,000 copies of calendar of workshops distributed across LGA	5 parenting programs with varied topics held at Drummoyne Community Centre. Strong enrolments.
Investigate and / or provide facilities and activities to meet the cultural and social needs of our residents (OBJ.6)	Quality Facilities, Activities and Events are provided	OBJ.6-2	Promote and coordinate relevant community events	Informative events held delivering a range of activities 10% increase in the number of people attending in relation to last year's events Regional Youth Festival conducted	Regional Youth Festival Brewhaha implemented in April 08.
		OBJ.6-3	Investigate the feasibility of locating a men's shed within the area	Steering committee established	Decision made on viability
		OBJ.6-4	In consultation/ collaboration with local service providers, provide a well managed and diverse program for socially isolated Seniors (Bus	Activities provided meet participants expectations 80% participation rates	Gold Group Bus Trips: 120 participants for April - June 08 period

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			Trips for Seniors)	Wide range of activities held Within budget	Activities included trips to RSL Clubs, Museums, Vacluse House, and Nurseries.
		OBJ.6-5	In partnership with the Drummoyne Community Centre (DCC) operate the "Bay Rider" shuttle service to provide transport for disadvantaged residents to access facilities and services across the LGA	20% increase in the number of requests for transport service 20% increase in the number of people utilising service	Bay Rider review initiated with view to evaluate participation level and implement strategies to improve access.
Maintain and improve safety and security in the area	Council is kept well informed of local and regional needs, policies and strategies and is working in partnership with other services	COM.1	Convene Safety Committee meetings and oversee the implementation of Key recommendation in the Regional Crime Prevention Plan	Quarterly Safety Committee meetings held, with minutes presented to Council Key recommendations implemented Educational/Awareness plan in place	Council's Draft Crime Prevention Plan has been reviewed and distributed to Police and Attorney General's Crime Prevention Division for input.  NSW Police Service has restructured its Crime Prevention activities. Crime Prevention Committees have been disbanded and Community Safety Precinct Committees will be established.
To work with residents and community organisations and assist them to access resources to meet their needs	The community sector is well informed of available opportunities and resources	COM.2	Provide financial support to the community via: Council's Community Grants Program Councils Individual Grants Program Participation in the CDSE Program (Community Development Support Expenditure) Working in collaboration with other fundraising organisations	Grants are distributed equitably to the level funded by Council  The grants programs are promoted and advertised in a variety of formats  A wide range of organisations and individuals are supported by Council	Grants distributed as per Appendix B.
		COM.3	Ensure that community information (LINCS) is current and well promoted	Council's database updated twice per year	Database updated.
Deliver quality services that meet the needs and demands of the local community	Council Services are sustainable and meet quality assurance principals	COM.4	Drummoyne Meals on Wheels Service Work with other Food Services to ensure quality and access across the Canada Bay LGA Recruit and train suitable	10% increase in volunteers Service is implementing national standards Service is promoted to CALD community	Volunteer numbers remain static. Drummoyne food services commenced partnership with Community Services community project officer to build relationship with CALD community. Seeking feedback on how to provide

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			volunteers as needed Investigate and develop strategies to increase the usage of the service by people with disabilities and from CALD backgrounds		culturally appropriate meals.
		COM.5	City of Canada Bay Family Day Care Operate weekly play sessions during school terms Operate a well managed toy library Implement quality assurance procedures Increase the number of childcare places available Increase the utilisation of childcare places	Weekly play sessions held with 90% participation rates 100% of carers informed/trained in quality assurance procedures. Number of children in EFT care increased	3 sessions held per week - all carers attending on a rotating basis.
(Cont.) Deliver quality services that meet the needs and demands of the local community	(Cont.) Council Services are sustainable and meet quality assurance principals	COM.6	Vacation Activities Programs Provide a diverse Vacation Activities program for children 5-12 years and youth 13-18 years Widely promote the service to attract new users	Activities provided meet participants expectations through feedback and survey 20% increase in number of participants 10% increase in the number of activities provided On budget and on time	In the Apr-Jun 08 quarter, the CCBC School Holiday Program for 5-12 yrs had 322 participants. Activities and attendance over the 2 holiday periods included: Cricket 54 Sport 75 Laser tag 18 Yoga 16 Fishing 20 Jewellery 15 Soccer 62 Clay modelling 15 Kayaking 27 Model cars 20
		COM.7	Establish a Long Day Childcare Centre at Flavelle Street Concord	Fit out completed Staff Recruited Service promoted	The construction of Wellbank Children's Service Childcare Centre was completed in April 08. The Centre has been operational for 6

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				First children are cared for by Long Day Care Centre	months. A review of operational procedures, staffing levels and budget forecasts has commenced to compare actual with planned levels of resources.



## Cultural Planning

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Investigate and provide facilities and activities to meet the cultural and social needs of our residents (OBJ.6)	Council facilitates and promotes the local/regional arts/cultural sector	OBJ.6-6	Facilitate and develop networks with: Key regional and local stakeholders Local, State and Federal Governments Regional and Arts/Cultural sectors	Regular contact with regional and local organisations established	MOU with Leichhardt and Hunters Hill Council to assess opportunities for cultural development around the shared harbour foreshore. Partnership program with Mirvac to provide public Art at Rhodes. Leaders in developing cultural opportunities in Canada bay involving key partners from State government and regional Arts organisation and the corporate sector.
		OBJ.6-7	Investigate and develop opportunities for cultural infrastructure and public arts	Forward plans on potential cultural infrastructure and public arts opportunities prepared Facilitation of business plans, strategic plans and management policies for relevant cultural infrastructure and public art initiatives	Cultural Development plan prepared for adoption in 2008. This includes the identification of opportunities to deliver and access key cultural facilities across the City.
		OBJ.6-8	Facilitate and/or promote the development of Cultural Activity Program	Arts and Cultural Activity Program facilitated	A range of community art opportunities hosted including: Development of Banner flags for Wareemba Village Development of Footpath Art for Concord Library Tiling incorporated in the Children's Centre International Women's Day workshop Involvement of Drummoynne Art Society in Ferragosto Appointment of an archivist to work with Concord heritage Society
		OBJ.6-9	Investigate opportunities for funding/partnerships/sponsorship	Examination/facilitation of grants opportunities and pursuing appropriate	A number of funding sources have been identified pending the

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				grants/partnerships/sponsorships	adoption of the Culture Plan.
		OBJ.6-10	Investigate and support in a collaborative approach with Bayside Business Development, Marketing and Media/Events to increase cultural industry/tourism promotion and feasibility for cultural industry initiatives	Key recommendations and implemented with relevant staff contributions	<p>Two pertinent business clusters launched: Sydney Business Events program to support the meeting conference incentives and event industry. Over 40 Member signed up for programs to take the promotion to the Sydney corporate event market.</p> <p>CanCreate cluster launched to work with the creative industries. Initial mailing list compiled 186 creative industries.</p> <p>Kids Eat Out week promoted regionally and seeking to attract families to the area to experience local cuisine. Over 1000 families participated through 19 partners.</p> <p>Audio walking tours produced and piloted. These features local composer and musician and heritage information as part of the walks.</p>
Implement the strategies in the new Cultural Plan and Public Arts Policy	Strategic implementation of the Cultural Plan and Public Arts Policy	CLP.1	Commence implementing strategies of the new Cultural Plan and Public Arts Policy	<p>Cultural Plan and Public Arts Policy strategies scheduled for 2007/08</p> <p>Facilitation for a co-ordinated approach across Council Departments for a multi-disciplined approach to the strategy development and implementation of the Cultural Plan and Public Arts Policy</p> <p>Raising awareness and extending engagement</p>	Cultural Plan and Public Arts Policy strategies developed and adopted in July 2008.
Ensure cultural input into designing, planning and developing of major capital works projects such as new facilities, new release areas/development,	Strategic and integrated planning approach to ensure the establishment arts/cultural development for the	CLP.2	Investigate opportunities and feasibility for inclusion of facilities and public art in all major Council projects, Master Plans and Private Public Partnership's (PPPs)	Implementation of strategies identified	<p>Public Art Achievements include:</p> <ul style="list-style-type: none"> <li>▪ Mural in Concord Library</li> <li>▪ Footpath Art along Wellbank Street</li> <li>▪ Community designed tiles</li> </ul>

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Urban streetscapes and foreshore parks	City				<p>incorporated in to Wellbank Children's Centre</p> <ul style="list-style-type: none"> <li>▪ Banners designed for Wareemba Shopping Strip Upgrade</li> <li>▪ Mural competition and completion of art work for new Mirvac Building at Rhodes</li> </ul>
		CLP.3	Investigate opportunities to include cultural icons, heritage features and interpretive elements and public art to foreshore parks/ walks/cycle ways	Preliminary site assessment reports in conjunctions with relevant staff and departments	Inclusion of public art in the redevelopment of Cabarita Pool and linkage to the foreshore.
		CLP.4	Establish a strategic and integrated planning approach to ensure sustainable arts/cultural development for the City	Facilitated and promoted a strategic and integrated planning approach to ensure sustainable arts/cultural development for the City	Both the Cultural development plan and the FuturesPlan20 integrate the Council planning process to deliver cultural objectives across the City.

## Library Services

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Engage the community to guide Council to optimise its performance in a context of changing demands (OBJ.1)	The City of Canada Bay is recognised as a leader in Customer Service	OBJ.1-17	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in Communications Strategy development	Feedback was given to Manager, customer Service
Plan for the long term interests of the cultural, social recreational and demographic needs of the community (OBJ.3)	Council has plans that provide long term strategies	OBJ.3-20	Prepare 5-10 year Library Services Plan	5-10 year Library Services plan completed	Development of Plan rolled into Futures Plan 20 program.
Ensure that Council workforce is resourced to achieve optimum outcomes (OBJ.4)	Improve staff climate survey scores	OBJ.4-19	Identify appropriate professional development courses	Professional development courses for Library staff identified Training provided when appropriate	Training given to staff when required.
	Strategies developed to address poor response areas	OBJ.4-20	Jointly encourage the staff to provide the best possible customer service through training and	Survey conducted Outstanding customer service recognised in results of survey	Library staff will be attending Council wide Customer Service training. Library survey was conducted in 2008.

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			conducting a library customer survey		
Provide an effective and efficient Library Service for City of Canada Bay	Well regarded Library Service satisfactorily servicing the needs and expectations of the community	LIB.1	Plan for closure of Concord and Concord West libraries and for the smooth and effective move to the new Library in Concord by: Advising public of changes to library service Moving relevant stock and relevant fittings to new library Informing suppliers and other relevant persons/ organisations new contact details	Details of notifications to public, with 100% within one months notice. Notifications to include: local media, notice boards, Council branch libraries, Customer service Centres  Details of stock moved and set up prior to new library opening  Details of information distributed to supplies and other relevant persons/organisations	Concord and Concord West libraries were closed according to schedule.  Advertised in local media.  New contact details were distributed to suppliers and other organisations,
Undertake physical improvements within the libraries to make them more efficient and effective	Better usage by patrons that embraces the advantages of new technology	LIB.2	Evaluate recommendations by staff and clients on facility improvements and incorporate into the 2007/08 Management Plan where possible	Positive feedback from patrons and staff Increase of visitors to library – 3% Increase of usage figures – 3%	Increased loans and patronage at new Concord Library.
		LIB.3	Examine the practicality of installing self check	Self check is installed and in use (subject to funding)  Readers can self service borrow books	Tender panel established for self check and RFID system.
		LIB.4	Introduce PC booking system for library public access computer	Booking system operating and functional	Bear Solutions computer booking system introduced at Five Dock Library.
Provide a well regarded and comprehensive Local Studies collection	Local Studies Resources to satisfy the needs and expectations of the community	LIB.5	Promote Local Studies resources to the residents and local schools	Increased enquiries on Local History matters – 5%	Time capsule project at new Concord Library involved 3 local schools.
		LIB.6	Organise special events to promote Heritage Week and History Week	5% increase in attendance at: Heritage Week event/s History Week event/s	Heritage Week and History Week events and displays attracted patrons and media coverage of Local Studies section.
To provide an expanded and current reference resources	Reference resources satisfactorily servicing the needs of the community	LIB 7	Increase appropriate resources, eg. Yourtutor online service	Baseline usage statistics obtained Using of resources evaluated	Yourtutor online usage evaluated  Ancestry.com genealogy database made available from library webpage July 2008.

## Open Spaces & Foreshore Areas

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Promote the benefits of living in the City (OBJ. 2)	Open space activities include programs and facilities for the arts and culture	OBJ.2-10	Investigate opportunities to incorporate arts and cultural activities into open space projects	Details of arts and cultural developed in consultation with Council's Cultural Development Officer	Opportunities documented in draft POMs being prepared for Drummoyne Oval Precinct and Rodd Point Reserve
		OBJ.2-11	Incorporate cultural activities into open space planning documentation	Plans of Management and master plans include cultural planning initiatives Cultural planning initiatives developed in consultation with Council's Cultural Development Officer	Opportunities identified in draft master planning for Majors Bay foreshore.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Additional foreshore access is constructed	OBJ.9-2	Pursue grant funding to assist Council to provide additional foreshore access in accordance with Council's Master Plan	Details of grant submissions completed	Grants announced for Bay Run (SSHAP) and Cabarita Park (Greenspace)
	Council has identified foreshore areas which are difficult to access	OBJ.9-3	Develop opportunities to improve access to the foreshore throughout the city	Foreshore access opportunities are developed	Partnership with the Walking Volunteers underway
	Priority foreshore works identified in accordance with Master Plans.	OBJ.9-4	Develop Master Plans for Rodd Point Reserve and extend foreshore walk adjacent to Major's Bay Reserve	Master Plans developed Priority works scheduled to pursue funding options	Draft plans 80% complete
	There is a continual improvement in the level of usage of open space	OBJ.9-5	Review site-specific Plans of Management in accordance with the Local government and Crown Lands Act	Reviews to site-specific Plans of Management completed Details of community consultation conducted Capital works program developed that includes prioritises open space works Statistics on open space usage	POMs being reviewed as above
	There is a continual improvement in the level of usage of open space	OBJ.9-6	Develop Barnwell Park and Massey Park Golf Courses in accordance with the current Master Plans	Course improvements undertaken annually Forward plans for future works developed Forward plans utilised for	Construction works underway on the reconstruction of hole No 17 at Massey Park Golf Course. Pilot program of sponsored hole signage complete.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
				preparation annual budgets Statistics on golf course usage reviewed	
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Infrastructure requirements associated with population changes are included in medium/long term plans	OBJ.10-9	Develop innovative space projects for 2007/08 to upgrade the quality of open space areas	Projects scheduled in Capital works Program	MP3 virtual signage developed. Park furniture sponsorship program developed for 08/09
		OBJ.10-10	Review Street tree management systems	Outcomes of Street Tree Management System reviewed Details of annual street tree planting and aerial bundle cabling works undertaken	TS&O reviewing in conjunction with asset management plan. Underground cabling undertaken in conjunction with Montrose Reserve upgrade.
		OBJ.10-11	Develop Bushland Management Plans	Annual program of works and review of management plans completed on bushland regeneration sites	Partnership undertaken with TS&O to deliver estuarine management plan.
		OBJ.10-12	Develop concept and construction plans in accordance with Plans of Management, Master Plans and Capital Works Program	Annual program of works completed Plans consider and include cultural and heritage issues	Contribution to concept and construction plans for Capital Works Program ongoing.
		OBJ.10-13	Develop and install City-wide signage system and address interpretive and ordinance requirements	Details of staged roll out of signage suite completed	Staged roll out of golf course and virtual signage underway.
		OBJ.10-14	Develop policies which promote equitable usage of open space areas	Dinghy Storage Policy developed	Preliminary investigations undertaken.
		OBJ.10-15	Identify solar lighting opportunities	Completion of projects scheduled in Capital works program Design and installation of projects completed annually	Solar lighting installed at Montrose Reserve. Funding sought for next stage of foreshore walkway at Cabarita park
		OBJ.10-16	Seek funding opportunities for landscape and sports facility improvements	Grant applications submitted to meet deadlines	Preliminary investigations underway with Telstra to assist with sports field lighting.
		OBJ.10-17	Develop projects to upgrade sporting facilities	Projects progressively developed and scheduled in Capital works program	Draft POM and master plan adopted for exhibition to facilitate major upgrades to the Drummoyne Oval

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
				Annual program of works completed	precinct.



## Recreation & Leisure

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Engage the community to guide Council to optimise its performance in a context of changing demands (OBJ.1)	Respond effectively to community expectations	OBJ.1-15	Effectively consult the community on all new projects and plans	Low to no adverse comments from the community with regard to Council plans, projects and services	Playground consultations undertaken effectively.
		OBJ.1-16	Engage local sporting groups to discuss options for active recreation development within CCBC	Groups actively engaging with Council in a two-way dialogue	Proposals being developed with Abbotsford JFC and Five Dock RSL SC
Promote the benefits of living in the City (OBJ.2)	Promote the benefits of living in the City	OBJ.2-6	Incorporate opportunities for cultural activities into open space planning documentation	Skate Park "plaza" design development provides space and opportunity for major international skate competitions to take place Development of a 'sculptures by the river' walk along the foreshore walks	Skate park management plan underway. Proposal for "art on the edge" in draft Drummoynne Oval precinct plans
	Promote the development of arts and culture	OBJ.2-7	Include arts and culture into the concept / master planning of all new facilities	Upgrades to Five Dock Leisure Centre incorporate arts and culture 'features' within the design and redevelopment. Play Spaces include elements of art and culture	Exhibition held at centre and facilities installed. "Lets Play" strategy adopted
	Promote good health, and active and passive recreation as community priorities	OBJ.2-8	Provide a variety of recreation opportunities to the community	Development of partnerships and business opportunities that deliver an increased variety of recreation options e.g. water based recreation, animal based recreation, new and innovative pay for play recreation opportunities	Business usage of parks being investigated.
		OBJ.2-9	Jointly promote Council Businesses e.g. Swim Centres promote the Five Dock Leisure Centre	Promotional materials and special offers for Council facilities located at each affiliate centre e.g. discount at the pool if a member of the Five Dock Leisure Centre	Regular meetings held and promotional opportunities identified.
Plan for the long-term interests and needs of the community (OBJ.3)	Ensure that Council plans for the long-term interests of the community	OBJ.3-14	Develop a Business Opportunities Strategy (BOS) from the CCBC Recreation Plan: variety, opportunities and cost benefit analysis of all recreation	BOS is developed and opportunities for recreation and leisure within the city are expanded and partnerships between Council and providers is	Initial work has commenced on exploring business opportunities within parks and open space.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
			opportunities at CCB	established	
		OBJ.3-15	Establish Wellness as a major business and recreation opportunity	Redevelopment of the Five Dock Leisure Centre is taken through community consultation, design development and DA consent stages	An options study for the redevelopment of the Leisure centre has been undertaken. A review of possible funding mechanisms is currently underway.
	Ensure appropriate response to cultural, social, recreational and demographic needs	OBJ.3-16	Ensure that the Recreation Plan is updated to include the 2006 Census Data	Recreation Plan updated	Plan to be reviewed in 2008.
		OBJ.3-17	Ensure that healthy food choices are available at all Council owned recreation facilities	Opportunity for healthy food choices provided.	Lessees at swimming centres and leisure centre advised accordingly
	Provide best practice standards of service in response to increasing demands, subject to resources available	OBJ.3-18	Participate in the Parks & Leisure Australia, Australian Institute of Landscape Architects and SSROC e.g. investigation and development of recommendations for better utilisation and accommodation of user needs for active open space	Recommendations developed in association with the Parks & Leisure Australia are trialed	Forums and workshops attended and facilitated
		OBJ.3-19	Review the Play Space Strategy for the City	Community Advisory Group (CAG) established that has community and industry membership to provide advice and direction in reviewing draft Play Space Strategy  Play Space Strategy, including funding sources, endorsed following public exhibition and review	"Lets Play" strategy adopted.  Works planning underway.
Encourage the development of and support of local businesses (OBJ.7)	Investigating entrepreneurial opportunities	OBJ.7-1	Future development potential (PPP's) with recreation companies to develop businesses in Council's open space areas	Development of partnerships and business opportunities that deliver an increased variety of recreation options e.g. water based recreation, animal based recreation, new and innovative pay for play recreation opportunities  Businesses made aware of the opportunities and interest is	Initial work has commenced on exploring business opportunities within parks and open space.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
				gauged	
	Seeking improvements in the efficiency of Council's services and facilities in a context of ongoing limited resources	OBJ.7-2	Ensure that the redevelopment of Five Dock Leisure Centre and Cabarita Pool are as sustainable as possible	High energy efficiency star rating achieved for all new facilities	Energy Efficiency measures have been incorporated into the design for Cabarita Pool. Consideration has also been included in the investigation for the future of the Leisure Centre
Develop long term plans to ensure the sustainability of Council's operations. (OBJ.8)	Ensuring the protection of Council assets by the formation of long-term plans	OBJ.8-13	Input into Council's Asset Management register development pertaining to recreation facilities	Asset register contains priority listings for all upgrades, redevelopments and augmentations of Councils recreation assets	TS&O developing plan
	Seek opportunities for partnerships through other parties providing investment in the City.	OBJ.8-14	Future development potential (PPP's) with recreation companies to develop businesses in council's open space areas	Development of partnerships and business opportunities that deliver an increased variety of recreation options e.g. water based recreation, animal based recreation, new and innovative pay for play recreation opportunities	Initial work has commenced on exploring business opportunities within parks and open space.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Utilising open space in a better manner	OBJ.9-1	Future development potential (PPP's) with recreation companies to develop businesses in council's open space areas	Development of partnerships and business opportunities that deliver an increased variety of recreation options e.g. water based recreation, animal based recreation, new and innovative pay for play recreation opportunities	Initial work has commenced on exploring business opportunities within parks and open space.
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Providing infrastructure services proportionately to increased population	OBJ.10-6	Provide input into the development of the Rhodes Community & Indoor Recreation Facility	Facility designed to meet the communities needs	Input provided
		OBJ.10-7	Develop a strategy for cricket nets and half court basketball court facilities in consultation with the youth of the City	Strategy developed and costed ready for implementation over the next five years	Facilities proposed in "Lets Play" strategy and Drummoyne Oval Precinct.
	Rationalising the use and planning of assets	OBJ.10-8	Ensure that the Recreation Plan is updated to include the 2006 Census Data and this information incorporated into Council's Asset Management Register	Recreation Plan updated, asset register completed and implementation costed and initiated	Plan to be reviewed in 2008.

## Technical Services & Operations

### Buildings

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Plan for the long-term interests and needs of the community (OBJ.3)	Council has a 5-10yr strategy to ensure that its assets are managed to meet the needs of the community	OBJ.3-28	Address Infrastructure Demand Forecasts in an initial short/medium term Building Assets Management Plan	Reviewed relevant information to identify potential future demand, including ABS figures and other Council adopted plans  Developed 3- 5 year Demand Management Plan for Council Buildings and include in an initial Building Assets Management Plan	Plan is currently being developed and is on target for completion June 2009
		OBJ.3-29	Identify current levels of service provided with respect to Council's buildings	Develop a comprehensive list of current levels of service with respect to Council buildings  Review the life cycle cost of owning and maintaining Council's Building assets reviewed	Included in the Building Asset Management Plan currently under development
	Council has significantly upgraded its facilities to meet the needs of a changing demographic and growing population	OBJ.3-30	Construct major building facilities to address the growing needs of the City	Constructed a new state of the art library, childcare facilities at former Concord Chambers site  Examined options for extensions to Five Dock Early Childhood centre  Constructed major refurbishment of Cabarita Pool in accordance to Stage One (1) of Master Plan	Childcare completed March 2008 Library completed May 2008  No extension planned. Review undertaken to upgrade existing facilities. Works programmed to be complete before February 09.  Due for completion November 2008
OBJ.3-31		Develop and implement Public Toilets renewal, refurbishment, augmentation and demolition strategy	Public Toilet Upgrade Strategy in accordance with Council's adopted Capital Works Program is implemented (See page 112)  Future public amenity building upgrades developed in consultation with the Access Committee and relevant planning documents	Cintra Park Amenities have been adopted in the 08/09Capital Works Program	
(Cont.) Plan for the long-term	(Cont.) Council has	OBJ.3-32	Develop a Sport & Recreational Building renewal, refurbishment,	Reviewed all relevant Council adopted plans and develop a 3-5	The strategy forms part of the Buildings Asset Management Plan

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
interests and needs of the community (OBJ.3)	significantly upgraded its facilities to meet the needs of a changing demographic and growing population		augmentation and demolition strategy	year asset management plan for Council's sport & recreational buildings	
		OBJ.3-33	Develop a Community Facilities renewal, refurbishment, augmentation and demolition strategy	Reviewed all relevant Council adopted plans and develop a 3-5 year asset management plan for Council's community buildings	The strategy forms part of the Buildings Asset Management Plan
		OBJ.3-34	Implement Canada Bay Council Accessibility Action Plan	Reviewed Accessibility Action Plan and implemented high priority works as opportunities arise	The Action Plan forms part of the Buildings Asset Management Plan
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	Council Buildings comply with all relevant legislation and statutory requirements	OBJ.5-29	Audit Council buildings to determine the current level of compliance with respect to relevant standards and legislation	100% of Council buildings comply with all relevant legislation and standards  Developed an Asbestos register for all of Council's buildings in accordance with NSW Work Cover requirements  Installed roof anchor points on Council buildings to comply with OH&S requirements on an ongoing basis as scheduled in Council's Capital Works Program (CWP) (See page 112)	Fire service inspections are undertaken annually.  Anchor points are recertified prior to roof access.
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.8-21	Assist Council's Asset Management Reference Group (AMRG) in developing a complete council assets register and condition assessment data base by providing building assets register and condition assessment information	Linked building assets register and condition assessment information with Council's corporate GIS and asset management system.  Developed 3-5 year capital works and maintenance program for Council's Buildings	Action forms part of the Buildings Asset Management Plan.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Council considers and develops strategies that minimise green house gas emissions & general pollution	OBJ.9-33	Incorporate energy considerations, global warming and other external influences as policy issues	Water Savings Action Plan implemented  Implemented recommendations of Energy Performance Audits and Energy Savings Action Plan as per Capital Works Program (See page 112)	Ongoing, significant savings have been achieved to date.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Council has a 5-10 yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.10-34	Develop Asset Management Plans that link with Council's Corporate strategies and Long Term Financial Sustainability Plan	Reviewed Council's Long Term Financial Plan and develop an initial Building Assets Management Plan	Forms Part of the Buildings Asset Management Plan.

## Drainage

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the protection of the environment of Canada Bay (OBJ.9)	To improve the quality of water being discharged to Parramatta River	OBJ.9-28	Stage implement of Homebush Bay Stormwater Management Plan and Lower Parramatta River Stormwater Management Plan (SMP)	Area wide high impact items implemented as identified in the Capital Works Program (CWP) Measure identified s from SMPs implemented	GPT's installed at Sisters and Half Moon Bay's
	There is a reduction of the quantity of water being discharged	OBJ.9-29	Ensure that all construction and maintenance activities do not contribute to urban pollution	No recorded instances of urban pollution being discharged to the drainage network Random monitoring records low level of pollution are conducted	No instances of Council caused stormwater pollution
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Councils assets are protected using long term plans	OBJ.10-23	Continue to develop the asset register and condition assessments of Council's drainage assets by validating data	Council has a 5-10 year strategy to ensure that its assets are managed to optimise use and long term viability Fair value assessment completed	Development of the Drainage Asset Management Plan has commenced
		OBJ.10-24	Obtain funds and undertake drainage maintenance to failed and inadequate structures and systems	Flooding inconvenience are minimised in accordance with CWP (See page 112)	Council completed the majority of stormwater drainage programme with Brewer Street Project scheduled to be undertaken in 08/09 financial year..
	Drainage Network is assessed to ensure efficient management of stormwater	OBJ.10-25	Develop information on extent of flooding and drainage capacity required	Accurate City-wide drainage model of catchments is completed	Floodplain Risk Management Plan is awaiting State Government Assistance funding.
		OBJ.10-26	Identify substandard drainage and required upgrade drainages to facilities to improve stormwater flow and minimise flooding	Drainage facilities outlined in CWP to improve stormwater flow and minimise flooding are upgraded (See page 112)	Programme of works identified and will be included in the Drainage Asset Management Plan.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
	Water conservation initiatives are incorporated in the Water Savings Action Plan	OBJ.10-27	Make significant water savings in accordance with the Water Savings Action Plan recommendations	Reduced water usage (Subject to CWP) (See page 112)	An outstanding reduction in potable water usage achieved to date
		OBJ.10-28	Contribute to a City wide implementation of the Water Savings Action Plan (WSP)	Actions & Measures identified in WSP	Actions and measures have been identified in WSP
		OBJ.10-29	Commence Implementation of water components of the Water Savings Action Plan.	Components implemented	Cintra park Hockey, Powells Creek, Concord Oval
Ensure the long term financial sustainability of Council's assets (OBJ.10) (Cont.)	There is a reduction in nuisance and damage caused by stormwater	OBJ.10-30	Upgrade Drainage Facilities to improve stormwater flow and minimise flooding	Flooding damage and inconvenience minimised in accordance with CWP	Council completed the majority of stormwater drainage programme with Brewer Street Project to be completed.
	Increased construction and maintenance of for stormwater infrastructure achieved	OBJ.10-31	Construct and maintain stormwater infrastructure items funded by Stormwater Management Services Charge SMSC and upgrade known problem areas	All Stormwater Management Services Charge items scheduled for 2007/08 are completed Flooding inconvenience minimised	Council completed the majority of stormwater drainage programme with Brewer Street Project to be completed.

## Foreshore Structures

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.8-19	Identify current levels of service provided by Council with respect to foreshore infrastructure	A comprehensive list of current levels of service with respect to Council's foreshore infrastructure is developed  Life cycle cost estimates for the provision of Council's foreshore infrastructure are determined	Undertaken as part of Asset Data Collection.  This will form part of the Infrastructure Asset Management Strategy.
		OBJ.8-20	Develop and implement a foreshore infrastructure replacement, refurbishment, augmentation and demolition strategy	Asset register developed that contains conditions assessments of Council's foreshore structure assets  All relevant Council adopted plans and strategies are reviewed and foreshore data is validated  A 3-5 year capital works and maintenance program for Council's foreshore infrastructure is developed	This will form part of the Infrastructure Asset Management Strategy.  Undertaken as part of Asset Data Collection.  To form part of Infrastructure Renewal Strategy.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Identify potential foreshore infrastructure refurbishments and acquisitions in long term asset management plans	OBJ.9-32	Identify opportunities for foreshore refurbishment and acquisitions through current and future developments	Reviewed all relevant planning strategies (including Master Plans and Plans of Management)  List of opportunities for future foreshore development prepared  A 3-5 year augmentation plan for Council's foreshore infrastructure is developed	To form part of Infrastructure Renewal Strategy in Asset Management Plan.
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.10-33	Develop Asset Management Plans that link with Council's Corporate strategies and Long Term Financial Sustainability Plan	Council's Management Plan and Long Term Financial Sustainability Plan are reviewed  An Open Space Infrastructure Asset Management Plan is developed	To form part of Infrastructure Renewal Strategy in Asset Management Plan.



## Infrastructure Management

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Plan for the long-term interests and needs of the community (OBJ.3)	Council has a 5-10yr strategy to ensure that its assets are managed to meet the needs of the community	OBJ.3-27	Address Infrastructure Demand Forecasts in an initial short/medium term Asset Management Plan	Review relevant documents, including demographic data and population projections, to identify future infrastructure demands  3- 5 year Demand Management Plan in association with an initial Asset Management Plan developed	Development of Asset Management Plan rolled into Futures Plan 20 program.
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	Council complies with asset reporting in accordance with all relevant legislation and statutory requirements	OBJ.5-28	Develop an Asset Management system that allows for comprehensive reporting of Council's assets	Compile a complete Council assets register, with condition assessments of all of Council's Assets  Undertaken an evaluation of assets to 'Fair Value' in accordance with DLG requirements: Buildings All other information	To be further developed as part of Asset Management Plan.
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.8-15	Develop a Corporate Asset Management Framework through the Asset Management Reference Group (AMRG)	Agreement on the Terms of Reference for Council's AMRG  Developed a set of Corporate Asset Management policies and procedures  Developed a Corporate Asset Management system that links all divisions within Council  Developed a 3-5year capital works and maintenance schedule, using information from the assets register and condition assessments	To be further reviewed.  To be presented to Council in 08/09 Financial Year.
		OBJ.8-16	Identify current levels of service provided by Council	A comprehensive list of current levels of service provided by Council is developed  The cost of providing each of the	To be developed as part of Asset Management Plan.  To be developed as part of Asset Management Plan.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
				services is determined	
Ensure the protection of the environment of Canada Bay (OBJ.9)	Council considers and develops strategies at minimising green house gas emissions & general pollution	OBJ.9-19	Incorporate energy considerations, global warming and other external influences as policy issues	Implemented Council's Energy and Water Savings Action Plans as identified in the Capital Works Program (See page 112)	Some energy saving strategies put into place. Water saving initiatives funded and installed.
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.10-18	Develop Asset Management Plans that link with Council's corporate strategies and Long Term Financial Sustainability Plan	Reviewed Council's Management Plan & Long Term Financial Plan and develop an initial Asset Management Plan	Asset Management Plan and Long Term Financial Plan will be linked to Futures20. Initial Asset Management Plan to be presented to Council in 08/09 Financial Year.
		OBJ.10-19	Future infrastructure projects to consider long term maintenance budget implications	Life-cycle costing figures are included in Council's annual budget estimates	To be considered as part of Asset Management Plan.
		OBJ.10-20	Require private development to design and construct infrastructure in accordance with Council's specifications	Proposed new infrastructure complies with Council's specifications	Review of specifications and conditions of consent to developers regularly reviewed and enforced.

## Lighting of Public Places

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.8-17	Develop an asset register and conditions assessments of Council owned street lighting assets	Register of Council owned street lighting assets is completed Assessment of the condition of Council owned street lighting assets completed	Undertaken as part of Asset Audit.
		OBJ.8-18	Identify the current open space lighting levels provided by Council and include in long term Asset Management Plans	Developed a comprehensive list of current levels of service provided by Council Current lighting levels in open space reviewed for risk and energy ratings Developed a complete lighting asset data base, comprising condition assessments for all	To be further developed as part of Asset Management Plan. To be further developed as part of Asset Management Plan. Undertaken as part of Asset Audit To be further developed as part of Asset Management Plan.

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
				<p>Councils open space lighting assets</p> <p>Determined the life cycle cost of providing each of the services</p> <p>Developed a 3-5 year capital works and maintenance program for open space lighting</p>	
Ensure the protection of the environment of Canada Bay (OBJ.9)	Council considers and develops strategies at minimising green house gas emissions & general pollution	OBJ.9-30	Incorporate energy considerations, global warming and other external influences in the development of an Open Space Lighting Policy	<p>Investigated and evaluated environmentally friendly lighting technology for use in Council's open space lighting</p> <p>Details of alternative, lower power lamp and alternative energy sources, and their feasibility reports are provided</p>	<p>To be further developed as part of Asset Management Plan.</p> <p>How energy globes used in foreshore lighting and bollards. Options to consider alternate energy or saving as part of all capital projects.</p>
		OBJ.9-31	Advocate the use of lower power consumption lamps to reduce energy consumption	Representations made to electricity supplier	Agreement in principle.
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	OBJ.10-32	Open Space lighting strategy to consider long term financial implications	Life-cycle costing figures determined for each open space lighting option and included in an evaluation matrix, prior to drafting Council's Open Space Lighting strategy	To be further developed as part of Asset Management Plan.

## Road Safety

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Promote the benefits of living in the City (OBJ.2)	Higher usage of bicycles and the local bicycles paths are promoted	OBJ.2-21	Promote the use of bicycle usage in Bike Week	An article in Bayside Brief Press release produced and distributed Increase over 2006 in participation	Road Safety Officer successfully delivered Bike Week event.
Support, enhance and localise state, regional strategies and actions in enforcement and public education activities that correspond to local priorities	Road safety campaigns have been conducted which help make usage of local road network safer for all users	RDS.1	Conduct local speed campaigns to educate drivers to reduce speed in local streets	All Roads and Traffic Authority RTA campaigns conducted	RSO has organised speed surveys to ascertain the extent of speeding.
		RDS.2	Address school children about road safety issues	All local schools approached to address safety issues with schools Presentations given to all schools who have accepted the invitations	RSO has responded to all road safety issues at schools across the LGA.
		RDS.3	Conduct a seniors driving and pedestrian program	Four senior sessions held (Dependant on RTA funding)	Pedestrian program delivered for Seniors Group. No Senior Drivers Program.
		RDS.4	Conduct relevant RTA funded programs	All funded Roads and Traffic Authority RTA campaigns conducted	As per RTA project funding agreement requirements.
Ensure that local road safety issues are advocated to relevant local, regional and state authorities	Local road safety issues are advocated at relevant forums	RDS.5	Represent and articulate the road safety issues at forums in council and the community	Council actively participates in regional road safety forums All relevant road safety issues are communicated at regional forums	Traffic Committee, Australian College of Road Safety, IPWEA Conference.

## Roads

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Ensure the protection of Council assets by the formation of long-term plans (OBJ.9)	The condition of Council's roads assets are known and included in a register which assists in establishing maintenance and replacement schedule	OBJ.9-24	Implement Pavement Management Software	A 5-10 year strategy to ensure that the roads assets are managed to optimise use and long term viability are prepared	Long term strategy will follow from gap analysis and rely on funding to ensure delivery.
		OBJ.9-25	Prepare Asset Management Plans (AMP)	Developed initial Asset Management Plan	Asset Management Plan to be presented to Council in 08/09 Financial Year.
	To prepare and implement a program of works are prepared an implements to retain the road network in a safe and satisfactory condition	OBJ.9-26	Rehabilitate and renew roads from financial assistance Grant and Council funding	Number and locations of roads reconstructed	Preliminary options fully explored from FAG and roads program by Council.
		OBJ.9-27	Require private development to design and construct roads and associated infrastructure in accordance with Council's specifications	Proposed new roads and infrastructure comply with Council's specifications	All new roads undertaken as part of any new development are conditioned to ensure compliance with Council standards and specifications.

## Traffic & Transport Management

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
Engage the community to guide Council to optimise its performance in a context of changing demands. (OBJ.1)	There is regular dialogue between council and the community on major traffic and parking issues	OBJ.1-18	Consult with the community to ensure best possible options for managing Council's traffic and roads systems	All consultations conducted using Council's Consultation Checklist	Consultation enacted through checklist and Futures Plan 20 program.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Traffic network provides the best possible flows within internal and external constraints	OBJ.9-20	Monitor traffic flows throughout the city and identify areas of traffic congestion	List of locations of traffic congestion developed outlining priority to address	List to be developed. Further review required.
		OBJ.9-21	Develop a traffic strategic plan listing recommendations to enhance the capacity of the Canada Bay's local road networks	Strategic plan is prepared listing prioritised recommendations enhance the capacity of the Canada Bay's local road networks	Need to provide additional capacity. To be reviewed.
	Council and State authorities work cooperatively to	OBJ.9-22	Develop an implementation plan to address safety at the bus/rail	Implementation Plan developed	Council working with Strathfield Council in relation to Strathfield tour

10 YEAR OBJECTIVE	3 YEAR OUTCOME	ITEM No.	ACTIONS FOR 2007/08	PERFORMANCE MEASURES	2007 / 2008 Annual Report Delivery Summary
	improve public safety and infrastructure provision		interchange at Strathfield Station		centre masterplan.
		OBJ.9-23	Advocate for increased bus and ferry services	Issues raise through investigation of Public Transport services are presented to relevant State and regional authorities  Three representations to State and regional transport authorities advocating for increase public transport services	Letters sent to various agencies requesting further services.
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Canada Bay local road network is improved to assist in the addressing the demands of a growing population	OBJ.10-21	Construct traffic facilities in accordance with Section 94 plans	Completion of works program including LATMs	LATM works almost completed.
	Major infrastructure recommended in PAMPS study is constructed	OBJ.10-22	Implement infrastructure and maintenance items outlined in PAMPS study. (Subject to funding)	Ramps are constructed in accordance with Capital Works Plan (CWP) schedule (See page 112)	List of locations for pram ramps identified. To be included in list of works for capital funding.
Promote walking and cycling in the City of Canada Bay	Increased safe use of bicycles for recreation and transport	TTM.1	Implement the recommendations of the Canada Bay Bicycle Plan	Canada Bay Bicycle Plan recommendations implemented	Regional routes identified. Works under 50:50 funding with RTA to be constructed.
		TTM.2	To continue Bay Run works. (Subject to State government funding)	Details of Bay Run works completed in accordance with CWP (See page 112)	Bay run works completed in line with Capital Works Program.
Manage high demand of parking around shopping centres, schools and transport facilities	Council optimises and balances the parking and transport facility needs of residents, commuters, shop owners, customers and motorists	TTM.4	Implement and review (if required) the recommendations of parking studies	Details of study recommendations implemented in accordance with CWP	Parking studies ongoing.

# Appendix A

## Payment of Expenses and Provision of Facilities to Councillors

### 1. Payment of Expenses

#### 1.1 Objective

To provide appropriate expenses and facilities which will enable Councillors to discharge their duties and obligations under the Local Government Act, 1993, and represent the interests of the residents and ratepayers of the City of Canada Bay.

#### 1.2 Statutory Requirements

i) Section 248 and 249 of the Local Government Act, 1993 provides for the payment of an annual fee to the Mayor and Councillors in accordance with the appropriate determination of the Remuneration Tribunal.

ii) Councillors are entitled to receive reimbursement for prescribed expenses as outlined in this policy pursuant to Section 252 of the Local Government Act, 1993.

iii) Before adopting a policy for the Payment of Expenses and Provision of Facilities for Councillors, the Council must publicly exhibit the policy for a period of 28 days and consider any public submission received -- Section 253 (1) and (2) Local Government Act, 1993.

iv) A Council need not give public notice of a proposed amendment to its policy for Payment of Expenses and Provision of Facilities to Councillors if the Council is of the opinion that the proposed amendment is not substantial.

v) The Council or a Council Committee of the Whole must not close to the public that part of its meeting at which a policy for the Payment of Expenses and Provision of Facilities is adopted or at which any proposed amendment is discussed or considered -- Section 254 Local Government Act, 1993.

#### 1.3 Payment of Expenses to Mayor/Councillors attending functions, seminars, conferences or training courses.

a) Where a Councillor represents Council as a delegate at a civic function, seminar, conference or attends a training course and over-night accommodation is required, Council will meet all necessary costs for accommodation. In addition, an expense allowance will be provided and the maximum amount payable will be in accordance with the current Federal Government's Remuneration Tribunal determination for approved travel allowances relating to meals and incidentals.

b) Where no over-night accommodation is required, a Councillor will be paid any reasonable costs which are associated with attendance at a civic function, seminar, conference or training course.

c) Interstate/Intrastate - Travel to seminars, conferences or a training course will be by economy air, Council vehicles or other suitable transportation mode.

CBD - Travel to community or civic functions, seminars, conferences or a training course will be by Council motor vehicle, taxi cab or Councillor's own vehicle. Where the mode of transport is the Councillor's own vehicle, a 'per kilometre' allowance will be paid in accordance with the Local Government Award.

Note – The driver of a Council or private vehicle is personally responsible for any traffic or parking incurred whilst travelling on Council business.

d) Council will pay all registration fees for delegates attending conferences, seminars and training courses.

e) All expenses for a partner accompanying a delegate at a conference/seminar/training course will be met by the Councillor, including registration fees and any expenses incurred in the accompanying person's program.

f) The payment of expenses only relates to civic functions, seminars, conferences or training course approved by the Council, Mayor or General Manager. (Note – any overseas travel or related expenses must be approved by a meeting of the full council prior to any travel being undertaken.)

#### 1.4 Child/Dependant Care Expenses

Council will pay reasonable child/dependant care costs incurred by Councillors attending Council meetings, Committee meetings, workshops, briefing sessions and official site inspections relating to Council's operations.

Councillors will be reimbursed for expenses associated with child/dependant care paid to providers other than immediate family, spouse or partner up to 1 hour before and after such meetings (based on advertised commencement time) subject to the production of appropriate documentation/receipts.

The maximum entitlement for reimbursement for each Councillor is \$2,500 per annum.

#### 1.5 Insurance - Councillors

Councillors are to receive the benefit of insurance cover for:

a. Personal injury whilst on Council business.

b. Professional Indemnity.

For matters arising out of Councillor's performance of civic duties or exercise of their functions as Councillors, provided the performance or exercise of the relevant civic duty or function is bona fide. BUT subject to any limitations or conditions set out in the policy of insurance which is at the discretion of Council, taken out.

c. Public Liability

For matters arising out of Councillor's performance of civic duties or exercise of their functions as Councillors; BUT subject to any limitations or conditions set out in the policy of insurance which is, at the discretion of Council, taken out.



## 1.6 Legal Assistance for Councillors

In the event of:

a. An inquiry, investigation or hearing by any of:

- The Independent Commission Against Corruption
- The Office of the Ombudsman
- Department of Local Government and Co-operatives
- The Police
- The Director of Public Prosecutions
- A Parliamentary Committee or
- The Local Government Pecuniary Interest Tribunal

into the conduct of a Councillor, or

b. Legal proceedings being taken by or against a Councillor, arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor.

Council shall reimburse such Councillor, after the conclusion of the inquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the inquiry, investigation, hearing or proceeding, on a solicitor/client basis, provided that:

i. the amount of such reimbursement is to be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis;

ii. in the opinion of the Council the inquiry, investigation, hearing or proceeding results in a finding substantially favourable to the Councillor; and

iii. the Council authorising the reimbursement by resolution.

c. Council will not meet the costs of an action in defamation taken by a Councillor or Council employee as plaintiff in any circumstances.

d. Council will not meet the costs of a Councillor or Council employee seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.

## 1.7 Payment in advance and Reimbursement of Expenses

i. Councillors are entitled to receive a payment in advance in anticipation of expenses to be incurred in attending conferences, seminars or training programs requiring over-night accommodation.

ii. Councillors are required to substantiate any out-of-pocket expenses with relevant documentation.

iii. All claims for payment of expenses are to be reconciled within three (3) months of the expense being incurred. Should a Councillor cease to hold office, then expense claims are to be reconciled within one (1) month of the Councillor ceasing to hold office.

## 2 Provision of Facilities

### 2.1 Mayor

- i. An office suitably furnished within the Civic Centre complex.
- ii. A fully serviced and maintained motor vehicle to the standard of a Holden Statesman Caprice or equivalent and be made available for official purposes and personal use.
- iii. An allotted parking space underneath the Civic Centre complex.
- iv. A Personal Assistant plus a driver of the Mayoral vehicle on a casual basis, when required.
- v. A mobile phone or alternative communication device, including all call costs and rental charges to be provided and used for official Council purposes.
- vi. A laptop computer and fax/answering machine installed and serviced in the Mayor's home.
- vii. Mayoral stationery, business cards, Christmas cards, bereavement and congratulatory letters, information and public relations correspondence on behalf of Council and associated postage costs.
- viii. Food and beverage use associated with hosting meetings in conjunction with Council business. Beverage supplies for Mayoral and visitor use in the Mayoral office. Meals and beverages in conjunction with Council, Committee Meetings and Workshops.
- ix. Provision of name badge and Mayoral pendant for civic and other functions and corporate clothing, as provided by Council.
- x. All equipment and software supplied to the Mayor is to remain the property of Council and is to be returned to Council when the position of Mayor is vacated.

### 2.2 Councillors

- i. A mobile phone to allow Councillors to undertake their official duties. Upon submission of a claim to the General Manager, Council will reimburse Councillors a maximum of \$100 per month for all call costs and rental charges associated with official duties.
- ii. Provision of a fax/answering machine to all Councillors who require them. The fax machines shall be maintained by Council, together with a supply of paper.
- iii. Provision of a laptop computer OR a desktop computer, together with a common software program to access Council Minutes, Agendas, and presentations provided to Councillors. All such software shall be licensed to Council.
- iv. Provision of a suitable printer with the supply of up to 2 reams of paper per month and one ink cartridge.
- v. Council stationery, business cards and postage for use for Council correspondence.
- vi. Meals and beverages in conjunction with Council, Committee meetings and workshops.
- vii. Provision of a name badge and corporate clothing as provided by Council.

Viii Access to the Charles Halliday Room for official functions, meetings and the like.

ix. All equipment and software supplied to Councillors is to remain the property of Council and is to be returned to Council when the position of Councillor is vacated.

# Appendix B

## Incoming sponsorships 2007-08

Item/event	Sponsor	Amount/in-kind value
Rates Incentive Scheme 2007/ 08	The Cruising Club	In-kind support valued at \$1500
	Five Dock Leisure Centre	In-kind support valued at \$800
	Pro Dive, Drummoyne	In-kind support valued at \$790
	Diverze Photography	In-kind support valued at \$500
	Aquatic Leisure Management	In-kind support valued at \$800
	Blue Earth Kayak, Drummoyne	In-kind support valued at \$200
	Angelo's on the Bay	In-kind support valued at \$200
	Pane e Vino	In-kind support valued \$145
	Dedes Restaurant	In-kind support valued at \$100
Mothers Day Promotion 2007	Angelo's on the Bay	In-kind support valued at \$100
	Concord Body Care	In-kind support valued at \$45
	Concord Health and Beauty	In-kind support valued at \$80
	Cupcake Heaven	In-kind support valued at \$20
	Curves Concord	In-kind support valued at \$138
	Dental United	In-kind support valued at \$700
	Jenny Livanos Optometrist	In-kind support valued at \$500
	KI 2 Life	In-kind support valued at \$50
	Moda Hair	In-kind support valued at \$75
	Seido Karate & Joe's Boxing	In-kind support valued at \$75
	Skin Alive	In-kind support valued at \$135
Fathers Day Promotion 2007	Angelos on the Bay	In-kind support valued at \$100
	Let's Get Fit	In-kind support valued at \$120
	Concord Body Care	In-kind support valued at \$45
	Sea Tow	In-kind support valued at \$155
	Exact Pilates	In-kind support valued at \$85.25
	Cupcake Heaven	In-kind support valued at \$20
	Jenny Livanos Optometrist	In-kind support valued at \$500
	The Posture Centre/Posture Plus	In-kind support valued at \$100
	Baywok Thai	In-kind support valued at \$50
	Seido Karate and Joes Boxing	In-kind support valued at \$70
	Skin Alive	In-kind support valued at \$100
	Permanence	In-kind support valued at \$40
	Café Birkenhead	In-kind support valued at \$50

<b>Item/event</b>	<b>Sponsor</b>	<b>Amount/in-kind value</b>
Ferragosto	Club Five Dock	\$10,000
	Truscotts Toyota	\$10,000
	Truscotts Hyundai	\$5,000
	Supabarn	\$5,000
	Cleanaway	In-kind support valued at \$5000
	Inner West Courier	In-kind support valued at \$5146
	St George Bank, Five Dock	\$3,000
	Five Dock Leisure Centre	\$3,000
	Mediterranean House	\$1,000
	IKEA	In-kind support valued at \$550
Kid's Big Day Out & Family Fun Bike Event	Five Dock Leisure Centre	\$500
	Club Five Dock	\$500
	Anchorage Media	In-kind support valued at \$1000
	Rhodes Shopping Centre	\$500
	IKEA	\$750
	Ashfield Cycles	In-kind support valued at \$200
Concord Street Fair, 14 October 2007	Club Five Dock	\$5,000
	Inner-West Weekly	In-kind support valued at \$2637.96
	Cleanaway	In-kind support valued at \$5,000
	Pane E Vino	\$2,000
Mayoral Golf Day, 16 November 2007	Recoveries and Reconstructions (Aust) Pty Ltd	\$2,500
	Civic Video, Five Dock	\$1,500
	Five Dock Leisure Centre	\$1,500
	Supabarn Marketing Pty Ltd	\$1,500
	Briars at Greenless Limited	\$1,500
	Club Five Dock	\$1,500
	Crown International Holdings	\$1,500
	Community First Credit Union	\$1,500
	BNP Securities	\$1,500
	Massey Park Golf Club	\$1,500
	Inner West Courier	In-kind support valued at \$2,195
Golf Tee Signage	Kosmas & Co (Tee 1, 4 year term)	\$2,500
	LJ Hooker Concord (Tee 18, 4 year term)	\$2,000
	FlowerBug (Tee 4, 4 year term)	\$2,000
	Cunneen Signs (Tee 9, 4 year term)	\$2,500
	Massey Park Golf Club (Tee 10, 4 year term)	\$2,500
Wellness Week, 4 - 11 May 2008	Canada Bay Club	\$10,000
	Cleanaway	In-kind support valued at \$5,000
	Adshel	In-kind support valued at \$8,000
	Inner West Courier	In-kind support valued at \$2,126
	Five Dock Leisure Centre	\$3,000
2008 Bayside Business Development Program	Inner-West Weekly	In-kind support valued at \$3,712.80

## Outgoing sponsorship 2007-08

Item/event	Organiser	Amount/in-kind value
Dogs Day Out, 13 October 2007	Mondo Cane	Waive charges associated with the promotion of the event (banner placement), park hire and waste services. Total Value: \$884
Inner West Relay for Life, 3 & 4 November 2007	NSW Cancer Council	Waive charges associated with the use of the Concord Oval Function Room in the lead up to the event including catering, equipment and audio visual equipment, booking fee for Sid Richards Park and Council's support at the event. Promotion of the event through Council's Mayoral Columns. Total Value: \$8,817
Great Strides Walkathon 21 October 2007	Cystic Fibrosis NSW	Waive charges associated with the promotion of the event, park hire and waste services. Total Value: \$748
57th Annual Port Neptune Aquatic Event 21-23 September 2007	2nd Abbotsford Sea Scouts Group	Waive the park hire fee Total Value:\$1980
Touched By Olivia Family Fun Fair - 18 November 2007	Touched by Olivia Foundation	Waive charges associated with the promotion of the event, banner placement, park hire, jumping castle fee, food stall registration fee and waste services Total Value: \$2414
Chinese New Year, 17 February 2008	Rotary Club of Haberfield	Waive charge of park hire of Queen Elizabeth Park. Cash contribution of \$5,000 to assist stage the event. Total Value: \$5,594
Rivendell Opera Night, 10 November 2007	Concord Repatriation Hospital	Cash contribution of \$3,460 to assist promote and stage the event. Provision of portable toilet facilities, barricades, witches hates, and Council's marquee at the event. Total Value: \$6060.
San Bartolomeo Festa, 10 February 2008	Associazione Isole Eolie Confraternita San Bartolomeo	\$2,000



