

EXTRAORDINARY COUNCIL MEETING

ATTACHMENTS BOOKLET

Under Separate Cover

Tuesday, 28 June 2022

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A COMMUNITY STRATEGIC PLAN FOR THE CITY OF CANADA BAY



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Wharf at Drummoyne.

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ENGLISH

If you do not understand this information, please come to the Council or contact the Telephone Interpreter Service (TIS) on 13 14 50 and ask them to connect you to Council on 9911 6555. We will try to answer your enquiries by using an interpreter.

ITALIAN

Se hai difficoltà a capire questo documento presentati direttamente all'ufficio del Comune, oppure telefona al Servizio Telefonico Interpreti (TIS, numero di telefono 13 14 50) e chiedi di essere messo in contatto con l'ufficio del Comune (numero di telefono 9911 6555). Cercheremo di rispondere alle tue domande con l'aiuto di un interprete.

GREEK

Αν δεν καταλαβαίνετε αυτές τις πληροφορίες, παρακαλούμε έλτετε στο Δήμο ή επικοινωνήστε με την Τηλεφωνική Υπηρεσία Διερμηνέων (TIS) στο 13 14 50 και ζητήστε να σας συνδέσουν με τον Δήμο στον αριθμό 9911 6555. Θα προσπαθήσουμε να απαντήσουμε στις ερωτήσεις σας χρησιμοποιώντας ένα διερμηνέα.

SIMPLIFIED CHINESE

如果您对这些内容不理解, 请向地方议会咨询或致电 13 14 50 联系电话口译服务 (TIS), 并在他们的帮助下通过电话与 9911 6555 地方议会联系。我们将尽力通过口译员回答您的问题。

KOREAN

이 정보내용을 잘 이해하지 못 하신다면, 심의회(Council)로 방문해 주시거나, <13 14 50>으로 전화통역서비스를 이용해서서 심의회(9911 6555)로 연결해 달라고 요청하시기 바랍니다. 통역사의 도움을 받아 귀하의 문의사항에 답변해 드리도록 하겠습니다.

**ACKNOWLEDGEMENT
OF COUNTRY:**

The City of Canada Bay acknowledges the Wangal clan, one of the 29 tribes of the Eora nation and the traditional custodians of this land.

Council pays respect to Elders past, present and emerging and extends this respect to all Aboriginal and Torres Strait Islander people living in or visiting the City of Canada Bay.

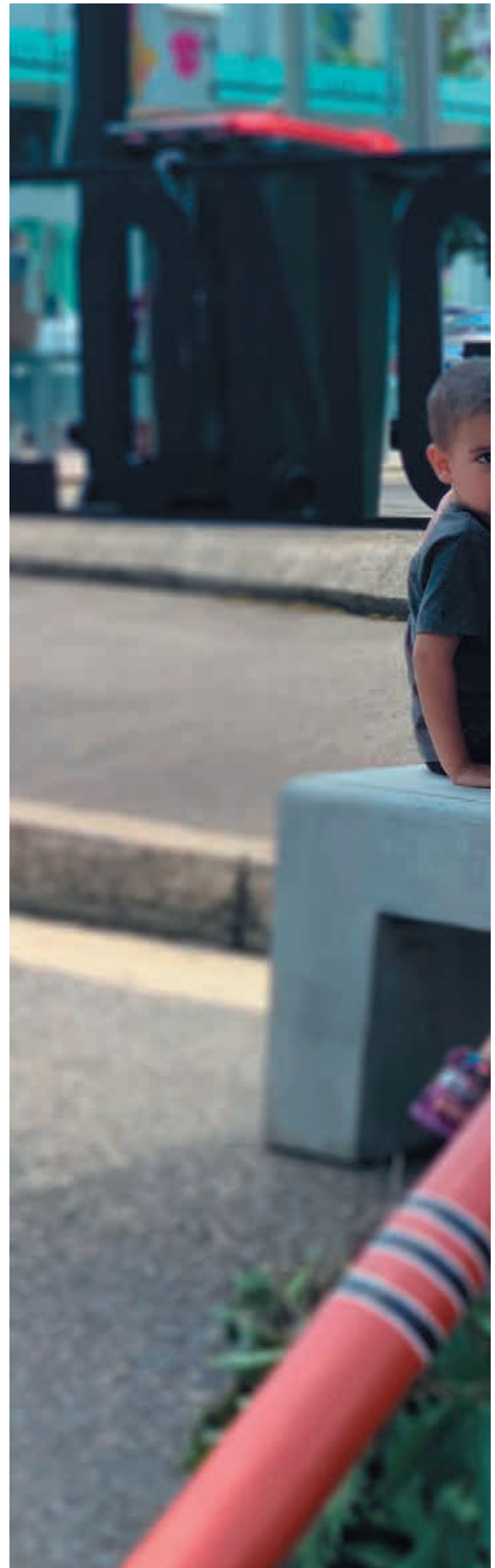
Our First Nations history

The Wangal people hold a deep connection to the land and landscape of the City of Canada Bay. The bushlands and foreshore areas were their lands, their home and part of the territory they were responsible for.

Traditionally, the lives of the Wangal people were strongly focused around the harbour and its foreshore. The local area of Hen and Chicken Bay was traditionally a major meeting place for Aboriginal people from Port Jackson and the wider Sydney region.

The Parramatta River provided a place for traditional food gathering and the Wangal people also hunted animals, harvested plants and gathered raw materials in the local area.

Today, some Aboriginal people living in the area may still have ties to the Wangal people and the Eora nation, while others in the City are likely to have ties with other parts of NSW and Australia.







Foreword



A message from Council

The City of Canada Bay presents Our Future 2036, a strategic plan that captures our community's collective vision for the City of Canada Bay from now until 2036.

Our population is expected to experience significant growth in the next 14 years. The number of City of Canada Bay residents is forecast to increase by 30% (30,000 people), taking the population to 125,000 by 2036.

From June 2021 until January 2022, thousands of people who live and work in our community took part in community engagement through focus groups and workshops, online polls, surveys, and provided feedback in-person, over the phone, and by email.

We heard from the full spectrum of the City of Canada Bay — from community groups, visitors, local businesses, and sporting clubs to high school students, young adults, and seniors. We thank everyone who generously shared their vision for our future and helped shape this plan.

People told us that they value the natural environment and green open spaces, our strong sense of community, and our City's fantastic location. You said to us that your vision for the area

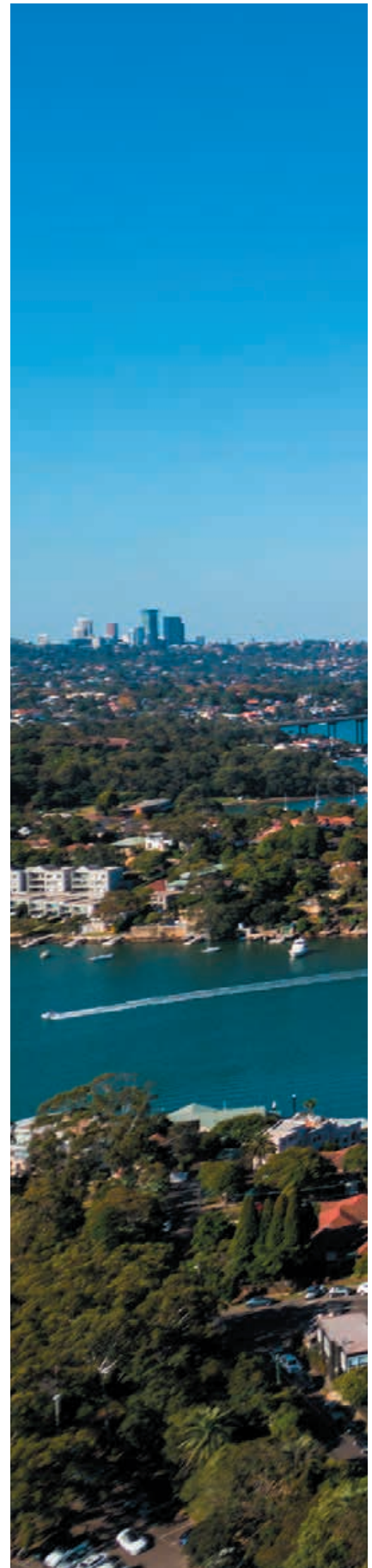
remains strong: protect our natural environment and open space, preserve and improve our unique foreshore access, and provide public infrastructure and safe places to use and enjoy.

As with many metropolitan areas, we expect the profile of our community to change significantly over the life of this plan, particularly in new growth areas determined by the NSW Government such as Rhodes East and the Paramatta Road corridor.

Our commitment to you is to balance growth and development whilst maintaining our heritage, environment, and our sustainable, well-functioning and equitable community. To realise your vision, we will continue to advocate to State and Federal Governments for our community's vision and our area's needs.

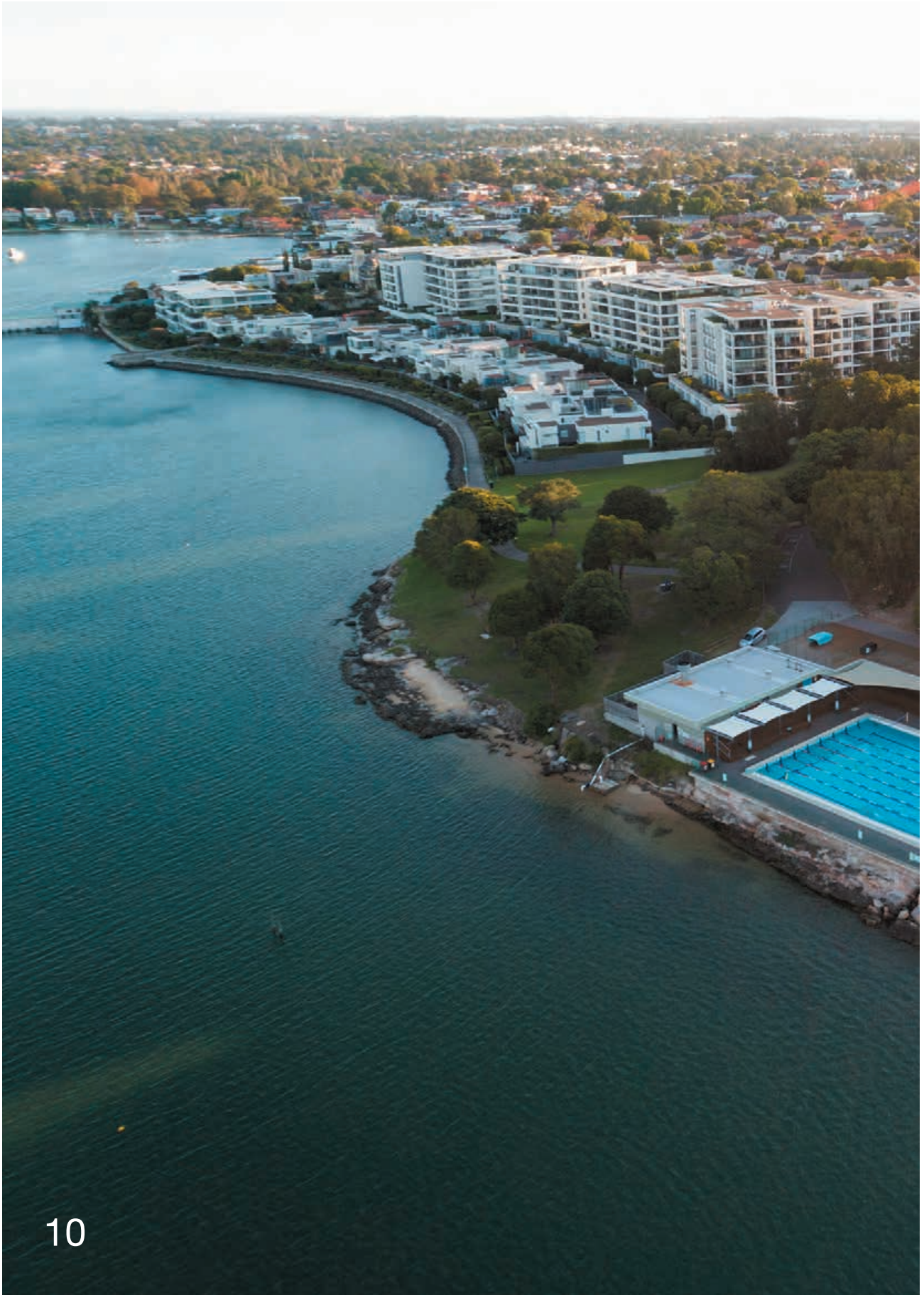
Once again, we thank our whole community for being a part of this important project and look forward to working together to build a stronger, healthier, and more connected future.

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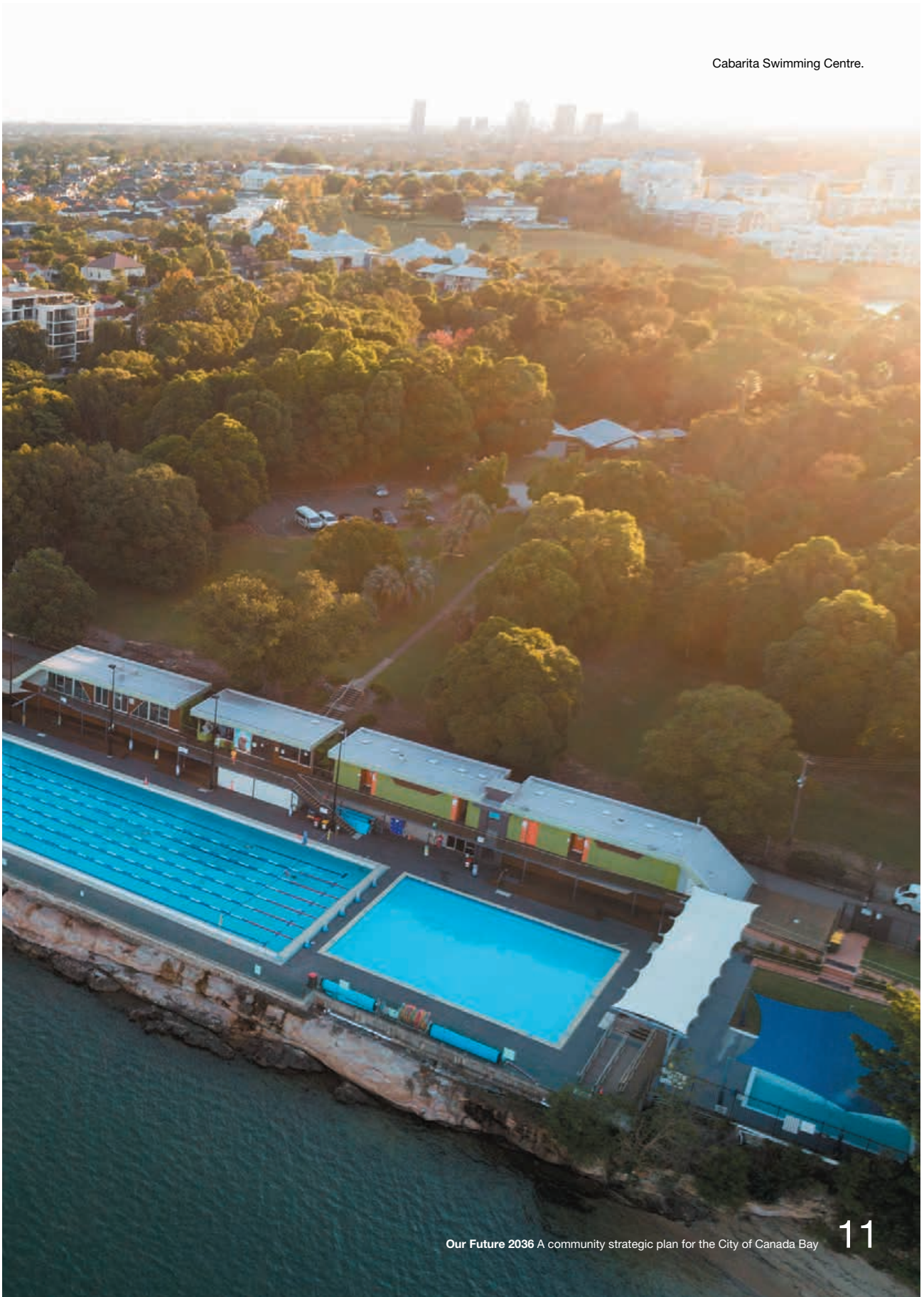


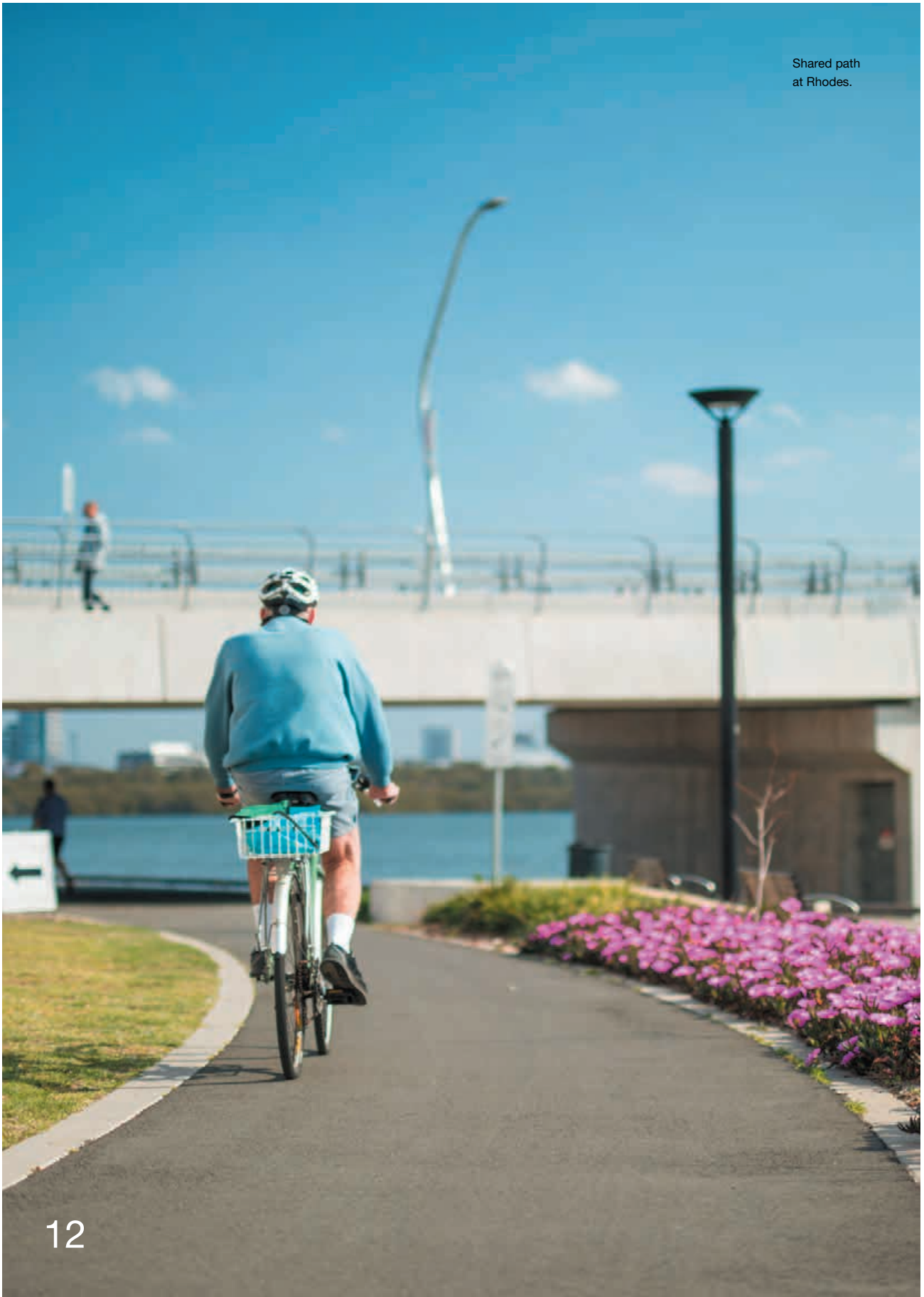
Aerial view of
Drummoyne.



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Cabarita Swimming Centre.





Shared path
at Rhodes.

Our leaders



Our leaders

Local government is the tier of government closest to the people it serves. Council actions and decisions affect everyone, and our Councillors are at the coalface of the community, making sure there is a clear line of communication between residents, businesses, and Council.

Leading for our future

Working together, we can help drive the community's vision for a safe, inclusive and active City, one where everyone can share the benefits of our beautiful foreshore and open spaces.

There are nine Council members of the City of Canada Bay: a popularly elected Mayor, a Deputy Mayor, and a further seven Councillors.

Collectively, Councillors will continue to provide a strong voice for our community as we advocate for the funding needed to meet future infrastructure, asset and service demands.





Mayor

Angelo Tsirekas



Angelo has served on Council since he was first elected in 1995.

He was first elected Mayor in 2002 and again as popularly elected Mayor in elections of 2004, 2008, 2012, 2017, and 2021.

Councillors



Anthony Bazouni

Anthony was elected to Council in December 2021.

He has lived and worked in the City for many years, including more than 23 years as a local lawyer.



Joseph Cordaro

Joe was elected to Council in December 2021.

He and his family have lived in the area for more than 30 years and enjoy the vibrant, multicultural and multi-generational community.



Stephanie Di Pasqua

Stephanie was first elected to Council in 2017 as the youngest ever Councillor in the City of Canada Bay.

A lifelong resident, Stephanie is a strong advocate for her community and has been involved in lobbying the State and Federal Governments about vital issues concerning our area.



Andrew Ferguson

Andrew was first elected to Council in 2017.

He and his family have lived in the area for the past 30 years, and he is committed to equity, social justice, heritage, and environmental sustainability.



Charles Jago

Charles is a long-time resident of the area who was first elected to the Council in 2017.

His professional experience spans information technology, the energy industry, adult education, and government and community development.



Julia Little

Julia has served on Council since 2017 and, together with her husband and young children, is an active member of the local area.

She is a media and communications specialist with experience working in the Commonwealth public sector.



Michael Megna

Michael previously served as Mayor and Deputy Mayor of the former Drummoyne Council and as Deputy Mayor for one term following his election to the City of Canada Bay in 2004.

Michael is now serving his eighth four-year term and has represented his community for over 30 years.



Carmel Ruggeri

Carmel was elected to Council in 2021. Carmel has lived in the City all her life and is passionate about supporting the local community and spirit.

She has operated a business locally, and many people would recognise her from her food walking tours around Five Dock and Concord.

Community members exploring
the Canada Bay Tree Trail.



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Our City



Our City

The City of Canada Bay has a land area of 19.9km² and an estimated population of 97,022 living in the local government area's 17 suburbs.

Our area boasts 36 kilometres of Parramatta River foreshore and is a beacon to locals and visitors who flock to enjoy its more than 300 open green recreation spaces and 348 hectares of open space.

We are a City that celebrates diversity, cares for the environment, and plans well for the future. With 40 per cent of residents born overseas, the cultural and linguistic diversity of the City's residents is one of our most celebrated attributes.

Our shared sense of community is strong throughout the area. It is a safe place to live, and people enjoy the parks and playgrounds, community facilities and sports fields, and cultural events and activities spread across the City.

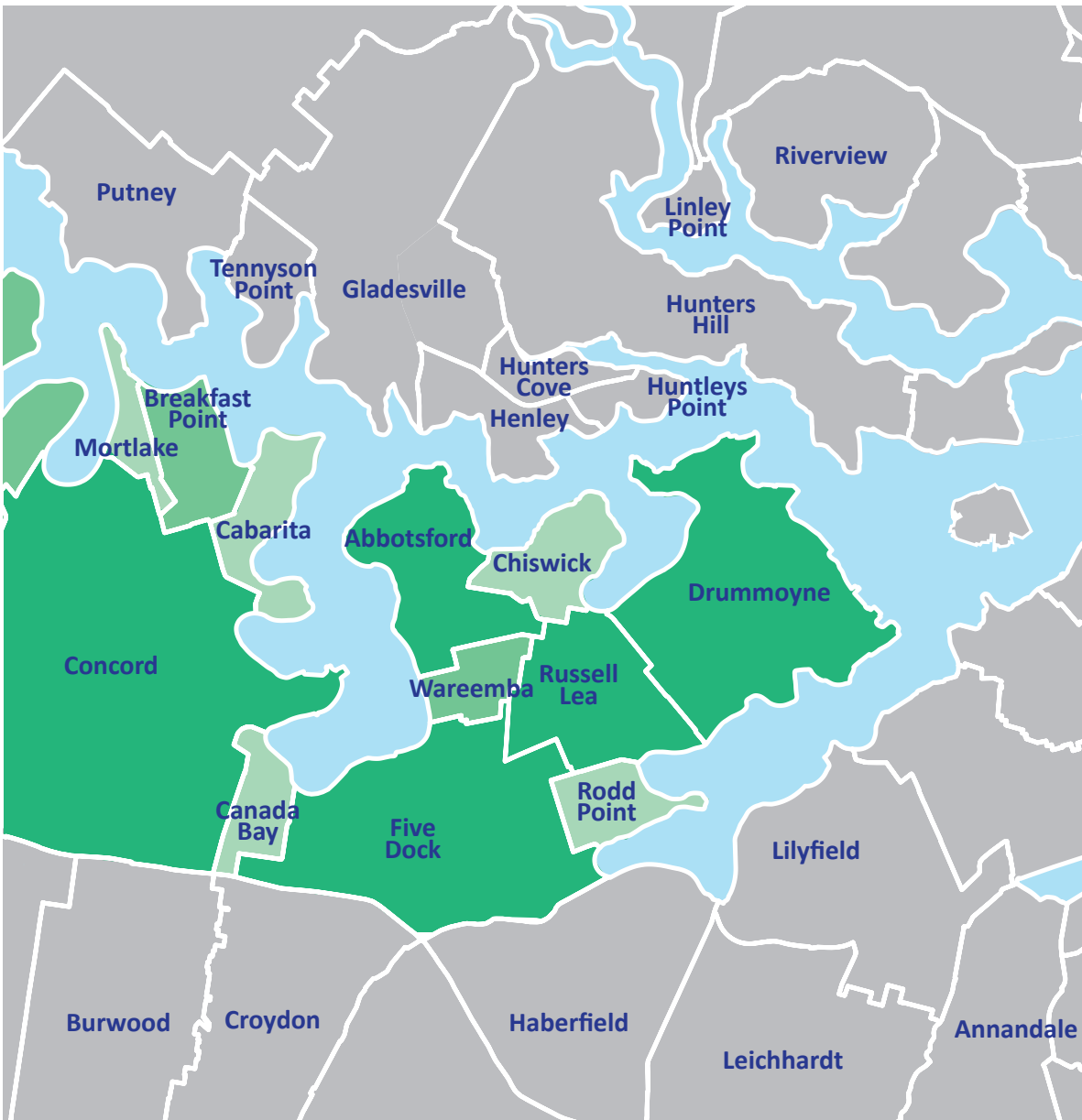
Over time, our City has grown. Its character has changed as former industrial sites have been adapted into residential dwellings. People have moved to areas that offer a better quality of life and recreational opportunities.

By 2036, the City's population is forecast to grow by almost 30,000 people — an increase of around 30 per cent.

Our community believes we can all contribute to ensuring that the City of Canada Bay retains its character, heritage, and widespread appeal.

This includes addressing climate change, consulting well with the community on significant projects, providing appropriate planning outcomes, maintaining our parks and open spaces, celebrating diversity, managing traffic and parking well, providing excellent support services for community members, and supporting local businesses.





Key facts

CITY AND COMMUNITY



Wangal clan
of the Eora
nation



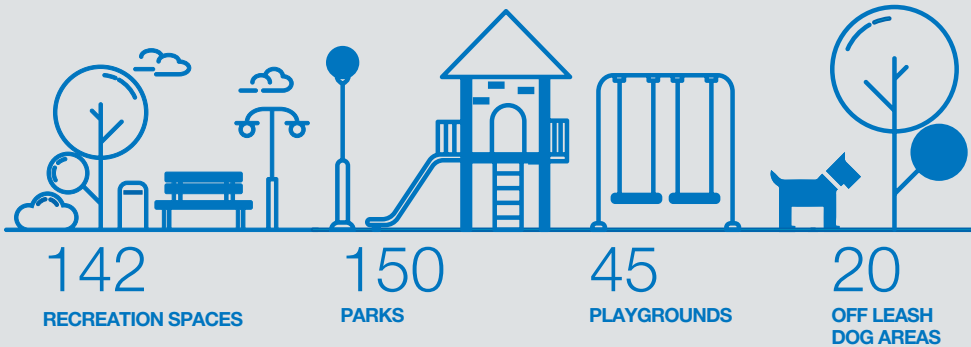
MEDIAN AGE
36 years

OPEN SPACES



348 ha
OPEN SPACE

PARKS AND PLAYGROUNDS



EMPLOYMENT

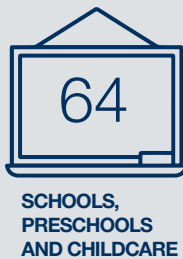


LARGEST INDUSTRY EMPLOYER
Health care/social assistance



MEDIAN WEEKLY HOUSEHOLD INCOME
\$2,058

LEARNING



HOUSING

MEDIUM-HIGH DENSITY DWELLINGS
61%

MEDIAN WEEKLY RENT
\$574

MEDIAN WEEKLY MORTGAGE
\$577

HOUSEHOLDS RENTING
35%



SPORTING

SPORTS FIELDS AND COURTS
104



SWIMMING CENTRES
2



Aerial view of
Rodd Point.

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Our future



Our future

Our population is expected to increase to over 125,000 people by 2036.

With significant growth comes risks and challenges.

By identifying these risks and challenges, we can see opportunities to work together to build a healthy future for our community.

Sustainable environment

The effects of climate change and rapid growth throughout Sydney is putting pressure on our environment.

We must work together to adapt to and mitigate climate change's impacts and create a sustainable natural environment throughout the City of Canada Bay.

Connected community

With population growth and the impacts of resilience challenges, such as COVID-19, comes risks to our social cohesion.

As a community, we need to work together to grow our sense of community and address social isolation, the vulnerability of some community members, and our sense of safety.

Meeting our community needs

With a growing population comes an increasing demand for more services, facilities, and assets to service our growing community.

We need to ensure that everyone in our expanding community has access to services and facilities and that they are provided to the standard that is either expected or desired by our community. To achieve this, it may be necessary for Council to identify and pursue funding sources to meet the additional costs incurred through implementation of actions to satisfy such expectations and desires. A Special Rate Variation is an option Council will consider in ensuring financial sustainability over the longer term.

Traffic and transport

We need to advocate for improved public transport in the area to support our community.

To address congestion issues, more people need to be able to walk, cycle and use public transport to get around, and traffic and parking needs to be well managed.

More people, same space

While the population is growing, the amount of land available is not. We need to plan well to ensure everyone has quality of life and places to live, work and relax.

Our local economy

The local economy and businesses were significantly impacted throughout the COVID-19 pandemic.

We need to support our local businesses to adapt and grow in economic resilience.

Community profile

In 2021, the main age profile of people in the City of Canada Bay was ages 30 to 34, which accounted for 8.9 per cent of people.

This is forecast to change over the next 14 years. By 2036, the largest age group will be 25 to 29, accounting for 9.1 per cent of the population.

In 2021, the dominant household type in the City of Canada Bay was couple families with dependents, comprising 31.9 per cent of all households.

The most significant growth in household types over the next 14 years is forecast to be in couples without dependents, which will increase by 3,632 households or 28.3 per cent of all households.

Population

Anticipated population growth across demographic profiles and suburbs for the City of Canada Bay over the next 14 years are charted below:

Category	2021	2036	Percentage difference
Population	95,976	125,310	30%
Dwellings	39,348	52,223	32.7%
Households	37,080	49,065	32.3%
Average household size	2.56	2.52	-1.56%
Couple families with dependents	11,819	14,464	22.4%
Couples without dependents	10,258	13,890	35.4%
Group households	2,146	3,247	51.3%
Lone person households	8,582	12,014	40%
One parent families	3,041	3,809	25.3%
Other families	1,233	1,642	33.2%

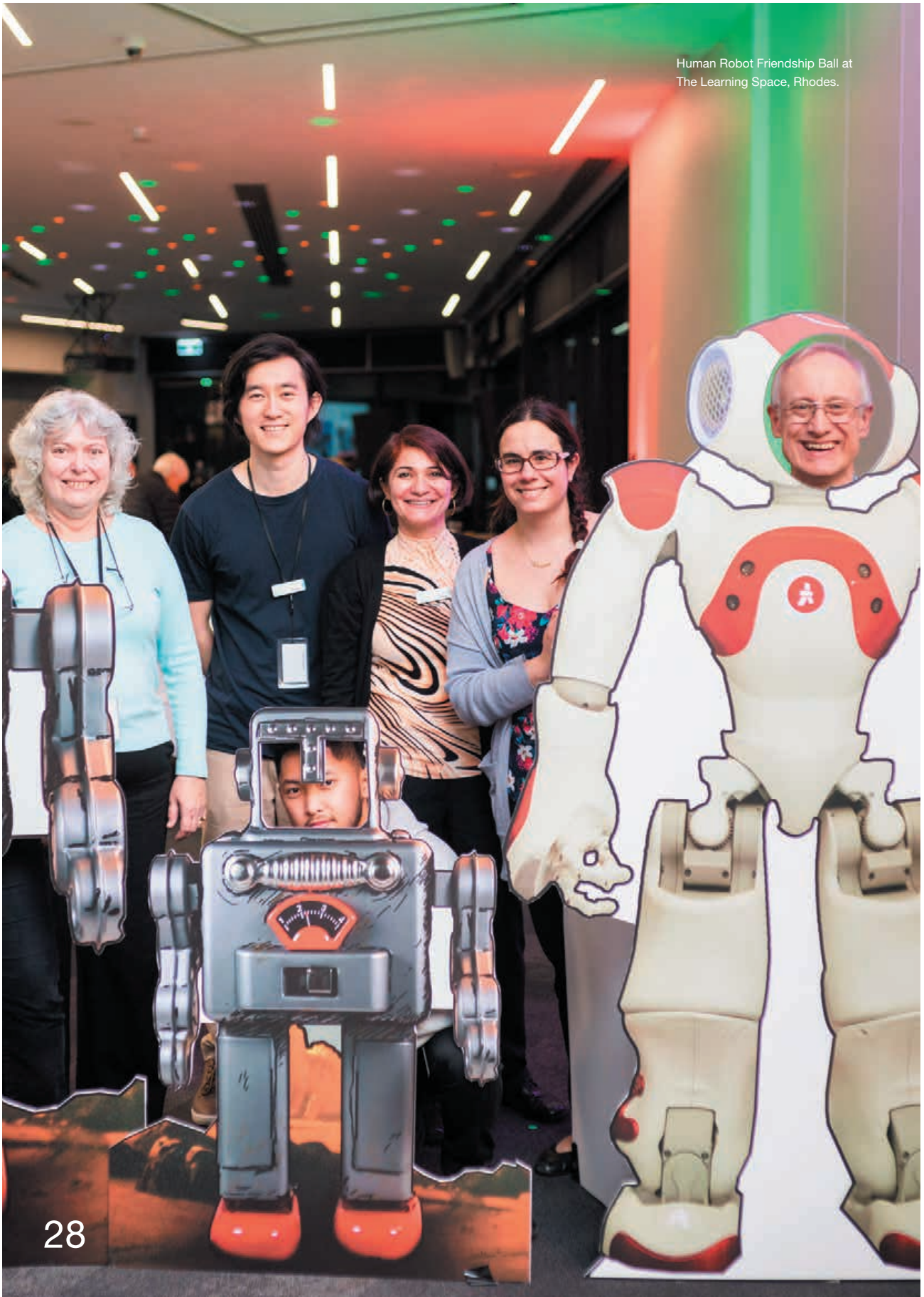
Forecast changes to 2036

Suburb	Population 2021	Population 2036	Percentage difference
Abbotsford – Wareemba	7334	7422	1.2%
Cabarita	2109	2176	3.2%
Chiswick	3055	3234	5.9%
Concord	15030	18441	22.7%
Concord West	6478	8062	24.5%
Drummoyne	13383	13995	4.6%
Five Dock – Canada Bay	12119	17438	43.9%
Liberty Grove	2268	2087	-8%
Mortlake – Breakfast Point	7655	8454	10.4%
North Strathfield – Strathfield	7661	14155	84.8%
Rhodes	11958	22694	89.8%
Russell Lea – Rodd Point	6925	7153	3.3%

Forecast population growth by suburb to 2036



For further information about the City of Canada Bay population, visit Council's Community Profile on www.canadabay.nsw.gov.au



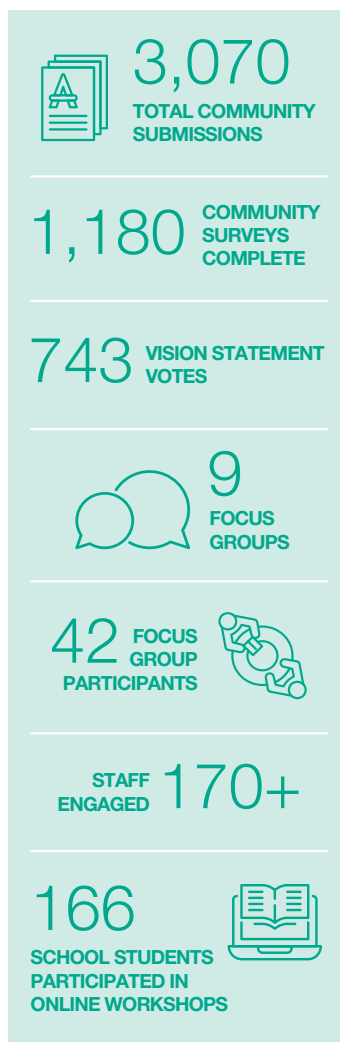
Our community



Our community

Our Future 2036 describes our community’s vision and aspirations for the City of Canada Bay.

It reflects community sentiment captured during wide-ranging consultation activities conducted during 2021 and 2022.



How we consulted

Early consultation activities held from June to August 2021 focused on identifying the foundational elements — or directions — of the plan.

While developing the plan, Council also reviewed community feedback from recent significant engagement projects, such as the Local Strategic Planning Statement and Social Issues Paper.

A later round of consultation concentrated on developing the specific goals and strategies that together provide a framework for delivery across the Council term.

What you told us

Community priorities identified through consultation revealed several common themes. These have been integrated into Our Future 2036 directions, goals and strategies and are summarised below:



Open space and foreshore access

Open space and the foreshore were repeatedly referred to as the area’s greatest assets.

The community highly values the parks, playgrounds, and foreshore walks across the City, and the opportunities they bring for outdoor recreation.

Many residents would like to see an increase in sporting facilities in the area and improved public amenities, such as public toilets and water refill stations, to enable more community members to enjoy the open space.

The community also expressed a desire for more foreshore cycle paths and walkways.



Traffic and parking

The community expressed strong concern about traffic congestion and lack of parking across the City.

There were calls for increased parking or revised parking restrictions to complement the new metro in Five Dock.

Notably, the community does not consider increased parking synonymous with building more car parks.

Improving parking in town centres is a priority, including making it more accessible, convenient, and better able to support the local economy.

The community believes that Council should be strong advocates for improved public transport to meet the needs of the growing population and promote alternate modes of transportation by improving cycle and pedestrian paths.



Climate action and sustainability

Proactively addressing the climate crisis was a consistent theme.

There was a strong appeal for improving biodiversity, increasing the City's tree canopy, setting achievable targets to reduce energy consumption and pollution, promoting greener practices such as composting and recycling, and acting to minimise rubbish in parks and waterways.

Many residents would like Council to educate the community about the importance of taking climate action and to deliver programs that empower people to act.



Development

Projected population growth in the area concerns many residents who worry it will strain existing infrastructure and exacerbate traffic congestion, parking, and access to public transport issues.

Many people underscored the importance of providing a mix of housing types over high-density housing to maintain the character of areas such as Concord, Five Dock, and Drummoyne.

There was general agreement that future development must be met with well-designed public space and infrastructure, and support for Council to advocate to the State Government so these needs are addressed.



Community safety

Many residents support actions to improve community safety, particularly pedestrian safety.

The community would like more pedestrian crossings and lower speed limits to protect pedestrians further.

It was felt that regularly maintaining roads and footpaths will also help to reduce trip hazards.

Improved lighting along foreshore walks and cycle paths would increase a sense of safety in these areas at night. People also called for safe spaces where young people could come together safely to socialise.



Sense of community

The area's strong sense of community is highly valued.

Many residents called for public domain improvements, community events, and place activation to foster social cohesion.

Embracing inclusivity and supporting different sections of the community was also seen as highly important.

The community would like Council to connect residents with local community groups and volunteer groups to foster stronger community ties. Some people called for more public art to celebrate diversity and acknowledge the area's strong cultural heritage.

Our community

Top community values

1. The natural environment and open space
2. Care for and access to our foreshore
3. Community safety.

Top areas for improvement

1. Recreation services and facilities
2. Climate action
3. Pedestrian safety.

Top priorities for Council

1. Managing traffic and parking

- Advocate for improved public transport
- Improve infrastructure to encourage walking and cycling.

2. Ensuring a sustainable natural environment

- Respond to and mitigate the effects of climate change
- Divert more household waste from landfills and promote waste avoidance, reuse, and recycling
- Build biodiversity and tree canopy.

3. Nurturing a sense of community and social cohesion

- Provide information about local clubs, groups, and volunteer opportunities
- More events and public art.

Foundational elements of Our Future 2036

In line with community feedback, Our Future 2036 is structured around the following five directions:



1. Connected Community



2. Sustainable and Thriving Environment



3. Vibrant Urban Living



4. Infrastructure and Transport



5. Civic Leadership



For further information, visit the section called Our Future 2036 on page 43 of this document and read Council's Delivery Program and Operational Plan at www.canadabay.nsw.gov.au

Our priority projects and partners



Our priority projects and partners

When planning for the City of Canada Bay's future, we must also consider federal, state, and regional priorities, and strategically important projects that will significantly impact our area.

NSW priority projects and critical growth areas

Some City of Canada Bay areas will experience significant growth in the coming years.

There are several high-profile NSW Government projects and initiatives that are related to key growth areas in the City of Canada Bay, most notably:

Sydney Metro West

The Sydney Metro West project will support a growing City and deliver world-class metro services to more communities.

This 24-kilometre underground railway will connect Greater Parramatta and the Sydney CBD and includes three stations in the City of Canada Bay at North Strathfield, Concord Oval, and Five Dock.

The new metro will double rail capacity between the two CBDs, link new communities to rail services, and support employment growth and housing supply.



For further information
www.sydneymetro.info

Parramatta Road

Parramatta Road connects Parramatta with the Sydney CBD. The NSW Government's Parramatta Road Corridor Urban Transformation Strategy covers land along Parramatta Road from Granville to Camperdown, including Five Dock, Concord, and Burwood.

This strategy includes plans to revitalise the corridor through state government agencies and councils working together.

It also includes NSW Government's Parramatta Road Urban Amenity Improvement Program (PRUAIP), an initiative to improve open space and active transport links along the Parramatta Road corridor. Six councils, including the City of Canada Bay, have been provided funding under the program to deliver the 32 projects in and around Parramatta Road. The works fall into three categories: streetscape upgrades, the creation of new and improved open spaces, and new walking and cycleways.



For further information
www.planning.nsw.gov.au

Rhodes and Rhodes East

Rhodes is an important strategic centre in the Eastern City District Plan, with significant opportunities to create a great new place to live, work and visit. The precinct comprises land to the east and west of Rhodes train station, between the rail line and Concord Road.

The Rhodes Place Strategy is a plan for developing the Rhodes precinct over the next 20 years, with most of the development slated for Rhodes East.

The Rhodes Place Strategy will deliver:

- ± 4,200 new homes, with an initial cap of 3,000 homes pending further infrastructure
- ± 1,100 new jobs
- New primary school
- Rhodes train station upgrades
- New ferry wharf
- Improved pedestrian and walking paths
- 2.3 hectares of new public open space, including a foreshore park and promenade
- Excellence in design and sustainability, including dual reticulation for development and incentives to exceed BASIX and tree canopy targets.



For further information
www.planning.nsw.gov.au

Federal, state and regional priorities

We have considered federal, state, and regional priorities in preparing this plan, particularly the Premier's Priorities and Eastern District Plan.



For further information
See the section titled
Appendices on page 61.



Aerial view of The Connection, Rhodes.

City priority projects

Concord Oval Community and Sports Precinct

Funded by the NSW Government with the Australian Government, City of Canada Bay, and Wests Tigers, the redevelopment of Concord Oval will create vital recreation spaces for the Burwood-Concord and Kings Bay precincts as well as:

- Open, green recreation spaces
- Outdoor public areas and plaza
- Indoor recreation centre with multipurpose sports courts, gymnasium and group fitness rooms
- Public art throughout the precinct
- Café for residents and visitors
- Community programs, activities and function spaces
- New match day facilities for local sporting clubs
- New head office and elite training facility for Wests Tigers.

Rhodes Recreation Centre

The Rhodes Recreation Centre will provide our growing community with a new place to come together, exercise and have fun with friends and family. It will include:

- Gym
- Café
- Childcare centre
- Gymnastics centre
- Allied health services
- Indoor sports hall with viewing mezzanine, and more.

Ferragosto

The City of Canada Bay's largest event, Ferragosto, will return in 2022, following a COVID-19 related hiatus.

This year Great North Road will again come alive with the best Italian food and culture, performances across a series of stages, cooking demonstrations, market stalls, a funfair, and children's activities.

The festival preserves its roots in the Italian heritage of the local community, with considerable support and interest from local businesses, entertainers, community organisations, and residents.

Our partners

While Council has a custodial role in initiating, preparing, and delivering Our Future 2036 on behalf of the community, it cannot do so in isolation.

Partnerships will be crucial in ensuring our City receives the funding, support and assistance it needs to meet the challenges of the future:

Community partners

- Churches and religious organisations
- Community groups and organisations
- Community services
- Environmental groups
- Indigenous groups and organisations
- Not-for-profit organisations

- Resident groups
- Schools and educational institutions
- Sporting bodies and organisations
- Volunteers.

Business partners

- Chambers of Commerce
- Industry groups
- Local businesses.

Government partners

- Federal Government agencies
- NSW Government agencies
- South Sydney Regional Organisation of Councils (SSROC)
- Other councils.

Ferragosto on Great
North Road, Five Dock.



Community members
at Five Dock.



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Our delivery



Our delivery

The Local Government Act requires councils to take an integrated approach to strategic planning and reporting.

Integrated planning and reporting

The Integrated Planning and Reporting (IP&R) framework is a series of interrelated plans and strategies that together steer Council's strategic and organisational planning, resourcing, reporting and community engagement.

The Community Strategic Plan sits atop the framework. Its purpose is to identify the community's priorities and aspirations for the long-term future and identify strategies for achieving these goals.

It guides all remaining strategies and plans and is prepared with and on behalf of our community.

The following key elements shape Our Future 2036:

- Robust community engagement to identify our community's priorities and aspirations
- Relevant state and regional plans
- Community vision, directions, goals, and strategies
- Social, economic, civic leadership, and environmental considerations (known as the quadruple bottom line)
- Social justice principles of equity, access, participation, and the civic, economic, political, cultural, and legal rights of community members.

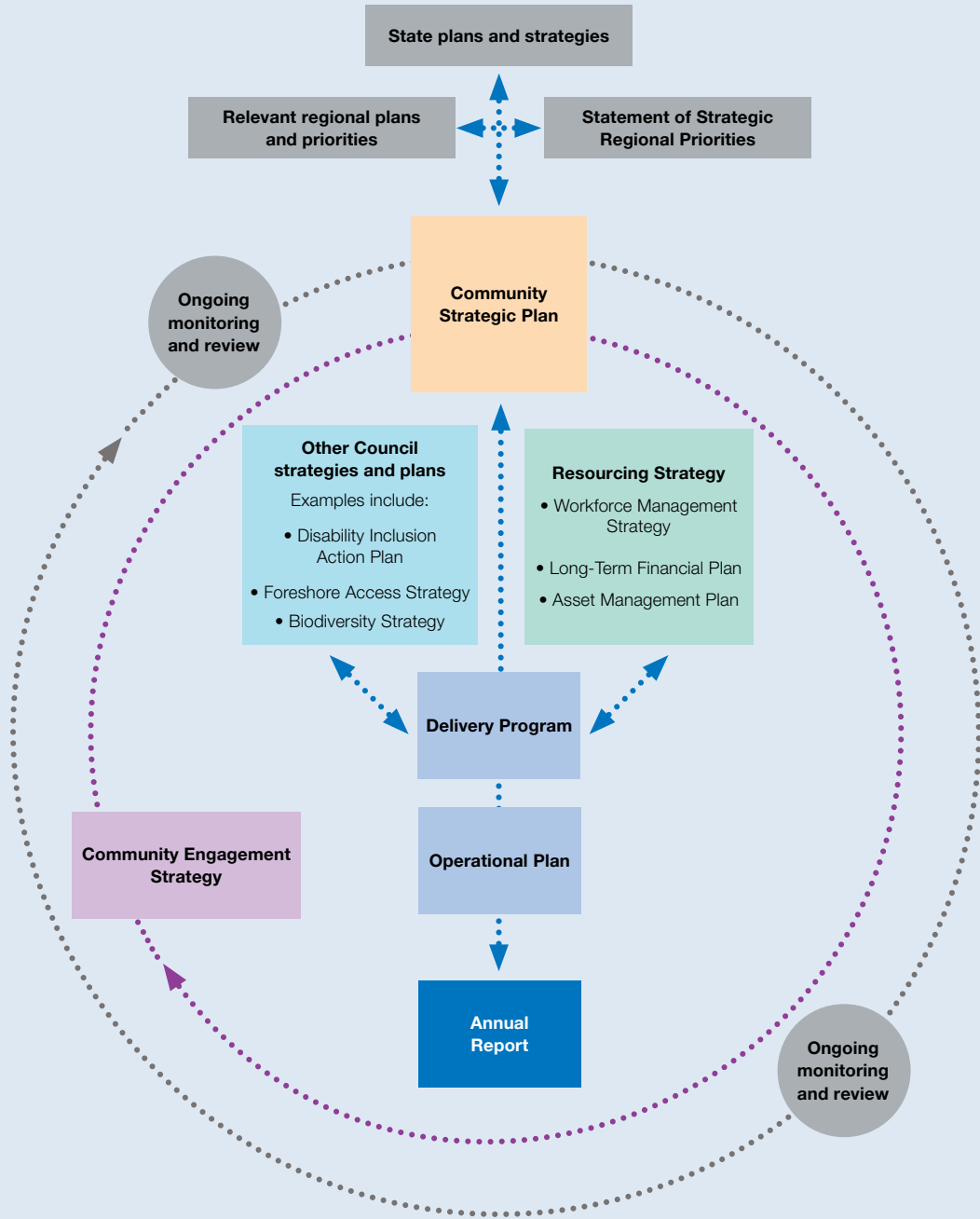


Figure 1 Integrated Planning and Reporting Framework

Source: adapted from the NSW Office of Local Government – Integrated Planning and Reporting Framework. Website: www.olg.nsw.gov.au

Quadruple bottom line

Every Community Strategic Plan must include a community vision statement and strategic objectives that address social, environmental, economic, and civic leadership issues, commonly referred to as the quadruple bottom line or QBL.

The City of Canada Bay's reporting against the community strategic plan must demonstrate that QBL principles have been addressed and measured.

In this document, these four QBL principles are indicated by the following key:

-  Social
-  Environmental
-  Economic
-  Civic leadership

Social justice principles

Our Future 2036 is founded on the social justice principles of equity, access, equal rights, and participation.

Authentic engagement with the community is critical to ensuring effective, transparent, and accountable governance.

Under the Local Government Act, Council is required to develop a Community Engagement Strategy based on social justice principles.

The City of Canada Bay Community Engagement Strategy outlines when, how and with whom Council will engage.

It informed the community consultation program delivered to support development of this Community Strategic Plan.

Delivering the community's vision

Our Future 2036 is supported by a four-year Delivery Program and an annual Operational Plan.

These are detailed roadmap documents that ensure the community vision is enacted, measured, and reported against to Council and the community.

The 2022–26 Delivery Program identifies the goals that we have committed to delivering to the community and sets out specific strategies to achieve these goals. It also identifies relevant services, budget forecasts, capital works programs, and revenue policies.

The Operational Plan is prepared each year and identifies the projects, programs, and activities that Council will conduct to achieve the community priorities outlined in Our Future 2036.

Council's role

The City of Canada Bay has a custodial role in engaging, refining, and preparing the Community Strategic Plan on behalf of our community.

As the community has identified aspirations that are not Council's full responsibility to implement, Council must partner with state government agencies, community groups, local businesses, and industry to deliver the plan to achieve the community's goals and aspirations.

As such, Council's role in delivering the Community Strategic Plan is governed by its span of control. The figures to the right help to explain the different levels of control identified in this document.

Control

- Core business, statutory responsibilities, Council facilities and services, buildings, and assets
- Direct decision-making and action is possible and necessary.

Influence

- Areas of partial or shared responsibility or influence
 - Advocacy, lobbying, education and communication role. Action may be possible in collaboration with other organisations/levels of government.

Concern

- Wide range of issues of importance to the community
 - Awareness and understanding is important
- Incorporation into strategic vision possible
- Education and advocacy possible.

Our Future 2036



Our Future 2036

The purpose of this Community Strategic Plan is to identify the community's vision, priorities, and aspirations for the future.

Vision

Guiding this Community Strategic Plan is the community's vision for the next 14+ years. It sets out what kind of community we want to be by 2036.

The Our Future 2036 vision was developed following extensive consultation with the community:


Delivery

For ease of reference and to ensure alignment with QBL and social justice principles, Our Future 2036 is structured around five strategic directions:

1. Connected Community
2. Sustainable and Thriving Environment
3. Vibrant Urban Living
4. Infrastructure and Transport
5. Civic Leadership.

Each of the five directions comprises:

- **Community outcome**, which describes the future City of Canada Bay, as expressed by the community — what we want to look like
- **Goals**, which are the community's long-term priorities and aspirations for the City of Canada Bay — where we want to be by 2036
- **Strategies**, which identify how we will reach each goal — how we will get there by 2036
- **Community indicators**, to measure progress and show how we are tracking against goals and strategies — how we will know we have arrived where we want to be by 2036
- **Scope of influence**, which identifies Council's role in delivery and other agencies, partner organisations or groups who will help to deliver the plan — who do we need to help us get to where we want to be by 2036.



“Together we are an inclusive, sustainable, and thriving foreshore community.”

Community member
at an Ebenezer
Mission program in
Rhodes.




Drummoyne Oval.



DIRECTION 1

Connected community

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DIRECTION 1: CONNECTED COMMUNITY			
COMMUNITY OUTCOME			
Our local communities are diverse, inclusive, and safe places where we honour all cultures. Everyone has equitable access to services and facilities, and there are plenty of opportunities for all people to enjoy active lifestyles both outdoors and indoors.			
			
OUR FUTURE 2036 GOALS		OUR PARTNERS	
<ol style="list-style-type: none"> 1. Foster an inclusive community where diversity is welcomed and celebrated 2. Celebrate, recognise, and honour Aboriginal and Torres Strait Islander cultures 3. Provide the community with equitable access to a range of programs, services, and facilities 4. Promote a community where residents feel safe and enjoy good health 5. Provide open space, facilities, and programs that promote active lifestyles 		<ul style="list-style-type: none"> • Community groups and organisations • Residents, workers, and visitors • Community services • Indigenous groups and organisations • Business and industry • Sporting bodies and organisations • Volunteers • NSW Government 	
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME			
<ul style="list-style-type: none"> • Be involved in the community and sporting groups and organisations • Volunteer in the community and at our libraries • Participate in community engagement • Attend community events, festivals, and activities • Participate in programs and activities that celebrate First Nations cultures • Support local emergency relief groups and efforts 			
OUR INDICATORS			
Community connection		Community wellbeing	
Measure: Percentage of people who feel part of their local community	Scope: Influence	Measure: Percentage of people volunteering	Scope: Influence
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Maintain or improve	Source: ABS Census Data and Community Satisfaction Survey
Community safety		Housing affordability	
Measure: Perceptions of safety	Scope: Influence	Measure: Percentage of people spending 30% or more of income on rent or mortgage	Scope: Concern
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Decrease or maintain	Source: ABS Census Data



Wangal Reserve,
Mortlake.



DIRECTION 2

Sustainable and Thriving Environment

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DIRECTION 2: SUSTAINABLE AND THRIVING ENVIRONMENT			
COMMUNITY OUTCOME			
<p>By working together, greenhouse gas emissions are reduced across the area. We send less waste to landfill and more of our materials are recycled and reused. The City of Canada Bay is home to more and healthier flora and fauna and our tree canopy will have increased. The quality of our foreshores and waterways is enhanced and there will be more foreshore recreational opportunities.</p>			
 			
OUR FUTURE 2036 GOALS		OUR PARTNERS	
1. Reduce greenhouse gas emissions	<ul style="list-style-type: none"> • Residents, community groups and organisations • Business and industry • Environmental groups and organisations • Community services • Local schools and childcare • Indigenous groups and organisations • Volunteers • Resilient Sydney Network • NSW Government • NSW Environment Protection Authority • Parramatta River Catchment Group 		
2. Increase urban tree canopy			
3. Reduce waste to landfill through waste avoidance and increasing recycling and reuse			
4. Enhance and protect native flora and fauna to support local biodiversity			
5. Improve access to, and enhance quality of, foreshore and waterways			
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME			
<ul style="list-style-type: none"> • Volunteer to protect the natural environment • Take action at home to recycle, reuse, reduce consumption, and divert waste from landfill • Plant and preserve more trees and build biodiversity in gardens and balconies • Reduce litter by placing litter in the bin or taking it home when full • Implement sustainable living practices in your own home • Install solar panels, buy renewable energy, and reduce energy consumption • Help to create and use community gardens 			
OUR INDICATORS			
Biodiversity and climate mitigation		Resource recovery	
Measure: Increase in tree canopy	Scope: Influence	Measure: Waste diverted from landfill	Scope: Influence
Target/trend: On track to increase to 25% by 2040	Source: Council data collected to monitor the Urban Tree Canopy Strategy	Target/trend: Increase to 60% by 2026–27	Source: Council data collected to monitor the Resource Recovery and Waste Strategy
Access to foreshore		Carbon emissions	
Measure: Satisfaction level with foreshore access	Scope: Influence	Measure: Net zero community emissions	Scope: Influence
Target/trend: On track to increase to 75% by 2026	Source: Community Satisfaction Survey	Target/trend: On track to achieve by 2050	Source: Council data collected to monitor Emissions Reduction Action Plan

View of Tennyson Road,
Mortlake.



DIRECTION 3
**Vibrant Urban
Living**

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DIRECTION 3: VIBRANT URBAN LIVING			
COMMUNITY OUTCOME			
<p>Our local villages and town centres are welcoming and active community hubs with opportunities to participate in varied arts, cultural and creative activities. Our City is welcoming and supportive of business and the local economy is strong. The built environment respects the unique character of our neighbourhoods and supports the needs of our growing community.</p>			
			
OUR FUTURE 2036 GOALS		OUR PARTNERS	
<ol style="list-style-type: none"> 1. Create vibrant local village centres and community hubs 2. Improve access to local art, culture, and creative activities 3. Promote the City as an attractive, welcoming place to do business 4. Ensure the built environment respects neighbourhood character and responds deftly to evolving community needs 		<ul style="list-style-type: none"> • Community groups and organisations • Residents, workers and visitors • Business and industry • Chambers of Commerce • Volunteers • Resilient Cities Network (Sydney) • SSROC • NSW Government 	
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME			
<ul style="list-style-type: none"> • Sponsor and attend local events and activities, including creative and cultural programs and activities • Participate in local business forums • Support shop local initiatives • Report safety and maintenance issues • Celebrate our local heritage 			
OUR INDICATORS			
Vibrant town centres		A good place to live	
Measure: Percentage of people and businesses who agree town centres are vibrant	Scope: Influence	Measure: Number of people who rate the City of Canada Bay as a good place to live	Scope: Influence
Target/trend: Maintain or improve	Source: Community satisfaction survey	Target/trend: Maintain or improve	Source: Community Satisfaction Survey
Open space and recreation			
Measure: Percentage of people who are satisfied with opportunities to participate in sport and recreation	Scope: Influence		
Target/trend: Maintain or improve	Source: Community Satisfaction Survey		


The Bay Run.



DIRECTION 4

Infrastructure and Transport


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DIRECTION 4: INFRASTRUCTURE AND TRANSPORT			
COMMUNITY OUTCOME			
Traffic and parking are managed well to improve road and pedestrian safety and minimise congestion. There are more opportunities to walk, cycle and use public transport. Our public assets — including parks, seawalls, roads and cycleways — are in great condition and able to meet growing local and visitor population demands.			
			
OUR FUTURE 2036 GOALS		OUR PARTNERS	
<ol style="list-style-type: none"> 1. Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues 2. Manage traffic and parking to minimise congestion and improve the City's road safety 3. Encourage active and accessible transport opportunities 		<ul style="list-style-type: none"> • Community groups and organisations • Business and industry • Chambers of Commerce • NSW Government • Transport for NSW • Federal Government 	
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME			
<ul style="list-style-type: none"> • Have your say during community consultation • Provide feedback on public exhibitions of policies, strategies and plans • Choose to walk, cycle and use public transport to get around • Promptly report any road and footpath issues to Council 			
OUR INDICATORS			
Local roads and footpaths		Sustainable transport	
Measure: Percentage of people satisfied with condition of roads and footpaths	Scope: Control	Measure: Trips taken by cycling, walking, and public transport	Scope: Influence
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Increase in percentage of trips conducted fully or partly by walking, cycling or public transport	Source: ABS Census Data
Traffic and parking			
Measure: Percentage of people satisfied with parking, traffic and road safety management	Scope: Influence		
Target/trend: Maintain or improve	Source: Community Satisfaction Survey		



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Customer service
counter at Five Dock
Leisure Centre.

DIRECTION 5: CIVIC LEADERSHIP			
COMMUNITY OUTCOME			
<p>Council leads the way with ethical and effective decision-making to ensure a sustainable, financially secure, and resilient future for our City. It is easy for people in the community to hear more about what Council is doing and to get involved in decisions that affect them. Our community's quality of life is improved by judicious use of Smart City technology.</p>			
			
OUR FUTURE 2036 GOALS		OUR PARTNERS	
1. Council is accountable, efficient, and ready to meet future challenges		<ul style="list-style-type: none"> • Community groups and organisations • Residents and ratepayers • Business and industry • SSROC • Office of Local Government • NSW Government • Federal Government 	
2. Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community			
3. Council works with partners to actively shape the City's future			
4. City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them			
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME			
<ul style="list-style-type: none"> • Learn about how Council operates and how decisions are made • Participate in community engagement events related to finance, environment and high-profile projects • Get to know what Council does through newsletters and other communication channels, including social media • Interact with and use Council's smart technology, such as smart parking and smart signs 			
OUR INDICATORS			
Integrity and decision making		Provision of information	
Measure: Percentage of people satisfied with Council integrity and decision making	Scope: Control	Measure: Percentage of people satisfied with provision of Council information to the community	Scope: Control
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Maintain or improve	Source: Community Satisfaction Survey
Opportunities to 'have a say'		Corporate carbon emissions	
Measure: Percentage of people satisfied with opportunities to engage about important issues with Council	Scope: Control	Measure: Net zero corporate emissions	Scope: Control
Target/trend: Maintain or increase	Source: Community Satisfaction Survey	Target/trend: Reduce emissions to net zero by 2030	Source: Council data collected to monitor Emissions Reduction Action Plan



Council cleansing team.

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Our progress



Our progress

Council will keep the community informed with the progress on delivering Our Future 2036.

Our long-term plan (Community Strategic Plan), four-year plan (Delivery Program) and one-year plan (Operational Plan) are all connected.

Council will report progress on the achievement of goals and strategies through annual reports, six-month progress reports, and quarterly financial budget review statements.

At the end of the Council term, the State of our City document will report progress made on the implementation of Our Future 2036.

State of our City

At the end of the Council term, the City of Canada Bay will report on the implementation and effectiveness of the Community Strategic Plan, Our Future 2036. This report is called the State of our City and will be presented at the second meeting of the newly elected Council, expected to be in November 2024.

Six monthly reporting

The General Manager ensures that progress reports are provided to the elected Council with respect to the principal activities detailed in the Delivery Program at least every six months.

Annual reporting

The annual report is presented by Council to the community at the end of each financial year.

The report outlines Council's achievements against Delivery Program and Operational Plan goals, strategies, and activities.

Quarterly financial budget review statements

Quarterly budget review statements and a revision of financial estimates are reported to the elected Council within two months of the end of each quarter (except the June quarter).



Community members
at The Learning
Space, Rhodes.

Community members and
Council staff at Rhodes.



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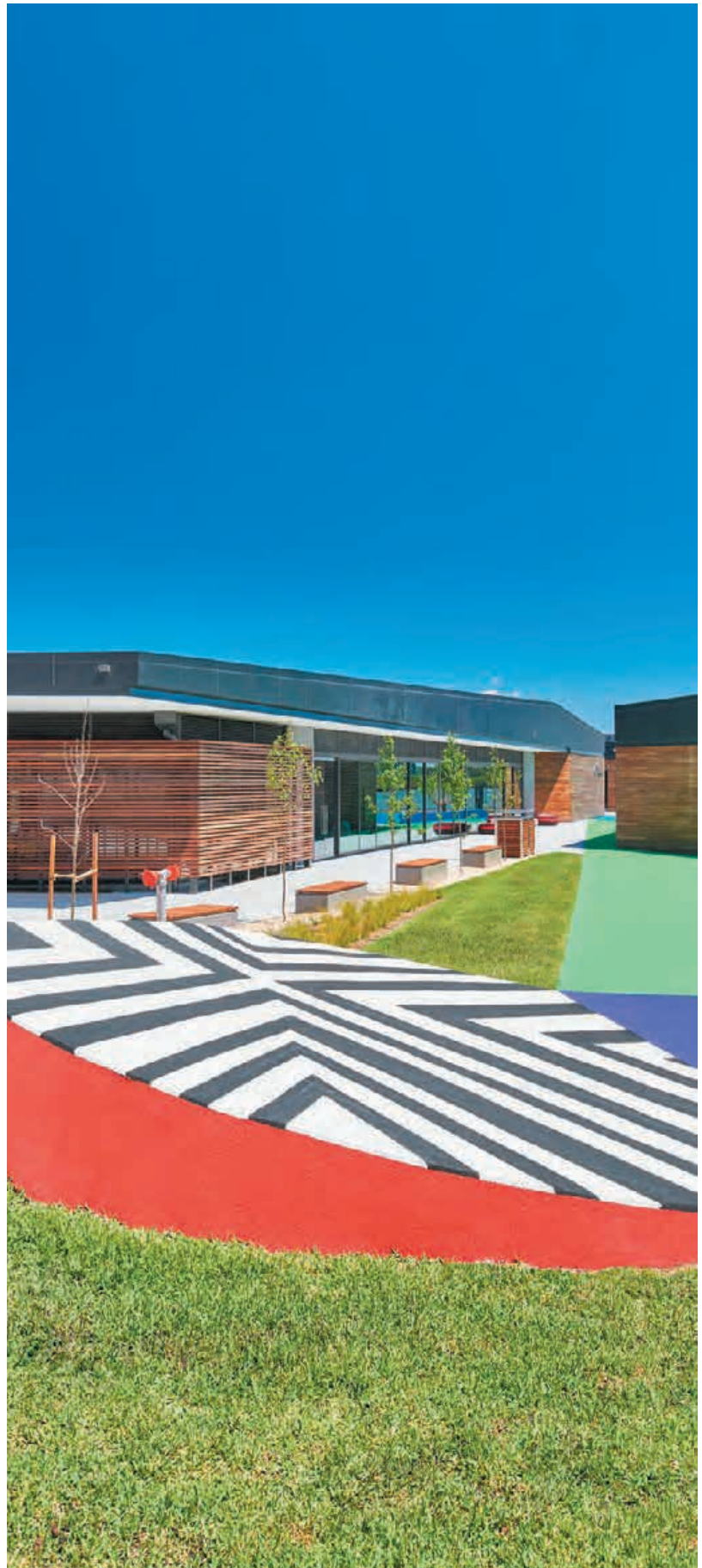
Appendices



Appendices

Links to other plans and strategies

In developing the directions and goals for Our Future 2036, we have referred to relevant plans and strategies, being the Premier's priorities, Eastern District Plan, and the United Nations Sustainable Development Goals.



Premier's priorities

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
Bumping up education results for children	✓				
Increasing the number of Aboriginal young people reaching their learning potential	✓				
Protecting our most vulnerable children	✓				
Increasing permanency for children in out-of-home care					
Reducing domestic violence reoffending					
Reducing recidivism in the prison population					
Reducing homelessness	✓				
Improving service levels in hospitals					✓
Improving outpatient and community care					✓
Towards zero suicides	✓				
Greener public spaces		✓			
Greening our city		✓			
Government made easy					✓
World class public service					✓

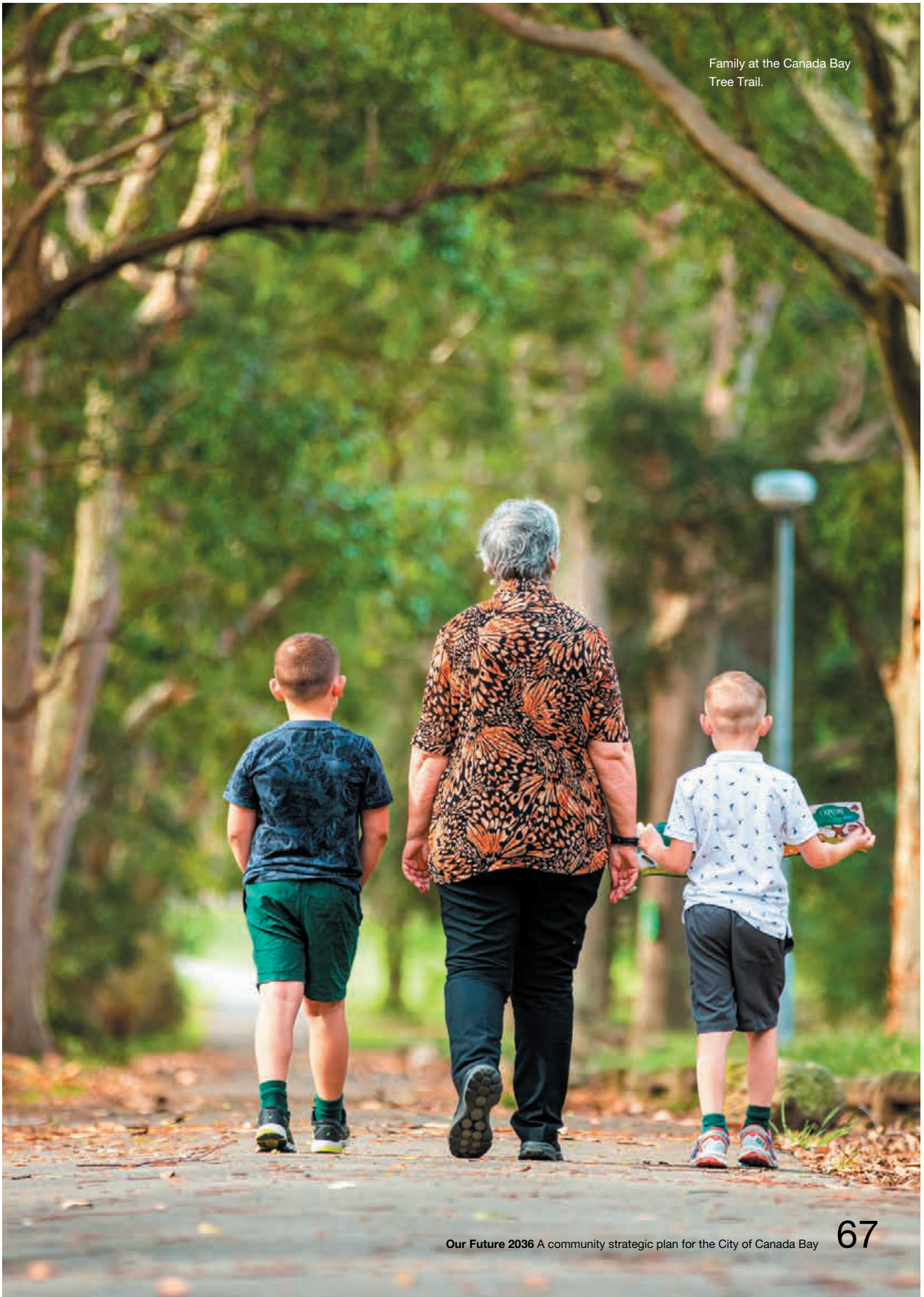
Eastern District Plan

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
E1 Planning for a city supported by infrastructure			✓	✓	
E2 Working through collaboration	✓				✓
E3 Providing services and social infrastructure to meet people's changing needs	✓				
E4 Fostering healthy, creative, culturally rich and socially connected communities	✓				
E5 Providing housing supply, choice and affordability, with access to jobs, services and public transport	✓		✓	✓	✓
E6 Creating and renewing great places and local centres, and respecting the District's heritage	✓		✓		
E7 Growing a stronger and more competitive Harbour CBD					
E8 Growing and investing in health and education precincts and the Innovation Corridor			✓		✓
E9 Growing international trade gateways					

E10 Delivering integrated land use and transport planning and a 30-minute city			✓	✓	
E11 Growing investment, business opportunities and jobs in strategic centres			✓		
E12 Retaining and managing industrial and urban services land			✓		
E13 Supporting growth of targeted industry sectors			✓		
E14 Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways		✓			
E15 Protecting and enhancing bushland and biodiversity		✓			
E16 Protecting and enhancing scenic and cultural landscapes		✓			
E17 Increasing urban tree canopy cover and delivering Green Grid connections		✓			
E18 Delivering high quality open space	✓				
E19 Reducing carbon emissions and managing energy, water and waste efficiently		✓			✓
E20 Adapting to the impacts of urban and natural hazards and climate change		✓			
E21 Preparing Local Strategic Planning Statements informed by local strategic planning			✓		
E22 Monitoring and reporting on the delivery of the plan			✓		✓

United Nations Sustainable Development Goals

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
End poverty	✓				
Zero hunger	✓				
Good health and wellbeing	✓				
Quality education	✓				
Gender equality	✓				✓
Clean water and sanitation		✓		✓	
Affordable clean energy		✓			
Decent work and economic growth	✓		✓		
Industry innovation and infrastructure	✓		✓	✓	
Reduced inequality	✓				
Sustainable cities and communities	✓	✓	✓		
Responsible consumption and production		✓			
Climate action		✓			
Life below water		✓			
Life on land		✓			
Peace, justice and strong institutions	✓				✓
Partnerships for the goals	✓				✓





Our Future 2036 Community Strategic Plan summary of public exhibition submissions

Community Strategic Plan — community submissions

Submission reference number	Summary	Extract from submission	Council officer response	Impact on Community Strategic Plan — recommendation
1	Respondent would like footpath at the Rodd Point shopping centre renewed. Concerns raised over uneven footpath and a trip hazard near chemist where concrete and asphalt meet.	Rodd Point shopping centre is in desperate need to have the footpaths/ paving renewed. It is very uneven with a mix of concrete and asphalt there is a trip hazard coming out of the chemist where the concrete and asphalt meet. I feel this would fall under the Direction 1 & 3 and enables provides a space for community to connect and improves urban living, however there is no mention of this in the 5 year budget. Can this please be considered to a be added to budget	The submission has been referred to the relevant officer. The request for the trip hazard has been assigned to Council’s maintenance team to repair and ensure safety.	No change.
2	Submission from Canada Bay Bicycle User Group. Concerns raised about active transport resourcing and measures, and includes suggestions of additional targets and measures.	Submission on “Our Future 2036” submitted on line 20/5/22 From the perspective of a group that believes Council could do much more to encourage active transport than what it currently does, the Our Future 2036 document, as with its predecessors, contains a fine sounding set of “Directions”. No doubt lack of achievement is more a result of lack of resources to plan for change and limited power and appetite to change the allocation of road space away from inactive transport, than a lack of “directions”. But I expect that a more rigorous approach to setting targets and measures might help .For example, looking at Direction 4 Infrastructure and Transport: How about targets for and measures of: - % of people who believe that their local streets are safe for walking and cycling? - % of people who believe that traffic in their street is too fast? - % of people who believe that it is safe for their children to walk or	Carefully selected indicators that are readily available are included in the Community Strategic Plan. These broad overarching indicators address each direction. More specific targets and measures are included in Council’s draft Delivery Program 2022–26, draft Operational Plan 2022–23, and subsequent Operational Plans in the current Council term. The exact questions associated with determining the ‘percentage of people satisfied with parking, traffic and road safety	No change.

		<p>ride a bike to school? - % of people who believe that is safe and convenient to walk or ride to work/local park/shops/public transport? - % of people who would like to have less traffic in their neighbourhood? And I note that the quadrant of specifications under the “Sustainable transport” heading are inconsistent. Accepting that the “measure”: “Trips taken by cycling, walking and public transport” is a good starting point (though to be meaningful we’d need to know trips by whom, where), the other three bits all have serious issues: “Scope” is said to be one only of “influence”. BayBUG has often noted that Council does a poor job of influencing in the sense of making the argument for and seeking to persuade as to the benefits of active transport. Compare the efforts made to induce better waste recycling. And surely efforts like the east west cycleway are meant to do more than influence? They facilitate do they not? As will, for many more people, whatever Council’s planning response is to the Metro Station led densification of surrounding suburban areas. “Target/trend” is to find an increase in the “measure”. But how much? How can we planning if we know our population trend, but not our transport modes over the next 10 years? Or are we assuming that the % will stay close to 1.5%? “Source” is given as the 4 year census. A number that only records trips to work (by workers over 18) on one day in August. Once every 4 years. I can predict that with the resources and will currently deployed by Council in active transport that this number will move but little. And it is of course only a fraction of the transport task. Among the resources that Council needs is data. The Sydney City Council active transport plan monitoring is a good example of how to go about</p>	<p>management’ will be determined in due course. The feedback on how these could be worded is noted. Whilst Council is involved in delivering infrastructure to meet this goal, there is no direct control over the outcome. As such ‘influence’ is considered to be the most appropriate scope.</p>	
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		measuring. Geoff Ashton for Canada Bay Bicycle User Group.		
3	Submission from student leaders of Concord West PS. General feedback on the draft Community Strategic Plan, including a suggestion to add more detail, and ideas to improve choice of images.	<p>The student leaders of Concord West PS met on Tuesday 17 May 2022. We went through the document and offered the following feedback:</p> <p>Vision: The vision gives insight into what the council is planning. It inspires the community to do more.</p> <p>Directions: * Be more specific with what the council is actioning * Have more short term goals as they are more achievable * Reimburse and support the community with more sustainable options e.g. reimbursement of solar panels for homes</p> <p>Brochure: * The images are only representing males. Have images with women also. Perhaps children also * The image for Direction 1 has only males</p>	<p>The Community Strategic Plan is used to identify the community's priorities and aspirations for the long-term future and identify the strategies for achieving those aspirations.</p> <p>The strategies and how Council will implement them are detailed in Council's draft Delivery Program 2022–26, draft Operational Plan 2022–23, and subsequent Operational Plans in the current Council term.</p> <p>Images throughout the document will be reviewed to confirm that the local government area's diverse demographic is reflected.</p>	Review images throughout document.
4	Concern expressed over the lack of detail in the draft Community Strategic Plan regarding what will be done to address active transport.	<p>I have focussed my comment on active transport.</p> <p>Council says: "To address congestion issues, more people need to be able to walk, cycle and use public transport to get around, and traffic and parking needs to be well managed The community also expressed a desire for more foreshore cycle paths and walkways. The community believes that Council should be strong advocates for</p>	<p>The Community Strategic Plan is used to identify the community's priorities and aspirations for the long-term future and identify the strategies for achieving those goals.</p> <p>As this is a long-term plan, the strategies are relatively high level.</p>	No change.

		<p>improved public transport to meet the needs of the growing population and promote alternate modes of transportation by improving cycle and pedestrian paths.</p> <p>Many residents support actions to improve community safety, particularly pedestrian safety.</p> <p>The community would like more pedestrian crossings and lower speed limits to protect pedestrians further."</p> <p>It then states "Top priorities for Council"</p> <p>1. Managing traffic and parking</p> <ul style="list-style-type: none"> • Advocate for improved public transport • Improve infrastructure to encourage walking and cycling. <p>Yet its future 2036 goals merely state "encourage" active and accessible transport "opportunities"</p> <p>Surely if council is taking feedback seriously and stating that its "TOP PRIORITIES" as quoted above it should be to plan and implement the necessary infrastructure</p> <p>How can the community "Choose to walk, cycle and USE public transport to get around" if the necessary safe infrastructure have not been constructed together with easy access to public transport facilities,</p> <p>This is a very disappointing document with lack of substance and does not demonstrate a real will to achieve its "top priorities". Council can and must do better.</p>	<p>These strategies and how Council will implement them are detailed in Council's draft Delivery Program 2022–26, draft Operational Plan 2022–23, and subsequent Operational Plans in the current Council term.</p>	
5	Respondent requests tennis practice walls to be built within the City,	<p>I note that under 'Top areas for improvement', item #1 is Recreation services and facilities. So I have a specific suggestion as this 'plan' deals mostly in generalities and 'motherhood' type statements, in my view.</p>	<p>Council's Open Space and Recreation Strategy recognises the need for additional outdoor multipurpose courts throughout</p>	No change.

	for example at Cintra Park.	We have many wonderful green areas and parks in our suburb. I would like to suggest that a couple of tennis practice walls be built in some of the corners of these areas. A tennis practice wall would be perfect at Cintra Park, for example. Practice walls can be found all over Europe, they are not new. I know there are tennis courts around but tennis requires two or more people - a practice wall is for one person. Handball and other ball sports can also be played against such a wall and best of all both children and adults can use it.	the area. The inclusion of tennis/handball practice walls will be considered in the concept design phase of those projects.	
6	Concerns raised over details of how arts and culture will be developed, and the need to consider inclusivity in the plan.	Thank you for sending the copy of Our Future. I have a very simple comment. You mention the importance of arts and culture but I don't see much evidence of how this will be developed. I see commitment to sports, transport and associated facilities but not the arts. Since covid, in particular, we've seen the importance of the arts for a sense of well-being and connectedness. It would be good to see this more clearly in a council commitment. Inclusiveness is mentioned which is wonderful. Please don't limit this to culture. Please consider inclusion of those with a disability - for all ages. Thank you	The new Culture Plan being drafted, and defines the priorities for arts and culture in more detail. Council supports the art and cultural industries, provides access to cultural facilities, supports community heritage, and celebrates diversity through events and programs. Council also supports the area's reconciliation journey and Aboriginal heritage. In terms of inclusivity, Council has a dedicated Disability Inclusion Action Plan, and this permeates actions across all Council teams.	No change.
7	Supporting local writers is mentioned.	Supporting Local Writers	Writing programs will be identified and included in the draft Culture Plan, currently being prepared. Council supports Sydney Writers' Festival. The City of Canada Bay Libraries have previously conducted writers' workshops and proposes to include these in planning future programs.	No change.

8	Response refers to the draft Community Strategic Plan as a high-level document, instead of how Council plans to action goals in the Community Strategic Plan.	I'm not sure I see correlation between the feedback and what we are doing to address the feedback or how we are going to achieve it, how much it is going to cost, timeline etc Most of this appears to be a summary of the results versus a plan for 2036.	The Community Strategic Plan is used identify the community's priorities and aspirations for the long-term future. It is a high level, overarching document that guides the rest of Council's planning documents. These strategies and how Council will implement them are detailed in Council's draft Delivery Program 2022–26, draft Operational Plan 2022–23, and subsequent Operational Plans in the current Council term.	No change.
9	The respondent loves the village feel of Five Dock, but requests improved parking in Five Dock, and more focus on inclusivity.	Q1) What is one thing you love about your area today? Five Dock - Village feel Q2) What is one around for improvement for the future? Five Dock lack of Parking and enforcement of parking to attract more people Q3) How can we all make the City of Canada Bay the best it can be? Inclusivity for people with disabilities and more children's activities such as bush school and Library activities	Feedback noted.	No change.
10	Concerns raised about environmental sustainability targets. The respondent requests more ambitious targets for emissions, waste from landfill, and tree canopy.	I would like to see Council be far, far more ambitious in its targets for sustainable and thriving environment on page 47. Net zero by 2050 is glacial and has been rejected by international climate change bodies as in adequate to limit global warming to a 1.5% rise. We are a foreshore community, so flooding is of critical importance to us as a community. Similarly the target for diverting waste from landfill could be considerably more ambitious. The measure to tree canopy increase is	Council officers are continually looking at ways Council might be able to achieve net zero operations and support the community to reach net zero community emissions. Council signed a new electricity contract which agrees to purchase 100% of electricity from renewable sources through a	No change.

		not clear - is the 25% just planting new trees or does it include time for the trees to grow and mature ? If the former, it's not enough. If it's the latter, all the more reason to plant more trees ASAP !	<p>procurement agreement from 1 July 2022. In relation to the 2050 community target, Council is committed to working with the community to help the transition.</p> <p>The Urban Tree Canopy Strategy was adopted in 2019. Council's adopted Environmental Strategy and Canada Bay Biodiversity Framework and Action Plan set biodiversity targets.</p>	
11	Concerns raised over development adversely affecting heritage and the character of suburbs.	Destroying the character of a great suburb. Pathetic behaviour. As a local resident pretty disgusted about the over reach of development. While I appreciate some was likely to occur the extent is clearly a money grabbing ploy by those in power. This is the same council who moan about heritage proposals and won't let paths be straightened or other simple measure but yet allows a suburb to be entirely altered.	<p>Council is required to facilitate the delivery of sufficient housing to meet State Government housing targets.</p> <p>Council works to meet these targets whilst protecting the existing low-density character of the area by concentrating new housing in precincts that have access to good public transport.</p> <p>Council is also required to implement State-led projects such as the Parramatta Road Corridor and the recently finalised Strategy for Rhodes.</p> <p>Whilst State Government Planning Policies over-ride local controls and</p>	No change.

			can produce new development that is not sympathetic to the character of traditional suburbs, Council has sought to protect established neighbourhoods through the creation of Local Character Statements for localities where the character is to be maintained.	
12	Respondent requests a community centre for over 55s/retirees, a tree planting scheme, and mentions concerns about development.	<p>Develop a community centre that offers courses , classes for all but with emphasis on accessible low fee courses for over 55/ retirees similar to the Coast Centre at Little Bay. There are no centres like the Hannaford centre in Rozelle. Art, fitness, language courses are needed as these are usually high cost.</p> <p>I find there is little to do in the Canada Bay Area for me and I have to travel to Bondi or Little Bay or pay high fees at the egg of the universe for yoga.</p> <p>Reposition and introduce some interesting b architecture to the library in Five Dock.</p> <p>There is always demolition/re-building/ renovation in my street. When it starts the first thing to go is the tree (mature) on the nature strip. They are rarely replaced.</p> <p>I would like a street planting scheme to replace the trees lost.</p> <p>Cycle ways</p> <p>The childrens' playground in Neild park is unimaginative, restrictive, awkward to use and dangerous. Tree planting is needed around the perimeter. It is the only playground within walking distance for us.</p> <p>Planning codes around the appearance and scale of housing are ineffective and creating a soulless environment.</p>	<p>There are community and leisure centres in the City of Canada Bay that run low-cost courses including for older people. These include: Drummoyne Community Centre, Drummoyne Senior Citizens Centre, Concord Senior Citizens Centre, Concord Men's Shed, Tech Shed at The Connection, and Five Dock Leisure Centre.</p> <p>Council's Social Infrastructure (Community) Strategy also recognises the population growth that has occurred, and will continue, in the City of Canada Bay, and recommends additional library floorspace and multipurpose community centres in various locations across the LGA.</p> <p>Council also supports a range of community groups through provision of venues at community</p>	No change.

		<p>In short, there is little that I connect to in this area and I have lived here for 40 years. I do not feel I have a sense of belonging or connectedness.</p>	<p>hire rates and community grants. Many of these groups provide programs and activities aimed at social connectedness and cohesion. Some of these groups run from venues such as Concord Community Centre and Chiswick Community Centre.</p> <p>Council's Urban Canopy Strategy has committed to increasing the tree canopy from 18 to 25 per cent by 2040. To reach this target Council is planning to plant 1,500 trees each year and support the community to plant trees on private land. Should there be any concerns with illegal tree removal, it should be reported to enable Council to investigate and take appropriate action.</p> <p>Neild Park playground is not scheduled to be renewed in the next four years. When it is time for the playground to be renewed, Council will facilitate community consultation.</p>	
13	Respondent suggested the inclusion of more actions and better indicators for road	I would like to see more actions and better indicators for road safety under Direction 4 which includes the term road safety in goal 2 and is indirectly referencd in goal 3 to encourage more active transport. In particular, specific reference should be made to slowing down sign-	Carefully selected indicators that are readily available are included in the Community Strategic Plan. These broad overarching indicators	No change.

	safety, including feedback on additional measures about annual crashes and length of road with speed limit reductions.	posted speeds on major roads. An indicator could be annual crashes and another could be length of road with speed limit reductions per year.	address each direction. More specific targets and measures are included in Council's draft Delivery Program 2022–26, draft Operational Plan 2022–23, and subsequent Operational Plans in the current Council term.	
14	<p>Respondent requested:</p> <ol style="list-style-type: none"> 1. A footpath along the north side of Crane Street, from Burwood Road to Marceau Drive. 2. That the chemical/fumes odour around the path of Exile Bay be addressed. 3. Regular monitoring of the emissions from the Bushells factory. 	<ol style="list-style-type: none"> 1. Please add a footpath along the North side of Crane Street, from Burwood Road to Marceau Drive. 2. Please address the chemical/fumes stink around the path of Exile Bay. 3. Please perform regular enquiries on the emissions of the Bushells factory. It's strong smelling emissions are sickening at times. 	<ol style="list-style-type: none"> 1. Council is planning to install a footpath connection to link Finch, Evelyn, and Corby avenues along Crane Street in the 2022–23 financial year. Future works are proposed to connect Burwood Road to Marceau Drive. This footpath and connections to nearby cul-de-sacs is identified in Council's Pedestrian Access and Mobility Plan. 2. This matter has been referred to the relevant Council officer to investigate. 3. Council officers have undertaken several inspections of the Bushells site and the surrounding area. Officers have also met with the management at the site to discuss odour emittance. Officers were informed that management had recently reduced the cleaning schedule as the main exhaust stack did not require regular cleaning. As 	No change.

			a result of Council’s enquiries, the management of the site has agreed to reinstate the previous cleaning schedule. Subsequent inspections of the surrounding area have not identified any continuing odour emittance.	
15	Respondent suggested: 1. Outdoor full size basketball court in Rhodes. 2. More pedestrian crossings in Rhodes, especially for blind/low vision people.	Key suggestions: a. outdoor full size basketball court in Rhodes B. More pedestrian crossings in Rhodes, especially for blind/low vision people	1. The request for outdoor basketball courts in Rhodes was included in Council’s recreation plan. In response, Council conducted community engagement on the proposal which received strong objections from a large representation of the community. An acoustic assessment was conducted as part of the review, and it was concluded that the noise level of the proposed court near to a residential area was outside of acceptable acoustic levels. The proposal of an outdoor court in Rhodes is therefore not feasible due to available public outdoor space largely being near residences. However, basketball court facilities are planned as part of the Rhodes Recreation Centre currently in development. 2. An recent upgrade at the intersection of Gauthorpe Street and Shoreline Drive included a new	No change.

			<p>pedestrian crossing. Other key upgrades planned include a new pedestrian crossing on Marquet Street aligned with Annie Leggett Promenade, and intersection upgrades at Mary Street and Rider Boulevard, and Shoreline Drive and Rider Boulevard. In addition, Council adopted the Pedestrian Access and Mobility Plan in 2021 which further guides the delivery of improvements in this area. Traffic issues continue to be monitored and reviewed by Council's Traffic and Transport team in consultation with NSW Police and Transport for NSW.</p>	
16	<p>Respondent requests Council to consider increasing the tree canopy percentage target, add a biodiversity measure, and revise the indicator related to the foreshore.</p>	<p>On page 46-47, I note goal 2 is to increase urban tree canopy with the indicator to increase by 25%. Given the importance of trees in fighting climate change, perhaps Council consider a more impactful target by increasing the percentage or achieving the target sooner.</p> <p>On page 46-47, I note there is goal 4, but there is no indicator at present to support biodiversity influence. I recommend Council review and identify a suitable measure for biodiversity rather than assuming tree canopy equals more biodiversity.</p> <p>On page 46-47, goal 5: access to and quality are different goals entirely. Access to the foreshore does not improve the environment and is better served in Direction 3 as a separate goal. To that end, the</p>	<p>Carefully selected indicators that are readily available are included in the Community Strategic Plan. These broad overarching indicators address each direction. More specific targets and measures are included in Council's draft Delivery Program 2022–26, draft Operational Plan 2022–23, and subsequent Operational Plans in the current Council term.</p> <p>The Urban Tree Canopy Strategy was adopted in 2019. Council's adopted Environmental Strategy and Canada Bay Biodiversity</p>	No change.

		indicator for this goal needs to be revised and changed to focus on improving waterway/foreshore health.	<p>Framework and Action Plan set biodiversity targets.</p> <p>Regarding the health of rivers and foreshore, Council is a member of the Parramatta River Catchment Group which is focuses on, and regularly measures, the health of the river.</p>	
17	Submission responds to Majors Bay Reserve draft masterplan, specifically related to parking places in the draft plan.	<p>How are you addressing the total lack of parking in the dog park off Nullawarra Avenue?</p> <p>We live in Myall Street, and have very limited parking on a very narrow street, however, we are always having people using our street for parking so they can access the dog park from this side.</p> <p>I can only see 35 parking places in your plan.</p> <p>What I anticipate happening, is more people using our Street as parking, and then accessing all your new additions via the dog park.</p> <p>Can you kindly advise what is going t9 happen with this?</p>	This submission relates to the Majors Bay Reserve draft masterplan community engagement and has been referred to the relevant officer.	No change.

		When will the dog park entry be moved so that access is no longer via Nullawarra Avenue?		
18	Respondent questioned how projected population growth will be managed and how all stakeholders will have an opportunity to provide feedback. Concerns also raised about lack of infrastructure in growth areas like Five Dock.	How will the projected population growth be managed? What governance framework will be put in place to manage this to ensure all stakeholders (not just developers) have a voice? For example, process for rezoning land (e.g. 129 – 153 Parramatta Road)? Five Dock forecast growth of 43.9% - the current infrastructure (parking, congestion) is not coping now.	<p>Council has a State Government endorsed Local Strategic Planning Statement that has statutory weight and guides where development will occur and how population growth will be managed.</p> <p>This Strategy focuses on population growth in new precincts along Parramatta Road and in Rhodes.</p> <p>Council also has a Community Participation Plan that guides how engagement and consultation will occur with the community about new development proposals.</p>	No change.
19	Respondent concerned about lack of beneficial projects to enhance and beautify Drummoyne shopping area.	Cannot see any beneficial projects to enhance and beautiful the Drummoyne shopping area	<p>The Victoria Road Urban Design review was conducted in 2018 and has since informed planning proposals and the Drummoyne Shared Spaces pilot program.</p> <p>Following the completion of this pilot program, Council received support and funding to permanently transform the shared spaces of Church Street and Formosa Street Drummoyne. These</p>	No change.

			works are currently in progress, delivering on the community's vision for vibrant spaces in Drummoyne's shopping precinct.	
20	Respondent provided feedback on Five Dock Metro Station planning, requesting a normal public passenger access on the eastern side of the station.	<p>For the information of CanBay Council, the following was recently submitted to the Sydney Metro Planning Panel & is repeated below in relation to a recommendation that a second public access point to the underground Metro Station be provided ie on the eastern side of the planned new Metro Station in Five Dock.</p> <p>"Dear Metro Planning Panel</p> <p>I recently attended a public display at the Five Dock public Library where I learned that there are currently no plans to provide normal public passenger access to/from the new Five Dock Metro Station on the eastern side of the proposed new Metro Station at Five Dock & must admit, found that unexpected.</p> <p>I would have thought it would make good sense & benefit future Metro train passengers, to have access to/from the Metro Station at Five Dock on either side of Great North Road, as distinct to just the western side only, simply because this will create additional above ground pedestrian traffic / congestion crossing an already busy Great North Road.</p> <p>I believe providing access on the eastern side of the Five Dock Metro Station would help reduce such above ground congestion.</p> <p>Perhaps there's a good reason for the lack of such public access on the eastern side of Great North Road?</p>	This submission is related specifically to the Sydney Metro project. This submission has been forwarded to Sydney Metro for review and consideration.	No change.

		<p>If not, then I'd like to recommend that the Planning Panel please give serious consideration to doing so in the interests of minimizing above ground congestion crossing Great North Road now, rather than after the project is completed when the costs for revisiting the project would doubtless be markedly higher.</p> <p>Your consideration of this recommendation is invited.</p>		
21	<p>Respondent expressed concerns about the number of apartments in Rhodes, and requested information about when a ferry wharf will be built in Rhodes.</p>	<p>No more new apartments in Rhodes please! It's getting too crowded. I know we probably can't stop it, but if you have to, please make sure that the infrastructures are in place before building any new apartments on the other side of the train station. The station is already hosting residents from two suburbs, Rhodes and Wentworth Point. It's gonna explode if more apartments are built without upgrading the station first. And when is the new ferry gonna be built in Rhodes? Heard about that years ago. It must be built before expanding the high density residential area.</p>	<p>The NSW State Government has led the planning in Rhodes and has now finalised the 2021 Rhodes Place Strategy. Council's role now is to implement NSW Government's adopted Rhodes Place Strategy and work with all key stakeholders including community and businesses as the population increases over time.</p> <p>The Ferry Wharf is a Transport for NSW project and is pending rezoning and redevelopment in Rhodes East.</p> <p>Council has implemented several actions to improve public amenity and place management in Rhodes, which was guided by Council's 2012 adopted Rhodes Peninsula Place Plan and supporting strategies and plans. It is Council's intention to review this Rhodes Peninsula Place Plan in</p>	<p>No change.</p>

			consultation with all key stakeholders, including the community, to reflect the changing needs of the growing population.	
22	Respondent concerned about traffic congestion in Rhodes, and the traffic calming measures being insufficient.	<p>Instead of planning for 2036, plan for this year when you've increased residences by 1000's and done nothing to help traffic congestion. I've lived in Rhodes since 2014 and the only change to the roads in that time has been taking away a lane outside the shopping centre for bicycles which has made things much worse. Never seen a bicycle use the refuge area, I'm a cyclist myself and stay on the shared path in that area.</p> <p>The traffic calming measures are also laughable, the people who provided that feedback must be the people who want to walk across any road at any time and give evil looks to drivers.</p>	<p>The NSW State Government has led the planning in Rhodes and has now finalised the 2021 Rhodes Place Strategy. Council's role now is to implement NSW Government's adopted Rhodes Place Strategy and work with all key stakeholders including community and businesses as the population grows over time.</p> <p>Council has implemented several actions to improve public amenity and place management in Rhodes, which was guided by Council's 2012 adopted Rhodes Peninsula Place Plan and supporting strategies and plans. It is Council's intention to review this Rhodes Peninsula Place Plan in consultation with all key stakeholders, including the community, to reflect the changing needs of the growing population. Traffic issues continue to be monitored and reviewed by Council's Traffic and Transport team in consultation with NSW Police and Transport for NSW.</p>	

23	Respondent raises concerns regarding the suggestion of building a cycle track along the busy section of Patterson Street.	Thank you for the in depth Plan which looks like it has ambitiously considered a great many issues, all of which seem positive for our community. My one issue, as I have previously communicated, has always been the suggestion of the implementation of a cycle track along the busy section of Patterson Street, Concord. I know that this has been reconsidered but I would like to reiterate my serious concern about putting a cycle track on one of the busiest streets which is used as an alternative to Parramatta Road & the prospective danger this would place both cyclists and residents when accessing their property. My observation has shown that very few cyclists actually use the route anyway, no doubt because of the very real danger posed to the busyness of the street and also the inconvenience of having to navigate the very busy Concord Road/M4 hub just to get on to it. I am looking forward to more feedback on this situation.	Council is aware that there are a variety of community concerns regarding the proposed cycling facilities along Patterson Street, as part of the East-West Regional Cycleway. Council plans to liaise further with the community later this year.	No change.
24	Respondent provides general feedback on the Community Strategic Plan, related to statistics, strategies, parking, and images.	<p>Thanks for the opportunity to provide feedback on this plan. Overall, it appears thorough and comprehensive. A few minor comments:</p> <ul style="list-style-type: none"> • Page 21 states that 95% of the population is employed full time. I find this very hard to believe, especially with so many retirees in the area (I am a mathematician). Maybe I am reading it wrong??? • Page 49 - a strategy is to "Support shop local initiatives". Not clear what this means. • I don't think the importance of available parking at key transport hubs (eg train stations, ferry wharves) is evident. • Some photos are not dynamic and do not reflect the CB population, especially if the stats indicate the median age is 36! See pages 6, 7, 10 and 50. <p>That's it from me.</p>	<p>Many of the key demographic statistics are sourced from profile.id and Census data. This data has been reviewed and the correct percentage is 64%.</p> <p>As the Community Strategic Plan is a document for everyone to be involved with, community members can contribute in this area by supporting local business by purchasing from local businesses.</p> <p>The strategies and how Council will implement them are detailed in Council's draft Delivery Program 2022–26, draft Operational Plan</p>	Review images in final document and amend population employed full time to 64%.

			<p>2022–23, and subsequent Operational Plans in the current Council term.</p> <p>Images throughout the document will be reviewed to confirm that the local government area’s diverse demographic is reflected.</p>	
25	<p>Respondent expresses concern over car parking near street corners near the bay run, and road safety concerns at the Brent Street and Henley Marine Drive intersection.</p>	<p>I would like to respond to one area of the consultation: manage traffic and parking.... I have 2 comments to make on this</p> <p>I live near the Bay Run. While it is lovely to have this space the parking is a nightmare. Cars park so close to the corner of the streets (Duchess, Duke, Princess..) that turning into them is a difficult and dangerous.</p> <p>When I call during the week to mention that cars are illegally parked, each call is met with .. sorry we have no record of your previous call but give us the details and we will look into it. Just for fun I called every day for 2 weeks - and was met with the same response! and of course the cars still park. Weekends are a nightmare as there is no one to call at the council. The police will do nothing but suggest calling the council during working hours. There is nowhere safe to cross Henley Marine Drive at/near Rodd Point either.</p> <p>Secondly, Brent St and Henley Marine Drive is an accident waiting to happen. The cars speed along Henley Marine drive and do not stop at that intersection. There is a Yield sign there on Henley Marine Drive in BOTH directions that is often ignored. When coming down Brent Street to turn right into Henley Marine Drive locals, and the 490 Bus, are now having to stop or go very slow so as not to hit or be hit by the cars not giving way.</p>	<p>The community is encouraged to report traffic and parking issues to Council via 9911 6555 or council@canadabay.nsw.gov.au. Enquiries are allocated a reference number which can be used to follow up on the matter in due course.</p> <p>In certain circumstances, referral of traffic issues, in particular speeding, should be reported to the police.</p>	No change.

		2036 is a long way off for many of us.		
26	Submission from the Cancer Council requests that the value of shade for UV radiation protection is recognised, quality shade as an asset is recognised, and that both built and natural shade in public spaces is planned for and constructed.	<p>Response to your Community Strategic Plan (CSP) Council's CSP also plays a key role in ensuring the practical planning and delivery of shade.</p> <p>Cancer Council NSW urges Council to add the following to your CSP:</p> <ul style="list-style-type: none"> • Ensure the value of shade for UV radiation protection and other co-benefits are fully recognised and acknowledge that there is currently a lack of quality shade in public spaces. This may have already been raised in the community engagement you undertook to develop the plan. • Recognise that quality shade is an asset that is critical to ensuring the health, comfort and well-being of your community. • The commitment to plan and budget properly in advance for built and natural shade in public spaces including playgrounds, parks, recreation and sporting facilities, active travel networks and town centres. <p>Thank you again for the opportunity to provide comment on your draft CSP. If you would like any further support or information, please feel free to contact me via Elizabeth.king@nswcc.org.au or ph: (02) 9334 1760.</p>	In relation to the provision of shade for the community, the Urban Tree Canopy Strategy was adopted in 2019 and sets out priorities and actions to achieve the goal of increasing the tree canopy from 18 to 25 per cent by 2040. Additionally, Council has allocated \$225,000 over four years to install new shade structures in public open spaces.	No change.
27	Respondent expressed concerns over insufficient parking in Drummoyne shopping centre, and issues with potholes in local streets causing damage to cars.	<p>I'm sorry that I do not have the time to read the 'our future' document in full, but would like to stress two basic matters which require attention in my opinion.</p> <p>There is insufficient parking in the Drummoyne shopping centre. This lack deters would-be patrons of local businesses.</p>	The Community Strategic Plan is used identify the community's priorities and aspirations for the long-term future. It is a high level, overarching document that guides the rest of Council's planning documents.	No change.

		<p>Potholes in local streets need to be repaired promptly and properly. The recent rains have exacerbated the problem. Two friends have had flat tyres caused by potholes in Drummoyne. I can imagine that many more cars have had a similar fate.</p> <p>I realise the document is looking at the future grander picture but essential responsibilities also need to be given priority.</p>	<p>These strategies and how Council will implement them are detailed in Council’s draft Delivery Program 2022–26, draft Operational Plan 2022–23, and subsequent Operational Plans in the current Council term.</p> <p>The unusual regularity of rainfall events and the resulting volume of precipitation has resulted in high numbers of potholes and unsuitable conditions for their repair.</p> <p>It is noted that the following roads are the responsibility of the State Government:</p> <ul style="list-style-type: none"> • Victoria Road • Marlborough Street • Bayswater Road • Lyons Road • Ramsay Street • Great North Road • Queens Road • Parramatta Road • Concord Road • Gipps Street, and • Homebush Bay Drive. 	
28	Feedback from the Cancer Institute requesting amendments to the draft Community	2. Specific comments regarding the draft CSP and forthcoming Delivery Program	The Community Strategic Plan is the highest-level plan for our community, therefore specific actions and measures related to	No change.

	<p>Strategic Plan goals to include details about the provision and quality of shade and shade structures, and indicators to reference shade specifically.</p>	<p>The Institute recognises that the CSP is the highest level of planning undertaken for your LGA, and is a shared community vision that will inform Council’s projects and programs for the next 10 years. The Institute is pleased that Council is targeting an increase in tree canopy to 25% by 2040 (p47) but also suggests that the importance of built and natural shade is included in the following parts of the CSP (specific additions shown in <i>italics</i>):</p> <ul style="list-style-type: none"> • P45 under Direction 1 ‘Connected Community’ and Goal 5 ‘Provide open space, facilities, and programs that promote active lifestyles’ – the Indicators should also include issues relating to Community Health, including data relating to the use of open space and recreation facilities (currently at p49), and data relating to the provision of shade. (Shade encourages people to be outside and active, and protects them from UV while being active). • P47 under Direction 2 ‘Sustainable and Thriving Environment’ - Goal 2 ‘Increase urban tree canopy <i>and the provision of quality shade</i>’. • P51 under Direction 4 ‘Infrastructure and Transport’ – The ‘Community Outcome’ should include: “...our public assets — including parks, seawalls, <i>shade structures</i>, roads and cycleways — are in great condition and able to meet growing local and visitor population demands”. Goal 3 should be expanded: ‘Encourage active, accessible <i>and shaded</i> transport opportunities’. <p>To support these suggestions, Council may like to consider the following evidence:</p> <ol style="list-style-type: none"> 1. The Institute is aware that the provision of shade to public spaces has consistently been a concern of the community over many years. For example, analysis in 20187 found that: <ul style="list-style-type: none"> • around 41% of the NSW adult population always or often sought shade when they were out in the sun for more than 15 minutes between 11am and 3pm; although • 35% of the population were not able to easily find shade in sporting areas; and 	<p>providing shade is more appropriately covered in relevant strategies, and Operational Plans when relevant.</p> <p>In relation to the provision of shade for the community, the Urban Tree Canopy Strategy was adopted in 2019 and sets out priorities and actions to achieve the goal of increasing the tree canopy from 18 to 25 per cent by 2040.</p> <p>Additionally, Council has allocated \$225,000 over four years to install new shade structures in public open spaces.</p> <p>The Cancer Institute’s offer of further information and assistance has been forwarded to the relevant Council officer.</p>	
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		<ul style="list-style-type: none"> • people use shade when it is provided. <p>2. In recent Cancer Institute NSW research regarding benchmarking shade in NSW playgrounds (as yet unpublished), it was found that 19% of the 2592 audited NSW playgrounds (over 91 LGAs) had no shade over play equipment. In the shaded playgrounds, shade was found most commonly over only ¼ of the playground area.</p> <p>Feedback from stakeholders indicated shade in community-based playgrounds to be extremely important, with specific feedback being:</p> <ul style="list-style-type: none"> • a desire for built shade to be used while waiting for immature trees to grow, and • a desire to improve planning and design of playgrounds to match seasonal and regional variations with preference for some winter sun, and shade in summer to reduce heat. <p>The Institute suggests that Council, the CSP and forthcoming Delivery Program (DP) recognises that well-designed built and natural shade:</p> <ul style="list-style-type: none"> • is an asset that is critical to ensuring the health, comfort and well-being of your community, and has many benefits. • should be provided in all public spaces including playgrounds, parks, recreation and sporting facilities, key footpaths and cycleways, town centres, adjacent to community buildings, within parking areas and at public transport approaches and waiting spaces including bus stops and train stations. • is a natural hazard akin to heatwaves, floods and bushfires. As an explanation - overexposure to solar UV radiation is a meteorological hazard caused by the interaction of the sun, ozone and other natural processes. As explained earlier, this hazard is present in the region at levels high enough to damage unprotected skin for at least 10 months of the year. As such, UV radiation could be recognised as a natural hazard in the CSP. 		
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		<p>• needs dedicated planning and budgeting. In this respect, the Institute recommends that the planning and construction of well-designed built and natural shade is recognised in Council's forthcoming DP – please also consider this letter as a submission to the draft DP.</p> <p>The Institute also made a submission to Council's <i>Local Strategic Planning Statement</i> (LSPS) and is pleased that the importance of shade was recognised by adding to Action 4.1 relating to the Development Control Plan review. Hence it is appropriate that shade is likewise recognised in the CSP.</p> <p>3. Further information and assistance regarding shade for all staff within council</p> <p>The Institute's key message is that the provision of well-designed, appropriately located and properly budgeted built and natural shade is integral to assisting the community in reducing its over-exposure to UVR, and hence in reducing the risk of skin cancer in the community. As such, the Institute will be pleased to provide support to Council that will assist in the planning, design and construction of shade. Some resources are provided in the <i>Additional Information</i> section below. Further technical documents, information and assistance can be obtained from the Institute: Nikki Woolley, Skin and Lifestyle Cancer Prevention Portfolio Manager Email: CINSW-SkinCancerPrevention@health.nsw.gov.au or Phone: 8374 5604</p> <p>A consultant Registered Planner, Jan Fallding RPIA (Fellow), has been engaged to assist in preparing this submission and to offer further support to Council via the Institute. She will only be available until the end of June 2022.</p> <p>You may like to forward this offer of assistance to the various staff within Council who are responsible for different areas relating to shade planning and construction – for example:</p>		
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		<ul style="list-style-type: none"> • planning staff writing Development Control Plans or other planning strategies • infrastructure and recreation staff designing and budgeting for built and natural shade • staff involved in community programs where education about sun smart behaviour can be beneficial. <p>Thank you for the opportunity to comment on the draft CSP, and the forthcoming Delivery Program. Please keep the Institute informed as to the progress of the CSP, the Delivery Program and any further relevant policy or strategy related to shade.</p>		
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Community Strategic Plan — internal amendments

Subject	Amendment	Explanation
Councillor biography	Councillor Ruggeri's election year included in the Councillor biography.	Edit for consistency across all Councillor biographies.
Image choice	Images of Great North Road prior to streetscape upgrade replaced.	More updated and relevant content available.
Icons for each Direction	Direction 3 and 4 icons will be switched, and bicycle image moved to Direction 4.	More accurate reflection of directions.
Links to Eastern District Plan table	Add a tick in Vibrant Urban Living column for: <ul style="list-style-type: none"> • E5 Providing housing supply, choice and affordability, with access to jobs, services and public transport • E10 Delivering integrated land use and transport planning and a 30-minute city 	Change made to reflect Council's work more accurately.

DELIVERY PROGRAM 2022-2026 OPERATIONAL PLAN 2022-2023



Five Dock
Skate Park.

*Renewal works
along the Bay Run.*



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36 Service review program		

ENGLISH
If you do not understand this information, please come to the Council or contact the Telephone Interpreter Service (TIS) on 13 14 50 and ask them to connect you to Council on 9911 6555. We will try to answer your enquiries by using an interpreter.

ITALIAN
Se hai difficoltà a capire questo documento presentati direttamente all'ufficio del Comune, oppure telefona al Servizio Telefonico Interpreti (TIS, numero di telefono 13 14 50) e chiedi di essere messo in contatto con l'ufficio del Comune (numero di telefono 9911 6555). Cercheremo di rispondere alle tue domande con l'aiuto di un interprete.

GREEK
Αν δεν καταλαβα νετε αυτ τι πληροφορε , παρακαλο με ελτε στο Δμο επικοινων στε με την Τηλεφωνικ Υπηρεσα Διερμηνων (TIS) στο 13 14 50 και ζητε στε να σα συνδ σουν με τον Δμο στον αριθμ 9911 6555. Θα προσπαθ σουμε να απαντ σουμε στι ερωτ σει σα χρησιμοποι ντα να διερμην α.

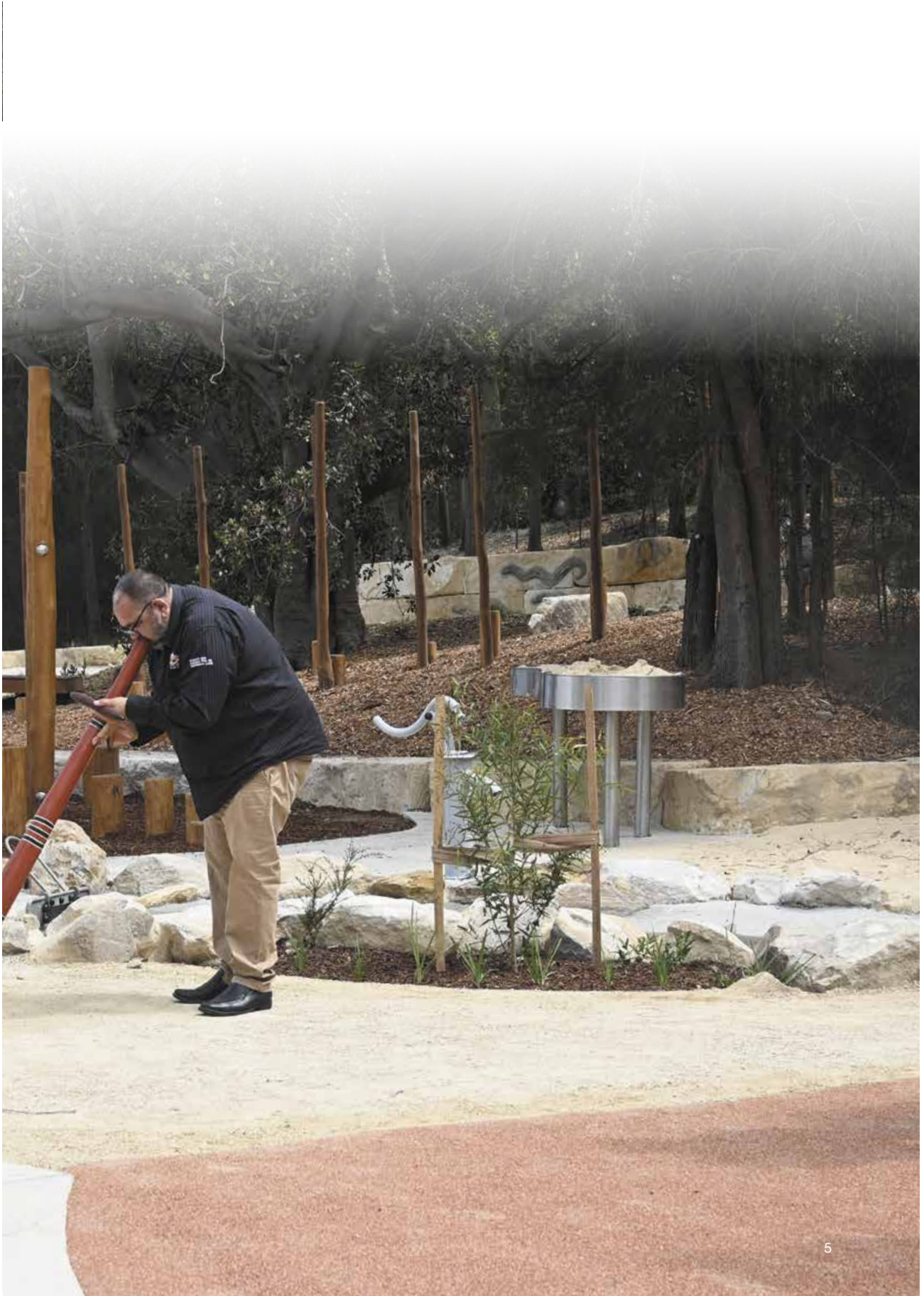
SIMPLIFIED CHINESE
如果您对这些内容不理解, 请向地方议会咨询或致电13 14 50 联系电话口译服务 (TIS), 并在他们的帮助下通过电话与9911 6555地方议会联系。h们将尽力通过口译员回答您的问题。

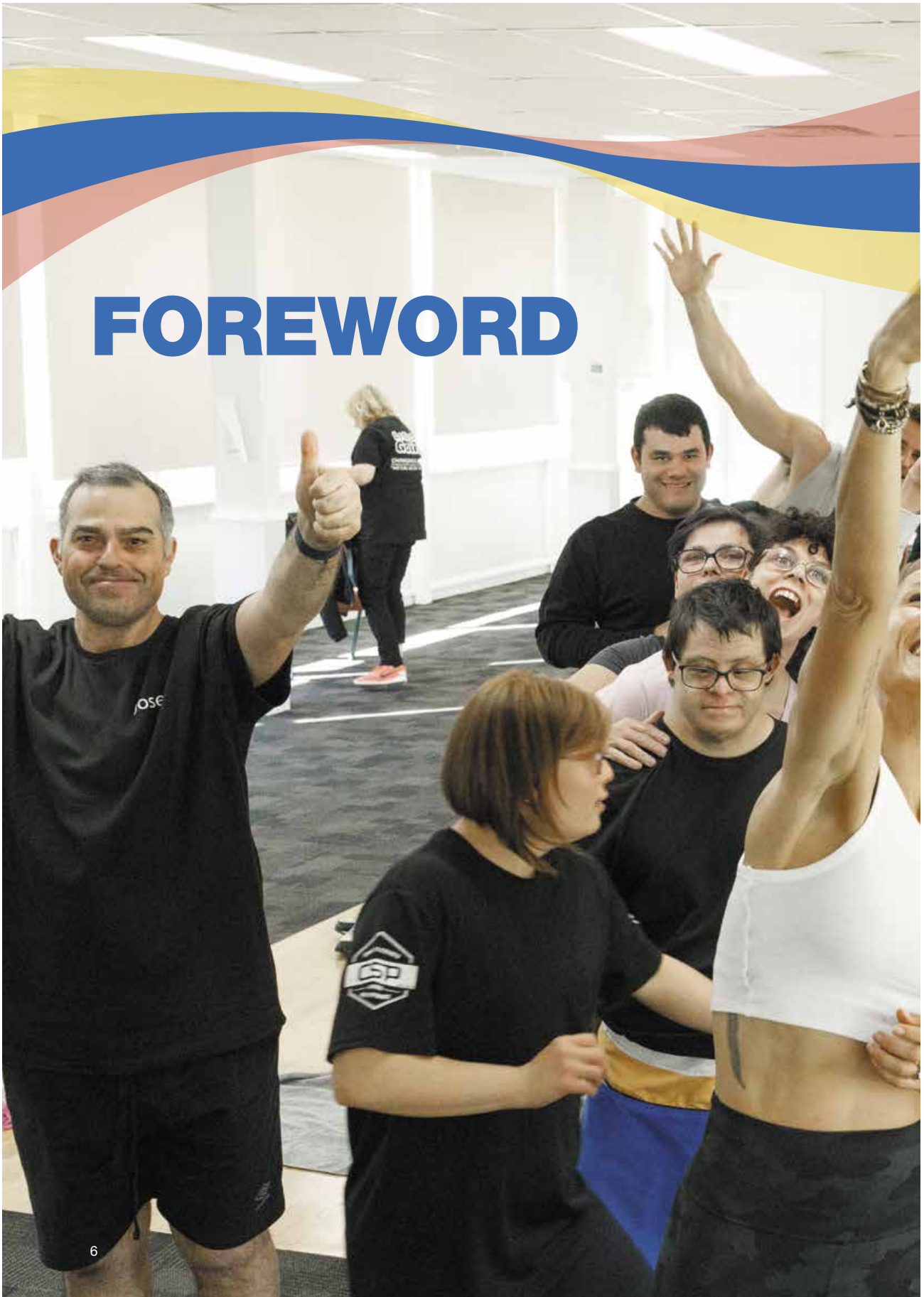
KOREAN
이 정보내용을 잘 이해하지 못 하신다면, 심의회(Council)로 방문해 주시기나, <13 14 50>으로 전화통역서비스를 이용하셔서 심의회(9911 6555) 로 연결해 달라고 요청하시기 바랍니다. 통역사의 도움을 받아 귀하의 문의사항에 답변해 드리도록 하겠습니다.

ACKNOWLEDGEMENT OF COUNTRY: The City of Canada Bay acknowledges the Wangal clan, one of the 29 tribes of the Eora nation and the traditional custodians of this land. Council pays respect to Elders past, present and emerging and extends this respect to all Aboriginal and Torres Strait Islander people living in or visiting the City of Canada Bay.



Smoking ceremony at the
Wangal Reserve opening.





6

Participants at an all abilities program run by a not-for-profit group.



A MESSAGE FROM YOUR COUNCIL

Welcome to the Delivery Program 2022–26 and Operational Plan 2022–23.

This document outlines how the City of Canada Bay will resource and deliver on the priorities outlined in our Community Strategic Plan, Our Future 2036, all while ensuring our long-term financial sustainability. It includes priority projects and programs planned for the whole term of Council and a set of Operational Plan actions for the coming financial year.

The City of Canada Bay is set to experience significant growth in the coming years. We are working hard to ensure we can continue to provide high quality services and facilities for our growing community. We will also continue to work with the NSW Government on projects related to these growth areas, including Sydney Metro West, the Parramatta Road Corridor, and Rhodes East.

Our commitment to environmental sustainability remains central to the work we do, and we will continue our work towards net zero Council emissions by 2030 and net zero community emissions by 2050, as identified in our Emissions Reduction Plan. We will also continue our journey to creating a greener City by working towards our goal to reach 25% tree canopy cover by 2040.

Our flagship project, the new Concord Oval Community and Sports Precinct, is due for completion this year and will provide our residents with new open green space alongside world class community, recreation, and sporting facilities.

As we embark on another year at the City of Canada Bay, staff across the organisation will continue to work hard to deliver key services and facilities for all residents, workers, and visitors to the area. This work will bring to life the priorities identified in the Community Strategic Plan, Our Future 2036, and contribute to our community's vision for an inclusive, sustainable, and thriving foreshore community.

8



City of Canada Bay
staff at work.



OUR COUNCIL



10

Customer service staff at the Civic Centre, Drummoyne.



11

YOUR MAYOR AND COUNCILLORS

There are nine Council members of the City of Canada Bay: a popularly elected Mayor, a Deputy Mayor, and a further seven Councillors.

Mayor

The Mayor is the public face of the Council and is responsible for representing the views of Councillors and the community.

Presiding over Council meetings, the Mayor ensures they are conducted efficiently, effectively, and according to the Local Government Act. The Mayor must also promote the effective and consistent implementation of the Council's integrated planning and reporting processes.

Councillors

Councillors represent the collective interests of residents, ratepayers and the local community.

They are active participants in the integrated planning and reporting process and ensure that delivery, review and reporting are satisfactorily completed.

Council term

The current Council was elected in December 2021. The current council term is shorter due to the impacts of COVID-19 on local government elections. The next election is due to take place in September 2024.



**Joseph
Cordaro**
Councillor

**Anthony
Bazouni**
Councillor

**Julia
Little**
Councillor



**Stephanie
Di Pasqua**
Deputy Mayor

**Charles
Jago**
Councillor

**Michael
Megna**
Councillor

**Angelo
Tsirekas**
Mayor

**Carmel
Ruggeri**
Councillor

**Andrew
Ferguson**
Councillor

CITY OF CANADA BAY COUNCILLORS



Angelo Tsirekas
Mayor

Angelo has served on Council since he was first elected in 1995. He was first elected Mayor in 2002 and again as popularly elected Mayor in elections of 2004, 2008, 2012, 2017 and 2021.



**Deputy Mayor Councillor
Stephanie Di Pasqua**

Stephanie was elected to Council in 2017 as the youngest ever Councillor in the City of Canada Bay. A lifelong resident, Stephanie is a strong advocate for her community and has been involved in lobbying State and Federal governments about vital issues concerning our area.



**Councillor
Anthony Bazouni**

Anthony was elected to Council in December 2021. He has lived and worked in the City for many years, including more than 23 years as a local lawyer.



**Councillor
Charles Jago**

Charles is a long-time resident of the area who was first elected to the Council in 2017. His professional experience spans information technology, the energy industry, adult education, and government and community development.



**Councillor
Julia Little**

Julia has served on Council since 2017 and, together with her husband and young children, is an active member of the local area. She is a media and communications specialist with experience working in the Commonwealth public sector.



Councillor
Joseph Cordaro

Joe was elected to Council in December 2021.

He and his family have lived in the area for more than 30 years and enjoy the vibrant, multicultural and multi-generational community.



Councillor
Andrew Ferguson

Andrew was first elected to Council in 2017.

He and his family have lived in the area for the past 30 years, and he is committed to equity, social justice, heritage and environmental sustainability.



Councillor
Michael Megna

Michael previously served as Mayor and Deputy Mayor of the former Drummoyne Council and as Deputy Mayor for one term following his election to the City of Canada Bay in 2004.

Michael is now serving his eighth four-year term and has represented his community for over 30 years.



Councillor
Carmel Ruggeri

Carmel was elected to Council in 2021. Carmel has lived in the City all her life and is passionate about supporting the local community and spirit.

She has operated a business locally, and many people would recognise her from her food walking tours around Five Dock and Concord.

COUNCIL

Staff

Local councils and their staff are responsible for the day-to-day operations of the Council area and for delivering local services and infrastructure.

The General Manager is responsible for guiding the preparation of the Community Strategic Plan and ensuring that the supporting Delivery Program and Operational Plan are delivered, regularly reviewed, and reported on.

Senior staff provide advice to the General Manager about projects, programs and activities outlined in the Delivery Program and Operational Plan.

They also ensure that team and individual work plans support the achievement of both documents.

An overview of the City of Canada Bay Council's organisation structure is provided in Figure 1 below:

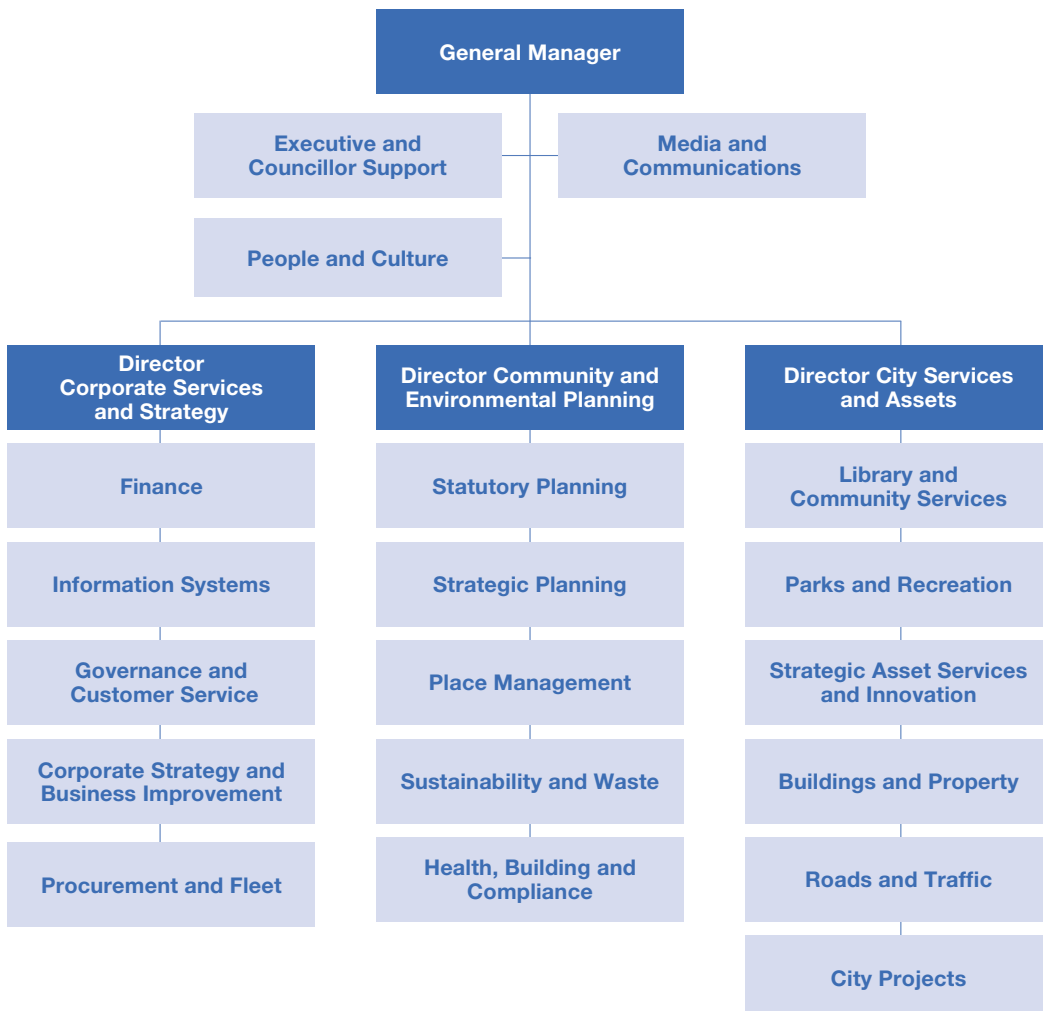


Figure 1: City of Canada Bay organisation structure

Services

The Council provides numerous services as part of its commitment to the community as identified under the Local Government Act.

An essential function of the Council is to provide goods, services and facilities, and to carry out activities that meet the current and future needs of the local community.

Many of the daily services that the Council provides are essential to the community's continued well-being and safety, from library services and community centres to environmental care and helping to maintain the area's tree canopy and biodiversity.

Below is an overview of the primary services Council provides:

Assessment and construction of a driveway and ancillary work	Infrastructure planning
Building certification and compliance	Law enforcement and parking
Buildings and trade maintenance	Library services
Business improvement	Mayoral and Councillor support
City projects	Media and communications
Cleansing operations for public areas	Open space planning
Community engagement	Parks and water operations
Community services	People and culture
Corporate strategy	Place management
Council buildings and property	Procurement
Council venue hire	Protection and restoration of Council infrastructure
Customer service – Civic Centre	Records management
Early childhood education and care	Recreation coordination
Emergency management	Risk management
Environmental health	Road maintenance services
Environmental sustainability	Sports fields and golf courses
Events	Statutory planning
Financial management	Strategic asset management
Five Dock Leisure Centre	Strategic planning
Fleet and mechanical workshop	Traffic and transport
Garden services and Bushcare	Tree services
Governance	Waste management
Information systems	

Table 2: Overview of critical services

COUNCIL'S MISSION AND VALUES

The City of Canada Bay and its Councillors and staff are proud to act and operate by its mission statement and values.

Our values

The City of Canada Bay commits to these values and the behaviour that supports these values.

These values to the right guide the continued delivery of high-quality projects and services for the community. They were developed by staff at the City of Canada Bay.

We empower our people

We invest in our people and build leaders.

We encourage our people to be decision makers and to take action.

We take ownership of our actions.

We are approachable and lead by example.

We act with integrity

We are accountable to ourselves and our community.

We are honest, fair and ethical in all we do.

We are clear and transparent in our actions.

We do what we say we will.

Mission statement

An excellent organisation
delivering great outcomes
for our community.

We work together

We care about each other and about our community.

We are committed to building and maintaining a safe environment for our people.

We support our people to perform at their best and celebrate achievements.

We collaborate to get the best out of each other.

We work with our community to build a better future.

We are respectful

We listen to each other with an open mind.

We build relationships on mutual respect.

We are open, honest and constructive in our communication.

We are inclusive and embrace diversity.

We will respond to our community in a timely and responsible manner.

We innovate

We encourage and value ideas that will improve services for our community.

We are creative problem solvers and are committed to creative thinking.

We will be better tomorrow than we are today, building on past success.

We continuously improve and challenge ourselves to deliver better outcomes.

Majors Bay Reserve, Concord.

OUR AREA



Local business in Five Dock.



OUR CITY AND COMMUN

The City of Canada Bay has a land area of 19.9km² and an estimated population of 97,022 spread across 17 suburbs.

It boasts 36 kilometres of Parramatta River foreshore and is a beacon to locals and visitors who flock to enjoy its more than 300 open green recreation spaces and 348 hectares of open space.

We are a City that celebrates diversity, cares for the environment, and plans well for the future. With 40 per cent of residents born overseas, the cultural and linguistic diversity of the City's residents is one of our most celebrated attributes.

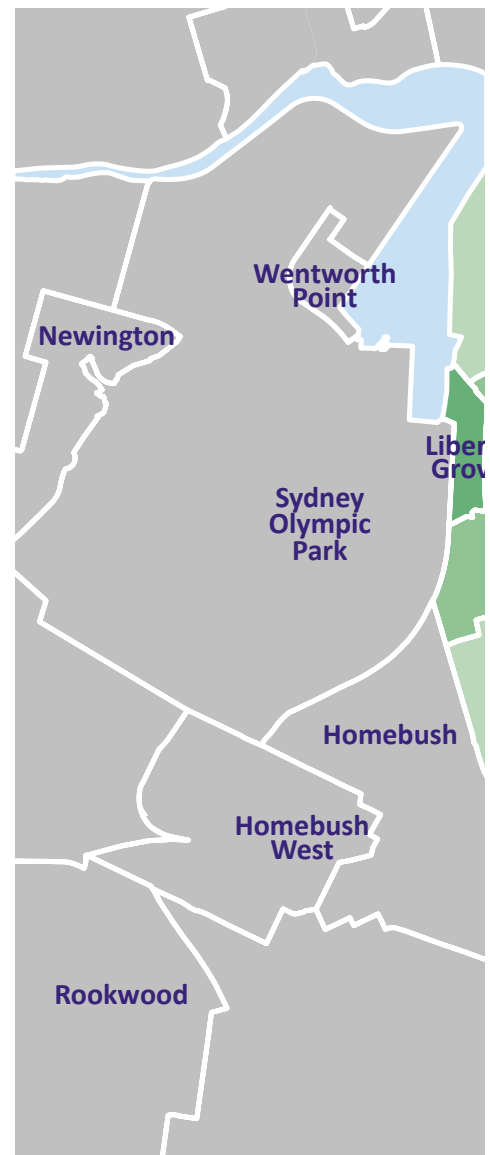
Our shared sense of community is strong throughout the area. It is a safe place to live, and people enjoy the parks and playgrounds, community facilities and sports fields, and cultural events and activities spread across the City.

Over time, our City has grown. Its character has changed as former industrial sites have been adapted into residential dwellings. People have moved to areas that offer a better quality of life and recreational opportunities.

By 2036, the City's population is forecast to grow by almost 30,000 people — an increase of around 30 per cent.

Our community believes we can all do several things to ensure that the City of Canada Bay retains its character, heritage, and widespread appeal.

These include addressing climate change, consulting with the community on significant projects, providing appropriate planning outcomes, maintaining our parks and open spaces, celebrating diversity, managing traffic and parking well, providing excellent support services for community members, and supporting local businesses.



NITY

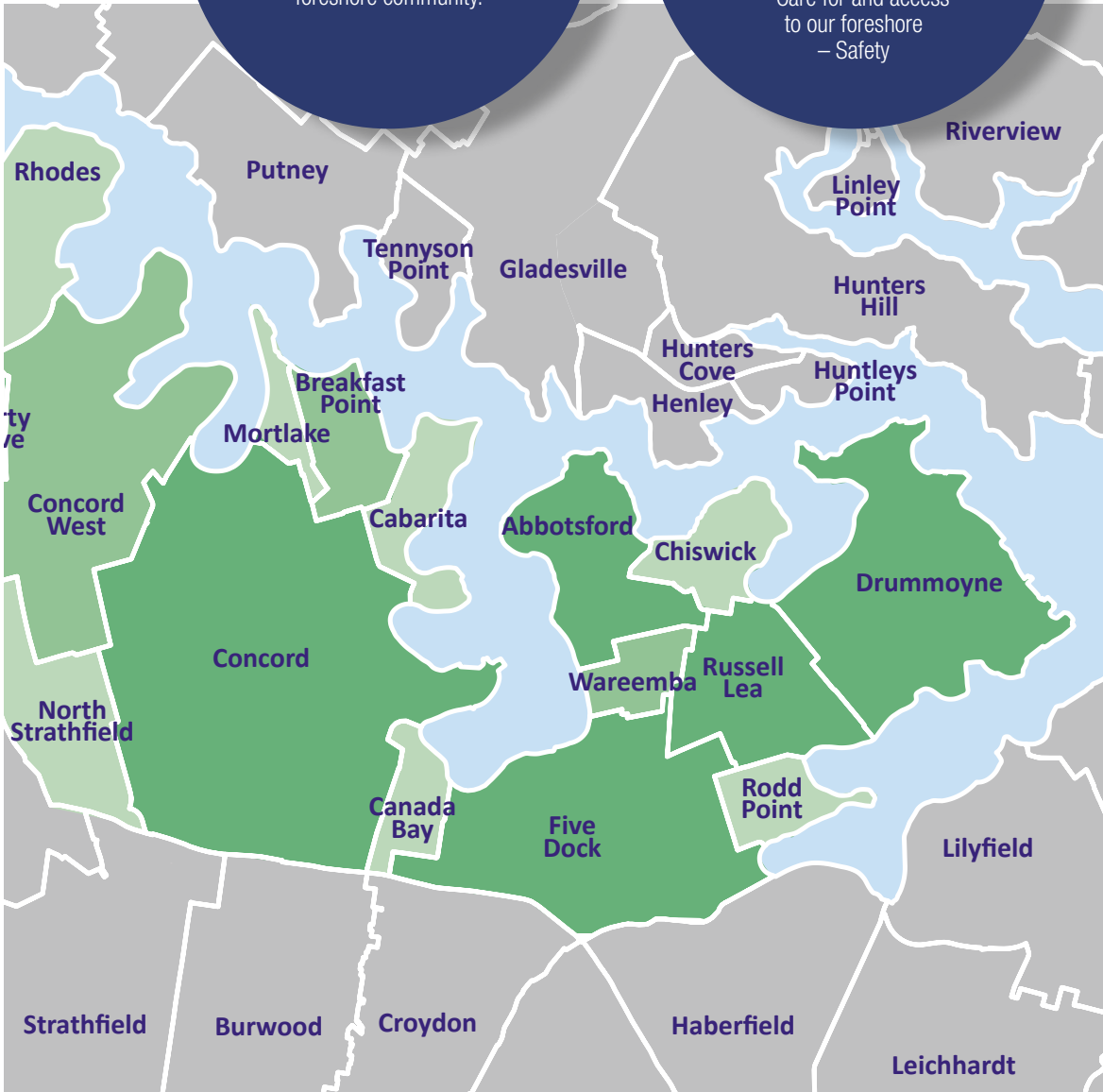
Community vision

Together we are an inclusive, sustainable and thriving foreshore community.

Community values

Our top community values relate to:

- The natural environment and open space
- Care for and access to our foreshore
- Safety



KEY FACTS

Age

In 2021, the dominant age group in the City of Canada Bay was ages 30 to 34, which accounted for 8.9 per cent of the total number of people. This will change over the next 14 years. By 2026, the largest age group is forecast to be 25 to 29, accounting for 9.1 per cent of the population.

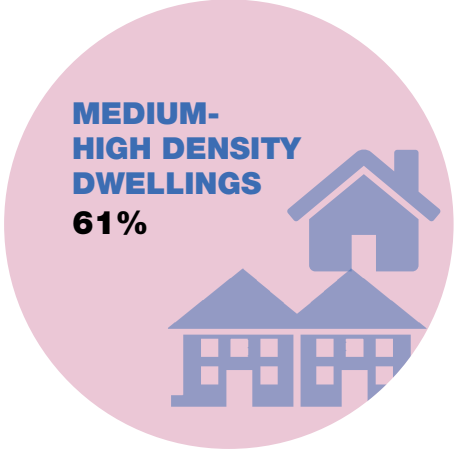
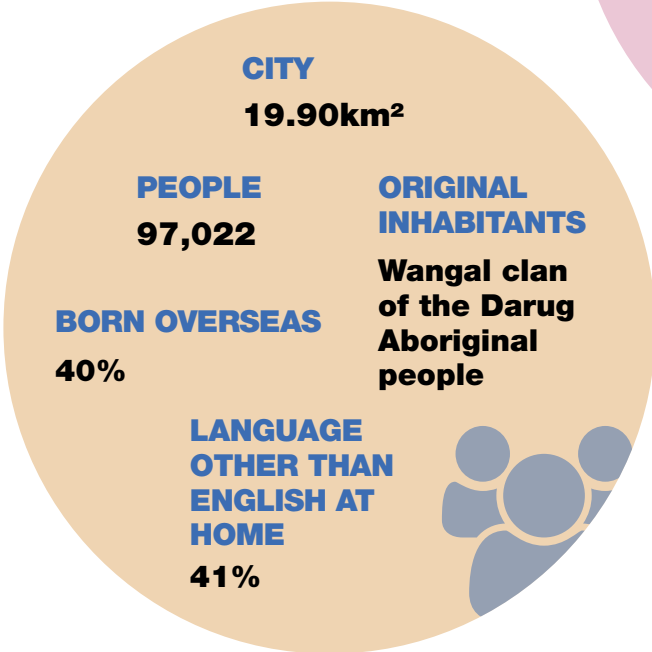
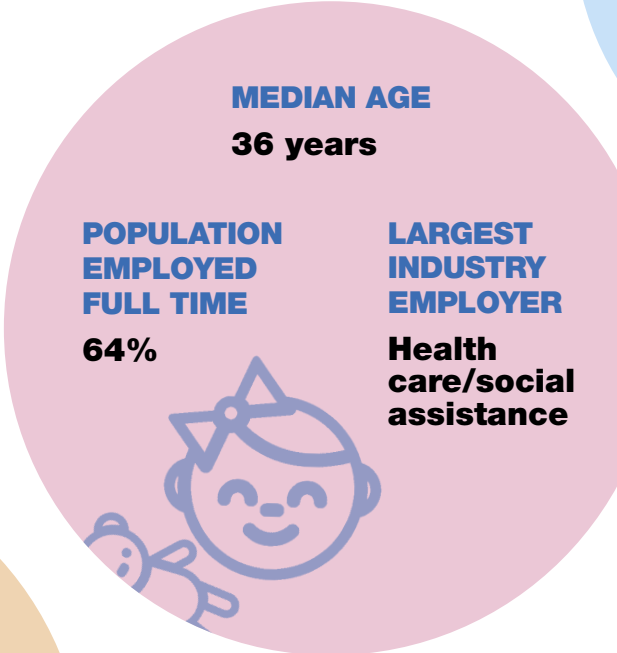
Household types

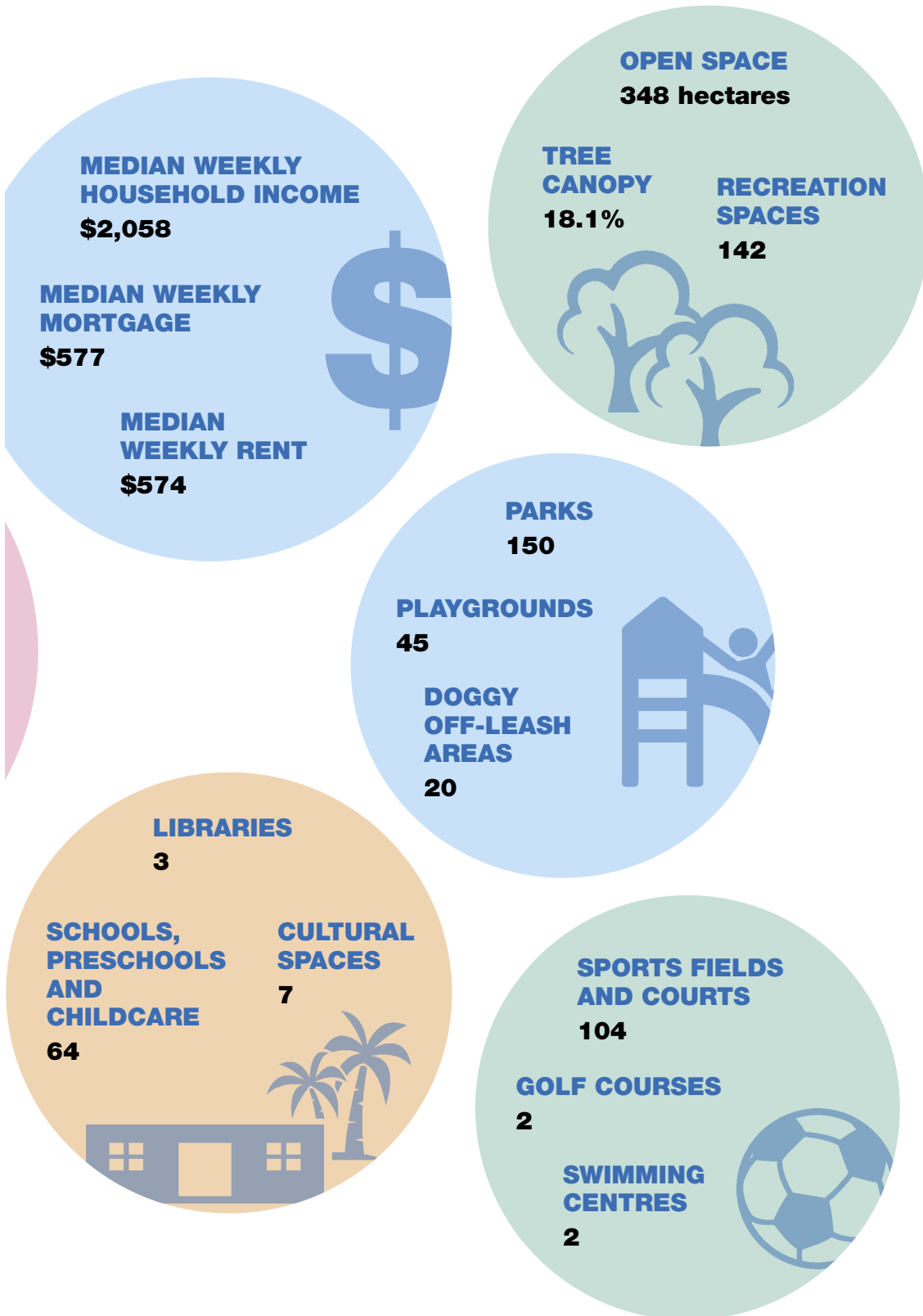
In 2021, the dominant household type in the City of Canada Bay was couple families with dependents, which made up 31.9 per cent of all households.

The most significant growth in household types is forecast to be in couples without dependents, which will increase by 3,632 households, or 28.3 per cent of all households.

Population

Population growth across demographic profiles and suburbs are charted over the page.





OUR FUTURE: 2022 TO 2036



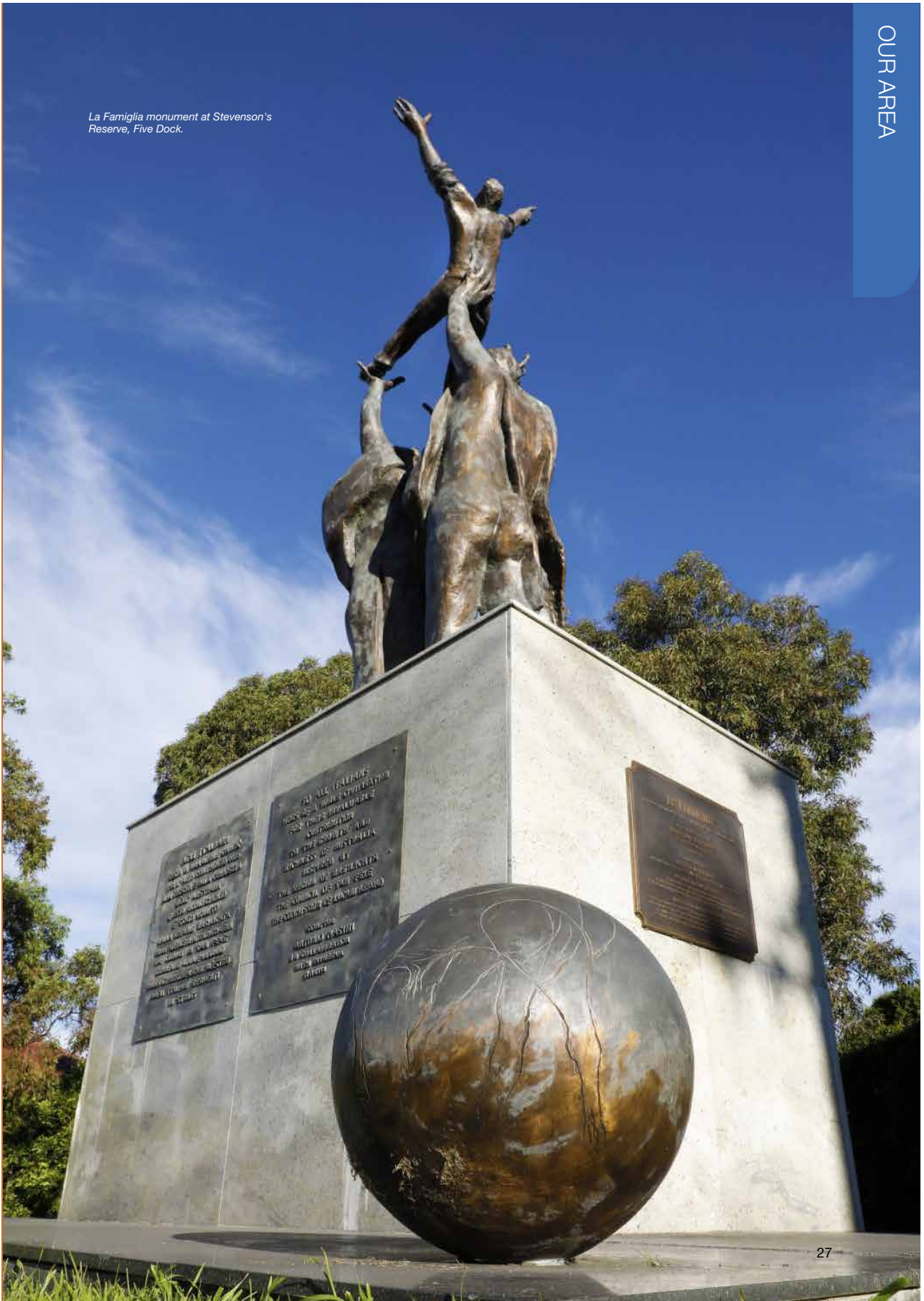
Category	2021	2036	Percentage difference
Population	95,976	125,310	30%
Dwellings	39,348	52,223	32.7%
Households	37,080	49,065	32.3%
Average household size	2.56	2.52	-1.56%
Couple families with dependents	11,819	14,464	22.4%
Couples without dependents	10,258	13,890	35.4%
Group households	2,146	3,247	51.3%
Lone person households	8,582	12,014	40%
One parent families	3,041	3,809	25.3%
Other families	1,233	1,642	33.2%

Table 3: Forecast changes to 2036

Suburb	Population 2021	Population 2036	Percentage difference
Abbotsford – Wareemba	7334	7422	1.2%
Cabarita	2109	2176	3.2%
Chiswick	3055	3234	5.9%
Concord	15030	18441	22.7%
Concord West	6478	8062	24.5%
Drummoyne	13383	13995	4.6%
Five Dock – Canada Bay	12119	17438	43.9%
Liberty Grove	2268	2087	-8%
Mortlake – Breakfast Point	7655	8454	10.4%
North Strathfield – Strathfield	7661	14155	84.8%
Rhodes	11958	22694	89.8%
Russell Lea – Rodd Point	6925	7153	3.3%

Table 4: Forecast population growth by suburb to 2036

La Famiglia monument at Stevenson's Reserve, Five Dock.

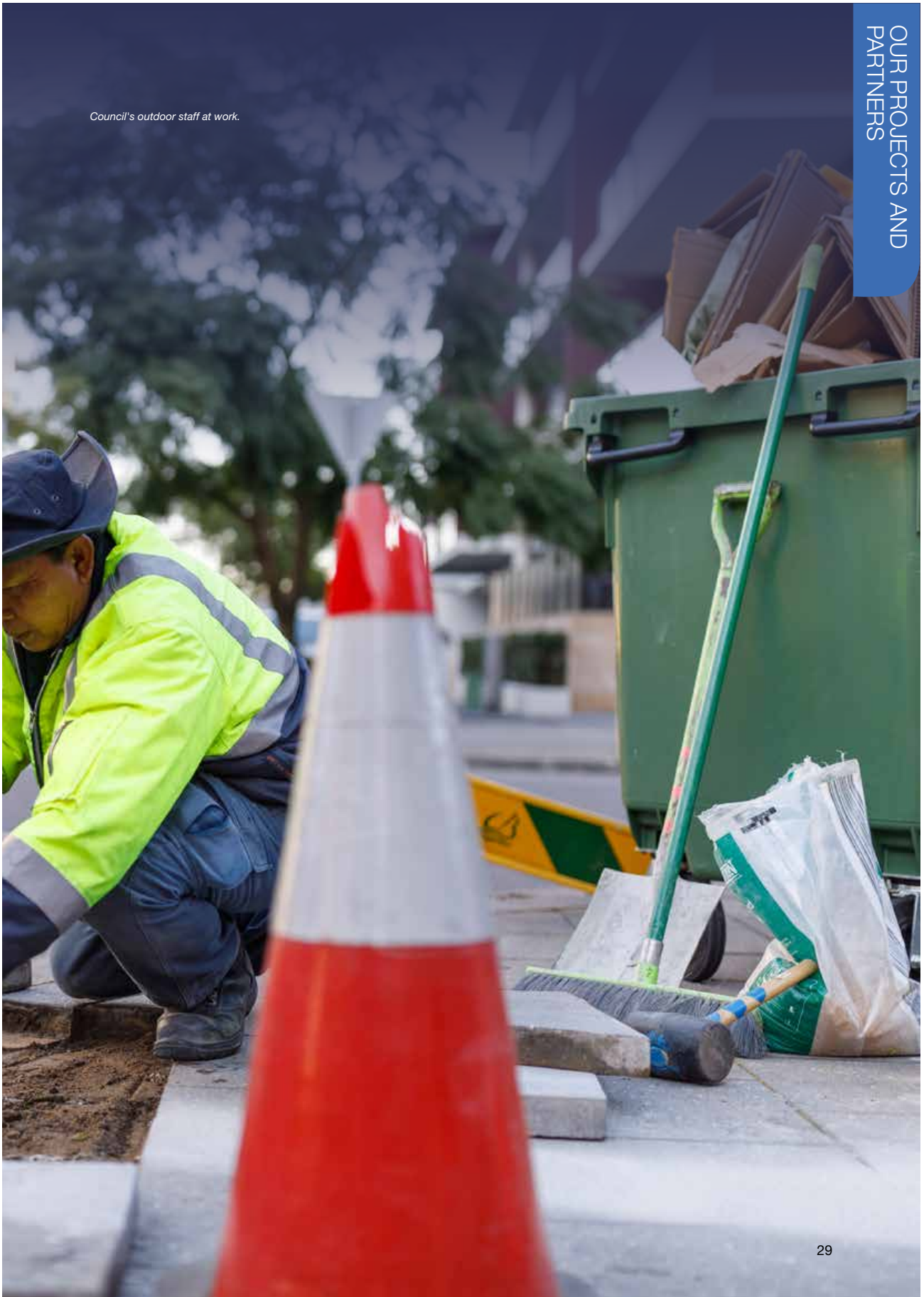




OUR PROJECTS AND PARTNERS

28

Council's outdoor staff at work.



NSW PRIORITY PROJECTS AND CRITICAL GROWTH AREAS

Some City of Canada Bay areas will experience significant growth in the coming years.

There are several high-profile NSW Government projects and initiatives that are related to key growth areas in the City of Canada Bay, most notably:

Sydney Metro West

The Sydney Metro West project will support a growing City and deliver world-class metro services to more communities.

This 24-kilometre underground railway will connect Greater Parramatta and the Sydney CBD and includes three stations in the City of Canada Bay at North Strathfield, Concord Oval, and Five Dock.

The new metro will double rail capacity between the two CBDs, link new communities to rail services and support employment growth and housing supply.



[sydneymetro.info](https://www.sydneymetro.info)

Parramatta Road

Parramatta Road connects Parramatta with the Sydney CBD. The NSW Government's Parramatta Road Corridor Urban Transformation Strategy covers land along Parramatta Road from Granville to Camperdown, including Five Dock, Concord, and Burwood.

This strategy includes plans to revitalise the corridor through state government agencies and councils working together.

It also includes NSW Government's Parramatta Road Urban Amenity Improvement Program (PRUAIP), an initiative to improve open space and active transport links along the Parramatta Road corridor. Six councils, including the City of Canada Bay, have been provided funding under the program to deliver the 32 projects in and around Parramatta Road. The works fall into three categories: streetscape upgrades, the creation of new and improved open spaces, and new walking paths and cycleways.



[planning.nsw.gov.au](https://www.planning.nsw.gov.au)



Rhodes and Rhodes East

Rhodes is an important strategic centre in the Eastern City District Plan, with significant opportunities to create a great new place to live, work and visit. The precinct comprises land to the east and west of Rhodes train station, between the rail line and Concord Road.

The Rhodes Place Strategy is a plan for developing the Rhodes precinct over the next 20 years, with most of the development slated for Rhodes East.

The Rhodes Place Strategy will deliver:

- 4,200 new homes, with an initial cap of 3,000 homes pending further infrastructure
- 1,100 new jobs
- New primary school
- Rhodes train station upgrades
- New ferry wharf
- Improved pedestrian and walking paths
- 2.3 hectares of new public open space, including a foreshore park and promenade
- Excellence in design and sustainability, including dual reticulation for development and incentives to exceed BASIX and tree canopy targets.



planning.nsw.gov.au

Federal, state and regional priorities

We have considered federal, state, and regional priorities in preparing this plan, particularly the Premier's Priorities and Eastern District Plan. See the Appendices on page 104 for more information and an overview of relevant documents.

CITY PRIORITY PROJECTS

Concord Oval Community and Sports Precinct

Funded by the NSW Government with the Australian Government, City of Canada Bay Council, and Wests Tigers, the Redevelopment of Concord Oval will create vital recreation spaces for the Burwood-Concord and Kings Bay precincts as well as:

- Open, green recreation spaces
- Outdoor public areas and plaza
- Indoor recreation centre with multipurpose sports courts, gymnasium and group fitness rooms
- Public art throughout the precinct
- Café for residents and visitors
- Community programs, activities and function spaces
- New match day facilities for local sporting clubs
- New head office and elite training facility for Wests Tigers.

Rhodes Recreation Centre

The Rhodes Recreation Centre will provide our growing community with a new place to come together, exercise and have fun with friends and family.

It will include:

- Gym
- Café
- Childcare centre
- Gymnastics centre
- Allied health services
- Indoor sports hall with viewing mezzanine, and more.

Ferragosto

The City of Canada Bay's largest event, Ferragosto, will return in 2022 following a COVID-19 related hiatus.

This year Great North Road will again come alive with the best Italian food, culture, and performances across a series of stages, plus cooking demonstrations, market stalls, a funfair and children's activities.

The festival preserves its roots in the Italian heritage of the local community, with considerable support and interest from local businesses, entertainers, community organisations and residents.



OUR PARTNERS

While Council has a custodial role in initiating, preparing and delivering Our Future 2036 on behalf of the community, it cannot do so in isolation.

Partnerships will be crucial in ensuring our City receives the funding, support and assistance it needs to meet the challenges of the future:

Community partners

- Churches and religious organisations
- Community groups and organisations
- Community services
- Environmental groups
- Indigenous groups and organisations
- Not-for-profit organisations
- Resident groups
- Schools and educational institutions
- Sporting bodies and organisations
- Volunteers.

Business partners

- Chambers of Commerce
- Industry groups
- Local businesses.

Government partners

- Federal Government agencies
- NSW Government agencies
- South Sydney Regional Organisation of Councils (SSROC)
- Other councils.



Great North Road,
Five Dock.

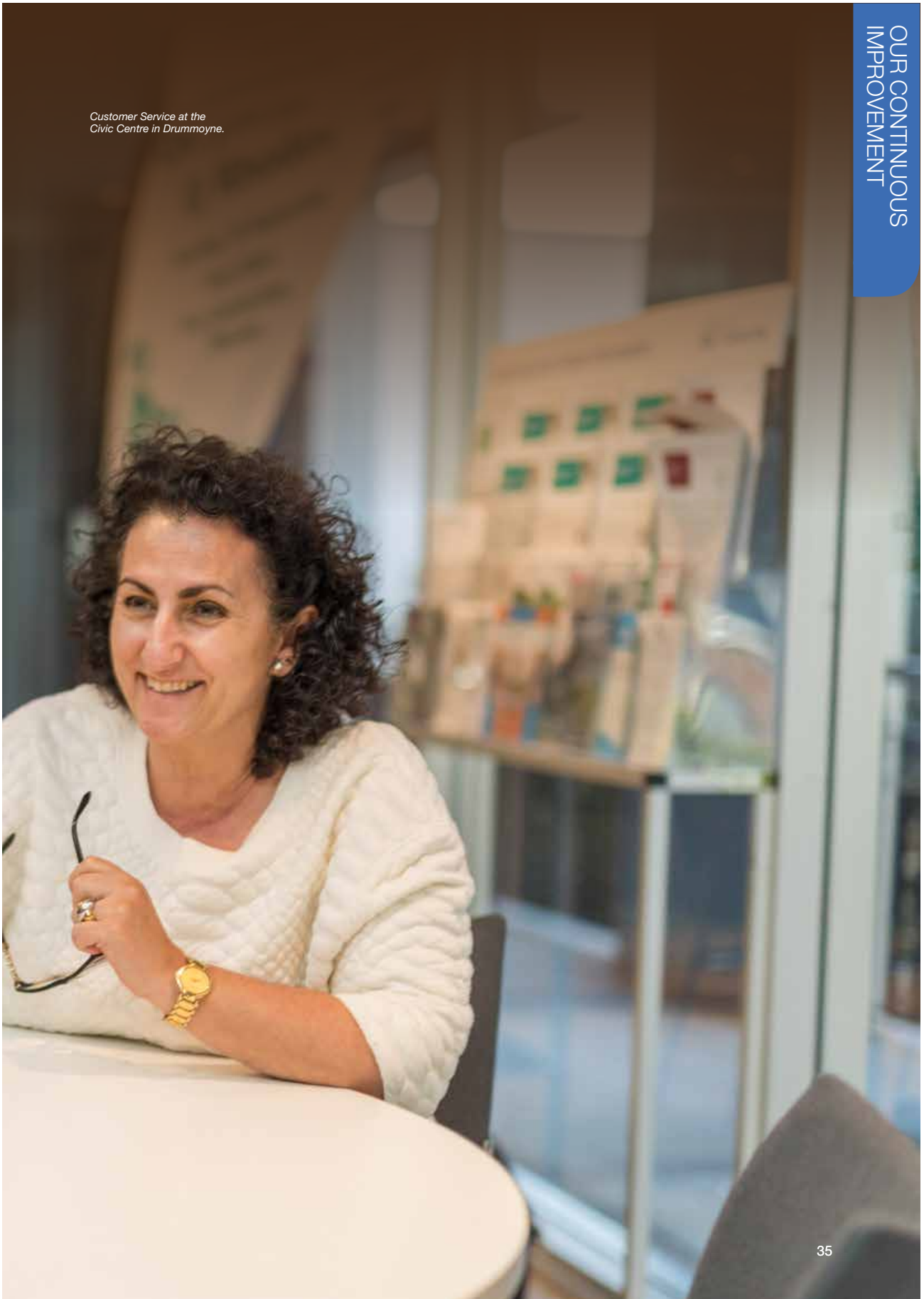


OUR CONTINUOUS IMPROVEMENT



A photograph showing a person from behind, sitting at a table and writing on a document with a blue pen. The person is wearing a white sweater and gold bangles. The background is a blurred office or meeting room.

*Customer Service at the
Civic Centre in Drummoyne.*



OUR CONTINUOUS IMPROVEMENT

The City of Canada Bay has an active program of initiatives focused on continuous improvement. We strive for optimum service efficiency and effectiveness, productivity, cost containment and revenue opportunities.

As with many NSW metropolitan councils, the City of Canada Bay faces a growing population that requires more assets, facilities, and services.

We strive to ensure that everyone in our expanding community has access to these assets, facilities and services to a benchmark standard or a standard that is desired by the community. However, we are also facing an income gap, with costs increasing more than revenues.

Attempts so far to address this income gap have included:

- Productivity gains and efficiency savings
- Actively pursuing grants and working collaboratively with neighbouring councils
- Carefully managing income and expenditure through regular budgetary monitoring.

Council continually searches for opportunities that would result in a stronger favourable operating position to ensure

financial sustainability to meet increased demand for services. Indeed, Council's base case is in a financially sustainable position overall. However, the ongoing surpluses projected predominantly come from our domestic waste fund. Surpluses generated by domestic waste are required for infrastructure investment in waste and cannot be used to fund other services. In order to maintain some of the increased services already in place, such as tree maintenance and arrest cleansing, as well as increase future services to accommodate expected population growth in the area, Council is reviewing options for increase revenue, including a special rate variation. Council is committed to consulting the community of Canada Bay on these options in late 2022, before any final decision is made.



Service review program

The City of Canada Bay service review program is designed to support Council to achieve its strategic objectives and priorities in an efficient, economical, and appropriate manner. The program is embedded into the organisation's Continuous Improvement Program to work toward achieving excellence in delivering the best value and effective services to our community.

The service review program is designed to provide:

- Analysis of the service: assess and analyse all Council services
- Value for money: determine whether we are providing our customers value for money and look at ways to invest and improve the value and quality of our services
- Options: help with developing options for how we offer our services

- Organisational culture: realise the potential of Council staff to build a culture of service, engagement, teamwork, and continuous improvement
- Accountability: develop clear accountability in achieving outcomes for our communities
- Opportunity: identify new business opportunities to generate revenue, and improve quality and productivity
- Efficiency and effectiveness: efficient and effective services that meet the diverse needs of communities
- Continuous improvement: ensure that proposed improvements are planned, delivered, and evaluated — plan, do, review.

Guiding principles have been developed, and services that have completed a review process will be integrated into the Annual Service Health Check program as part of the annual business planning

process to ensure a cycle of continuous improvement.

A set of criteria was developed to prioritise the review program and will be aligned with our three-year internal audit program. With the plan to implement both programs simultaneously, in the financial year 2022–23, Council plans to conduct full reviews on two services as part of the service review program.

In addition to full reviews, several manager-led reviews are also scheduled to improve service elements, as per activities in the Operational Plan. This combination of service review activity supports the continued strengthening of our culture of continuous improvement.

The program of full reviews will, in time, roll out to all of Council's 45 services so that we can work towards providing the best possible value and services for residents and ratepayers.



*Drummoyne Oval,
Drummoyne.*



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK



Five Dock Leisure Centre.



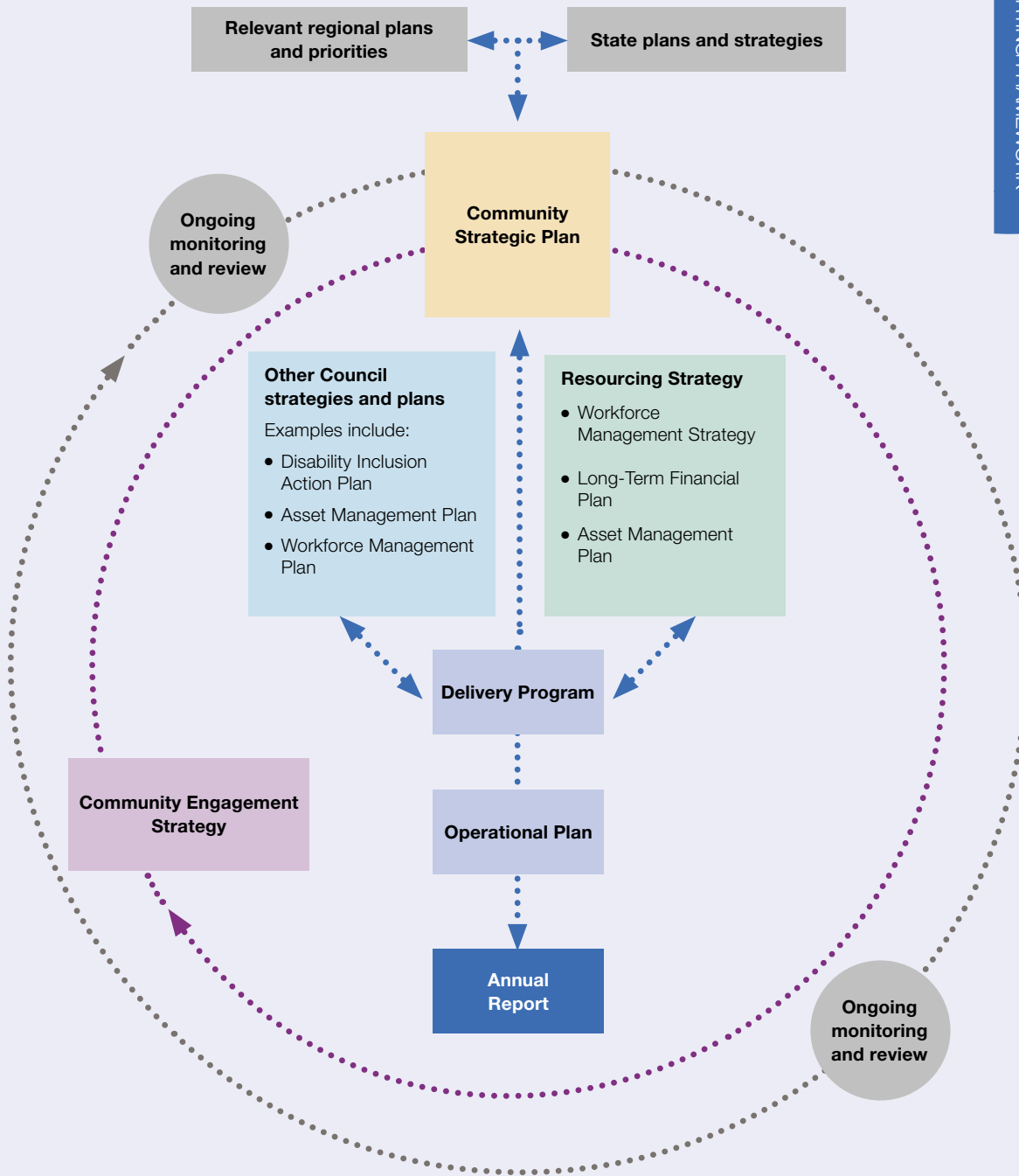
INTEGRATED PLANNING AND REPORTING FRAMEWORK

The NSW Government introduced the Integrated Planning and Reporting (IP&R) Framework in 2009 to assist councils in delivering their community vision and long-term objectives through long, medium, and short-term plans and reports.

In essence, the framework begins with the community's, not Council's, aspirations for at least 10 years, and in our case, from now until 2036. It also includes a suite of integrated plans that set out strategic directions and objectives and strategies to achieve them.

It involves a reporting structure to regularly communicate progress to the elected Council and the community, and a structured timeline for a review to ensure the goals and actions are still relevant.





Source: adapted from the NSW Office of Local Government – Integrated Planning and Reporting Framework. Website: olg.nsw.gov.au

Purpose and relevance of the Delivery Program

The Delivery Program outlines Council's commitment to the community from the newly elected Council and translates the community's strategic goals into clear actions.

This Delivery Program is the reference point for principal activities undertaken by the Council during its term of office. It is intended to determine what is achievable over the next four years, what the priorities are, and how programs will be scheduled.

Notably, the Delivery Program demonstrates how Council's business-as-usual services help achieve Community Strategic Plan objectives.

Performance monitoring and reporting

Every six months, Councillors are presented with a progress report on the Delivery Program. Reporting is provided on the range of measures against the Delivery Program's principal activities. In these progress reports, Council also reports on service performance measures and the measures contained in the Operational Plan.

It is also essential to keep the community informed of our progress in delivering Our Future 2036.

Because our long-term plan (Community Strategic Plan), four-year plan (Delivery Program) and one-year plan (Operational Plan) are all connected, all our regular reporting is related to Our Future 2036 (the Community Strategic Plan).

Throughout the Council term, Council also provides the following reports to the community:

State of our City

At the end of the Council term, the City of Canada Bay will report on the implementation and effectiveness of the Community Strategic Plan, Our Future 2036. This report is called the State of our City and will be presented to the second meeting of a newly elected Council for endorsement.

Annual reporting

Each financial year, the annual report is prepared and presented to the elected Council and the community. This document reports on our performance delivering the Operational Plan.

Six monthly reporting

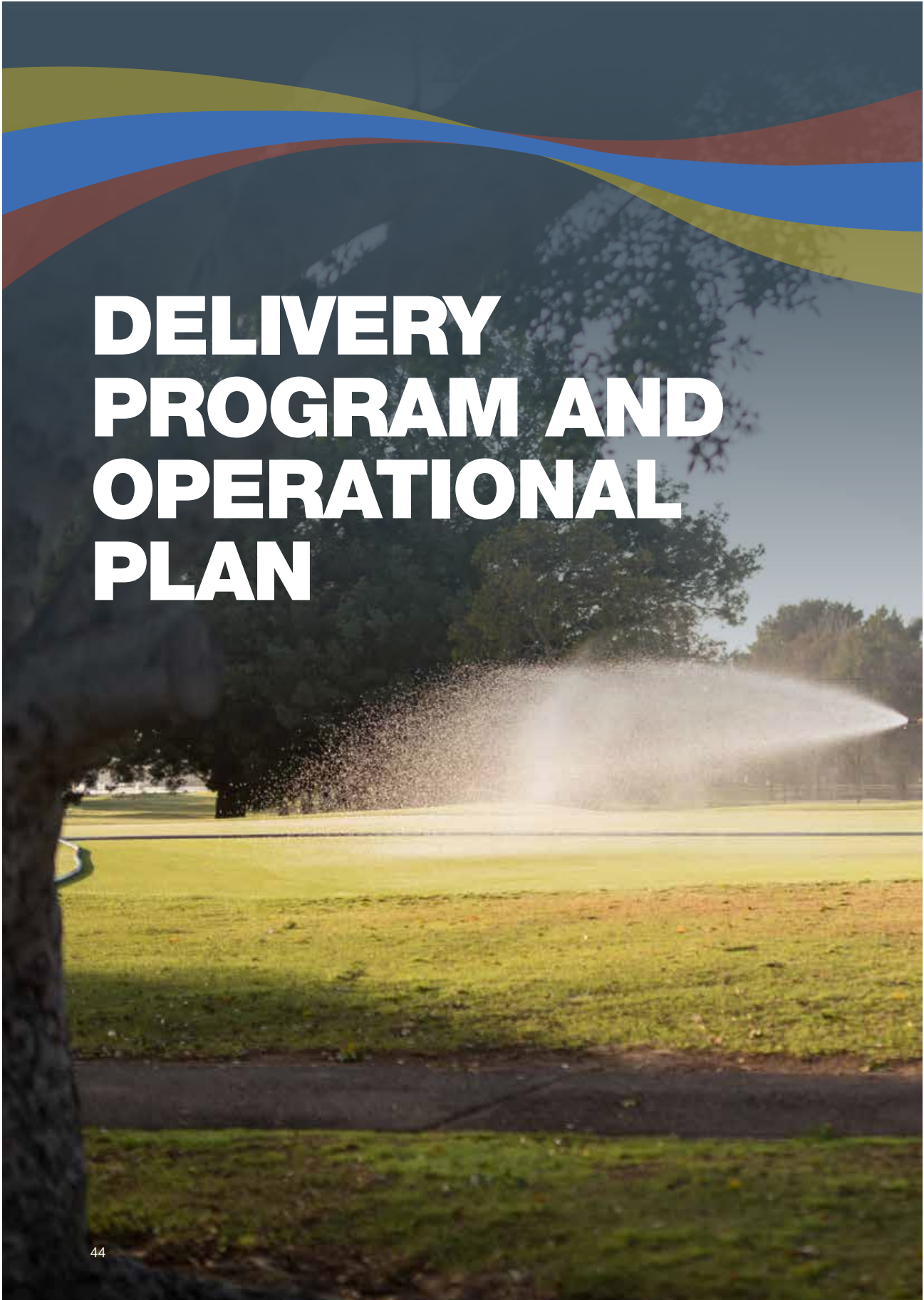
The General Manager ensures that progress reports are provided to the elected Council with respect to the principal activities detailed in this Delivery Program at least every six months.

Quarterly financial budget review statements

Four times a year, financial statements are presented to our elected Council, reporting on our delivery of the annual budget.

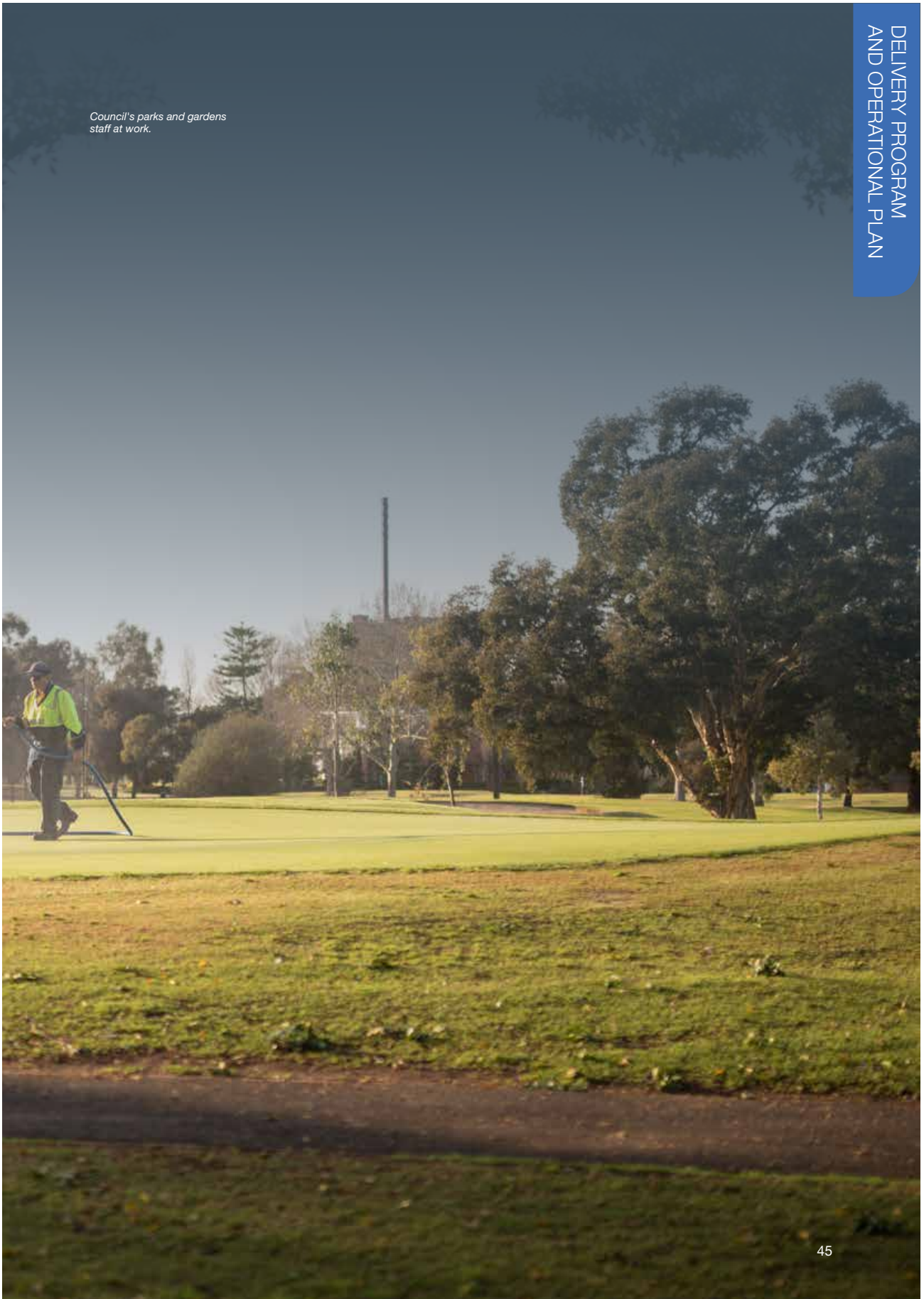
Majors Bay Reserve, Concord.





DELIVERY PROGRAM AND OPERATIONAL PLAN

*Council's parks and gardens
staff at work.*



DELIVERY PROGRAM AND OPERATIONAL PLAN

The City of Canada Bay's 2022–26 Delivery Program is a fixed, four-year plan that sets out how Council will deliver its Community Strategic Plan commitments to the community.

The strategies and principal activities of the Delivery Program and Operational Plan support the directions and goals of the Community Strategic Plan.

The directions identified in consultation with the community, and enshrined in the Community Strategic Plan, are:

1. Connected Community
2. Sustainable and Thriving Environment
3. Vibrant Urban Living
4. Infrastructure and Transport
5. Civic Leadership

Progress against each direction is measured by a series of high-level community indicators, which track trends in the quality of life for people in the City of Canada Bay.

About the Delivery Program and Operations Plan

The City of Canada Bay Delivery Program (2022–26) and Operational Plan (2022–23) have been combined in this document for ease of reference and to aid reporting.

Each direction has several vital elements that, together, will ensure they are delivered on time and to agreed budget and service levels:

- **Community outcomes** describe what we would like our ideal community to look like.
- **Goals** are the community's long-term priorities and aspirations for the City of Canada Bay
- **Strategies** identify how we will reach each goal
- **Activities** refer to specific and measurable actions, timeframes, and responsibilities
- **Measures** set out how we will measure progress against goals, strategies and actions
- **Targets and timeframes** indicate what will be achieved — this may be a number, percentage or date, or other data where specific targets cannot be quantified yet
- **Responsibility** indicates the specific area of the Council responsible for ensuring strategies and activities are delivered.

Quadruple bottom line

The NSW Government's IP&R framework stipulates that the Community Strategic Plan must address social, environmental, economic and civic leadership issues identified by the community — commonly referred to as the quadruple bottom line or QBL.

In this document, the following key indicates which QBL issues each direction addresses:



SOCIAL



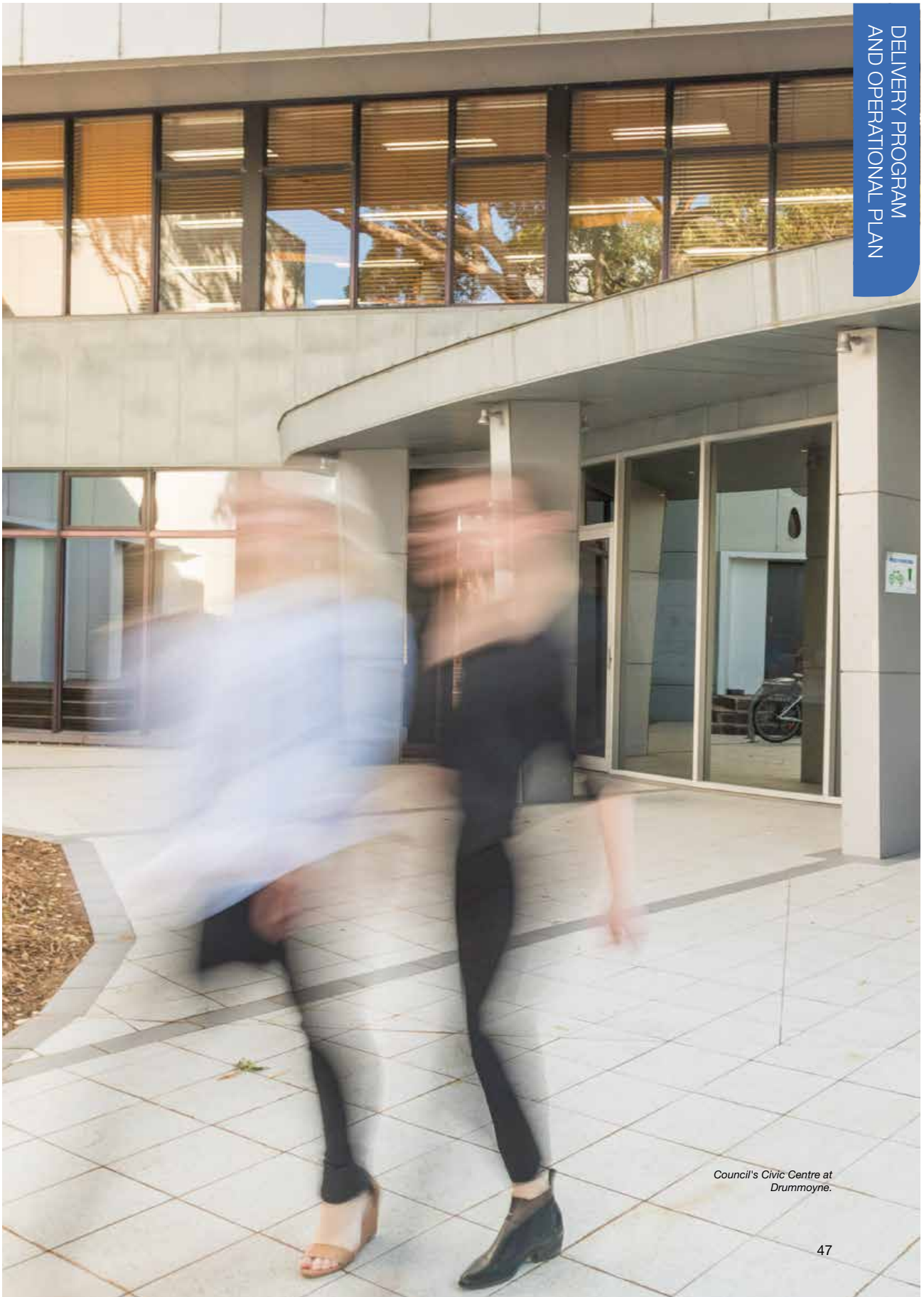
ENVIRONMENTAL



ECONOMIC



CIVIC




*Council's Civic Centre at
Drummoyne.*

DIRECTION 1: CONNECT


DIRECTION 1: CONNECTED COMMUNITY

COMMUNITY OUTCOME


Our local communities are diverse, inclusive and safe places where all people are valued. Everyone has equitable access to services and facilities, and there are plenty of opportunities for everyone to enjoy active lifestyles both outdoors and indoors.



SOCIAL



ENVIRONMENTAL



CIVIC

OUR FUTURE 2036 GOALS

1. Foster an inclusive community where diversity is welcomed and celebrated
2. Celebrate, recognise, and honour Aboriginal and Torres Strait Islander cultures
3. Provide the community with equitable access to a range of programs, services, and facilities
4. Promote a community where residents feel safe and enjoy good health
5. Provide open space, facilities, and programs that promote active lifestyles

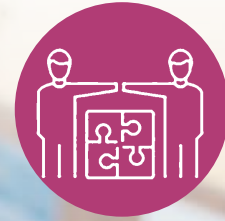
OUR PARTNERS

- Community groups and organisations
- Residents, workers and visitors
- Community services
- Indigenous groups and organisations
- Business and industry
- Sporting bodies and organisations
- Volunteers
- NSW Government

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Be involved in the community and sporting groups and organisations
- Volunteer in the community and at our libraries
- Participate in community engagement
- Attend community events, festivals and activities
- Participate in programs and activities that celebrate First Nations cultures
- Support local emergency relief groups and efforts

ED COMMUNITY



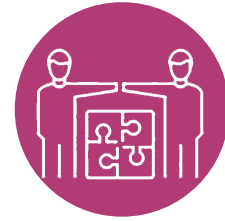
*Council's parks and gardens
staff at Five Dock.*

DIRECTION 1: DELIVERY PROGRAM PLAN GOALS, STRATEGIES, AND A

Goal 1.1 Foster an inclusive community where diversity is welcomed and celebrated

STRATEGY 1.1.1 DELIVER COMMUNITY INITIATIVES THAT STRENGTHEN SOCIAL INCLUSION				
Reference	Activity	Target	Measure	Responsibility
1.1.1.1	Develop Social Sustainability Strategy	March 2023	Social Sustainability Strategy developed	Strategic Planning
1.1.1.2	Deliver programs and projects identified in the adopted social plans and strategies	5	Number of programs and projects delivered	Library and Community Services
1.1.1.3	Expand the range of CALD transition to school YouTube videos	18	Increase in number of videos in languages other than English	Library and Community Services
1.1.1.4	Develop and deliver introductory tours of the LGA for new residents from CALD backgrounds	June 2023	New tours developed and commenced	Library and Community Services
1.1.1.5	Deliver initiatives to improve events and activation programming for young people, particularly 18-25 years	June 2023	Initiatives delivered	Place Management
1.1.1.6	Deliver festivals and events	June 2023	Festivals and events delivered	Place Management
STRATEGY 1.1.2 SUPPORT VOLUNTEERING PROGRAMS THAT STRENGTHEN SOCIAL INCLUSION AND CONNECTION				
Reference	Activity	Target	Measure	Responsibility
1.1.2.1	Review and implement City of Canada Bay Volunteer Policy	June 2023	Policy reviewed, updated, and implementation commenced	Library and Community Services
1.1.2.2	Support local volunteers to lead and deliver place-based programs	6	Number of programs delivered	Place Management
1.1.2.3	Deliver library-based volunteer programs and events	June 2023	Maintain number of library volunteer programs	Library and Community Services

M AND OPERATIONAL ACTIVITIES



STRATEGY 1.1.3 DELIVER INITIATIVES THAT ADDRESS LOCAL HOUSING AFFORDABILITY

Reference	Activity	Target	Measure	Responsibility
1.1.3.1	Review and update City of Canada Bay Affordable Housing Policy	June 2023	Policy reviewed, updated, and adopted by Council	Strategic Planning
1.1.3.2	Review and update Affordable Housing Management Guidelines	June 2023	Guidelines reviewed and updated	Buildings and Property

Goal 1.2 Celebrate, recognise, and honour Aboriginal and Torres Strait Islander cultures

STRATEGY 1.2.1 INCREASE OPPORTUNITIES TO CELEBRATE ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES

Reference	Activity	Target	Measure	Responsibility
1.2.1.1	Develop the City of Canada Bay Reflect and Innovate Reconciliation Action Plan	June 2023	Action Plan development commenced	Place Management
1.2.1.2	Develop and implement City of Canada Bay Aboriginal Cultural Recognition Signage Strategy for physical and digital cultural assets	June 2023	Strategy development commenced	Place Management
1.2.1.3	Refresh Aboriginal Cultural and Heritage Protocols, including Principals of Cooperation	June 2023	Review underway	Place Management
1.2.1.4	Deliver regular program of events and programs, including NAIDOC and Reconciliation Week programs	June 2023	NAIDOC and Reconciliation Week programs delivered	Place Management

Goal 1.3 Provide the community with equitable access to a range of programs, services, and facilities

STRATEGY 1.3.1 DELIVER COMMUNITY AND CULTURAL FACILITIES THAT RESPOND TO THE DIVERSE NEEDS OF THE COMMUNITY

Reference	Activity	Target	Measure	Responsibility
1.3.1.1	Develop Draft City of Canada Bay Community Leasing Policy	June 2023	Draft Community Leasing Policy developed	Buildings and Property
1.3.1.2	Develop Management and Leasing Strategies for Concord Oval and Rhodes Recreation Centre	June 2023	Management and Leasing Strategies developed	Buildings and Property
1.3.1.3	Implement new property management system to enhance customer experience and improve efficiency and oversight	June 2023	New property management system implemented	Buildings and Property

STRATEGY 1.3.2 DELIVER PROGRAMS, SERVICES, AND FACILITIES THAT INCREASE COMMUNITY CONNECTION

Reference	Activity	Target	Measure	Responsibility
1.3.2.1	Deliver native garden regeneration project	December 2022	Project delivered	Library and Community Services
1.3.2.2	Investigate establishment and management of Rhodes Recreation Centre Children's Service	June 2023	Report completed and adopted	Library and Community Services

Goal 1.4 Promote a community where residents feel safe and enjoy good health

STRATEGY 1.4.1 IMPLEMENT INITIATIVES THAT CONTRIBUTE TO THE COMMUNITY'S SENSE OF SAFETY AND WELLBEING

Reference	Activity	Target	Measure	Responsibility
1.4.1.1	Develop Council-wide Child Safe Action Plan	June 2023	Action plan developed	Library and Community Services
1.4.1.2	Review City of Canada Bay CCTV infrastructure requirements and upgrades	June 2023	Review commenced	Buildings and Property
1.4.1.3	Develop City of Canada Bay Public Toilet Strategy	June 2023	Public Toilet Strategy developed	Buildings and Property
1.4.1.4	Conduct Crime Prevention Through Environmental Design (CPTED) audits in partnership with Burwood Local Area Command	June 2023	Number of audits conducted	Parks and Recreation

STRATEGY 1.4.2 IMPLEMENT INITIATIVES THAT SUPPORT LOCAL RESILIENCE AND ADAPTABILITY

Reference	Activity	Target	Measure	Responsibility
1.4.2.1	Conduct a review of evacuation centres in the local Emergency Management Plan (EMPLAN) and assess alignment with Resilience NSW guidelines	June 2023	Review completed	Roads and Traffic
1.4.2.2	Develop a Disaster Recovery Plan in collaboration with LECM	June 2023	Plan developed	Roads and Traffic

STRATEGY 1.4.3 CONTINUOUSLY IMPROVE PUBLIC AND ENVIRONMENTAL HEALTH SERVICES TO SUPPORT HEALTH AND SAFETY OF RESIDENTS

Reference	Activity	Target	Measure	Responsibility
1.4.3.1	Review Council-wide environmental health policies including food, skin penetration, and legionella	June 2023	Staged reviews undertaken as per annual plan	Health, Building and Compliance
1.4.3.2	Implement a process review of Council-wide environment and health investigations	June 2023	Process review conducted	Health, Building and Compliance

Goal 1.5 Provide open space, facilities, and programs that promote active lifestyles

STRATEGY 1.5.1 IMPROVE QUALITY AND CAPACITY OF OPEN SPACE TO SUPPORT A DIVERSITY OF RECREATION ACTIVITIES				
Reference	Activity	Target	Measure	Responsibility
1.5.1.1	Identify opportunities to partner with non-Council landowners to access and improve under-utilised open space	June 2023	Report prepared with recommendations for partnership opportunities	Parks and Recreation
1.5.1.2	Complete installation of essential infrastructure and amenities in dog parks	June 2023	Essential infrastructure identified and installed	Parks and Recreation
1.5.1.3	Develop Goddard Park to Edwards Park Parkland Plans of Management and Masterplans	June 2023	Goddard Park to Edwards Park Parkland Plans of Management and Masterplans adopted	Parks and Recreation



Council's cleansing team.

STRATEGY 1.5.2 INVESTIGATE OPPORTUNITIES FOR NEW AND CONNECTED OPEN SPACES, RECREATION FACILITIES, AND PROGRAMS

Reference	Activity	Target	Measure	Responsibility
1.5.2.1	Open new Concord Oval Leisure Centre	December 2022	New leisure centre open to members	Parks and Recreation
1.5.2.2	Repurpose Five Dock Leisure Centre health club space	June 2023	Repurpose of leisure centre health club space completed	Parks and Recreation



DIRECTION 2: A SUSTAINABLE AND THRIVING ENVIRONMENT

DIRECTION 2: SUSTAINABLE AND THRIVING ENVIRONMENT

COMMUNITY OUTCOME

By working together, greenhouse gas emissions are reduced across the area. We send less waste to landfill and more of our materials are recycled and reused. The City of Canada Bay will be home to more and healthier flora and fauna and our tree canopy will have increased. The quality of our foreshores and waterways will be enhanced and there will be more foreshore recreational opportunities.



ENVIRONMENTAL



SOCIAL

OUR FUTURE 2036 GOALS

1. Reduce greenhouse gas emissions
2. Increase urban tree canopy
3. Reduce waste to landfill through avoidance and increased recycling and reuse
4. Enhance and protect native flora and fauna to support local biodiversity
5. Improve access to, and enhance the quality of, the City's foreshore and waterways

OUR PARTNERS

- Residents, community groups and organisations
- Business and industry
- Environmental groups and organisations
- Community services
- Local schools and childcare
- Indigenous groups and organisations
- Volunteers
- Resilient Sydney Network
- NSW Government
- NSW Environment Protection Authority
- Parramatta River Catchment Group

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Volunteer to protect the natural environment
- Take action at home to recycle, reuse, reduce consumption, and divert waste from landfill
- Plant and preserve more trees and build biodiversity in gardens and balconies
- Reduce litter by placing litter in the bin or taking it home when full
- Implement sustainable living practices in your own home
- Install solar panels, buy renewable energy, and reduce energy consumption
- Help to create and use community gardens



IABLE AND T



Marley and Lucy
enjoying the Broughton
Street Cycleway.

DIRECTION 2: DELIVERY PROGRAM PLAN GOALS, STRATEGIES, AND A

Goal 2.1 Reduce greenhouse gas emissions

STRATEGY 2.1.1 LEAD INITIATIVES THAT EMPOWER THE COMMUNITY TO REACH EMISSIONS TARGETS, TRANSITION TO RENEWABLE ENERGY, AND IMPROVE CLIMATE RESILIENCE				
Reference	Activity	Target	Measure	Responsibility
2.1.1.1	Deliver energy reduction programs that support a transition to net zero by 2050	June 2023	Planned actions implemented for 2022–23	Sustainability and Waste
2.1.1.2	Finalise City of Canada Bay Resilience Framework	September 2022	Resilience Framework finalised and implementation commenced	Sustainability and Waste
2.1.1.3	Develop an Electric Vehicle Transition Plan	December 2022	Plan developed	Sustainability and Waste

Goal 2.2 Increase urban tree canopy

STRATEGY 2.2.1 ENCOURAGE RESIDENTS AND STAKEHOLDERS TO PLANT, RETAIN, AND MAINTAIN THE URBAN TREE CANOPY				
Reference	Activity	Target	Measure	Responsibility
2.2.1.1	Develop and implement a tree program aimed at increasing and retaining the number of trees on private land	June 2023	Program developed and implementation commenced	Sustainability and Waste
2.2.1.2	Develop and implement a heritage tree winter mulching program	June 2023	Program developed and implementation commenced	Parks and Recreation
2.2.1.3	Prepare educational information on tree pruning for residents	December 2022	Fact sheet uploaded to City of Canada Bay website	Parks and Recreation
2.2.1.4	Finalise the street tree masterplan and tree inventory database	June 2023	Masterplan adopted and database completed	Parks and Recreation

M AND OPERATIONAL ACTIVITIES



Goal 2.3 Reduce waste to landfill through avoidance, increased recycling, and reuse

STRATEGY 2.3.1 DELIVER BEST PRACTICE PROGRAMS THAT REDUCE WASTE TO LANDFILL AND PROMOTE A CIRCULAR ECONOMY

Reference	Activity	Target	Measure	Responsibility
2.3.1.1	Implement a residential food waste organics trial	December 2022	Trial commenced	Sustainability and Waste
2.3.1.2	Implement a residential recycling contamination minimization program	50 buildings	Number of buildings engaged	Sustainability and Waste
2.3.1.3	Deliver a recycling and waste education program for commercial service customers	October 2022	Program commenced	Sustainability and Waste
2.3.1.4	Trial other collection services for materials not accepted in kerbside bins to reduce waste to landfill	June 2023	Trial undertaken and evaluated	Sustainability and Waste
2.3.1.5	Undertake research and market testing for new waste and recycling tenders	June 2023	Research completed	Sustainability and Waste

STRATEGY 2.3.2 DELIVER INNOVATIVE PROGRAMS AIMED AT REDUCING ILLEGAL DUMPING AND LITTERING IN CITY STREETS AND PARKS

Reference	Activity	Target	Measure	Responsibility
2.3.2.1	Evaluate year one of the illegal dumping CCTV program	February 2023	Evaluation completed	Sustainability and Waste
2.3.2.2	Review the cleansing program scheduled rounds	June 2023	Review completed	Roads and Traffic

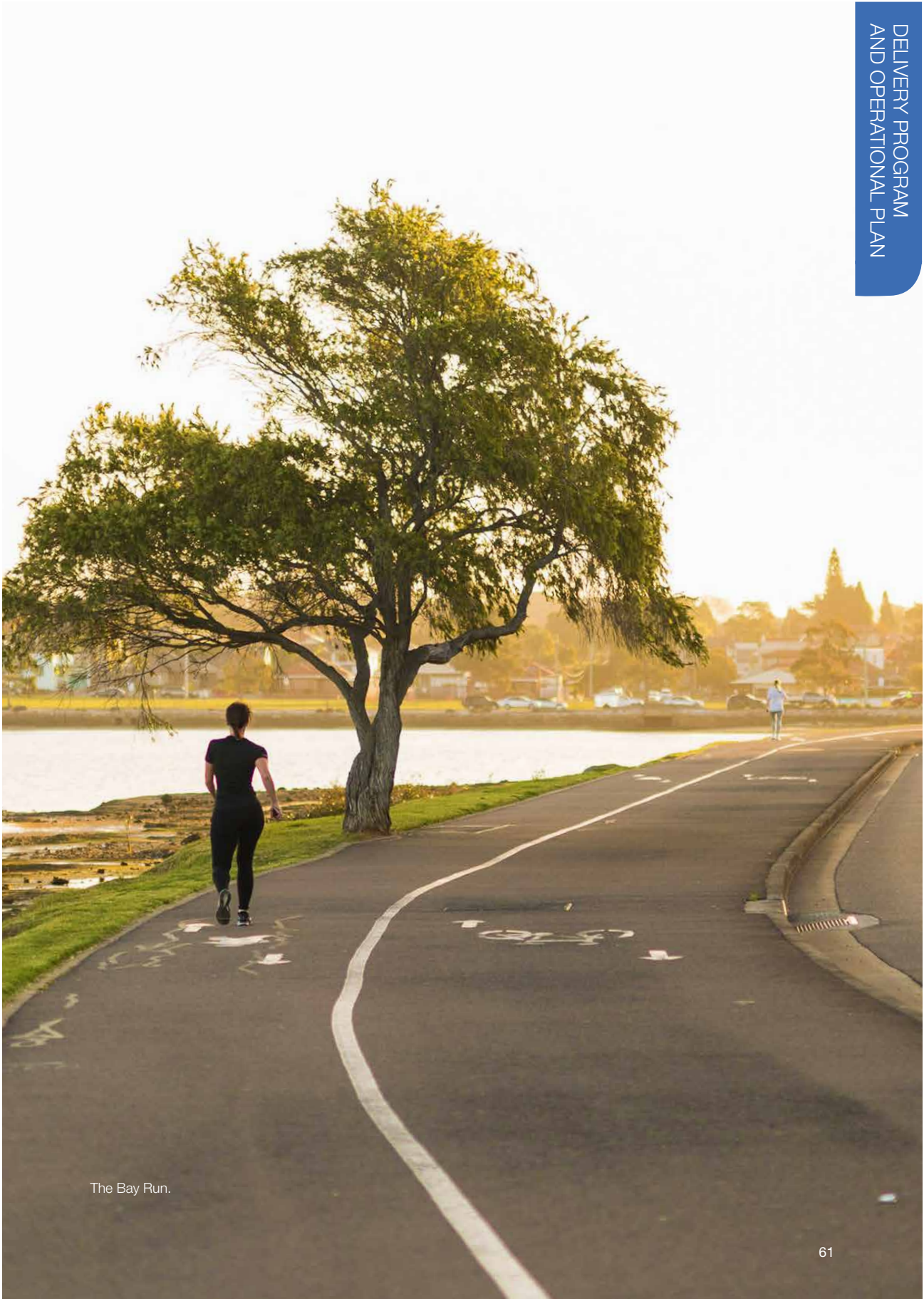
Goal 2.4 Enhance and protect native flora and fauna to support local biodiversity

STRATEGY 2.4.1 DELIVER INITIATIVES THAT PROTECT, MANAGE, AND RESTORE THE CITY'S HABITAT AREAS, FAUNA, AND NATIVE SPECIES				
Reference	Activity	Target	Measure	Responsibility
2.4.1.1	Review recruitment and retention of Bushcare volunteers	June 2023	Review completed	Parks and Recreation
2.4.1.2	Review Community Mowing Policy	June 2023	Review completed	Parks and Recreation
2.4.1.3	Review and implement Winter Maintenance Program	September 2022	Review completed and implementation commenced	Parks and Recreation
2.4.1.4	Implement Building Biodiversity Grant project	June 2023	Grant requirements completed	Sustainability and Waste
2.4.1.5	Review and update planning controls and resident information to achieve stronger biodiversity outcomes	April 2023	Review completed	Sustainability and Waste
2.4.1.6	Implement an inclusive nature trail, bush school, and citizen science program to celebrate local native flora and fauna	June 2023	Program implemented and nature trail installed	Sustainability and Waste

Goal 2.5 Improve access to, and enhance the quality of, foreshore and waterways

STRATEGY 2.5.1 IMPLEMENT INITIATIVES TO EXPAND, ENHANCE, AND PROMOTE PUBLIC SPACES AND PATHS ALONG THE FORESHORE				
Reference	Activity	Target	Measure	Responsibility
2.5.1.1	Upgrade existing foreshore paths to improve safety, amenity, and connectivity	June 2023	Delivered as per program	Parks and Recreation
2.5.1.2	Promote foreshore recreation trails and improve wayfinding	June 2023	Foreshore recreation trails promoted	Parks and Recreation

STRATEGY 2.5.2 WORK WITH THE PARRAMATTA RIVER CATCHMENT GROUP TO DELIVER THE PARRAMATTA RIVER MASTERPLAN				
Reference	Activity	Target	Measure	Responsibility
2.5.2.1	Implement and support the Parramatta River Masterplan	June 2023	Initiatives implemented	Parks and Recreation
2.5.2.2	Maintain membership of Parramatta River Catchment Group	June 2023	Continued membership	Parks and Recreation



The Bay Run.

DIRECTION 3: VIBRANT URBAN LIVING

DIRECTION 3: VIBRANT URBAN LIVING

COMMUNITY OUTCOME

Our local villages and town centres are welcoming and active community hubs with opportunities to participate in varied art, culture and creative activities. Our City is welcoming and supportive of business and the local economy is strong. The built environment respects the unique character of our neighborhoods and responds to the needs of our growing community.



ECONOMIC



SOCIAL

OUR FUTURE 2036 GOALS

1. Create vibrant local village centres and community hubs
2. Improve access to local art, culture and creative activities
3. Promote the City as an attractive, welcoming place to do business
4. Ensure the built environment respects the unique neighbourhood character and responds deftly to evolving community needs

OUR PARTNERS

- Community groups and organisations
- Residents, workers and visitors
- Business and industry
- Chambers of Commerce
- Volunteers
- Resilient Cities Network (Sydney)
- SSROC
- NSW Government

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Sponsor and attend local events and activities, including creative and cultural programs and activities or local business forums
- Shop local
- Report safety and maintenance issues
- Celebrate our local heritage



Rhodes Moon Festival celebrations.

DIRECTION 3: DELIVERY PROGRAM PLAN GOALS, STRATEGIES, AND A

Goal 3.1 Create vibrant local village centres and community hubs

STRATEGY 3.1.1 IMPLEMENT A MULTIDISCIPLINARY AND COLLABORATIVE PLACE MANAGEMENT APPROACH TO MAXIMISE CITY-WIDE SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Reference	Activity	Target	Measure	Responsibility
3.1.1.1	Develop a Place Management Framework and deliver Place Management Plans	June 2023	Framework developed and implementation commenced	Place Management
3.1.1.2	Implement activities to sustain business activity around Five Dock Metro Station construction site	6	Number of businesses engaged and activations hosted	Place Management

Goal 3.2 Improve access to local art, culture, and creative activities

STRATEGY 3.2.1 DELIVER INNOVATIVE AND ACCESSIBLE ARTS AND CULTURAL PROJECTS, PROGRAMS, AND CREATIVE ACTIVITIES

Reference	Activity	Target	Measure	Responsibility
3.2.1.1	Establish partnerships to support implementation of the Culture Plan	4	Number of partnerships established	Place Management
3.2.1.2	Implement cultural programs and activities from the City of Canada Bay Culture Plan	6	Number of cultural programs delivered	Place Management

STRATEGY 3.2.2 ENCOURAGE INTEGRATION OF PUBLIC ART AND DESIGN IN KEY SITES AROUND THE CITY

Reference	Activity	Target	Measure	Responsibility
3.2.2.1	Complete Concord Oval Public Art Plan	May 2023	Plan completed	Place Management

M AND OPERATIONAL ACTIVITIES



Goal 3.3 Promote the City as an attractive, welcoming place to do business

STRATEGY 3.3.1 SUPPORT AND PROMOTE AN ENLIVENED EVENING ECONOMY

Reference	Activity	Target	Measure	Responsibility
3.3.1.1	Work with business to deliver the Evening Economy and Activation Action Plan 2021-2031	June 2023 3	Action Plan activities delivered Number of businesses involved	Place Management

STRATEGY 3.3.2 PROVIDE ECONOMIC DEVELOPMENT ACTIVITIES IN PARTNERSHIP TO STIMULATE THE LOCAL ECONOMY

Reference	Activity	Target	Measure	Responsibility
3.3.2.1	Support employment opportunities for people living with disability by promoting good practice in City of Canada Bay Sustainability Awards	2	Number of sustainability award entries	Place Management
3.3.2.2	Deliver a City of Canada Bay economic development program	June 2023	Current year of program delivered	Place Management

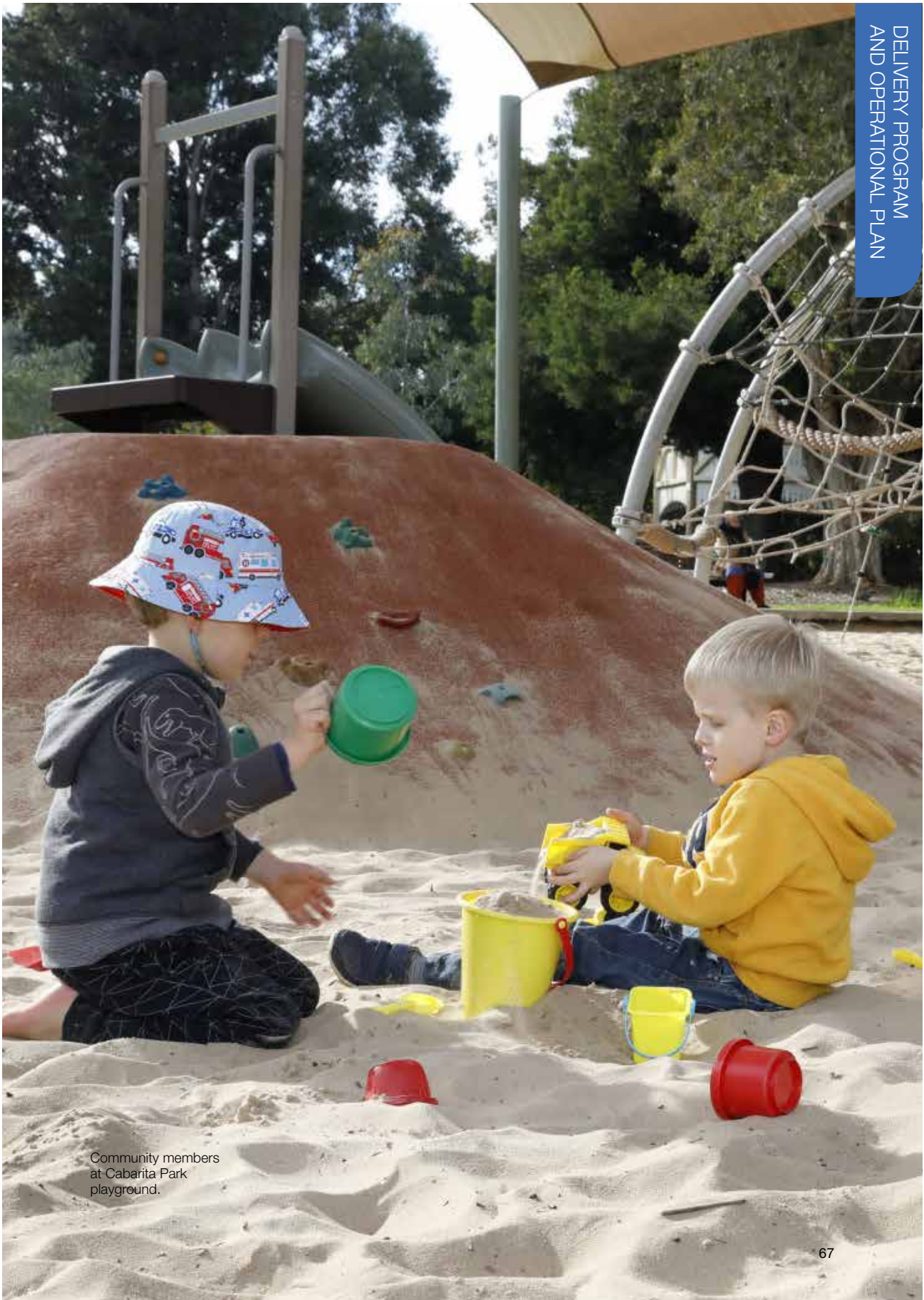
Goal 3.4 Ensure the built environment respects neighbourhood character and responds deftly to evolving community need

STRATEGY 3.4.1 EFFECTIVELY PLAN FOR FUTURE GROWTH BY BALANCING REGIONAL PRIORITIES WITH LOCAL VALUES

Reference	Activity	Target	Measure	Responsibility
3.4.1.1	Prepare City of Canada Bay Planning Study to inform land use changes around new Metro Stations	December 2022	Planning Study prepared	Strategic Planning
3.4.1.2	Finalise City of Canada Bay Planning Proposal for Parramatta Road Corridor Planning Proposal Stage 1	February 2023	Planning proposal submitted to the NSW Department of Planning and Environment for finalisation	Strategic Planning
3.4.1.3	Prepare background studies for Parramatta Road Corridor Planning Proposal Stage 2	March 2023	Major background studies completed	Strategic Planning

STRATEGY 3.4.2 IMPLEMENT BEST PRACTICE LAND USE PLANNING AND CONSTRUCTION APPROACHES TO DELIVER QUALITY DEVELOPMENT OUTCOMES

Reference	Activity	Target	Measure	Responsibility
3.4.2.1	Review and update City of Canada Bay Local Strategic Planning Statement background studies	June 2023	Programmed background studies updated	Strategic Planning
3.4.2.2	Prepare planning proposal for Local Character Areas	June 2023	Planning proposal prepared	Strategic Planning
3.4.2.3	Review and streamline development application conditions of consent	May 2023	Review completed	Statutory Planning



Community members
at Cabarita Park
playground.

DIRECTION 4: INFRASTRUCTURE AND TRANSPORT

DIRECTION 4: INFRASTRUCTURE AND TRANSPORT

COMMUNITY OUTCOME

Traffic and parking are managed well to improve road and pedestrian safety and minimise congestion. There are more opportunities to walk, cycle and use public transport. Our public assets – including parks, seawalls, roads and cycleways – are in great condition and able to meet growing local and visitor population demands.



SOCIAL



ECONOMIC



ENVIRONMENTAL

OUR FUTURE 2036 GOALS

1. Manage local assets to ensure they continue to meet community needs and address climate adaptation
2. Manage traffic and parking to minimise congestion and increase road safety
3. Encourage active and accessible transport opportunities

OUR PARTNERS

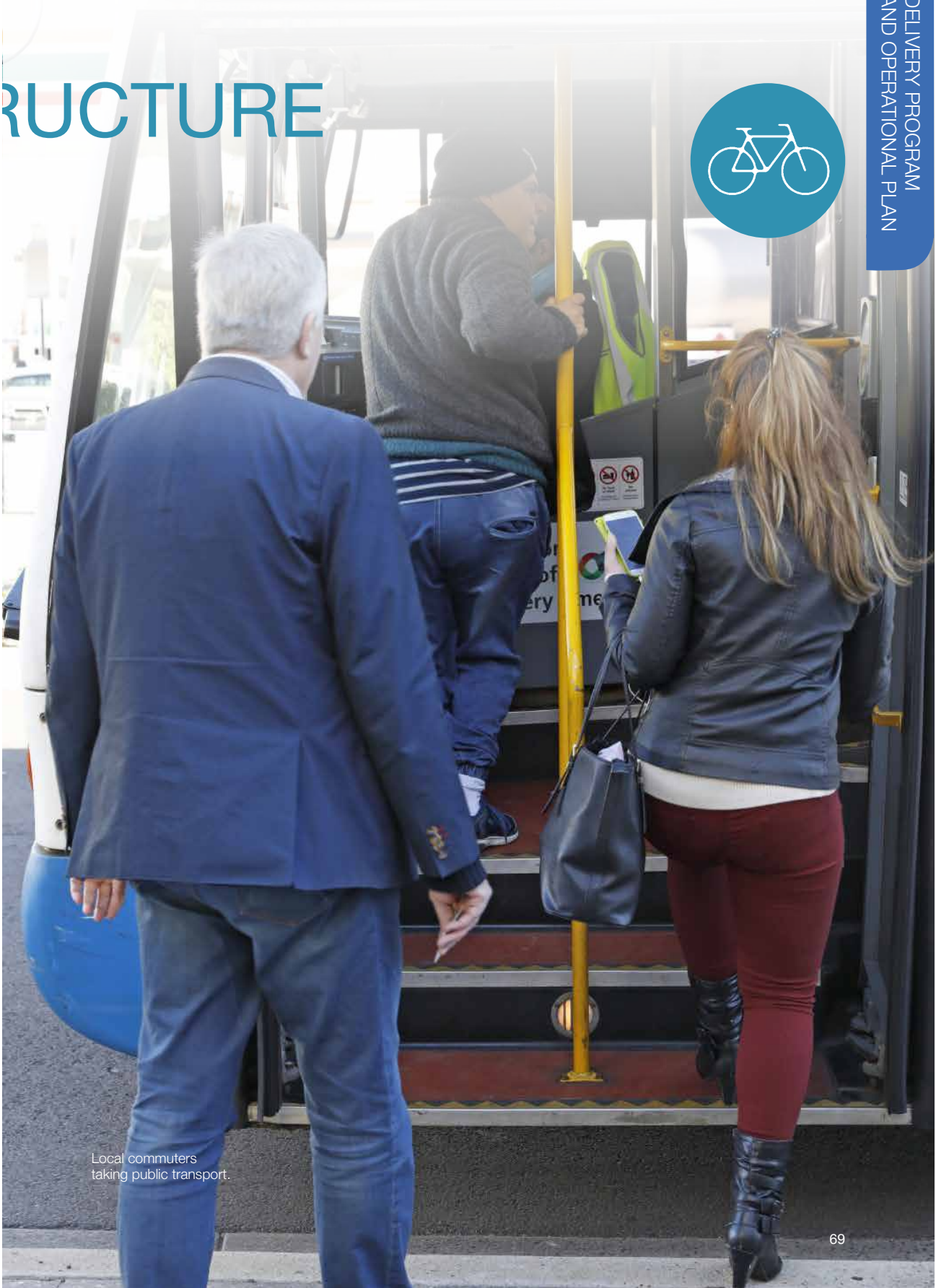
Our partners:

- Community groups and organisations
- Business and industry
- Chambers of Commerce
- NSW Government
- Transport for NSW
- Federal Government

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Have your say during community engagement
- Provide feedback on public exhibitions of policies, strategies, and plans
- Choose to walk, cycle, and use public transport to get around
- Report and issues with roads and footpaths to Council

STRUCTURE



Local commuters
taking public transport.

DIRECTION 4: DELIVERY PROGRAM PLAN GOALS, STRATEGIES, AND A

Goal 4.1 Manage local assets to ensure they continue to meet community needs and address climate adaption

STRATEGY 4.1.1 ENSURE THAT COUNCIL'S BUILDINGS, PARKS, STORMWATER AND SEAWALLS, AND INFRASTRUCTURE ASSETS ARE CLIMATE RESILIENT AND ABLE TO SUPPORT A GROWING COMMUNITY				
Reference	Activity	Target	Measure	Responsibility
4.1.1.1	Implement annual Accessible Buildings Program	June 2023	Program of works completed	Buildings and Property
4.1.1.2	Develop City of Canada Bay Property Strategy and Guidelines	June 2023	Draft Property Strategy and Guidelines developed	Buildings and Property
4.1.1.3	Develop City of Canada Bay Buildings Asset Management Plan	December 2022	Asset Management Plan developed	Buildings and Property
4.1.1.4	Participate with the Southern Sydney Region of Councils in the LED roll out for main road lighting	June 2023	Increase in number of main road lights upgraded to LED technology	Strategic Asset Services and Innovation
4.1.1.5	Develop Powells Creek Flood Plain Risk Management Plan	June 2023	Risk Management Plan completed	Strategic Asset Services and Innovation
4.1.1.6	Develop project documentation for Sister Bay seawall renewal	June 2023	Project documentation prepared for construction	Strategic Asset Services and Innovation
4.1.1.7	Implement pedestrian crossing safety improvement program	June 2023	Increase in pedestrian crossings that achieve compliance	Strategic Asset Services and Innovation
4.1.1.8	Create a Project Management Office and Project Management Framework to service and support division-wide capital projects	September 2022	Project Management Framework completed and Office created	City Projects

M AND OPERATIONAL ACTIVITIES



STRATEGY 4.1.2 PROACTIVELY MANAGE AND MAINTAIN COUNCIL'S LOCAL ROAD AND FOOTPATH NETWORK				
Reference	Activity	Target	Measure	Responsibility
4.1.2.1	Implement City of Canada Bay Roads Renewal Program	June 2023	Delivered as per program	Roads and Traffic
4.1.2.2	Implement City of Canada Bay Footpath Renewal Program	June 2023	Delivered as per program	Roads and Traffic
4.1.2.3	Implement annual City of Canada Bay Kerb and Gutter Renewal Program	June 2023	Delivered as per program	Roads and Traffic
4.1.2.4	Implement City of Canada Bay Accessibility Works Program	June 2023	Delivered as per program	Roads and Traffic
4.1.2.5	Develop a footpath inspection process to identify unauthorised works and capture defects and trip hazards	June 2023	Process developed	Roads and Traffic
4.1.2.6	Develop a footpath grinding program to address defects such as trip hazards	June 2023 10%	Program developed and implementation commenced Reduction in number of customer complaints and claims for trip hazards	Roads and Traffic

Goal 4.2 Manage traffic and parking to minimise congestion and improve road safety

STRATEGY 4.2.1 PLAN, DELIVER, AND MANAGE TRAFFIC AND PARKING SO THAT IT CAN BETTER SUPPORT POPULATION CHANGE

Reference	Activity	Target	Measure	Responsibility
4.2.1.1	Investigate opportunities to increase parking on Council-owned land in and around Five Dock Town Centre	June 2023	Investigations completed, with opportunities identified and scoped	Buildings and Property

Goal 4.3 Encourage active and accessible transport opportunities

STRATEGY 4.3.1 SUPPORT AND ADVOCATE FOR SAFE AND ACCESSIBLE ACTIVE AND PUBLIC TRANSPORT NETWORKS

Reference	Activity	Target	Measure	Responsibility
4.3.1.1	Continue construction of the East-West Regional Cycleway	June 2023	Delivered as per the program with contingency	Roads and Traffic
4.3.1.2	Attend meetings with Metro West to ensure new stations are appropriately designed and integrated with other public transport services and active transport links	June 2023	Key proposals negotiated with Metro West	Roads and Traffic



DIRECTION 5: CIVIC LEADERSHIP

DIRECTION 5: CIVIC LEADERSHIP

COMMUNITY OUTCOME

Council leads the way with ethical and effective decision making to ensure a sustainable, financially secure, and resilient future for the City of Canada Bay. It is easy for people to find out about what is happening in their community and how they can get involved in decisions that affect them. Our community's quality of life is improved by thoughtful use of 'smart city' technology.



CIVIC



ENVIRONMENTAL



ECONOMIC

OUR FUTURE 2036 GOALS

1. Council is accountable, efficient, and ready to meet future challenges
1. Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community
2. Council works with partners to actively shape the City's future
3. The City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them

OUR PARTNERS

- Community groups and organisations
- Residents and ratepayers
- Business and industry
- SSROC
- Office of Local Government
- NSW Government
- Federal Government

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Learn about how Council operates and how decisions are made
- Participate in community engagement events related to finance, environment, and high-profile projects
- Get to know what Council does through newsletters and other communication channels, including social media
- Interact with and use Council's smart technology, including smart parking and smart signs



DELIVERY PROGRAM
AND OPERATIONAL PLAN

Council's park and gardens team.

DIRECTION 5: DELIVERY PROGRAM PLAN GOALS, STRATEGIES, AND A

Goal 5.1 Council is accountable, efficient, and ready to meet future challenges

STRATEGY 5.1.1 ENSURE DECISION MAKING IS OPEN, ACCOUNTABLE, AND INFORMED BY INTEGRATED PLANNING AND RISK MANAGEMENT

Reference	Activity	Target	Measure	Responsibility
5.1.1.1	Develop and implement Audit Risk and Improvement Committee (ARIC) framework and requirements	June 2023	Framework and requirements developed and implementation commenced	Governance and Customer Services
5.1.1.2	Review delegations, policy management, and risk management software	June 2023	Software review completed and recommendations tabled	Governance and Customer Services
5.1.1.3	Investigate an application to support reporting of issues across the LGA	June 2023	Recommendations tabled	Governance and Customer Services

STRATEGY 5.1.2 STRENGTHEN COUNCIL'S FINANCIAL OPERATIONS AND PROCESSES

Reference	Activity	Target	Measure	Responsibility
5.1.2.1	Develop and implement a Contract Management Framework	June 2023	Contract Management Framework developed and implemented	Procurement and Fleet
5.1.2.2	Develop contract, supplier and category spend dashboards	June 2023	Dashboards implemented	Procurement and Fleet
5.1.2.3	Manage the migration of Council's systems to the Cloud for finance and rating module	June 2023	Migration of finance and rating module to Cloud commenced	Finance
5.1.2.4	Develop financial dashboard requirements and implement reporting	June 2023	Financial dashboard requirements completed and implementation commenced using CiA Analytics	Finance
5.1.2.5	Review rating structure	June 2023	Rating structure reviewed	Finance
5.1.2.6	Develop and implement ATO e-invoicing	June 2023	ATO e-invoicing developed and implementation commenced	Finance
5.1.2.7	Analyse the LTFP to assess funding of documented scenarios and potential funding sources including options for the 'Growth' scenario, including SRV	June 2023	Assessment completed and reported to Council for final consideration/determination	Director Corporate Services and Strategy

M AND OPERATIONAL ACTIVITIES



STRATEGY 5.1.3 IMPLEMENT ENVIRONMENTAL EFFICIENCY MEASURES ACROSS COUNCIL ASSETS AND SERVICES				
Reference	Activity	Target	Measure	Responsibility
5.1.3.1	Replace Cabarita Swimming Centre gas heater with energy efficient heat pump	June 2023	New heat pump installed	Buildings and Property
5.1.3.2	Install solar panels on selected Council buildings	June 2023	Solar panels installed at: – HR Cottage – Rangers Cottage – Greg Davis Stand – Drummoyne Oval – Drummoyne and Cabarita swimming pools	Buildings and Property
5.1.3.3	Continue Council fleet renewal with hybrid vehicles	6	Number of Council fleet vehicles upgraded to hybrid	Procurement and Fleet
5.1.3.4	Implement and evaluate sustainable facilities guide across Council	April 2023	Implementation commenced and evaluation complete	Sustainability and Waste
5.1.3.5	Implement waste tracking database to increase procurement of locally sourced recycled materials	June 2023	Database developed and implementation commenced	Sustainability and Waste
5.1.3.6	Research options for food waste recovery at Council facilities and venues	May 2023	Research and draft report completed	Sustainability and Waste

Goal 5.2 Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community

STRATEGY 5.2.1 ESTABLISH TIMELY PLANS FOR FUTURE WORKFORCE NEEDS AND DELIVER WORKFORCE MANAGEMENT PLAN				
Reference	Activity	Target	Measure	Responsibility
5.2.1.1	Implement Council's four-year Workforce Management Plan	June 2023	Workforce Management Plan actions implemented for current year	People and Culture
5.2.1.2	Develop and implement succession planning program	June 2023	Succession planning program developed and implementation commenced	People and Culture
5.2.1.3	Conduct annual headcount forecast, with assessment of impact of likely population growth and service demand	June 2023	Headcount forecast completed	People and Culture
5.2.1.4	Conduct a review of People and Culture processes	June 2023	50% of key processes documented	People and Culture
5.2.1.5	Identify technological solutions to improve service delivery and productivity	June 2023	Key technological solutions identified	People and Culture

STRATEGY 5.2.2 PROMOTE COUNCIL AS AN EMPLOYER OF CHOICE WITH A TALENTED AND VALUED WORKFORCE				
Reference	Activity	Target	Measure	Responsibility
5.2.2.1	Develop a Recruitment and Marketing Strategy	June 2023	Strategy developed	People and Culture
5.2.2.2	Deliver employment actions in Disability Inclusion Action Plan (DIAP)	June 2023	50% People and Culture related DIAP actions completed	People and Culture
5.2.2.3	Conduct a safety audit for all Council sites	June 2023	Safety audit completed	People and Culture
5.2.2.4	Develop a Mental Health Support Strategy	June 2023	Strategy developed	People and Culture
5.2.2.5	Deliver a coaching and mentoring program for managers and high potentials	June 2023	Program delivered	People and Culture
5.2.2.6	Implement Capability Framework	June 2023	Implementation on track for 2022–23 actions	People and Culture
5.2.2.7	Develop and implement Accountability Framework	June 2023	Accountability Framework developed	People and Culture
5.2.2.8	Continue to explore frontline leadership and behavioural/ personality profiling	June 2023	Next stage of profile project determined	People and Culture

STRATEGY 5.2.3 IMPLEMENT BEST PRACTICE TECHNOLOGY AND PROCESSES				
Reference	Activity	Target	Measure	Responsibility
5.2.3.1	Update on-site infrastructure to Cloud (physical and virtual)	100%	Percentage of core systems and non-core applications moved to Cloud	Information Systems
		100%	Percentage of uptime	
5.2.3.2	Continue implementing the TechOne Roadmap	June 2023	Delivered in line with the program	Information Systems
5.2.3.3	Develop new website for Concord Oval	October 2022	Website developed	Information Systems

STRATEGY 5.2.4 DELIVER BUSINESS AND SERVICE DELIVERY IMPROVEMENTS				
Reference	Activity	Target	Measure	Responsibility
5.2.4.1	Develop organisational Change Management Framework and a program of implementation	June 2023	Framework and implementation program developed	Director Corporate Services and Strategy
5.2.4.2	Undertake two service reviews identified in the Continuous Improvement Program	June 2023	Two service reviews completed	Corporate Strategy and Business Improvement
5.2.4.3	Develop and implement the Community Perception Survey	February 2023	Community Perception Survey undertaken	Corporate Strategy and Business Improvement
5.2.4.4	Review and improve fleet management processes	June 2023	Processes documented and reviewed, and improvement commenced	Procurement and Fleet

Goal 5.3 Council works with partners to actively shape the City's future

STRATEGY 5.3.1 PARTNER WITH THE COMMUNITY AND STAKEHOLDERS TO DELIVER INTEGRATED PLANNING OBJECTIVES AND ADVOCACY TO STATE AND FEDERAL GOVERNMENTS

Reference	Activity	Target	Measure	Responsibility
5.3.1.1	Partner with Southern Sydney Regional Organisation of Councils (SSROC) on shared issues of importance	12	Number of meetings attended	Executive
		4	Number of partnership initiatives developed	
5.3.1.2	Partner with Local Government NSW (LG NSW) to advocate on behalf of the community to State and Federal Governments	100%	Percentage of relevant representations contributed to	Executive
5.3.1.3	Partner with Resilience Sydney, delivering programs which support the five pillars of the Resilient Sydney Plan	June 2023	Planned programs implemented	Sustainability and Waste

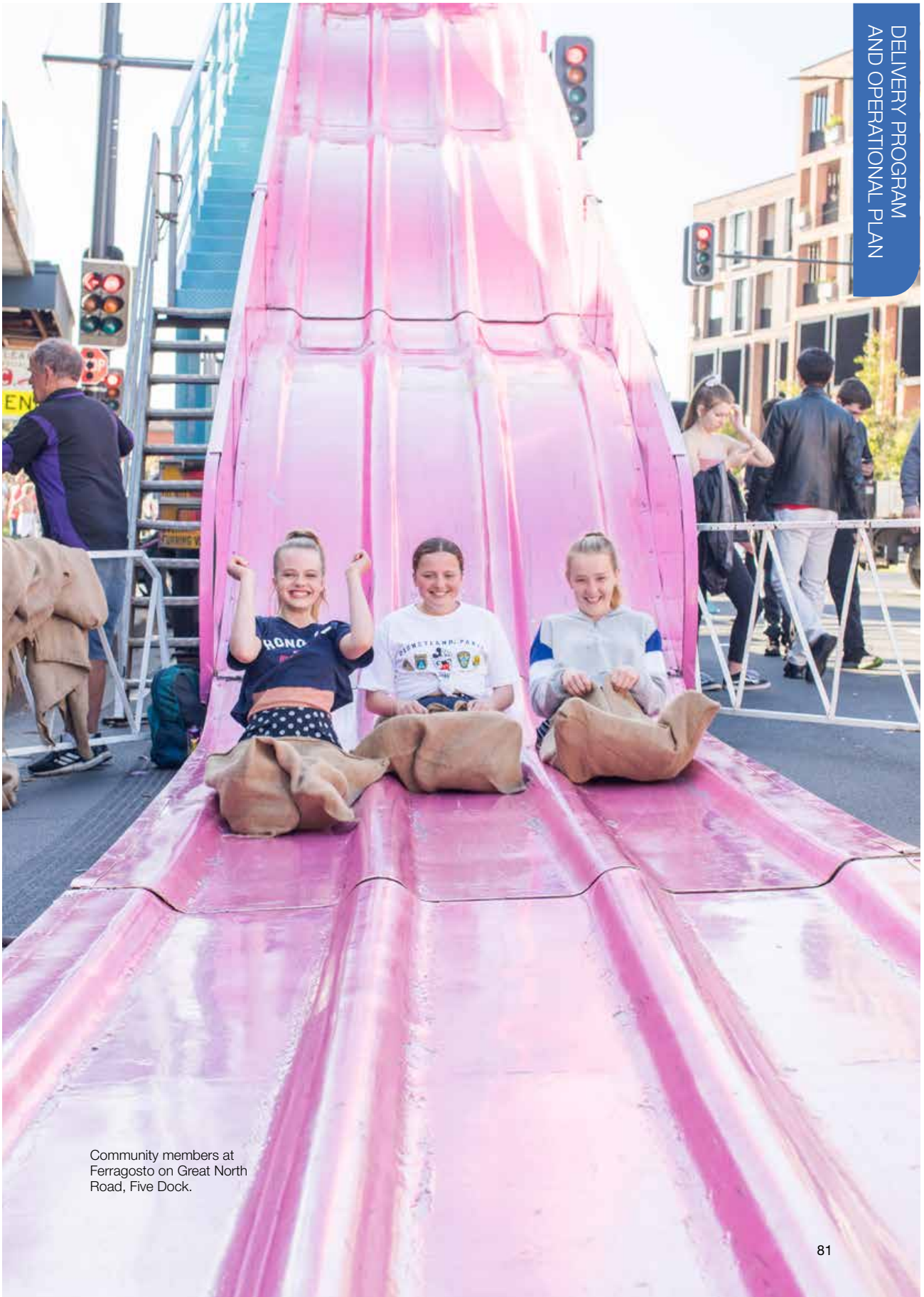
STRATEGY 5.3.2 SEEK SMART CITY PARTNERSHIPS TO IMPROVE COMMUNITY AND COUNCIL OUTCOMES

Reference	Activity	Target	Measure	Responsibility
5.3.2.1	Assess Smart Sign trial in Drummoyne	June 2023	Trial assessed and recommendations made	Place Management
5.3.2.2	Investigate and implement a new contact centre system	December 2022	New contact centre system implemented	Customer Services
5.3.2.3	Install smart technology parking sensors	June 2023	Planned sensors delivered	Health, Building and Compliance

Goal 5.4 Support a well-informed and engaged community that can participate in issues and decisions that affect them

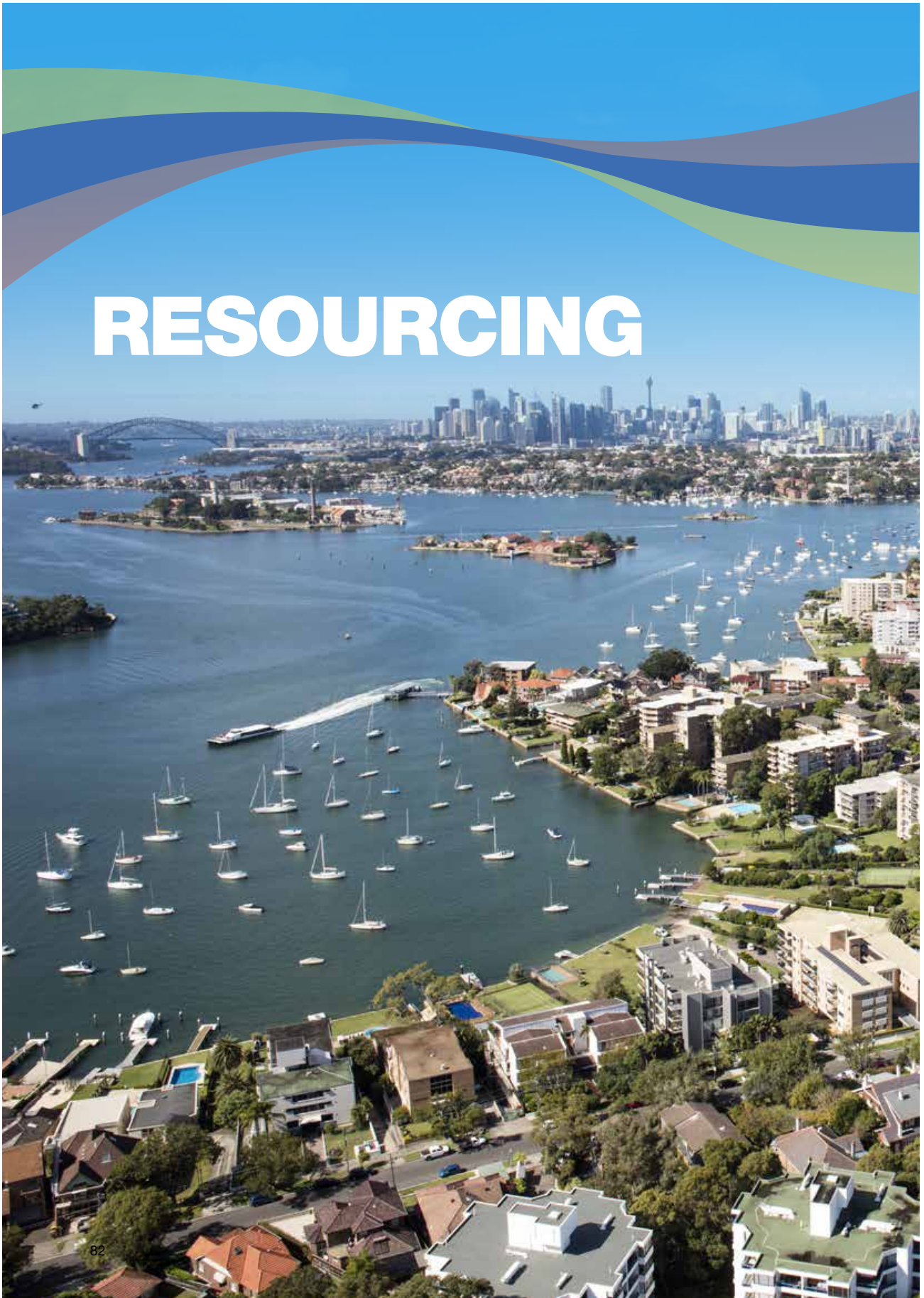
STRATEGY 5.4.1 ENSURE THE COMMUNITY IS WELL-INFORMED THROUGH HIGH QUALITY, ACCESSIBLE, AND TIMELY INFORMATION

Reference	Activity	Target	Measure	Responsibility
5.4.1.1	Deliver communications material for the launch of the Concord Oval precinct buildings	August 2022	Develop media and communications strategy for Concord Oval and agreed by stakeholders	Media and Communications
		May 2023	Implement media and communications strategy	
5.4.1.2	Develop the City of Canada Bay Media and Social Media Policies	September 2022	Policies adopted	Media and Communications
5.4.1.3	Deliver engagement campaigns targeted towards youth	2	Number of campaigns	Place Management



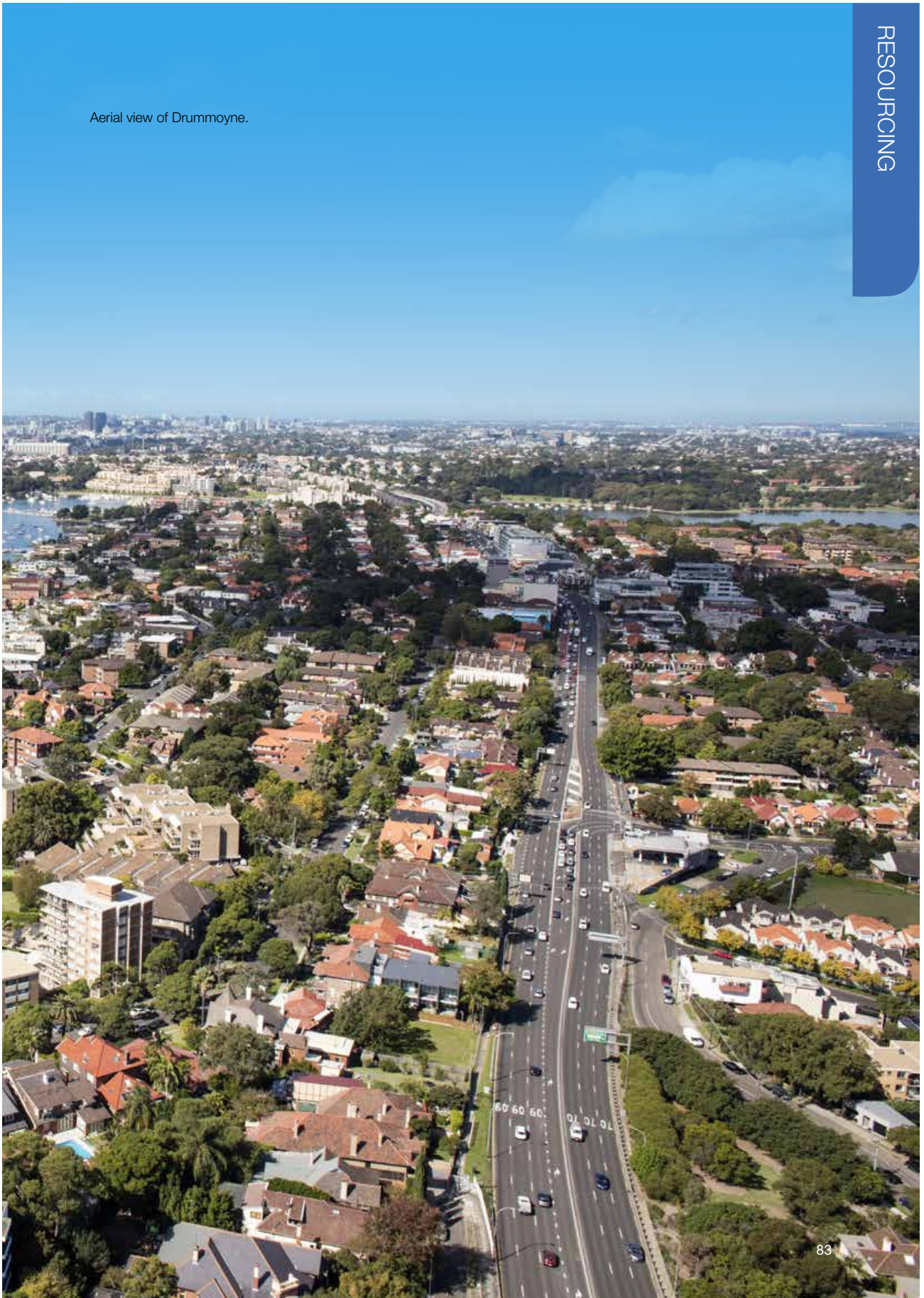
Community members at
Ferragosto on Great North
Road, Five Dock.

RESOURCING



82

Aerial view of Drummoyne.



Resourcing strategy

The Community Strategic Plan, Our Future 2036, provides a vehicle for our community to express its long-term aspirations. However, these aspirations will not be achieved without sufficient resources — time, money, assets, and people — to implement them. The Resourcing Strategy is a critical link when translating strategies into action.

The Resourcing Strategy, part of the Integrated Planning and Reporting Framework, consists of three interrelated elements:

- Long-Term Financial Planning
- Asset Management Planning
- Workforce Planning.

The purpose of the Resourcing Strategy is to ensure Council has the capacity and capability to deliver the strategies, plans, programs, and key services contained within Our Future 2036 and the Delivery Program so that the City can develop into the type of place and community that our residents desire.

To successfully implement Our Future 2036, the community's vision for the future over the long term, Council must use the best mix of the resources — its people, assets, and money — in an efficient and financially sustainable manner.

Council is required to adopt the Long-Term Financial Plan, Asset Management Policy, Strategy, and individual plans, and is required to endorse the Workforce Management Plan. The overarching Resourcing Strategy document will be exhibited simultaneously.

Long-term Financial Plan

The Long-term Financial Plan acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained in Our Future 2036. The Long-Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

This plan has modelled the financial implications associated with maintaining sustainable assets and existing services to ensure financial sustainability overall.

In partnership with Council's Asset Management Plans and Workforce Management Plan, the Long-Term Financial Plan is about ensuring there are sufficient resources available to deliver on the community's vision and aspirations for the City of Canada Bay. In addition, the Long-Term Financial Plan is about doing this in such a way as to ensure the long-term financial sustainability of the organisation.



Workforce Management Plan

Workforce management planning identifies the people and skills required to deliver on the strategic direction of the community, outlined in the Community Strategic Plan, Our Future 2036, and the 2022–26 Delivery Program.

In partnership with Council’s Long-Term Financial Plan and Asset Management Plans, the Workforce Plan is about ensuring that there are sufficient resources available in the right place, at the right time, with the right skills, to deliver on the community’s vision and aspirations for the City of Canada Bay.

The Workforce Management Plan helps Council understand human resource requirements for the next four years and plan what needs to occur to ensure the necessary staff are in place when they are needed. The right workforce is a critical element to delivering each of Council’s plans.

Asset Management Strategy

The City of Canada Bay provides a wide range of services to its community. Some of these services are supported by infrastructure assets. A strong and informed decision-making process is required to plan effectively and adequately to manage, renew and replace existing assets and develop new ones.

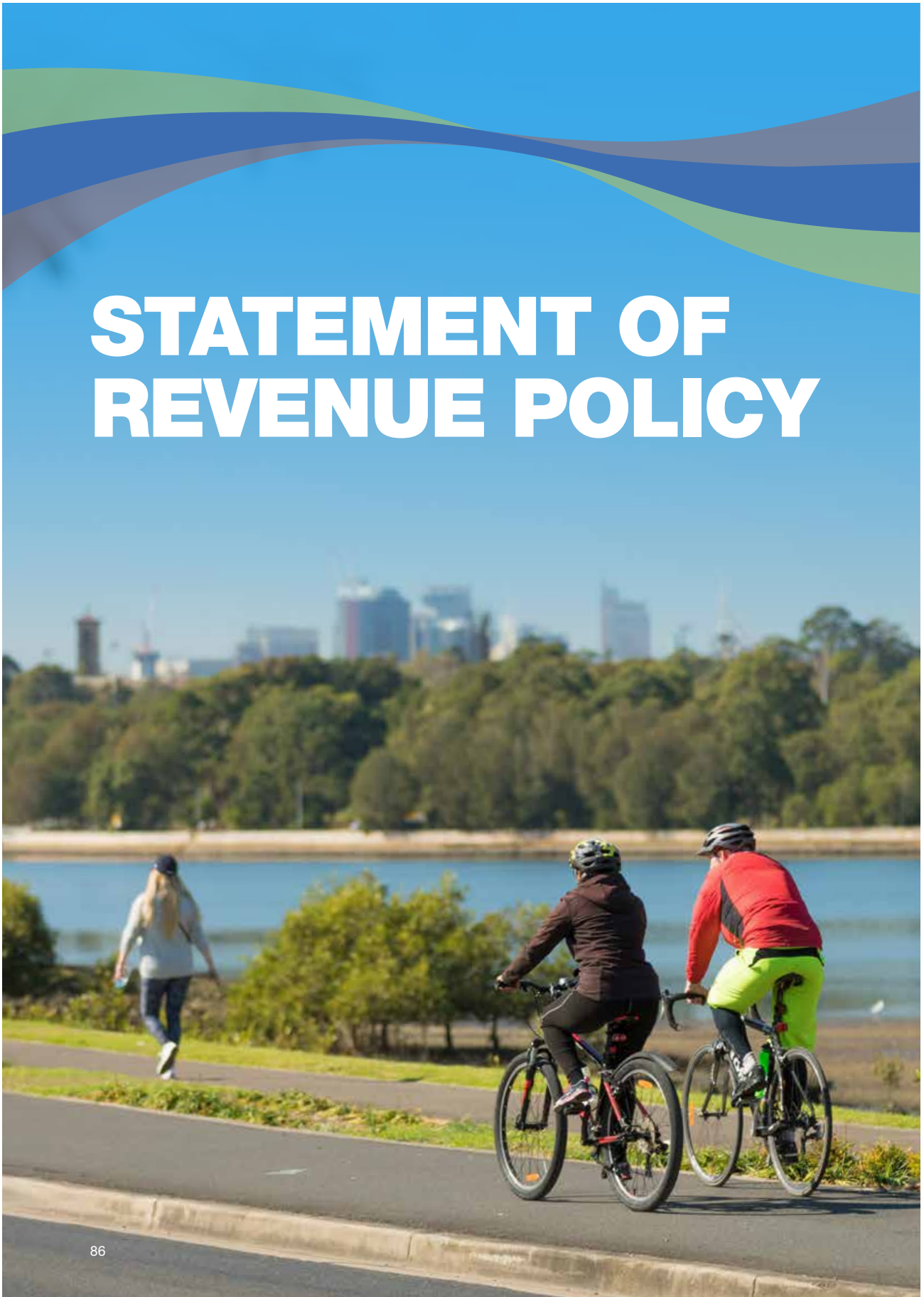
In developing this plan, Council has predicted infrastructure consumption, renewal needs and additional infrastructure requirements to meet future community service expectations as identified in Our Future 2036.

The purpose of the Asset Management Strategy is to:

- Communicate information about assets in the local government area (including condition and performance)
- Identify strategies and actions required to provide defined levels of service
- Prioritise and address asset renewal and maintenance to ensure ongoing service priority to the community.



STATEMENT OF REVENUE POLICY



Overview

As detailed earlier, in order to deliver the commitments of the Delivery Program 2022–26 and this Operational Plan, Council has a Resourcing Strategy that plans for the financial, asset, and human resources under its control.

This Statement of Revenue Policy identifies where Council expects its revenue to be derived during 2022–23, and how it intends to expend that

revenue in order to deliver this year's Operational Plan.

The Statement of Revenue Policy includes estimates of income and expenditure, including a detailed budget for the Operational Plan's activities. It provides information about the rates and special rates that will apply across the local government area in 2022–23, and the fees and charges that

will be levied for some of the services that Council provides to the community.

It also includes a pricing methodology that demonstrates how the Council has arrived at its schedule of fees and charges.

The estimated income and expenditure for Council's operating and capital budgets are included in the table to the right.

Estimated income and expenditure	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast
Operational budget				
Operating income				
Rates and annual charges	60,462,030	61,626,000	63,391,000	65,304,000
User fees and charges	20,222,948	19,665,000	20,556,000	21,551,000
Interest	1,883,300	1,672,000	2,384,000	4,000,000
Other revenue	6,757,851	9,769,000	9,782,000	9,794,000
Rental income	3,545,569	3,813,000	4,099,000	4,406,000
Grants and contributions - operational	7,596,368	5,400,000	5,498,000	5,608,000
Total operating income	100,468,066	101,945,000	105,710,000	110,663,000
Operating expenses				
Employee costs	41,999,418	41,574,000	43,040,000	44,557,000
Borrowings	698,147	346,000	325,000	303,000
Materials and services	37,539,749	37,775,000	39,171,000	41,711,000
Depreciation	15,379,000	16,647,000	17,148,000	17,679,000
Other expenses	5,656,336	5,771,000	5,898,000	6,034,000
Net loss from disposal of assets	0	0	0	0
Total operating expenditure	101,272,650	102,113,000	105,582,000	110,284,000
Operational result - surplus/(deficit)	(804,584)	(168,000)	128,000	379,000
Capital budget				
Capital income				
Grants and contributions - capital	38,206,148	18,740,655	10,956,000	19,377,000
New loan	0	0	0	0
Proceeds from the disposal of assets	5,439,000	1,259,500	943,000	1,139,400
Total capital income	43,645,148	20,000,155	11,899,000	20,516,400
Capital expenses				
Capital expenditure	90,099,114	50,915,342	33,835,511	56,867,512
Capital expenditure - principal loan	1,340,615	1,173,605	791,543	826,456
Capital expenditure - other	583,966	0	0	0
Total capital expenditure	92,023,695	52,088,947	34,627,054	57,693,968
Capital result - surplus/(deficit)	(48,378,547)	(32,088,792)	(22,728,054)	(37,177,568)
Funding movements				
Add back depreciation and amortisation -	15,379,000	16,647,000	17,148,000	17,679,000
Transfer from reserve	48,300,094	21,680,679	11,975,318	26,303,586
Transfer to reserve	14,602,370	9,605,523	9,409,881	9,521,868
Total funding movements	49,076,724	28,722,156	19,713,437	34,460,718
Net result - surplus/(deficit)	(106,407)	(3,534,636)	(2,886,617)	(2,337,850)
Operating ratio	-0.8%	-0.2%	0.1%	0.3%

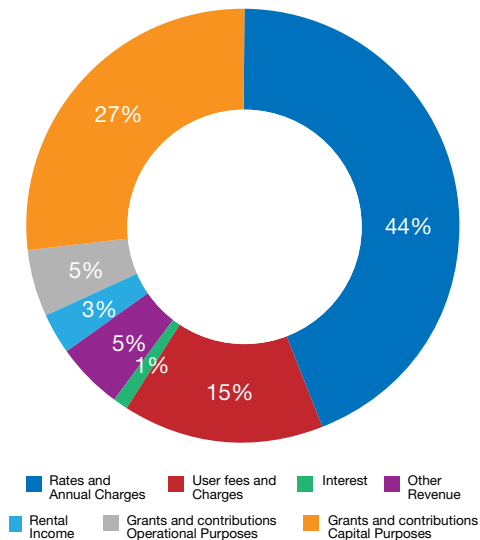
Income statement

	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	60,462,030	61,626,000	63,391,000	65,304,000
User fees and charges	20,222,948	19,665,000	20,556,000	21,551,000
Interest	1,883,300	1,672,000	2,384,000	4,000,000
Other revenue	6,757,851	9,769,000	9,782,000	9,794,000
Rental income	3,545,569	3,813,000	4,099,000	4,406,000
Grants and contributions - operational	7,596,368	5,400,000	5,498,000	5,608,000
Grants And Contributions - capital	38,206,148	18,740,655	10,956,000	19,377,000
Total operating income	138,674,214	120,685,655	116,666,000	130,040,000
Expenses from continuing operations				
Employee costs	41,999,418	41,574,000	43,040,000	44,557,000
Borrowings	698,147	346,000	325,000	303,000
Materials and services	37,539,749	37,775,000	39,171,000	41,711,000
Depreciation	15,379,000	16,647,000	17,148,000	17,679,000
Other expenses	5,656,336	5,771,000	5,898,000	6,034,000
Net loss from disposal of assets		0		
Total operating expenditure	101,272,650	102,113,000	105,582,000	110,284,000
Surplus/(deficit) from continuing operations	37,401,564	18,572,655	11,084,000	19,756,000
Surplus/(deficit) before capital grants and contributions	(804,584)	(168,000)	128,000	379,000

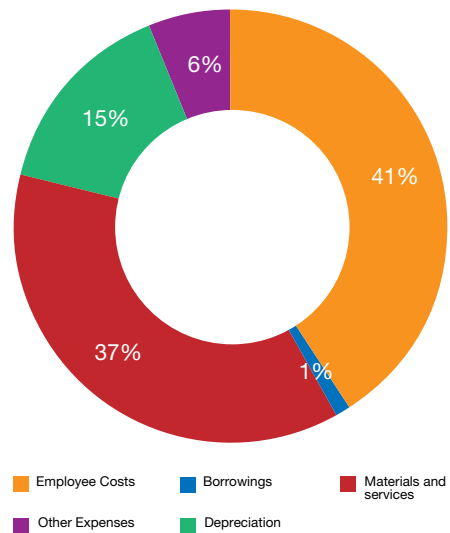
Proposed borrowings for 2022-2023

Nil.

Operating income 2022-2023



Operating expenditure 2022-2023



Combined budget summary 2022–23

Business units

- General Manager
- Media and Communications
- People and Culture

General Manager's unit	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	110,464	159,684	159,896	160,092
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	110,464	159,684	159,896	160,092
Expenses from continuing operations				
Employee costs	3,982,133	3,941,797	4,080,794	4,224,627
Borrowings	0	0	0	0
Materials and services	1,280,958	1,288,985	1,336,620	1,423,292
Depreciation	0	0	0	0
Other expenses	78,000	79,581	81,332	83,207
Total expenses from continuing operations	5,341,091	5,310,363	5,498,746	5,731,126
Surplus/(deficit) from continuing operations	(5,230,627)	(5,150,679)	(5,338,850)	(5,571,034)

Business unit

- General Manager

General Manager	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations				
Employee costs	706,979	699,818	724,495	750,031
Borrowings	0	0	0	0
Materials and services	654,079	658,178	682,501	726,757
Depreciation	0	0	0	0
Other expenses	78,000	79,581	81,333	83,208
Overhead Charges				
Total expenses from continuing operations	1,439,058	1,437,577	1,488,329	1,559,997
Surplus/(deficit) from continuing operations	(1,439,058)	(1,437,577)	(1,488,329)	(1,559,997)

Business unit

- Media and Communications

Manager Media and Communications	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations				
Employee costs	726,465	719,106	744,464	770,703
Borrowings	0	0	0	0
Materials and services	285,400	287,189	297,802	317,112
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges	0	0	0	0
Total expenses from continuing operations	1,011,865	1,006,295	1,042,265	1,087,816
Surplus/(deficit) from continuing operations	(1,011,865)	(1,006,295)	(1,042,265)	(1,087,816)

Business unit

- People and Culture

Manager People and Culture	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	110,464	159,684	159,897	160,093
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	110,464	159,684	159,897	160,093
Expenses from continuing operations				
Employee costs	2,548,689	2,522,873	2,611,835	2,703,893
Borrowings	0	0	0	0
Materials and services	341,479	343,619	356,318	379,423
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	2,890,168	2,866,492	2,968,153	3,083,316
Surplus/(deficit) from continuing operations	(2,779,704)	(2,706,808)	(2,808,256)	(2,923,223)

Business units

- Corporate Services and Strategy Directorate
- Corporate Strategy and Business Improvement
- Governance and Customer Services
- Finance
- Information Systems
- Procurement and Fleet

Corporate Services and Strategy	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	43,971,264	44,817,766	46,101,370	47,492,607
User fees and charges	1,206,799	1,173,504	1,226,674	1,286,050
Interest	1,883,300	1,672,000	2,384,000	4,000,000
Other revenue	104,514	151,083	151,284	151,470
Rental income	0	0	0	0
Grants and contributions-operational purposes	3,407,793	2,422,484	2,466,448	2,515,795
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	50,573,670	50,236,837	52,329,776	55,445,922
Expenses from continuing operations				
Employee costs	6,527,960	6,461,838	6,689,698	6,925,485
Borrowings	698,147	346,000	325,000	303,000
Materials and services	6,802,646	6,845,277	7,098,249	7,558,527
Depreciation	8,272,000	8,954,027	9,223,503	9,509,115
Other expenses	1,885,354	1,923,574	1,965,905	2,011,236
Overhead Charges				
Total expenses from continuing operations	24,186,108	24,530,716	25,302,355	26,307,363
Surplus/(deficit) from continuing operations	26,387,562	25,706,121	27,027,421	29,138,559

Business unit

- Corporate Services Directorate

Corporate Services and Strategy Directorate	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0		0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations				
Employee costs	291,538	288,585	298,761	309,291
Borrowings	0	0	0	0
Materials and services	0	0	0	0
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	291,538	288,585	298,761	309,291
Surplus/(deficit) from continuing operations	(291,538)	(288,585)	(298,761)	(309,291)

Business unit

- Corporate Strategy and Business Improvement

Corporate Strategy and Business Improvement	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations				
Employee costs	544,890	539,371	558,390	578,071
Borrowings	0	0	0	0
Materials and services	119,058	119,804	124,232	132,287
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges	0	0	0	0
Total expenses from continuing operations	663,948	659,175	682,622	710,358
Surplus/(deficit) from continuing operations	(663,948)	(659,175)	(682,622)	(710,358)

Business unit

- Finance

Finance	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	43,971,264	44,817,766	46,101,370	47,492,607
User fees and charges	758,579	737,650	771,072	808,395
Interest	1,883,300	1,672,000	2,384,000	4,000,000
Other revenue	101,484	146,703	146,898	147,078
Rental income	0	0	0	0
Grants and contributions-operational purposes	3,407,793	2,422,484	2,466,448	2,515,795
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	50,122,420	49,796,603	51,869,788	54,963,875
Expenses from continuing operations				
Employee costs	1,689,167	1,672,057	1,731,018	1,792,029
Borrowings	698,147	346,000	325,000	303,000
Materials and services	621,776	625,672	648,795	690,865
Depreciation	8,272,000	8,954,027	9,223,503	9,509,116
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	11,281,090	11,597,756	11,928,315	12,295,010
Surplus/(deficit) from continuing operations	38,841,330	38,198,847	39,941,472	42,668,865

Business unit

- Information Systems

Information Systems	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations				
Employee costs	1,156,196	1,144,484	1,184,842	1,226,603
Borrowings	0	0	0	0
Materials and services	2,792,598	2,810,099	2,913,948	3,102,900
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	3,948,794	3,954,583	4,098,790	4,329,503
Surplus/(deficit) from continuing operations	(3,948,794)	(3,954,583)	(4,098,790)	(4,329,503)

Business units
Governance and Customer Services

- Customer service
- Governance and risk
- Records

Manager Governance & Customer Services	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	36,220	35,221	36,817	38,599
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	36,220	35,221	36,817	38,599
Expenses from continuing operations				
Employee costs	2,191,700	2,169,500	2,246,002	2,325,165
Borrowings	0	0	0	0
Materials and services	2,344,614	2,359,307	2,446,497	2,605,137
Depreciation	0	0	0	0
Other expenses	1,885,354	1,923,574	1,965,905	2,011,236
Overhead Charges	0	0	0	0
Total expenses from continuing operations	6,421,668	6,452,381	6,658,404	6,941,538
Surplus/(deficit) from continuing operations	(6,385,448)	(6,417,160)	(6,621,587)	(6,902,940)

Business units
Procurement and Fleet

- Procurement
- Fleet

Manager Procurement and Fleet	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	412,000	400,633	418,785	439,056
Interest	0	0	0	0
Other revenue	3,030	4,380	4,386	4,391
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	415,030	405,013	423,171	443,448
Expenses from continuing operations				
Employee costs	654,470	647,841	670,686	694,325
Borrowings	0	0	0	0
Materials and services	924,600	930,394	964,778	1,027,337
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	1,579,070	1,578,235	1,635,463	1,721,662
Surplus/(deficit) from continuing operations	(1,164,040)	(1,173,222)	(1,212,292)	(1,278,215)

Business units

- Community and Environmental Planning
- Place Management
- Health, Building and Compliance
- Waste and Sustainability
- Strategic Planning
- Statutory Planning

Community and Environmental Planning	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	16,533,606	16,851,899	17,334,546	17,857,664
User fees and charges	3,845,528	3,739,430	3,908,860	4,098,066
Interest	0	0	0	0
Other revenue	5,379,721	7,776,806	7,787,155	7,796,708
Rental income	29,774	32,020	34,422	37,000
Grants and contributions-operational purposes	761,543	541,355	551,180	562,208
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	26,550,172	28,941,510	29,616,163	30,351,646
Expenses from continuing operations				
Employee costs	8,380,567	8,295,679	8,588,205	8,890,907
Borrowings	0	0	0	0
Materials and services	13,267,190	13,350,332	13,843,702	14,741,381
Depreciation	0	0	0	0
Other expenses	3,344,665	3,412,467	3,487,564	3,567,983
Overhead Charges				
Total expenses from continuing operations	24,992,422	25,058,478	25,919,471	27,200,271
Surplus/(deficit) from continuing operations	1,557,750	3,883,032	3,696,692	3,151,375

Business unit
Community and Environmental
Planning Directorate

Director Community and Environmental Planning	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	51,438	74,358	74,457	74,548
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	51,438	74,358	74,457	74,548
Expenses from continuing operations				
Employee costs	382,602	378,727	392,082	405,901
Borrowings	0	0	0	0
Materials and services	280,175	281,931	292,350	311,307
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	662,777	660,658	684,431	717,208
Surplus/(deficit) from continuing operations	(611,339)	(586,300)	(609,975)	(642,660)

Business units
Place Management

- Economic development
- Arts and cultural development
- Local festivals and Events

Manager Place Management	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	75,536	73,452	76,780	80,497
Interest	0	0	0	0
Other revenue	81,297	117,521	117,678	117,822
Rental income	0	0	0	0
Grants and contributions-operational purposes	150,000	106,630	108,565	110,737
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	306,833	297,603	303,023	309,056
Expenses from continuing operations				
Employee costs	935,478	926,003	958,656	992,445
Borrowings	0	0	0	0
Materials and services	917,273	923,021	957,132	1,019,196
Depreciation	0	0	0	0
Other expenses	146,718	149,692	152,986	156,514
Overhead Charges				
Total expenses from continuing operations	1,999,469	1,998,716	2,068,774	2,168,155
Surplus/(deficit) from continuing operations	(1,692,636)	(1,701,113)	(1,765,752)	(1,859,100)

Business units
Health, Building and Compliance

- Parking controls
- Health, building and environmental compliance

Manager Health, Building and Compliance	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	1,225,555	1,191,742	1,245,739	1,306,038
Interest	0	0	0	0
Other revenue	4,993,796	7,218,921	7,228,528	7,237,395
Rental income	22,374	24,062	25,866	27,804
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	6,241,725	8,434,725	8,500,133	8,571,237
Expenses from continuing operations				
Employee costs	3,319,419	3,285,796	3,401,661	3,521,557
Borrowings	0	0	0	0
Materials and services	662,907	667,061	691,713	736,566
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	3,982,326	3,952,857	4,093,374	4,258,123
Surplus/(deficit) from continuing operations	2,259,399	4,481,868	4,406,759	4,313,114

Business units
Sustainability and Waste

- Waste and resource recovery
- Environmental education

Manager Sustainability and Waste	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	16,533,606	16,851,899	17,334,546	17,857,664
User fees and charges	912,170	887,003	927,193	972,073
Interest	0	0	0	0
Other revenue	253,190	366,006	366,493	366,943
Rental income	7,400	7,958	8,555	9,196
Grants and contributions-operational purposes	454,143	322,835	328,694	335,270
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	18,160,509	18,435,701	18,965,480	19,541,145
Expenses from continuing operations				
Employee costs	1,187,389	1,175,362	1,216,808	1,259,696
Borrowings	0	0	0	0
Materials and services	10,239,935	10,304,106	10,684,901	11,377,751
Depreciation	0	0	0	0
Other expenses	3,172,947	3,237,268	3,308,509	3,384,799
Overhead Charges				
Total expenses from continuing operations	14,600,271	14,716,736	15,210,218	16,022,246
Surplus/(deficit) from continuing operations	3,560,238	3,718,965	3,755,262	3,518,899

Business unit
Strategic Planning

- Strategic land use planning

Manager Strategic Planning	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	480,000	466,757	487,905	511,522
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	11,500	8,175	8,323	8,490
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	491,500	474,932	496,228	520,012
Expenses from continuing operations				
Employee costs	968,795	958,982	992,798	1,027,790
Borrowings	0	0	0	0
Materials and services	929,000	934,822	969,369	1,032,226
Depreciation	0	0	0	0
Other expenses	25,000	25,507	26,068	26,669
Overhead Charges				
Total expenses from continuing operations	1,922,795	1,919,310	1,988,234	2,086,686
Surplus/(deficit) from continuing operations	(1,431,295)	(1,444,378)	(1,492,006)	(1,566,674)

Business unit
Statutory Planning

- Development Applications

Manager Statutory Planning	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	1,152,267	1,120,476	1,171,243	1,227,937
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	145,900	103,715	105,598	107,710
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	1,298,167	1,224,191	1,276,841	1,335,647
Expenses from continuing operations				
Employee costs	1,586,884	1,570,810	1,626,201	1,683,518
Borrowings	0	0	0	0
Materials and services	237,900	239,391	248,238	264,334
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	1,824,784	1,810,201	1,874,438	1,947,853
Surplus/(deficit) from continuing operations	(526,617)	(586,010)	(597,598)	(612,206)

Business units
City Services and Assets

- City Services and Assets
- Strategic Asset Services and Innovation
- Major Projects
- Roads and Traffic
- Parks and Recreation
- Strategic Asset Services and Innovation
- Library and Community Services
- Buildings and Property

City Services and Assets	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	(42,840)	(43,665)	(44,916)	(46,271)
User fees and charges	15,170,621	14,752,066	15,420,466	16,166,884
Interest	0	0	0	0
Other revenue	1,163,152	1,681,427	1,683,665	1,685,730
Rental income	3,515,795	3,780,980	4,064,578	4,369,000
Grants and contributions-operational purposes	3,427,032	2,436,161	2,480,373	2,529,999
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	23,233,760	22,606,969	23,604,166	24,705,342
Expenses from continuing operations				
Employee costs	23,108,758	22,874,686	23,681,303	24,515,981
Borrowings	0	0	0	0
Materials and services	16,188,955	16,290,406	16,892,429	17,987,800
Depreciation	7,107,000	7,692,973	7,924,497	8,169,885
Other expenses	348,317	355,378	363,199	371,574
Overhead Charges				
Total expenses from continuing operations	46,753,030	47,213,443	48,861,428	51,045,240
Surplus/(deficit) from continuing operations	(23,519,270)	(24,606,474)	(25,257,262)	(26,339,898)

Director City Services and Assets	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations				
Employee costs	740,385	732,886	758,729	785,471
Borrowings	0	0	0	0
Materials and services	44,309	44,587	46,234	49,232
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	784,694	777,472	804,963	834,704
Surplus/(deficit) from continuing operations	(784,694)	(777,472)	(804,963)	(834,704)

Business unit
Strategic Asset Services and Innovation

- Drainage, marine and stormwater management
- Strategic asset management

Manager Strategic Asset Services and Innovation	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	61,800	60,095	62,818	65,858
Interest	0	0	0	0
Other revenue	75,000	108,418	108,563	108,696
Rental income	0	0	0	0
Grants and contributions-operational purposes	375,000	266,575	271,413	276,843
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	511,800	435,088	442,793	451,397
Expenses from continuing operations				
Employee costs	1,157,172	1,145,451	1,185,842	1,227,639
Borrowings	0	0	0	0
Materials and services	1,857,260	1,868,899	1,937,965	2,063,631
Depreciation	1,457,000	1,577,130	1,624,594	1,674,901
Other expenses	0	0	0	0
Overhead Charges				
Total expenses from continuing operations	4,471,432	4,591,479	4,748,402	4,966,170
Surplus/(deficit) from continuing operations	(3,959,632)	(4,156,391)	(4,305,609)	(4,514,773)

Business unit
City Projects

- Project delivery of major capital projects — this is part of the capital budget

Manager City Projects	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations				
Employee costs	0	0	0	0
Borrowings	0	0	0	0
Materials and services	0	0	0	0
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges	0	0	0	0
Total expenses from continuing operations	0	0	0	0
Surplus/(deficit) from continuing operations	0	0	0	0

Business units
Roads and Traffic

- Roads
- Emergency Services
- Footpaths
- Cycleways
- Lighting
- Bridges
- Kerbs and gutters.

Manager Roads and Traffic	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	3,310,503	3,219,167	3,365,024	3,527,906
Interest	0	0	0	0
Other revenue	0	0	0	0
Rental income	0	0	0	0
Grants and contributions-operational purposes	878,961	624,824	636,163	648,891
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	4,189,464	3,843,990	4,001,187	4,176,796
Expenses from continuing operations				
Employee costs	4,596,518	4,549,959	4,710,402	4,876,426
Borrowings	0	0	0	0
Materials and services	3,207,760	3,227,862	3,347,150	3,564,192
Depreciation	5,228,000	5,659,049	5,829,361	6,009,871
Other expenses	140,772	143,626	146,787	150,172
Overhead Charges	0	0	0	0
Total expenses from continuing operations	13,173,050	13,580,496	14,033,700	14,600,661
Surplus/(deficit) from continuing operations	(8,983,586)	(9,736,506)	(10,032,513)	(10,423,865)

Business units
Parks and Recreation

- Sporting fields
- Parks, playgrounds, and reserves
- Five Dock Leisure Centre
- Swimming pools
- Golf courses
- Bushcare

Manager Parks and Recreation	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	7,096,333	6,900,546	7,213,203	7,562,353
Interest	0	0	0	0
Other revenue	89,126	128,839	129,010	129,168
Rental income	82,466	88,686	95,338	102,479
Grants and contributions-operational purposes	1,581,359	1,124,134	1,144,535	1,167,434
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	8,849,284	8,242,205	8,582,086	8,961,434
Expenses from continuing operations				
Employee costs	7,512,379	7,436,285	7,698,507	7,969,851
Borrowings	0	0	0	0
Materials and services	6,811,041	6,853,724	7,107,008	7,567,854
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges	0	0	0	0
Total expenses from continuing operations	14,323,420	14,290,009	14,805,514	15,537,704
Surplus/(deficit) from continuing operations	(5,474,136)	(6,047,804)	(6,223,428)	(6,576,270)

Business units
Library and Community Services

- Children and family services
- Libraries
- Bus services
- Disability inclusion

Manager Library and Community Services	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	0	0	0	0
User fees and charges	3,619,439	3,519,579	3,679,048	3,857,130
Interest	0	0	0	0
Other revenue	1,259	1,820	1,822	1,825
Rental income	0	0	0	0
Grants and contributions-operational purposes	451,459	320,927	326,751	333,288
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	4,072,157	3,842,326	4,007,621	4,192,243
Expenses from continuing operations				
Employee costs	6,703,161	6,635,264	6,869,239	7,111,355
Borrowings	0	0	0	0
Materials and services	1,085,129	1,091,929	1,132,282	1,205,703
Depreciation	422,000	456,794	470,541	485,112
Other expenses	207,545	211,752	216,412	221,402
Overhead Charges	0	0	0	0
Total expenses from continuing operations	8,417,835	8,395,739	8,688,475	9,023,572
Surplus/(deficit) from continuing operations	(4,345,678)	(4,553,413)	(4,680,854)	(4,831,330)

Business units
Buildings and Property

- Community facilities
- Property portfolio
- Affordable housing

Manager Buildings and Property	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Income from continuing operations				
Rates and annual charges	(42,840)	(43,665)	(44,915)	(46,271)
User fees and charges	1,082,546	1,052,679	1,100,374	1,153,637
Interest	0	0	0	0
Other revenue	997,767	1,442,350	1,444,269	1,446,041
Rental income	3,433,329	3,692,294	3,969,240	4,266,522
Grants and contributions-operational purposes	140,253	99,701	101,510	103,541
Rates and General Revenue Distribution	0	0	0	0
Overhead Recovery	0	0	0	0
Total income from continuing operations	5,611,055	6,243,359	6,570,479	6,923,471
Expenses from continuing operations				
Employee costs	2,399,143	2,374,841	2,458,584	2,545,240
Borrowings	0	0	0	0
Materials and services	3,183,456	3,203,406	3,321,790	3,537,188
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Overhead Charges	0	0	0	0
Total expenses from continuing operations	5,582,599	5,578,247	5,780,374	6,082,428
Surplus/(deficit) from continuing operations	28,456	665,112	790,105	841,043

Capital projects

Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Buildings and Property	\$	\$	\$	\$
Buildings renewal	1,000,000	1,301,700	1,301,700	1,301,700
Canada Bay Civic Centre — refurbishment	540,000	1,175,000	0	0
Beaconsfield Avenue site	2,500,000	0	0	0
Annual building and facility accessibility works program	107,800	300,000	300,000	300,000
Five Dock Park amenities building renewal	0	0	300,000	3,000,000
Drummoyne Pool renewals	125,000	125,000	125,000	125,000
Cabarita Pool renewals	125,000	125,000	125,000	125,000
Design The Living Room — Livvi's Place	100,000	0	0	0
Drummoyne Pool — installation of electric heat pumps	0	336,000	0	0
Queen Elizabeth Park toilet block (Exeloo)	57,750	495,000	0	0
Public toilet — Mcllwaine Park	86,625	675,000	0	0
Design Kings Road carpark upgrade	600,000	0	0	0
10 Thornleigh Avenue Concord divestment	90,000	0	0	0
Five Dock Town Centre	50,000	0	0	0
Sustainability program (net zero by 2030) — buildings	308,922	350,000	350,000	350,000
Five Dock Library — partial interior upgrade	0	262,500	0	0
Bayview Park Toilet — design phase — knockdown and rebuild	86,625	675,000	0	0
Depot renewal	157,500	300,000	0	0
Five Dock Leisure Centre renovation	1,200,000	0	0	0
Cabarita Pool — electric heat pump	336,000	0	0	0
Affordable housing — acquisition	0	132,000	368,000	9,250,000
New public toilet	0	0	90,000	710,000
Property delivery strategy	0	8,300,000	0	0
Multi-purpose community space	0	0	220,000	1,030,000
Rhodes East — multipurpose local community venue	0	150,000	400,000	4,000,000
Concord — indoor youth facility	0	0	0	300,000
Public toilet upgrade program	0	150,000	150,000	150,000
Buildings innovation program	0	300,000	300,000	300,000
Sub-total	7,471,223	15,152,200	4,029,700	20,941,700
Fleet Services	\$	\$	\$	\$
Fleet - Vehicles (Trucks, Utes, Trailers, Mowers)	1,500,000	1,090,000	1,560,000	1,142,000
Fleet - Lease Back Vehicles (Sedans and Wagons)	1,600,000	1,744,000	1,216,000	1,688,000
Small Plant - Engineering	30,000	31,000	32,000	33,000
Small Plant - Parks & Gardens	30,000	31,000	32,000	33,000
Sub-total	3,160,000	2,896,000	2,840,000	2,896,000
Information Systems	\$	\$	\$	\$
TechOne Cloud Migration	104,520	0	0	0
Concord Oval Website and IT Support	229,445	0	0	0
Property Management Software	150,000	0	0	0
Project Management Software	100,000	0	0	0
Sub-total	583,966	0	0	0
Library and Community Services	\$	\$	\$	\$
Concord Library furniture and fittings	28,212	8,540	8,882	9,237
Five Dock Library furniture	13,620	13,965	14,322	14,760
Library audio/visual	62,298	65,418	68,035	70,757
Library books	274,825	288,590	300,134	312,139
Library periodicals	38,363	40,285	41,897	43,573
Library cataloguing and processing	111,226	116,799	121,471	126,329
The Learning Space — furniture and fittings	21,124	21,441	21,764	22,199
Replacement robot at The Learning Space	0	10,000	0	0
Making the most of Five Dock Library for the community	209,803	0	0	0
Sub-total	759,471	565,039	576,504	598,993

Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Major Projects	\$	\$	\$	\$
Redevelopment of Concord Oval	9,202,261	0	0	0
Charles Heath Reserve upgrade	3,817,022	0	0	0
Rhodes Recreation Centre	14,319,000	0	0	0
Major projects — City Services and Assets	1,730,783	1,774,053	1,818,404	1,863,864
Goddard Park crib wall remediation works	270,000	0	0	0
Concord Oval Recreation Centre fit-out	630,411	0	0	0
ROCO Oval furniture, fixtures and equipment	500,000	0	0	0
Five Dock Leisure Centre refurbishment	121,000	0	0	0
Drummoyne Shared Spaces	2,500,000	0	0	0
Barnwell Park works building renewal	380,000	0	0	0
Sub-total	33,470,477	1,774,053	1,818,404	1,863,864

Finance	\$	\$	\$	\$
Finance	1,340,615	1,173,605	791,543	826,456
Sub-total	1,340,615	1,173,605	791,543	826,456

Parks and Recreation	\$	\$	\$	\$
Annual skateboard park renewal program	150,000	0	0	0
Street tree replacement program	250,000	250,000	250,000	250,000
Wangal Reserve and Punt Park POM actions	134,503	400,000	0	0
Henry Lawson Park foreshore path	0	500,000	500,000	0
Hen and Chicken Bay foreshore upgrade	500,000	500,000	500,000	500,000
Drummoyne Oval/ Taplin stormwater re-use	20,000	301,019	0	0
Annual shade renewal program	75,257	50,000	50,000	50,000
Annual outdoor exercise equipment program	100,000	100,000	100,000	100,000
Off-leash dog area upgrades	40,000	40,000	0	0
Deakin St Foreshore Access	700,000	0	0	0
Create a swimsite at Bayview Park	588,000	0	0	0
Urban Canopy Street Tree Masterplan	80,000	80,000	0	0
Mcllwaine Park — river activation	5,137,019	0	0	0
Cabarita Park beach swim enclosure net	0	0	50,000	250,000
Urban canopy tree planting	100,000	440,000	440,000	440,000
Parks renewal program — non-playground equipment	100,000	100,000	100,000	100,000
St Lukes Oval rebuild	270,000	0	0	0
Timbrell Park POM & Masterplan	25,000	0	0	0
Timbrell Park sportsfield upgrade	1,000,000	3,200,000	0	0
Punt Park tree replacement	60,709	0	0	0
Catchment management — study and implementation	0	0	120,000	0
Playground upgrade — Queen Elizabeth Park	575,000	0	0	0
Playground accessibility improvements	227,707	150,000	150,000	150,000
Barnwell Park bridge renewal	0	0	250,000	0
Playground upgrade — WA McInnes Reserve	20,000	80,000	0	0
Playground upgrade — Maple Close Reserve	0	20,000	0	0
Playground upgrade — Chiswick Park	0	20,000	230,000	0
Playground upgrade — Central Park	0	0	20,000	280,000
Playground upgrade — Brett Park	50,000	350,000	0	0
Playground upgrade — Henry Lawson Park	0	0	0	20,000
Playground upgrade — Mcllwaine Park	0	80,000	420,000	0
Playground upgrade — Coralie Reserve	0	5,000	95,000	0
Playground upgrade — Croker Park	0	0	0	20,000
Water and wellbeing stations	0	0	120,000	0
Strathfield Triangle playground	0	0	0	50,000
Pedestrian Access Mobility Plan improvements	100,000	100,000	100,000	100,000
Urban canopy — asset management	150,000	225,000	100,000	100,000
Greening our City 2020 round 2	390,000	50,000	0	0
Livvi's Place — playground accessibility improvements	56,448	0	0	0
Mill Park half basketball court	10,000	85,000	0	0
Majors Bay Reserve Recreation Precinct	4,550,000	0	0	0
Howley Park East upgrade	1,903,826	200,000	0	0
Sub-total	17,363,469	7,326,019	3,595,000	2,410,000

Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Roads and Traffic	\$	\$	\$	\$
Annual accessibility works program (bus stop upgrades etc)	300,000	300,000	300,000	300,000
Annual capital works traffic facilities program	200,000	210,000	210,000	220,000
Annual footpath renewal program	560,000	560,000	560,000	560,000
Annual kerb/gutter renewal program	207,500	210,000	210,000	220,000
Annual regional roads program	122,000	122,000	122,000	122,000
Annual road pavement renewal program	933,800	953,000	972,000	992,000
Road resurfacing program	2,000,000	2,422,000	2,477,000	2,495,000
Roads to recovery program	400,000	400,000	400,000	400,000
The Terrace — embankment stabilisation	750,000	0	0	0
Traffic Committee initiatives	40,000	40,000	40,000	40,000
Public Domain Plan Transport Interchange at Station Precinct	0	500,000	0	0
Victoria Road, Drummoyne — public domain design	202,000	202,000	0	0
New cycle connection QEP and Burwood Park — UIAP	218,961	0	0	0
Annual bridge renewal program	153,000	0	0	0
Intersection upgrade George and Pomeroy Street	250,000	2,500,000	3,000,000	2,000,000
Strathfield Triangle public domain — construction works	0	0	200,000	4,000,000
Rhodes Station public domain construction works	0	0	1,500,000	3,000,000
Rhodes East public domain — design only	250,000	250,000	0	0
Regional cycleway upgrade — RMS grant	5,954,995	0	0	0
Canada Bay Bike Plan implementation program	200,000	200,000	200,000	200,000
Pedestrian Access Mobility Plan (PAMP)	0	125,000	0	0
Clermont Lane — parking barrier	120,000	0	0	0
Local roads heavy patching program	636,540	178,000	382,000	695,564
Greenlees Avenue — construct parking treatment near park	11,000	150,000	0	0
Wellbank Street — design car parking treatment	10,000	0	0	0
Wellbank Street — construct parking treatment	0	110,000	0	0
Phillip Street — construct car parking treatment	300,000	0	0	0
Victoria Road, Drummoyne — public domain construction	0	2,000,000	2,000,000	2,000,000
Mortlake LATM	300,000	0	0	0
Pamela Place and Brewer Street improvement works, Concord	61,200	0	0	0
Pedestrian facilities around Russell Lea Public School	450,000	0	0	0
Five Dock Park — car parking upgrade — POM action item	450,000	0	0	0
Sub-total	15,080,996	11,432,000	12,573,000	17,244,564

Aerial view of Drummoyne.



Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Drainage and Marine Structures	\$	\$	\$	\$
Drainage renewal and relining program	258,000	293,530	299,401	305,389
Annual stormwater management program	428,500	428,500	428,500	622,000
Werrell Reserve — seawall renewal	0	0	0	92,000
176 George Street raising and overland flow path	1,400,000	0	0	0
Iron Cove Seawall upgrade	1,000,000	1,340,000	0	0
Drainage — re-lining Rothwell to Rhond	0	0	400,000	0
Drainage — re-lining Crane to Beaconsfield	0	0	600,000	0
Floodplains — Powells Creek East Catchment FS, FRMS, FRM	258,978	0	0	0
Floodplains — future flood studies, FRMS, FRM	0	120,000	230,000	0
Pedestrian crossing safety improvement program	890,000	450,000	450,000	450,000
Kings Bay seawall — Barnwell Park canal outlet zone	0	0	200,000	4,261,000
Five Dock Bay seawall Dening to Thompson Street	0	258,000	3,000,000	0
Birkenhead Point seawall upgrade	607,000	0	0	0
Massey Park Landfill protection renewal	6,650,000	6,925,000	1,975,000	0
Moala Concord Hospital culvert renewal	490,000	630,000	0	0
Annual pole renewal	333,000	335,000	335,000	335,000
LED upgrade to Council public domain lights	333,000	335,000	335,000	335,000
Lyons Road East Drummoyne seawall renewal	0	0	150,000	0
Wiremills Park Timber Piles seawall renewal	0	0	0	562,000
Armitage Reserve seawall renewal	145,000	0	0	0
Gross Pollutant Trap — Moala Street	0	0	0	200,000
Gross Pollutant Trap — Currawang Street	0	0	0	250,000
Yaralla Environmental Basin	0	655,000	0	0
Sub-total	12,793,478	11,770,030	8,402,901	7,412,389
Waste and Sustainability	\$	\$	\$	\$
Bin Replacement/Refresh - Domestic Waste	0	0	0	3,500,000
Sub-total	0	0	0	3,500,000
Total	92,023,695	52,088,947	34,627,053	57,693,967



Ordinary rates and special rates that apply in 2022–23

Rating Structure

The total income that can be raised from levying rates on property is capped by the State Government based on a determination by the Independent Pricing and Regulatory Tribunal (IPART). IPART determined that general income from rates in 2022-23 may be increased by a maximum of 2.5%.

The increase allowed by IPART relates to general income in total and not to individual ratepayer's rates. Individual rates are also affected by other factors such as land valuations.

As such, rates for individual ratepayers may vary by more or less than the percentage allowable depending on how an individual ratepayer's land valuation has changed in a particular year compared to the land values of other ratepayers.

The following information details the rating structures for rating of land for 2022-23. Land is rated according to its use as either Residential or Business. The ad valorem rate, the minimum rate and anticipated revenue from each rating category is:

Rate category, No. of assessments and rateable land value	Basis of rate calculation	Total ordinary rate income
Residential Residential number: 36,719 No. minimums: 21,170 Land value: \$28,381,097,931	Minimum rate \$761.71 Cents in the dollar: 0.0936155	\$37,168,854
Business Business number: 1,842 No. minimums: 798 Land value: \$2,475,357,885	Minimum rate \$761.71 Cents in the dollar: 0.2231247	\$5,972,566
Total rate assessments 38,561	Total rateable value \$30,856,455,816	\$43,141,420
SMSC category, No. of assessments	Basis of rate calculation	Total SMSC
Stormwater management services charge (Residential) SMSC No. standard 15,365 No. strata 21,194	Standard properties \$25 Strata properties \$12.50	\$649,050
Stormwater management services Charge (business) SMSC No. standard 964 No. strata 874	Standard properties minimum \$25 or \$25 per 350m ² Strata properties minimum \$5 or part thereof by entitlement	\$89,595
Total stormwater management services charge (SMSC)		\$738,645
Total rate revenue ordinary and SMSC		\$43,880,065

Stormwater Management Charge

The Stormwater Management Charge is an ongoing charge to ratepayers used to fund capital and recurrent costs associated with the introduction of additional stormwater management programs. The amount charged is \$12.50 per annum for residential strata properties, or \$25 per annum for other residential. Strata businesses are charged a minimum \$5, while other businesses are charged \$25, plus an additional \$25 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres.

Domestic Waste Management Charge

Domestic Waste Management (DWM) Services are provided to all residential properties in the local government area. The Domestic Waste Management Charge is a separate charge for waste services. The cost of these services cannot be financed from ordinary rates and the charge covers the costs of providing the services. The amount charged for a standard residential service for 2022-23 is \$430. Income raised from the DWM Charge is forecast at \$15.77M. For all charges relating to waste management, please refer to the document Fees and Charges 2022-2023.

Pensioner Rebate

The Local Government Act 1993 provides for eligible pensioners to be able to receive a rate reduction of 50% of their total rates, up to a maximum of \$250.

Rate Instalments

Rate instalments will be due on the following dates:

First Instalment	31 August 2022
Second Instalment	30 November 2022
Third Instalment	28 February 2023
Fourth Instalment	31 May 2023

Boarding House Tariffs

In accordance with section 516 of the Local Government Act 1993 (the Act), it has been determined that for the purpose of the definition of 'boarding house' and 'lodging house', the maximum tariffs, excluding GST, that a boarding house or lodging house may charge tariffpaying occupants are:

- a) Where full board and lodging is provided:
 - \$409 per week for single accommodation; or
 - \$675 per week for a family or shared accommodation
- b) Where less than full board or lodging is provided:
 - \$275 per week for single accommodation; or
 - \$454 per week for family or shared accommodation

Maximum Interest Rate on Overdue Rates and Charges

In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2022 to 30 June 2023 (inclusive) will be 6.0% per annum.

The methodology used to calculate the interest rate applicable for the period 1 June 2022 to 30 June 2023 is the Supreme Court methodology (the Reserve Bank cash rate plus 6%), rounded to the nearest half per cent of the maximum interest rate for the previous year. The cash rate used for the purposes of the maximum interest rate for local government is based on the cash rate set by the Reserve Bank on 7 December 2021.



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Fees and Charges 2022-2023

**Our
Future
2036**
Community Strategic Plan

Document Set ID: 7598050
Version: 9, Version Date: 21/06/2022

Fees and charges – overview

In accordance with Section 608 of the Local Government Act 1993 and other relevant legislation, City of Canada Bay Council charges and recovers approved fees and charges for any services it provides as contained within the document titled "Fees and Charges 2022-2023".

Fees and charges are generally intended to be imposed on the following services provided by Council under the Local Government Act or any other Act or regulations:

- Supply of a product, service or commodity;
- Giving of information;
- Providing a service in connection with the exercise of the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate;
- Allowing admission to any building or enclosure;
- Possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place (s.611)
- Allowing the use or benefit from Council's assets, possessions, etc.

City of Canada Bay Council's general policy in determining the amount of fees to be charged for goods and services considers the following factors:

- The cost of providing the service
- The importance of the service to the community
- Prices fixed by the relevant industry body
- Any factors specified in the Local Government Regulations
- Equity factors
- User pays principle
- Financial objectives
- Customer objectives
- Resource use objectives
- Market prices
- Cross subsidisation objectives
- Goods and Services Tax (GST)

In cases where the amount of fees and charges for service is determined under another Act or regulatory body, Council's policy is not to determine an amount that is inconsistent with the amount determined under the other Act or regulatory body.

All of Council's fees and charges not subject to statutory control are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the Local Government Act 1993 and Regulations.

Categories

Under section 610E of the Local Government Act 1993, Council may waive or reduce a fee in a particular case if Council is satisfied that the case falls within a category of hardship or any other category in respect of which Council has determined payment should be so waived or reduced. Council has established the categories below which may apply to any fees.

Commercial: where Council, or its contractor, operates a service and reduction of the fee is required to compete in the market.

Community recognition and community fundraising: excluding those fees or charges prescribed by legislation, fees or charges may be waived or reduced for initiatives that:

- Recognise and/or celebrate the achievements of an entity within the City of Canada Bay (for example, street banners).
- Support the activities of registered not-for-profit and charitable organisations, community organisations and other organisations that provide identifiable social benefits that respond to community needs (e.g. venue hire).
- Generate donations on behalf of, and/or for provision to, charitable fundraising authority holders where it is demonstrated that all revenue exceeding costs of the specified activity is donated (for example, facility hire for disaster recovery events).

Medical Waste - where residents have increased waste due to medical reasons and have provided certification of the condition from a medical practitioner and demonstrated the resulting increase in household waste.

Non-provision or disruption of a service - Where a service is not provided, Council may, at its discretion, refund or credit the fee. Where a service is disrupted, Council may, at its direction, refund or credit the fee in full or in part.

Goods & Services Tax (GST)

City of Canada Bay Council unequivocally reserves the right to pass on the GST imposed on some of the goods and services provided, and where legislation is changed to remove or alter GST, council's relevant fee will be amended accordingly.

Price Codes

Code	Name	Description
BAGS	Bonds and Deposits	Refundable deposit against possible damage to Council property
FC	Full Cost Pricing	Council recovers all direct and indirect costs of the service (including depreciation of assets deployed).
LR	Legislative Requirements	Price of the service is determined by Legislation, and dependent on price, may or may not recover Full Cost.
MP	Market Pricing	The price of the service is determined by examining alternative prices of surrounding service providers (this also may or may not recover the full costs of the service) e.g. Children's Services.
PC	Partial Cost Pricing	Council recovers less than the Full Cost (as defined above). The reasons may include community service obligation, priorities or legislative limits on charging.
RR	Rate of Return Pricing	This would include Full Cost Pricing as defined above in addition to a profit margin to factor in a return to Council for assets employed.
Z	Free (Zero Priced)	Some services may be provided free of charge and the whole cost determined as a community service obligation and / or may fall within a class of public good.

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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

City of Canada Bay

Administration and Governance

Financial Administration

Note: Damage deposits / bonds / prepayments of all types, paid via cash, cheque, bank cheque, money order, credit card etc. All damage deposits / bonds / prepayments refundable, will not earn any interest while deposited with the Council as it is considered that administration cost in managing these monies, would more than offset the interest that would have been earned.

All transactions exclude GST, Amex				1%	FC
All transactions exclude GST, MasterCard and Visa				0.60%	FC
All transactions include GST, Amex				1%	FC
All transactions include GST, MasterCard and Visa				0.60%	FC
Bank guarantees associated with Damage Deposit – Administration Charge per bank guarantee	\$280.00	\$280.00	\$0.00	\$280.00	RR
Fee for Preparation of all Council Leases	\$270.00	\$245.45	\$24.55	\$270.00	PC
Per Dishonoured Cheque	\$65.00	\$65.00	\$0.00	\$65.00	RR
Per Electronic Remittance	\$65.00	\$65.00	\$0.00	\$65.00	RR

Records Management

Documents, Maps & Reports

City of Canada Bay Section 7.11 Development Contributions Plan	\$50.00	\$50.00	\$0.00	\$50.00	PC
City of Canada Bay Planning Agreements Policy (each)	\$50.00	\$50.00	\$0.00	\$50.00	PC
City of Canada Bay S7.12 Fixed Development Levy Contributions Plan	\$50.00	\$50.00	\$0.00	\$50.00	PC
City of Canada Bay LEP – Paper Copy	\$50.00	\$50.00	\$0.00	\$50.00	PC
City of Canada Bay Development Control Plan – Paper Copy – (Full)	\$170.00	\$170.00	\$0.00	\$170.00	PC
Strathfield Triangle DCP Paper Copy	\$50.00	\$50.00	\$0.00	\$50.00	PC
Paper Copy – Individual Parts of DCP (A to J)	\$30.00	\$30.00	\$0.00	\$30.00	PC
Paper Copy Site Specific & Precinct DCPs	\$30.00	\$30.00	\$0.00	\$30.00	PC
Canada Bay Comprehensive LEP Map (single map in A3 size) – hard copy	\$5.00	\$5.00	\$0.00	\$5.00	PC
Canada Bay Comprehensive LEP Maps (full set of maps in A3 size) – hard copy	\$80.00	\$80.00	\$0.00	\$80.00	Z
Other Planning Policies, Plans, Codes & Guidelines (each)	\$30.00	\$30.00	\$0.00	\$30.00	PC
Annual report, Operational Plan (Full Version – Paper Copy)	\$112.00	\$115.00	\$0.00	\$115.00	PC
Certified copy of document, map or plan referred to in Sec 150(2) of the EP&A Act	\$53.00	\$53.00	\$0.00	\$53.00	LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Documents, Maps & Reports [continued]

Sale of building / development approval records (per full year)	\$1,120.00	\$1,150.00	\$0.00	\$1,150.00	PC
Note: Service expanded to include combined list of all DA's, Construction Certificates and Complying Development Certificates approved					
Sale of building / development approval records (per month)	\$112.00	\$115.00	\$0.00	\$115.00	PC
Note: Service expanded to include combined list of all DA's, Construction Certificates and Complying Development Certificates approved					

Formal Request

Formal Access Application (Not Personal Information of Applicant & Personal Information of Applicant)

GIPA Formal Application Fee	\$30.00	\$30.00	\$0.00	\$30.00	LR
Processing Charge for Access Application (GIPA Act S64) (per hour)			\$30 Per Hour/part thereof		LR

Internal Review

GIPA Internal Review Application	\$40.00	\$40.00	\$0.00	\$40.00	LR
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Informal Request

GIPA Document and Production			\$42 Per Hour/part thereof		LR
Photo Copying/Scanning – Plans				\$10.20 each	LR

Property Enquiries

Own or Adjoining Property	\$0.00	\$0.00	\$0.00	\$0.00	Z
Under 15 minutes	\$25.00	\$50.00	\$0.00	\$50.00	LR
Between 15 and 60 minutes	\$50.00	\$85.00	\$0.00	\$85.00	LR
Over 60 minutes		\$120/hour or part thereof in excess of 1 hour			LR
Requests for information requiring research or a written response (with owner's consent) per hour (minimum 1 hour)	\$170.00	\$175.00	\$0.00	\$175.00	PC

Subpoena Processing

Conduct Money (upon receipt of subpoenas)	\$50.00	\$50.00	\$0.00	\$50.00	LR
Less than one hour is required to compile the information	\$169.00	\$174.00	\$0.00	\$174.00	PC
Longer than one hour is required to compile the information, and additional charges per hour or part thereof is charged	\$123.00	\$127.00	\$0.00	\$127.00	PC
Subpoena File Retrieval Fee – after 1st file only	\$17.50	\$17.50	\$0.00	\$17.50	LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Printing and Copying

A3 black and white per page	\$0.50	\$0.50	\$0.00	\$0.50	PC
A3 colour per page	\$3.00	\$3.00	\$0.00	\$3.00	PC
A4 black and white per page	\$0.20	\$0.20	\$0.00	\$0.20	PC
A4 colour per page	\$2.00	\$2.00	\$0.00	\$2.00	PC
Per A0 copy	\$33.80	\$34.80	\$0.00	\$34.80	PC
Per A1-A2 copy	\$22.20	\$22.90	\$0.00	\$22.90	PC

Electronic File Management Fee - Field File (DA, s4.55, s4.56 and s8.2 application, and Construction Certificates and Complying Development Certificates where Council is the Certifier)

Fee per application for the electronic file management of Applications and accompanying information based on the cost of works as listed below:

\$0 - \$150,000	\$90.50	\$93.00	\$0.00	\$93.00	PC
\$150,001 – \$300,000	\$112.00	\$115.00	\$0.00	\$115.00	PC
\$300,001 – \$500,000	\$169.00	\$174.00	\$0.00	\$174.00	PC
\$500,001 – \$1,000,000	\$338.00	\$348.00	\$0.00	\$348.00	PC
\$1,000,001 or more	\$680.00	\$700.00	\$0.00	\$700.00	PC

GIS - House Renumbering

Request for change in house numbering – non refundable	\$309.00	\$309.00	\$0.00	\$309.00	PC
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Animal Management

Registration Category

Dog – Not Desexed or Desexed (after relevant age)	\$216.00	\$234.00	\$0.00	\$234.00	LR
Dog – Not Desexed (recognised breeder)/(not recommended)	\$60.00	\$69.00	\$0.00	\$69.00	LR
Dog – Desexed (by relevant age)	\$60.00	\$69.00	\$0.00	\$69.00	LR
Dog – Desexed (by relevant age eligible pensioner)	\$26.00	\$29.00	\$0.00	\$29.00	LR
Dog – Desexed (sold by pound/shelter)	\$30.00	\$0.00	\$0.00	\$0.00	LR
Dog – Working / Service of the State, Assistance Animal	\$0.00	\$0.00	\$0.00	\$0.00	Z
Cat – Desexed or Not Desexed	\$50.00	\$59.00	\$0.00	\$59.00	LR
Cat – Eligible Pensioner	\$26.00	\$29.00	\$0.00	\$29.00	LR
Cat – Desexed (sold by pound/shelter)	\$25.00	\$0.00	\$0.00	\$0.00	LR
Cat – Not Desexed (recognised breeder)/(not recommended)	\$50.00	\$59.00	\$0.00	\$59.00	LR
Registration Late Fee	\$0.00	\$19.00	\$0.00	\$19.00	LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Annual Permit Category

Annual Permit Fee for dangerous or restricted dogs	\$152.00	\$206.00	\$0.00	\$206.00	LR
If the companion animal has not been desexed by the relevant desexing age and is not kept by a recognised breeder for breeding purposes, an additional fee of \$156 is payable in addition to the applicable registration fee listed above.					
Cat not desexed by four months of age	\$0.00	\$85.00	\$0.00	\$85.00	LR
Permit Late Fee	\$0.00	\$19.00	\$0.00	\$19.00	LR

Impounding of Animals

Cat Cage – Bond	\$100.00	\$100.00	\$0.00	\$100.00	BAGS
Cat Cage – Late Fees	\$27.60	\$25.82	\$2.58	\$28.40	FC
Cat Cage Rental per week or part thereof	\$27.60	\$25.82	\$2.58	\$28.40	FC
Animals other than dogs or cats	\$110.00	\$113.00	\$0.00	\$113.00	FC
Cat Offences, Dangerous / Restricted Dogs and Other Offences as per Schedule 1- Penalty Notice Offences				As Prescribed	LR
Daily Holding Fee	\$66.50	\$68.50	\$0.00	\$68.50	FC
Release of Animal	\$66.50	\$68.50	\$0.00	\$68.50	FC

Asset Management

Aus Spec 1 Guidelines

Design and Construction Guidelines for Contractors/Developers	\$9,360.00	\$9,636.36	\$963.64	\$10,600.00	FC
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Civil Works in the Public Domain

Application Fee for Civil Works in the Public Domain (Cost of work up to \$30,000)	\$2,100.00	\$2,200.00	\$0.00	\$2,200.00	LR
Application Fee for Civil Works in the Public Domain (Cost of work greater than \$30,000)	\$6,490.00	\$6,800.00	\$0.00	\$6,800.00	FC
Civil works inspection				\$152 per inspection	FC
Security Deposit				Cost of Works	BAGS
Final Drainage Inspection Fee	\$540.00	\$555.00	\$0.00	\$555.00	FC

This fee is calculated per inspection or submission of a final report. The fee includes a review of a CCTV inspection provided by the applicant. Where further testing or information is required to assess the final report, the applicant will be asked to collate the necessary information or testing and submit. There will be no further charge for additional submissions unless the information initially provided does not meet the specified requirements of Council, or it has been requested more than once.

Final Road Inspection Fee	\$535.00	\$550.00	\$0.00	\$550.00	FC
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This fee is calculated per inspection or submission of a final report. In the case of road pavements, the fee includes of all information submitted in the report. Where further testing or information is required to assess the final report, the applicant will be asked to collate the necessary information or testing and submit. There will be no further charge for additional submissions unless the information initially provided does not meet the specified requirements of Council, or it has been requested more than once.

Pre-Commencement Damage Report

Applicable when submitting a Development Application so as to determine the condition of the public asset before building works commence

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Pre-Commencement Damage Report [continued]

Pre-commencement Damage Report Form	\$415.00	\$427.00	\$0.00	\$427.00	FC
Prior to undertaking approved works within the Public Road Reserve, it is necessary to lodge a report to clearly indicate the condition of all assets within the Road Reserve in the area of the worksite that could be impacted by the works. The report needs to clearly indicate any defects with the assets prior to the commencement of approved work. When the approved works have been completed a final report is to be lodged indicating the condition (including defects) of all assets captured in the report lodged prior to commencing the approved works to allow the comparison of defects before and after the approved works have been undertaken. Fee is calculated as per Asset Damage Report lodged.					

Emergency Call Out Situations

For after-hours responses (between 3:00 PM and 6:30 AM Monday to Friday and all day weekends and public holidays). Where a call out is necessary to ensure safety of the public, etc and is required due to the action or inaction of another party that can be identified as responsible, Council will seek to recover costs from the responsible person.

Labour costs	Full cost of labour to Council + 50%	FC
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Flood Risk / Stormwater Assessment

Stormwater Flood Level Property Report	\$660.00	\$680.00	\$0.00	\$680.00	MP
Application to connect a private drain with a public drain under the control of a Council or with a drain which connects with such a public drain (Section 68)	\$1,190.00	\$1,230.00	\$0.00	\$1,230.00	RR
Initial Assessment	\$469.00	\$483.00	\$0.00	\$483.00	RR
Subsequent Assessments (each)	\$316.00	\$325.00	\$0.00	\$325.00	RR

Memorial Donations

Memorial Seat with Plaque	\$3,440.00	\$3,540.00	\$0.00	\$3,540.00	RR
Park Seat	\$2,980.00	\$3,070.00	\$0.00	\$3,070.00	RR
Plaque Only	\$520.00	\$535.00	\$0.00	\$535.00	RR

OSD Identification Plate

On-site detention (OSD) Identification Plate	\$68.00	\$70.00	\$0.00	\$70.00	RR
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Rock Anchor Permit

Application Fee	\$6,490.00	\$6,680.00	\$0.00	\$6,680.00	RR
Cost per anchor	\$238.00	\$245.00	\$0.00	\$245.00	RR
Refundable Holding Deposit	Minimum \$50,000 plus \$1,000 per anchor above 50 units				BAGS
	Min. Fee: \$50,000.00				

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Business Use of Footpaths

Administration of Business Use of Footpaths

Application Fee – Footpath Dining	\$300.00	\$309.00	\$0.00	\$309.00	RR
Bond (less than or equal to 5m2)	\$500.00	\$500.00	\$0.00	\$500.00	BAGS
Bond (greater than or equal to 5m2)	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BAGS

Major Commercial Centres

George Street North Strathfield Footpath Dining Approval per m2 per annum	\$227.00	\$234.00	\$0.00	\$234.00	RR
Great North Road Five Dock Footpath Dining Approval per m2 per annum	\$258.00	\$266.00	\$0.00	\$266.00	RR
Majors Bay Road, Concord Footpath Dining Approval per m2 per annum	\$263.00	\$271.00	\$0.00	\$271.00	RR
Rhodes Adjacent to 1 Rider Boulevard Footpath Dining Approval per m2 per annum	\$345.00	\$355.00	\$0.00	\$355.00	RR

Other Commercial Areas

Other Commercial Areas Footpath Dining per m2 per annum in Canada Bay	\$216.00	\$222.00	\$0.00	\$222.00	RR
Rhodes Other Footpath Locations Footpath Dining Approval per m2 per annum	\$268.00	\$276.00	\$0.00	\$276.00	RR

Building Services

General Information

BUILDERS INDEMNITY INSURANCE

Construction Certificates and Complying Development Certificates cannot be issued unless the applicant provides a certificate of insurance issued by an approved insurer under the Home Building Act 1989.

Persons who wish to do building work on their own home may apply to the Department of Fair Trading for an owner-builder permit where:

- (a) the cost of the work exceeds 5,000;
- (b) the work relates to a single dwelling - house or dual occupancy; and
- (c) the work requires development consent or is complying development.

An owner-builder who sells their dwelling within 7 years of completion of the work must take out home warranty insurance.

Works valued less than 12,000.00 value, no insurance is required when carried out by a licensed builder.

LONG SERVICE LEVY

For building or subdivision works that exceed a value of 25,000, payment of the Long Service Levy to the Long Service Levy Payments Corporation is required prior to Council (or an accredited certifier) issuing the Construction or Complying Development Certificate. Council acts as an agent for collection of this levy.

The amount payable is currently fixed at 0.35% of the total cost of the work and is GST exempt

General Information of Building Services	As listed above.	Z
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Complying Development Certificates

Administration of Complying Development Certificates

Complying Development Certificate Applications Involving A Building Code Of Australia Alternative Solution	Relevant application fee PLUS additional charges may be levied to recover council's costs in more complicated assessments at the rate of \$315.00/hour or part thereof. Min. Fee: \$550.00			RR	
Such charges will be as determined by the Manager Health, Building & Compliance in consultation with the applicant.					
Confirmation in writing that development is exempt or complying development.	\$350.00	\$1,500.00	\$150.00	\$1,650.00	LR
Notification for Complying Development Certificates	\$75.00	\$160.00	\$0.00	\$160.00	LR

Complying Development Certificates – Application

Work value less than or equal to \$20,000 (Class 1&10 Buildings)	\$403.00	\$690.91	\$69.09	\$760.00	RR
Work value between \$20,001 and \$50,000 (Class 1&10 Buildings)	\$570.00	\$1,200.00	\$120.00	\$1,320.00	RR
Work value between \$50,001 and \$200,000 (Class 1&10 Buildings)	\$1,030.00	\$1,709.09	\$170.91	\$1,880.00	RR
Work value between \$200,001 and \$1 million (Class 1&10 Buildings)	\$1,610.00	\$2,236.36	\$223.64	\$2,460.00	RR
Work value more than \$1 million (Class 1&10 Buildings)	\$2,020.00	\$2,809.09	\$280.91	\$3,090.00	RR
Work value less than or equal to \$20,000 (Class 2-9 Buildings)	\$570.00	\$990.91	\$99.09	\$1,090.00	RR
Work value between \$20,001 and \$50,000 (Class 2-9 Buildings)	\$865.00	\$1,836.36	\$183.64	\$2,020.00	RR
Work value between \$50,001 and \$200,000 (Class 2-9 Buildings)	\$1,140.00	\$2,063.64	\$206.36	\$2,270.00	RR
Work value between \$200,001 and \$1 million (Class 2-9 Buildings)	\$1,730.00	\$2,554.55	\$255.45	\$2,810.00	RR
Work value more than \$1 million (Class 2-9 Buildings)				POA	RR

Other Activity Application Fees (Section 68 Of Local Government Act 1993)

Manufactured Home	\$220.00	\$2,460.00	\$0.00	\$2,460.00	LR
Other Activities	\$220.00	\$227.00	\$0.00	\$227.00	LR
Street Performances under Section 68	\$0.00	\$0.00	\$0.00	\$0.00	Z

Compliance Cost Notice

Preparation and service of Notice of Intention to give Development Control Order	Maximum \$750 GST Exempt Min. Fee: \$600.00			LR	
The fee will be charged with a Notice of Intention and an Order under the EPA Act for unauthorised works.					
Reasonable costs and expenses incurred for monitoring, compliance, investigation, preparation and other costs associated with the development control order				POA	LR

Fee Description	Year 21/22	Year 22/23			Pricing Code
	Fee incl. GST	Fee excl.	GST	Fee incl.	

Construction and Development Certification

Damage Deposits

For alterations and additions, swimming pools, carports and light structure type works, a \$5,000 cap applies. For new single residential dwelling homes a cap of \$10,000 applies. For all other works including residential flat buildings, commercial/industrial and mixed developments no limit or cap applies.

Damage deposit for demolition works	\$150 per metre frontage	BAGS
A damage deposit is held by Council until the works are completed. Any damage to Council infrastructure will need to be rectified before the damage deposit is able to be refunded. The damage to Council infrastructure is determined through the applicant lodging of pre and post works Infrastructure Damage Reports. Damage deposit is calculated at \$150 per metre of street frontage measured at the property boundary.		
Damage deposit for construction works valued at less than \$250,000	Deposit is 5% of cost of works	BAGS
A damage deposit is held by Council until the works are completed. Any damage to Council infrastructure will need to be rectified before the damage deposit is able to be refunded. The damage to Council infrastructure is determined through the applicant lodging of pre and post works Infrastructure Damage Reports. Damage deposit is calculated as 5% of the value of the construction works.		
Damage deposit for construction works valued at more than \$250,000	Deposit is 5% of cost of works	BAGS
A damage deposit is held by Council until the works are completed. Any damage to Council infrastructure will need to be rectified before the damage deposit is able to be refunded. The damage to Council infrastructure is determined through the applicant lodging of pre and post works Infrastructure Damage Reports. Damage deposit is calculated as 5% of the cost of construction works.		

Construction Certificates - Class 1&10 (Refer General Note)

General Note: Values listed in this table equate to the contract price or the cost of the building (in cases where there is no contract) and calculated in accordance with the Regulation. Values include the costs associated with the construction of the building, the costs associated with the preparation of the building for the purpose for which it is to be used (such as installing plant, fittings, fixtures and equipment), other works (if any) and costs of demolition (if any).

Work value less than or equal to \$25,000	\$329.00	\$690.91	\$69.09	\$760.00	MP
Work value between \$25,001 and \$50,000	\$448.00	\$1,200.00	\$120.00	\$1,320.00	MP
Work value between \$50,001 and \$100,000	\$560.00	\$1,709.09	\$170.91	\$1,880.00	MP
Work value between \$100,001 and \$300,000	\$1,050.00	\$2,018.18	\$201.82	\$2,220.00	MP
Work value between \$300,001 and \$1,000,000	\$1,590.00	\$2,236.36	\$223.64	\$2,460.00	MP
Work value exceeding \$1,000,001	\$2,020.00	\$2,809.09	\$280.91	\$3,090.00	MP

Construction Certificates - Class 2-9 (Refer General Note)

General Note: Values listed in this table equate to the contract price or the cost of the building (in cases where there is no contract) and calculated in accordance with the Regulation. Values include the costs associated with the construction of the building, the costs associated with the preparation of the building for the purpose for which it is to be used (such as installing plant, fittings, fixtures and equipment), other works (if any) and costs of demolition (if any).

Work value less than or equal to \$25,000	\$404.00	\$990.91	\$99.09	\$1,090.00	MP
Work value between \$25,001 and \$50,000	\$570.00	\$1,836.36	\$183.64	\$2,020.00	MP
Work value between \$50,001 and \$100,000	\$915.00	\$2,063.64	\$206.36	\$2,270.00	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Construction Certificates - Class 2-9 (Refer General Note) [continued]

Work value between \$100,001 and \$300,000	\$1,380.00	\$2,281.82	\$228.18	\$2,510.00	MP
Work value between \$300,001 and \$1,000,000	\$1,730.00	\$2,554.55	\$255.45	\$2,810.00	MP
Work value exceeding \$1,000,001				POA	MP

Registration of Certificates Issued by Accredited Certifiers

Registration of a Complying Development Certificate	\$36.00	\$36.00	\$0.00	\$36.00	LR
Registration of Construction Certificate issued by Private Certifier (Not Complying Development)	\$36.00	\$36.00	\$0.00	\$36.00	LR
Registration of Occupation Certificate issued by Private Certifier	\$36.00	\$36.00	\$0.00	\$36.00	LR
Registration of Subdivision Certificate issued by Private Certifier (Not Complying Development)	\$36.00	\$36.00	\$0.00	\$36.00	LR

Transfer of PCA services to Council

Council appointed as PCA		Package as determined by Council delegate			RR
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Construction Inspection

Inspection Fee	\$266.00	\$249.09	\$24.91	\$274.00	MP
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Fire Safety Compliance

BCA Class 2-3 Effective Height <25m	\$690.00	\$645.45	\$64.55	\$710.00	MP
BCA Class 2-3 Effective Height >25m	\$1,380.00	\$1,290.91	\$129.09	\$1,420.00	MP
BCA Class 5-9 up to or equal 500m2 floor area	\$570.00	\$531.82	\$53.18	\$585.00	MP
BCA Class 5-9 >500m2 floor area	\$1,140.00	\$1,063.64	\$106.36	\$1,170.00	MP
Annual Fire Safety Statement Lodgement/Registration Fee	\$186.00	\$174.55	\$17.45	\$192.00	RR
Annual Fire Safety Statement – Late fee		\$100 for the 1st month, \$200 for the 2nd month up to a maximum of 5 months Min. Fee: \$100.00			LR
Annual Fire Safety Statement – Request to Stay Infringement Notice	\$0.00	\$400.00	\$0.00	\$400.00	

Building Information Certification (Section 6.24)

Section 6.24 - Classes 1 & 10 - Statutory

Classes 1 & 10 (Dwellings), and Class 2 building containing only two dwellings				\$250 per dwelling	LR
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Section 6.24 - Other Classes - Statutory

A building not exceeding 200sqm	\$250.00	\$250.00	\$0.00	\$250.00	LR
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Section 6.24 - Other Classes - Statutory [continued]

A building greater than 200sqm but not exceeding 2,000sqm	\$250 plus an additional 50 cents per square metre over 200 m2				LR
A building greater than 2,000sqm	\$1,165 plus an additional 7.50 cents per m2 over 2,000				LR
Additional Inspections	\$90.00	\$90.00	\$0.00	\$90.00	LR
Archive Fee for Unauthorised Works Building Certificates*	\$100.00	\$100.00	\$0.00	\$100.00	LR

*Additional Fee - for assessment of building information certificates relating to unauthorised building work/development or certification based on council's standard fees for a development application (including notification fees) and construction certificate or complying development certificate and inspection fees as applicable.

Certificates

Planning Certificates

Note that for strata lot applications, one fee is charged per lot applied for within that strata plan.

Section 10.7(2) Certificate Application/Reprint	\$53/lot				LR
Section 10.7(2)/(5) Certificate Application/Reprint	\$133/lot				LR
Fee for urgent processing of applications for Section 10.7(2)/(5) within 24 hours	\$100/lot (Council reserves the right not to make the service available)				LR
Fee for urgent processing of applications for Section 10.7(2)/(5) within 2 hours	\$150/lot (Council reserves the right not to make the service available)				LR

Outstanding Notices

Outstanding Notice – Section 735A (per lot)	\$175.00	\$175.00	\$0.00	\$175.00	LR
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Occupation Certificates

Occupation Certificates (Council as PCA)	\$266.00	\$249.09	\$24.91	\$274.00	MP
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Rates Certificates

Reprint and Post Rate Notices and Instalment Notices	\$22.00	\$22.00	\$0.00	\$22.00	LR
Section 603 certificate	\$85.00	\$90.00	\$0.00	\$90.00	LR
Urgency fee – Processed within 24 hours	\$165.00	\$165.00	\$0.00	\$165.00	RR

Section 54 Certificate (LGA, 1993)

Application Fee	\$60.00	\$60.00	\$0.00	\$60.00	LR
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Section 88G Certificate

(Conveyancing Act 1919)

Section 88G certificates (Section 88G of Conveyancing Act)	\$10.00	\$10.00	\$0.00	\$10.00	LR
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Section 88G Certificate [continued]

Section 88G certificate requiring inspection	\$35.00	\$35.00	\$0.00	\$35.00	LR
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Swimming Pool Safety Certificate

Fee For Provision of Registration Information of Swimming Pool	\$10.00	\$9.09	\$0.91	\$10.00	LR
Swimming Pool Application Exemption Fee	\$70.00	\$250.00	\$0.00	\$250.00	LR
Swimming Pool Compliance Certificate	\$150 plus \$100 for second and subsequent inspections. Min. Fee: \$136.36				LR
Swimming Pool Sign	\$47.80	\$18.00	\$1.80	\$19.80	RR

Compliance

Abandoned Articles

Motor Vehicles, Trucks, Trailers and Caravans

Impounding/Holding Fee	\$215 impounding fee plus \$40/day holding fee + \$195 towing fee				FC
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Other Goods

Political Poster \$10.00 per poster per day	\$0.00	\$10.00	\$0.00	\$10.00	LR
Impounding Fee	\$140 admin fee + \$15 per day				FC

Clothing Bank Bins

Annual Permit Fee Per Bin - Not Registered Charity	\$1,000.00	\$1,030.00	\$0.00	\$1,030.00	LR
Annual Permit Per Bin - Registered Charity	\$435.00	\$448.00	\$0.00	\$448.00	RR
Initial Annual Application Fee	\$340.00	\$350.00	\$0.00	\$350.00	FC

Public Health Inspections

Improvement Notice Fee – Food Act	\$330.00	\$330.00	\$0.00	\$330.00	LR
Prescribed Fee – Public Health Act (Other)	\$270.00	\$270.00	\$0.00	\$270.00	LR
Regulated System – Public Health Act (Per Regulated System)	\$560.00	\$560.00	\$0.00	\$560.00	LR
Brothel Audit	\$500.00	\$515.00	\$0.00	\$515.00	FC
Food – Pre-Occupation Inspection	\$165.00	\$170.00	\$0.00	\$170.00	FC
Food – Annual Itinerant/Mobile Food Vendor Fee (Includes Administration Fee, Approval & Inspections)	\$165.00	\$170.00	\$0.00	\$170.00	FC
Food – Itinerant Food Vendor Admin/Inspection	\$92.50	\$95.50	\$0.00	\$95.50	FC
Food – Reinspection	\$165.00	\$170.00	\$0.00	\$170.00	FC
Food – Level Zero Inspection Fee	\$148.00	\$152.00	\$0.00	\$152.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Public Health Inspections [continued]

Food – Level One Annual Business Fee (Includes Administration Fee & Routine Inspections)	\$286.00	\$295.00	\$0.00	\$295.00	FC
Food – Level Two Annual Business Fee (Includes Administration Fee & Routine Inspections)	\$585.00	\$605.00	\$0.00	\$605.00	FC
Food – Level Three Annual Business Fee (Includes Administration Fee & Routine Inspections)	\$795.00	\$820.00	\$0.00	\$820.00	FC
Food – Temporary Food Stall Admin/Inspection	\$92.50	\$95.50	\$0.00	\$95.50	FC
Food – Temporary Food Event – 1-10 Food Stalls (per stall)	\$92.50	\$95.50	\$0.00	\$95.50	FC
Food – Temporary Food Event – 11-16 Food Stalls (per event)	\$1,140.00	\$1,480.00	\$0.00	\$1,480.00	FC
Food – Temporary Food Event – 17-22 Food Stalls (per event)	\$0.00	\$1,991.00	\$0.00	\$1,991.00	FC
Food – Temporary Food Event – More than 23 Food Stalls (per event)	\$2,290.00	\$2,360.00	\$0.00	\$2,360.00	FC
Food Sample		Total cost of analysis & sampling			FC
Mortuary/Funeral Parlour/Undertaker Audit	\$143.00	\$147.00	\$0.00	\$147.00	FC
Regulated System Cooling Tower/Warm Water System Audit (each)	\$202.00	\$190.00	\$0.00	\$190.00	FC
Shared Accommodation/Boarding House Audit	\$170.00	\$175.00	\$0.00	\$175.00	FC
Skin Penetration Business Inspection & Administration Fee	\$148.00	\$170.00	\$0.00	\$170.00	FC
Skin Penetration Business Reinspection	\$128.00	\$132.00	\$0.00	\$132.00	FC
Skin Penetration Preoccupation Inspection Fee	\$116.00	\$170.00	\$0.00	\$170.00	FC
Swimming Pool Audit	\$92.50	\$150.00	\$0.00	\$150.00	FC
Petrol Station Audit	\$360.00	\$371.00	\$0.00	\$371.00	LR

Protection of Environment Operations Act

Environmental Audit	\$329.00	\$339.00	\$0.00	\$339.00	FC
Investigation that resulted in an Order being given (currently up to \$1,000)				As Prescribed	LR
Environmental Planning and Assessment Regulation 2000 s281C					
Litter Fines and Penalty				As Prescribed	LR
POEO – Cost compliance				Total cost of compliance	RR
POEO – Notice Administration Fee	\$600.00	\$605.00	\$0.00	\$605.00	LR
Wastewater Management Facility – Approval to Install (Includes Assessment of Application and Initial Inspection)	\$229.00	\$236.00	\$0.00	\$236.00	FC
Wastewater Management Facility – Approval to Operate (Includes Assessment of Application and Initial Inspection)	\$119.00	\$123.00	\$0.00	\$123.00	FC
Water Sample				Total cost of analysis and sampling	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Community Services

Aged Services and Services for People with a Disability

Active Adults	\$30.00	\$27.27	\$2.73	\$30.00	PC
Bay Connection	\$26.50	\$24.09	\$2.41	\$26.50	PC

Child Care

Wellbank Children's Centre

Enrolment Bond + Holding Fee	One week of full fees based on child's days of attendance + \$70 holding fee Min. Fee: \$350.00				BAGS
Fee per Day	\$141.00	\$146.00	\$0.00	\$146.00	PC

Victoria Avenue Children's Centre

Enrolment Bond + Holding fee	One week of full fees based on child's attendance patterns + \$70 holding fee Min. Fee: \$350.00				BAGS
Fee per Day	\$141.00	\$146.00	\$0.00	\$146.00	PC

Street Parties and School Fetes

Traffic Management – Community Street Parties and School Fetes (all inclusive subject to council approval)	Maximum \$4,000			LR
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Development Applications

General Note:

If two or more statutory fees apply to a single DA, then the amount payable shall be the sum of those fees.

Note 1:

These fees are additional to other fees, which may apply.

Note 2:

Regulations require Council to refund the amount of the fee not expended in advertising the application.

Developments Involving Erection of Buildings, Carrying out of Works, or the Demolition of Buildings or Works at Work Value – Statutory

Council's collect the Planning Reform Fee (plan FIRST) on behalf of the NSW Government for building works or subdivisions that are estimated to have a value greater than \$50,000. The fee is calculated as a percentage of the estimated development cost and is payable upon lodgement of a Development Application (DA). The following DA fees are Plan FIRST inclusive.

DA for development up to \$5,000	\$110.00	\$110.00	\$0.00	\$110.00	LR
Between \$5,001 – \$50,000	\$170 plus \$3.00 for each \$1,000 or part above \$5,000				LR
Between \$50,001 – \$250,000	\$352 plus \$3.64 for each \$1,000 or part above \$50,000				LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Developments Involving Erection of Buildings, Carrying out of Works, or the Demolition of Buildings or Works at Work Value – Statutory [continued]

Between \$250,001 – \$500,000	\$1,160 plus \$2.34 for each \$1,000 or part above \$250,000			LR	
Between \$500,001 – \$1 Million	\$1,745 plus \$1.64 for each \$1,000 or part above \$500,000			LR	
Greater than \$1 Million less than \$10 Million	\$2,615 plus \$1.44 for each \$1,000 above \$1 Million			LR	
Greater than \$10 Million	\$15,875 plus \$1.19 for each \$1,000 above \$10 Million			LR	
Dwelling house valued under \$100,000 construction cost	\$455.00	\$455.00	\$0.00	\$455.00	LR
DA not involving building work, demolition or sub division	\$285.00	\$285.00	\$0.00	\$285.00	LR

Amended DA Plan Reassessment Fee

Estimated cost of works up to \$1million	\$250.00	\$257.50	\$0.00	\$257.50	LR
Estimated cost of works of between \$1million and up to \$5million	\$500.00	\$515.00	\$0.00	\$515.00	LR
Estimated cost of works between \$5million and up to \$10million	\$900.00	\$927.00	\$0.00	\$927.00	LR
Estimated cost of works in excess of \$10million	\$1,250.00	\$1,287.50	\$0.00	\$1,287.50	LR

Refund of Development Application Fees

Withdrawal of application before assessment.	Maximum 75% of fees paid			PC
Withdrawal of application after assessment but prior to assessment report preparation	Maximum 50% of fees paid			PC
Withdrawal of application after determination	No refund			PC

Long Service Levy - Statutory Collected on behalf of The Long Service Payments Corporation

Work value \$25,000+	0.35% of the value of building and construction works	LR
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DA fees for Residential Heritage items

Not exceeding \$10,000	No Fee			PC	
Exceeding \$10,000 but not exceeding \$50,000	\$113.00	\$116.00	\$0.00	\$116.00	PC
Exceeding \$50,000 but not exceeding \$100,000	\$113 plus Plan First			PC	
Exceeding \$100,000	Refer to Development Application Table			PC	

Other Developments – Statutory

Development Applications for the pruning or removal of a tree for Heritage Items and Properties in H.C.A	\$100/application or \$40/application where applicant is a pensioner	LR
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Other Developments – Statutory [continued]

Development for the purpose of one or more advertisements.	\$285 plus an additional \$93 per advertisement in excess of one, or the fee in accordance with the above table, whichever is greater.				LR
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Subdivisions – Clause 249 EPA Regulations

Other than Strata subdivision, involving the opening of a public road.		\$665 plus \$65 per additional lot			LR
Other than Strata subdivision, not involving the opening of a public road.		\$330 plus \$53 per additional lot			LR
Strata Units Subdivision		\$330 plus \$65 per additional lot			LR

Linen Releases (Subdivision Certificates)

Subdivision Certificates Application				\$160/lot	LR
Re-inspection Fee	\$80.00	\$82.40	\$0.00	\$82.40	LR
Linen checking (Checking of 88B instruments and Community Plans)	\$880.00	\$905.00	\$0.00	\$905.00	LR
Subdivision plans Resigned by General Manager or authorised officer	\$880.00	\$905.00	\$0.00	\$905.00	LR
Where no new lots are proposed, ie. simple common boundary adjustments and consolidation (non Legislative)	\$825.00	\$850.00	\$0.00	\$850.00	LR

Integrated Development and Development which Requires Concurrence – Statutory (refer Note 1)

Development which requires concurrence	\$140 + \$320 for each approval body to which the DA is to be forwarded				LR
Integrated Development	\$140 + \$320 for each approval body to which the DA is to be forwarded				LR

Additional fees payable for development that requires advertising

In addition to any other fees payable, Council will charge up to the following maximum fees for giving of the notice required for the development:

a. in case of designated development	\$2,430.00	\$2,500.00	\$0.00	\$2,500.00	LR
b. in case of advertised development	\$1,190.00	\$1,230.00	\$0.00	\$1,230.00	LR
c. in case of prohibited development	\$1,190.00	\$1,230.00	\$0.00	\$1,230.00	LR
d. in case of development for which an environmental planning instrument requires notice to be given otherwise than as referred to in a, b or c above.	\$1,190.00	\$1,230.00	\$0.00	\$1,230.00	LR
e. Development Application that is accompanied by a voluntary planning agreement under S7.4 of the Act.	\$1,190.00	\$1,230.00	\$0.00	\$1,230.00	LR
f. Modification of consent (only if previously advertised or required by DCP 2017 to be notified)	\$680.00	\$700.00	\$0.00	\$700.00	LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Additional fees payable for development that requires advertising [continued]

g. Application to review a determination as required by Section 8.2-8.5 of the EP&A Act. (where required by DCP 2017 to be notified)	\$680.00	\$700.00	\$0.00	\$700.00	LR
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Development Applications - Notification

Notification of Development Applications, Planning Proposals, S4.55 Applications or S8.2-S8.5 Applications.

3D Digital Architectural Model (where Development Application is required to be referred to JRPP)	\$2,360.00	\$2,430.00	\$0.00	\$2,430.00	RR
3D Digital Architectural Model (where required to accompany a Development Application)	\$1,170.00	\$1,210.00	\$0.00	\$1,210.00	RR
a. Works up to \$10,000	\$42.80	\$44.10	\$0.00	\$44.10	RR
b. Works between \$10,001 and up to \$100,000	\$157.00	\$162.00	\$0.00	\$162.00	RR
c. Works between \$100,001 and up to \$500,000	\$309.00	\$318.00	\$0.00	\$318.00	RR
d. Works between \$500,001 and up to \$1 Million	\$377.00	\$388.00	\$0.00	\$388.00	RR
e. Works greater than \$1 Million and up to \$10 Million	\$670.00	\$690.00	\$0.00	\$690.00	RR
f. Works greater than \$10 Million	\$770.00	\$795.00	\$0.00	\$795.00	RR

Notification fee for amended development application plans

Notification fee for amended development application plans	Refer to the notification fees for Original DA in the table above	LR
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Review of Determination Under S8.2-S8.5

1. Review of determination of any other development up to \$5,000.	\$55.00	\$55.00	\$0.00	\$55.00	LR
2. Review of determination of any other development with an estimated cost of \$5,001 – \$250,000.	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.				LR
3. Review of determination of any other development with an estimated cost of \$250,001-\$500,000.	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.				LR
4. Review of determination of any other development with an estimated cost of \$500,001-\$1,000,000.	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.				LR
5. Review of determination of any other development with an estimated cost of \$1,000,001-\$10,000,000.	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.				LR
6. Review of determination of any other development with an estimated cost more than \$10,000,000.	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.				LR
Review of determination for a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building.	50% of original application fee				LR
Review of determination for a development application that involves the erection of a dwelling house with an estimated cost of construction of \$100,000 or less.	\$190.00	\$190.00	\$0.00	\$190.00	LR

Fee Description	Year 21/22	Year 22/23			Pricing Code
	Fee incl. GST	Fee excl.	GST	Fee incl.	

Development Applications - Modification of a Consent Under Section 4.55 and 4.56

Section 4.55 (1) – Corrections			\$71 (maximum fee)		LR
Section 4.55 (1A) – Minor modifications			50% of original application fee (maximum fee of \$645)		LR
S4.55 (2) of the Act, or under section 4.56 of the Act if the fee for the original application was less than \$100.			50% of the fee for the original development application		LR
S4.55 (2) of the Act, or under section 4.56 of the Act where the fee of the original application was more than \$100 but does not involve the erection of a building, the carrying out of work or the demolition of a work or building.			50% of the fee for the original development application		LR
S4.55 (2) of the Act, or under section 4.56 of the Act where the original application was for a dwelling house with an estimated cost of construction of \$100,000 or less.	\$190.00	\$190.00	\$0.00	\$190.00	LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$5,000.	\$55.00	\$55.00	\$0.00	\$55.00	LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$5,001-\$250,000.			\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.		LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$250,001-\$500,000.			\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.		LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$500,001-\$1,000,000.			\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.		LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$1,000,001-\$10,000,000.			\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.		LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of more than \$10,000,000.			\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.		LR
Review of Section 4.55 Modification under Section 8.2(1)(b)			50% of original S96 Application Fee		LR
2(A) An additional fee not exceeding \$760 is payable for which Clause 115(3) applies			Not exceeding \$760		LR
Section 4.59 Public Notice for validity of a Development Consent	\$434.00	\$447.00	\$0.00	\$447.00	RR

Development Applications - Other Services

Certified Planning Documents – Statutory

Certified copy of document or map Section 10.8(2)	\$59.00	\$61.00	\$0.00	\$61.00	RR
Copy of Standard Conditions of Development Applications	\$33.80	\$34.80	\$0.00	\$34.80	RR

DA Pre-Lodgement Panel

Type of development Fee for service DA - Minor developments (Dwelling houses and Heritage)	\$620.00	\$581.82	\$58.18	\$640.00	RR
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

DA Pre-Lodgement Panel [continued]

Type of development Fee for service DA - Major developments	\$985.00	\$918.18	\$91.82	\$1,010.00	RR
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Design Review Panel Referrals

Referral of Development Applications and Pre-lodgement Applications to the Design Review Panel	\$3,000.00	\$3,500.00	\$0.00	\$3,500.00	LR
Referral of amended plans (DA or Pre-DA) to the Design Review Panel	\$1,500.00	\$1,750.00	\$0.00	\$1,750.00	LR

Covenant Removals or Amendments

Application	\$130 plus \$66 per hour or part thereof in excess of 2 hours				LR
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Registration of Notice of Class 2 Remediation

Registration of notice of intention to carry out Class 2 remediation works (clause 16 – SEPP 55)	\$209.00	\$215.00	\$0.00	\$215.00	RR
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Development Contributions to Services and Amenities

Environmental Planning and Assessment Act 1979

City of Canada Bay S7.11 Contributions

Section 7.11 Contributions Plan Canada Bay	Charges shall be made for provision and improvement of infrastructure, including, but not limited to car parking (where applicable), open space, community facilities and roads, in accordance with the current Section 7.11 Contributions Plan				LR
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City of Canada Bay S7.12 Fixed Levy Contributions Plan

Work Value From \$0 to \$100,000		Nil			LR
Work Value From \$100,001 to \$200,000		0.50% multiplied by the Indexed development cost			LR
Work Value Greater Than \$200,000		1% multiplied by the Indexed development cost			LR

City of Canada Bay S7.4 Contributions

Application for planning agreement under s 7.4 of the Environmental Planning and Assessment Act.	Negotiated with each applicant as S7.4 Agreement proposed				LR
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

DCP Amendments and Re-zoning

Pre-Planning Proposal Meeting

Scoping Proposal and Meeting	\$0.00	\$9,090.91	\$909.09	\$10,000.00	RR
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Planning Proposals

A Minor LEP generally refers to a single allotment spot rezoning generated by a planning anomaly or inconsistency, or minor amendments such as the modification of a development standard. These rezoning are generally not complex or contentious. A Major LEP refers to all other rezoning applications submitted to Council. Fees for both major and minor LEP amendments are not refundable.

Major LEP	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	FC
Major DCP	\$30,000.00	\$30,000.00	\$0.00	\$30,000.00	FC
Minor LEP or DCP	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	FC
Reimbursement of Actual Cost of required consultants (ie – planning urban design, traffic, heritage financial / economic, legal, etc).				At cost	FC

Events

Administrations of Event

Cancellation fee (prior to 1 month before event)				50% of fee	FC
Cancellation fee (within 1 month of event)				100% of Fee	FC
Cool Room Share (per 1m x 1m space)	\$100.00	\$93.64	\$9.36	\$103.00	RR
Post Event – Garbage Clean-Up penalty	\$74.00	\$69.09	\$6.91	\$76.00	RR
Power connection fee (per one 15 amp connection point)	\$48.40	\$45.45	\$4.55	\$50.00	RR
Temporary Food Premises Approval Permit – Daily fee for Commercial	\$92.50	\$95.50	\$0.00	\$95.50	RR
Temporary Food Premises Approval Permit – Daily fee for Community	\$59.50	\$61.50	\$0.00	\$61.50	RR

Ferragosto and Major Festivals & Events (>40,000 attendance)

* Health inspection fee is included in the fees and charges for all food and wine stalls.

** To be eligible for early bird schemes, applications should be received in accordance with requirements stipulated on the Booking Form.

Great North Road Business Stall	\$200.00	\$181.82	\$18.18	\$200.00	PC
Not-For-Profit Community Group Stall	\$210.00	\$195.45	\$19.55	\$215.00	FC
Five Dock Business – Food Stall*	\$565.00	\$527.27	\$52.73	\$580.00	FC
Five Dock Business – Merchandise Stall	\$410.00	\$386.36	\$38.64	\$425.00	FC
Food Stall* – Early Bird**	\$660.00	\$618.18	\$61.82	\$680.00	FC
Food Stall* – Standard	\$700.00	\$654.55	\$65.45	\$720.00	FC
Merchandise Stall – Early Bird**	\$480.00	\$450.00	\$45.00	\$495.00	FC
Merchandise Stall – Standard	\$530.00	\$495.45	\$49.55	\$545.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Ferragosto and Major Festivals & Events (>40,000 attendance) [continued]

Pre-packaged Food Stall* – Early Bird**	\$535.00	\$500.00	\$50.00	\$550.00	FC
Pre-packaged Food Stall* – Standard	\$580.00	\$540.91	\$54.09	\$595.00	FC
Wine Stall* – Early Bird**	\$535.00	\$500.00	\$50.00	\$550.00	FC
Wine Stall* – Standard	\$580.00	\$540.91	\$54.09	\$595.00	FC
Amusement Hire Space	\$2,340.00	\$2,190.91	\$219.09	\$2,410.00	FC
Food Van* – Early Bird**	\$990.00	\$936.36	\$93.64	\$1,030.00	FC
Food Van* – Standard	\$1,050.00	\$981.82	\$98.18	\$1,080.00	FC

Concord Carnival and Minor Events (15,000 to 40,000 attendance)

Not-For-Profit Community Group Stall	\$185.00	\$172.73	\$17.27	\$190.00	FC
Concord Business – Food Stall*	\$320.00	\$300.00	\$30.00	\$330.00	FC
Concord Business – Merchandise Stall	\$258.00	\$240.91	\$24.09	\$265.00	FC
Food Stall* – Early Bird**	\$381.00	\$359.09	\$35.91	\$395.00	FC
Food Stall* – Standard	\$433.00	\$404.55	\$40.45	\$445.00	FC
Merchandise Stall – Early Bird**	\$319.00	\$300.00	\$30.00	\$330.00	FC
Merchandise Stall – Standard	\$360.00	\$336.36	\$33.64	\$370.00	FC
Pre-packaged Food Stall* – Early Bird**	\$350.00	\$327.27	\$32.73	\$360.00	FC
Pre-packaged Food Stall* – Standard	\$402.00	\$377.27	\$37.73	\$415.00	FC
Food Van* – Early Bird**	\$570.00	\$531.82	\$53.18	\$585.00	FC
Food Van* – Standard	\$650.00	\$609.09	\$60.91	\$670.00	FC
Amusement Hire Space	\$1,100.00	\$1,027.27	\$102.73	\$1,130.00	FC

Market Event (<15,000 attendance)

Alcohol covered stall	\$170.00	\$159.09	\$15.91	\$175.00	FC
Alcohol site	\$118.00	\$113.64	\$11.36	\$125.00	FC
Alcohol van site	\$206.00	\$195.45	\$19.55	\$215.00	FC
Amusement hire space per ride	\$180.00	\$168.18	\$16.82	\$185.00	FC
Food covered stall	\$216.00	\$204.55	\$20.45	\$225.00	FC
Food site	\$134.00	\$127.27	\$12.73	\$140.00	FC
Food van site	\$247.00	\$231.82	\$23.18	\$255.00	FC
LGA business food covered stall	\$180.00	\$168.18	\$16.82	\$185.00	FC
LGA business food site	\$108.00	\$104.55	\$10.45	\$115.00	FC
LGA business merch/info covered stall	\$144.00	\$136.36	\$13.64	\$150.00	FC
LGA business merch/info site	\$98.00	\$90.91	\$9.09	\$100.00	FC
LGA business NFP food covered stall	\$134.00	\$127.27	\$12.73	\$140.00	FC
LGA business NFP food site	\$93.00	\$90.91	\$9.09	\$100.00	FC
LGA business NFP merch/info covered stall	\$118.00	\$109.09	\$10.91	\$120.00	FC
LGA business NFP merch/info site	\$72.00	\$68.64	\$6.86	\$75.50	FC
LGA business NFP van site	\$144.00	\$136.36	\$13.64	\$150.00	FC
LGA business van site	\$170.00	\$159.09	\$15.91	\$175.00	FC
Merch/info covered stall	\$160.00	\$150.00	\$15.00	\$165.00	FC
Merch/info site	\$108.00	\$100.00	\$10.00	\$110.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Market Event (<15,000 attendance) [continued]

Merch/info van site	\$196.00	\$181.82	\$18.18	\$200.00	FC
NFP food covered stall	\$144.00	\$136.36	\$13.64	\$150.00	FC
NFP food site	\$103.00	\$100.00	\$10.00	\$110.00	FC
NFP merch/info covered stall	\$134.00	\$136.36	\$13.64	\$150.00	FC
NFP merch/info site	\$130.00	\$118.18	\$11.82	\$130.00	FC
NFP van site	\$160.00	\$150.00	\$15.00	\$165.00	FC

Facilities Hire and Use

General Conditions of Venues Hire

Note 1

The Conditions of venue hire documents are located on the council website or when requested by the Venues team. Groups may additionally pay:

- A bond of up to \$1,000.
- A Key Bond of \$100 may be applicable.
- Public Liability insurance to the value of \$20 million is required. Hirers may be eligible to use Council insurance for the nominated fee (as noted below). A hirer is eligible if they are a person or group of persons (not being a sporting body, club, association, corporation or incorporated body), who hires a Council facility for non-commercial or non-profit making purposes, less frequently than 12 times per calendar year.
- A fee for a security guard may be applicable.

Note 2

- Category 1 is defined as Commercial, Federal or State Government or individuals for the purpose such as receptions, private parties, dinner dances or weddings.
- Category 2 is defined as Non Profit Groups and charities. Non-profit community groups or charities must provide Council with a copy of their letter of Incorporation or evidence of non-profit status to obtain the reduced rate.
- Category 3 is defined as Sporting groups / clubs or associations who are utilising both the venue for hire and the adjacent sporting fields concurrently.

Note 3

Hall hire rates are heavily subsidised. No further concessions are available.

Note 4

Council reserves the right to revise fees and charges without notice. Council reserves the right to revise minimum hire booking period.

General Conditions of Venues Hire	As listed above.	Z
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Administration of Facilities Hire

Venue Co-ordination

Category 1 - Bond (except Drummoyne Oval - Greg Davis Stand, Five Dock Library Bay Room, Concord Library Function Room and The Concord Oval/ Connection Event Space)	\$600.00	\$600.00	\$0.00	\$600.00	BAGS
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Venue Co-ordination [continued]

Category 2/3 - Bond (except Drummoyne Oval - Greg Davis Stand, Five Dock Library Bay Room, Concord Library Function Room and The Concord Oval/ Connection Event Space)	\$300.00	\$300.00	\$0.00	\$300.00	BAGS
Access Card or Key Bond if applicable	\$100.00	\$100.00	\$0.00	\$100.00	BAGS
Insurance- Once off Hall Hirers	\$26.00	\$23.64	\$2.36	\$26.00	FC
Key Replacement for Halls			Full cost of Recovery		FC
Replacement Cost of Access Card	\$50.00	\$45.45	\$4.55	\$50.00	FC
Fire Alarm Turn-Out Fee by NSW Fire & Rescue	\$1,600.00	\$1,600.00	\$160.00	\$1,760.00	LR
The NSW Fire Brigades ACT 1989, Sect 42 allows FRNSW to charge for attending false alarm call-outs to monitored AFA systems. Council reserves the right to pass on the charge to applicant.					
Security Guard Fee Per hour Per Guard (minimum 4 hours)	\$77.00	\$70.00	\$7.00	\$77.00	FC
Alarm Call Out Fee	\$103.00	\$96.36	\$9.64	\$106.00	FC
Category 1,2&3 - Bond - Concord Oval Event Space	\$2,000.00	\$1,000.00	\$0.00	\$1,000.00	BAGS
Category 1,2&3 - Bond - Drummoyne Oval - Greg Davis Stand	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BAGS
Category 1,2&3 - Bond - The Connection Event Space	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BAGS
Cleaning Fee (Payable if venue requires additional cleaning)			Full Cost Recovery per booking		FC
Venue Call Out Fee per hour			Full Cost Recovery per booking		FC
Audio Visual Call Outs			Full Cost Recovery per booking		FC

Cabarita Conservatory

Category 1: Cabarita Conservatory

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm (per hour)	\$56.50	\$52.91	\$5.29	\$58.20	FC
Peak Hours - Friday to Sunday 7am -11pm, PH (per hour)	\$133.00	\$120.91	\$12.09	\$133.00	FC

Category 2: Cabarita Conservatory

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm (per hour)	\$31.00	\$28.18	\$2.82	\$31.00	PC
Peak Hours - Friday to Sunday – 7am -11pm, PH (per hour)	\$69.00	\$64.59	\$6.46	\$71.05	PC

Campbell Park Community Hall

Category 1: Campbell Park Community Venue

A minimum of 4 hours will be charged

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 1: Campbell Park Community Venue [continued]

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday 7am - 6pm (per hour)	\$37.00	\$34.64	\$3.46	\$38.10	FC
Peak Hours - Saturday to Sunday 7am – 11pm, Friday – Sunday 6pm – 11pm,PH (per hour)	\$72.00	\$67.41	\$6.74	\$74.15	FC

Category 2/3: Campbell Park Community Venue

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$25.80	\$24.14	\$2.41	\$26.55	PC
Peak Hours -Saturday to Sunday 7am – 11pm, Friday – Sunday 6pm – 11pm, PH (per hour)	\$51.50	\$48.23	\$4.82	\$53.05	PC

Canada Bay Civic Hall

Category 1: Canada Bay Civic Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$52.50	\$49.18	\$4.92	\$54.10	FC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$92.50	\$86.59	\$8.66	\$95.25	FC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$62.00	\$58.05	\$5.80	\$63.85	FC

Category 2: Canada Bay Civic Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$36.00	\$33.73	\$3.37	\$37.10	PC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$69.00	\$64.59	\$6.46	\$71.05	PC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$58.50	\$54.77	\$5.48	\$60.25	PC

Chiswick Community Centre

Category 1: Chiswick Community Hall

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$37.00	\$34.64	\$3.46	\$38.10	FC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$76.00	\$71.18	\$7.12	\$78.30	FC
Peak Hours - (2) Saturday to Sunday – 7am – 6pm (per hour)	\$58.50	\$54.77	\$5.48	\$60.25	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2: Chiswick Community Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$31.00	\$29.05	\$2.90	\$31.95	PC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$59.50	\$55.73	\$5.57	\$61.30	PC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$47.40	\$44.36	\$4.44	\$48.80	PC

Concord Library Function Room

Category 1: Concord Library Rooms

A minimum of 2 hours will be charged

Off Peak Hours- Monday to Thursday – 9:30am -7:30pm, Friday – 9:30am -5pm (per hour)	\$43.50	\$40.91	\$4.09	\$45.00	FC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$58.50	\$54.55	\$5.45	\$60.00	FC

Category 2: Concord Library Rooms

A minimum of 2 hours will be charged

Off Peak Hours = Monday to Thursday – 9:30am – 7:30pm, Friday – 9:30am -5pm (per hour)	\$37.00	\$34.55	\$3.45	\$38.00	PC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$45.50	\$42.73	\$4.27	\$47.00	PC

Concord Community Centre

Concord Community Centre Function Room

Category 1: Concord Community Centre Function Room

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$58.50	\$54.77	\$5.48	\$60.25	FC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$98.00	\$91.77	\$9.18	\$100.95	FC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$73.00	\$68.36	\$6.84	\$75.20	FC

Category 2: Concord Community Centre Function Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$43.50	\$40.73	\$4.07	\$44.80	PC
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2: Concord Community Centre Function Room [continued]

Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$66.00	\$61.82	\$6.18	\$68.00	PC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$58.50	\$54.77	\$5.48	\$60.25	PC

Concord Community Centre Meeting Room

Category 1: Concord Community Centre Meeting Room

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$43.50	\$40.73	\$4.07	\$44.80	FC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$53.50	\$50.09	\$5.01	\$55.10	FC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$47.50	\$44.45	\$4.45	\$48.90	FC

Category 2: Concord Community Centre Meeting Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$33.00	\$30.91	\$3.09	\$34.00	PC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$47.50	\$44.45	\$4.45	\$48.90	PC
Saturday to Sunday – 7am – 6pm (per hour)	\$36.00	\$33.73	\$3.37	\$37.10	PC

Concord Memorial Hall

Category 1: Concord Memorial Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$34.00	\$31.82	\$3.18	\$35.00	FC
Peak Hours - Friday to Sunday – 6pm – 11pm, Saturday to Sunday – 7am – 6pm, PH (per hour)	\$44.50	\$41.68	\$4.17	\$45.85	FC

Category 2: Concord Memorial Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$21.50	\$20.14	\$2.01	\$22.15	PC
Peak Hours - Friday to Sunday – 6pm – 11pm, Saturday to Sunday – 7am – 6pm, PH (per hour)	\$32.00	\$29.95	\$3.00	\$32.95	PC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Concord Senior Citizens Centre

Concord Senior Citizens Club

Concord Senior Citizens Club (per hour)	\$6.20	\$5.82	\$0.58	\$6.40	PC
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Concord Senior Citizens Centre Meeting Room

Category 1: Concord Senior Citizens Centre Meeting Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Friday 7am - 11pm (per hour)	\$32.00	\$29.95	\$3.00	\$32.95	FC
Peak Hours - Saturday and Sunday 7am-11pm, PH (per hour)	\$37.00	\$34.64	\$3.46	\$38.10	FC

Category 2: Concord Senior Citizens Centre Meeting Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Friday 7am-11pm (per hour)	\$16.50	\$15.45	\$1.55	\$17.00	PC
Peak Hours - Saturday and Sunday 7am-11pm,PH (per hour)	\$27.00	\$25.27	\$2.53	\$27.80	PC

Concord Senior Citizens Centre Auditorium

Category 1: Concord Senior Citizens Centre Auditorium

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday 7am -6pm (per hour)	\$45.50	\$42.59	\$4.26	\$46.85	FC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$58.50	\$54.77	\$5.48	\$60.25	FC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$48.50	\$45.41	\$4.54	\$49.95	FC

Category 2: Concord Senior Citizens Centre Auditorium

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday 7am -6pm (per hour)	\$24.50	\$22.95	\$2.30	\$25.25	PC
Peak Hours (1) - Friday to Sunday – 6pm -11pm, PH (per hour)	\$38.00	\$35.59	\$3.56	\$39.15	FC
Peak Hours (2) - Saturday to Sunday – 7am – 6pm (per hour)	\$35.00	\$32.77	\$3.28	\$36.05	PC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Drummoyne Oval - Greg Davis Stand

Category 1: Drummoyne Oval - Greg Davis Stand

A minimum of 4 hours will be charged

Off Peak Hours - Monday – Thursday 7am-11pm, Friday – 7am - 11pm (per hour)	\$81.50	\$76.32	\$7.63	\$83.95	FC
Peak Hours - Saturday and Sunday – 7am-11pm, PH (per hour)	\$144.00	\$134.82	\$13.48	\$148.30	FC

Category 2/3: Drummoyne Oval - Greg Davis Stand

A minimum of 2 hours will be charged

Off Peak Hours - Monday – Thursday 7am-11pm, Friday – 7am - 11pm (per hour)	\$81.50	\$76.32	\$7.63	\$83.95	FC
Peak Hours - Saturday and Sunday – 7am - 11pm, PH (per hour)	\$81.50	\$76.32	\$7.63	\$83.95	FC

Five Dock Library - Bay Room

Category 1: Five Dock Library - Bay Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 09:30am – 7:30pm, Friday – 9:30am – 5pm (per hour)	\$37.10	\$34.73	\$3.47	\$38.20	FC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$40.00	\$37.27	\$3.73	\$41.00	FC

Category 2: Five Dock Library - Bay Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 9:30am – 7:30pm, Friday – 9:30am – 5pm (per hour)	\$28.80	\$27.00	\$2.70	\$29.70	PC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$32.00	\$30.00	\$3.00	\$33.00	PC

Rhodes Community Centre

Category 1: Rhodes Community Centre (Combined)

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$39.00	\$36.50	\$3.65	\$40.15	FC
Peak Hours (1) Friday to Sunday – 6pm – 11pm, PH (per hour)	\$69.00	\$64.59	\$6.46	\$71.05	FC
Peak Hours (2) Saturday to Sunday – 7am – 6pm (per hour)	\$47.50	\$44.45	\$4.45	\$48.90	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2: Rhodes Community Centre (Combined)

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$31.00	\$29.05	\$2.90	\$31.95	PC
Peak Hours (1) Friday to Sunday – 6pm – 11pm, PH (per hour)	\$63.00	\$59.00	\$5.90	\$64.90	PC
Peak Hours (2) Saturday to Sunday – 7am – 6pm (per hour)	\$44.50	\$41.68	\$4.17	\$45.85	PC

Rothwell Park Community Venue

Category 1: Rothwell Park Community Venue

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday 7am-11pm (per hour)	\$31.00	\$29.05	\$2.90	\$31.95	FC
Peak Hours - Friday to Sunday 7am-11pm, PH (per hour)	\$46.50	\$43.55	\$4.35	\$47.90	FC

Category 2/3: Rothwell Park Community Venue

A minimum of 2 hours will be charged

Off Peak Hours - 7am-11pm (per hour)	\$20.50	\$19.18	\$1.92	\$21.10	PC
Peak Hours - Friday to Sunday 7am-11pm, PH (per hour)	\$36.00	\$33.73	\$3.37	\$37.10	PC

The Connection - Rhodes

The Connection - Event Space - Combined (incl. Terrace & Foyer)

Category 1: The Connection - Rhodes Event Space Combined

A minimum of 4 hours will be charged

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$320.00	\$300.23	\$30.02	\$330.25	FC
Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$268.00	\$251.05	\$25.10	\$276.15	FC

Category 2: The Connection - Rhodes Event Space Combined

A minimum of 4 hours will be charged

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$174.00	\$162.91	\$16.29	\$179.20	PC
Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$134.00	\$125.45	\$12.55	\$138.00	PC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

The Connection - Rhodes Event Space 1

Category 1: The Connection - Event Space 1

A minimum of 4 hours will be charged

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$88.50	\$82.86	\$8.29	\$91.15	FC
Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$73.00	\$68.36	\$6.84	\$75.20	FC

Category 2: The Connection - Rhodes Event Space 1

A minimum of 4 hours will be charged

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$38.00	\$35.59	\$3.56	\$39.15	PC
Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$34.00	\$31.82	\$3.18	\$35.00	PC

The Connection - Rhodes Event Space 2

Category 1: The Connection - Rhodes Event Space 2

A minimum of 4 hours will be charged

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$156.00	\$146.09	\$14.61	\$160.70	FC
Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$113.00	\$105.82	\$10.58	\$116.40	FC

Category 2: The Connection - Rhodes Event Space 2

A minimum of 4 hours will be charged

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$91.50	\$85.68	\$8.57	\$94.25	PC
Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$68.00	\$63.68	\$6.37	\$70.05	PC

The Connection - Rhodes Meeting Room 1

Category 1: The Connection - Rhodes Meeting Room 1

A minimum of 2 hours will be charged

Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$62.00	\$56.36	\$5.64	\$62.00	FC
Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$51.50	\$46.82	\$4.68	\$51.50	FC

Category 2: The Connection - Rhodes Meeting Room 1

A minimum of 2 hours will be charged

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2: The Connection - Rhodes Meeting Room 1 [continued]

Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$23.50	\$22.00	\$2.20	\$24.20	PC
Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$21.50	\$20.14	\$2.01	\$22.15	PC

The Connection - Rhodes Meeting Room 2/3

Category 1: The Connection - Rhodes Meeting Room 2/3

A minimum of 2 hours will be charged

Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$45.50	\$42.59	\$4.26	\$46.85	FC
Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$41.00	\$38.41	\$3.84	\$42.25	FC

Category 2: The Connection - Rhodes Meeting Room 2/3

A minimum of 2 hours will be charged

Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$18.50	\$17.27	\$1.73	\$19.00	PC
Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$16.50	\$15.45	\$1.55	\$17.00	PC

The Connection - Rhodes Activity Room

Category 1: The Connection - Rhodes Activity Room

A minimum of 2 hours will be charged

Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$61.00	\$57.14	\$5.71	\$62.85	FC
Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$54.50	\$51.05	\$5.10	\$56.15	FC

Category 2: The Connection - Rhodes Activity Room

A minimum of 2 hours will be charged

Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$24.50	\$22.95	\$2.30	\$25.25	PC
Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$21.50	\$20.14	\$2.01	\$22.15	PC

The Connection - Deck & Amphitheatre

Off Peak Hours Mon – Fri 09:00 – 17:00, Sun – Thu 17:00 – 23:00 (per hour)	\$81.50	\$76.36	\$7.64	\$84.00	FC
Peak Hours Fri – Sat, Public Holidays 17:00 – 23:00, Sat – Sun, Public Holidays 09:00 – 17:00 (per hour)	\$0.00	\$100.00	\$10.00	\$110.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Concord Oval

Event Space Combined (incl. Terrace & Balcony)

Category 1: Event Space Combined

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$0.00	\$259.09	\$25.91	\$285.00	
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$0.00	\$363.64	\$36.36	\$400.00	

Category 2&3: Event Space Combined

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$0.00	\$168.18	\$16.82	\$185.00	
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$0.00	\$259.09	\$25.91	\$285.00	

Event Space 1

Category 1: Event Space 1

Mon – Thu 7am -11pm , Fri 7am-4pm, PH (per hour)	\$0.00	\$90.91	\$9.09	\$100.00	
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Category 2&3: Event Space 1

Mon – Thu 7am -11pm , Fri 7am-4pm, PH (per hour)	\$0.00	\$81.91	\$8.19	\$90.10	
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Event Space 2

Category 1: Event Space 2

Mon – Thu 7am -11pm , Fri 7am-4pm, PH (per hour)	\$0.00	\$81.91	\$8.19	\$90.10	
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Category 2&3: Event Space 2

Mon – Thu 7am -11pm , Fri 7am-4pm, PH (per hour)	\$0.00	\$72.73	\$7.27	\$80.00	
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Meeting Room 1&3

Category 1: Meeting Room 1&3

Mon – Sunday & PH 7am-11pm, (per hour)	\$0.00	\$50.00	\$5.00	\$55.00	
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Category 2&3: Meeting Room 1&3

Mon – Sunday & PH 7am-11pm, (per hour)	\$0.00	\$40.91	\$4.09	\$45.00	
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Meeting Room 2

Category 1: Meeting Room 2

Mon – Sunday & PH 7am-11pm, (per hour)	\$0.00	\$59.09	\$5.91	\$65.00	
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Category 2&3: Meeting Room 2

Mon – Sunday & PH 7am-11pm, (per hour)	\$0.00	\$50.00	\$5.00	\$55.00	
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Five Dock Leisure Centre

Stadium

Court Hire – Casual Booking – per hour – Off Peak (Monday – Friday 05:30am – 09:00am)	\$54.00	\$50.91	\$5.09	\$56.00	MP
Court Hire – Casual Booking – per hour – Peak	\$79.00	\$74.55	\$7.45	\$82.00	MP
Court Hire – Casual Booking – Weekend per hour – Peak	\$91.00	\$86.36	\$8.64	\$95.00	MP
Court Hire – Casual Booking – per hour – Non for Profit Off Peak (Monday – Friday 05:30am – 09:00am) *	\$48.00	\$44.55	\$4.45	\$49.00	MP
Community Groups able to provide documentation of non for profit status					
Court Hire – Casual Booking – per hour – Non for Profit Peak *	\$71.00	\$66.36	\$6.64	\$73.00	MP
Community Groups able to provide documentation of non for profit status					
Court Hire – Casual Booking – Weekend per hour – Non for Profit Peak *	\$82.50	\$77.27	\$7.73	\$85.00	MP
*Community Groups able to provide documentation of non for profit status					
Court Hire – Casual Usage – 10 Visit Pass	\$71.80	\$73.64	\$7.36	\$81.00	MP
Court Hire – Casual Usage – 10 Visit Pass (Off Peak)	\$46.80	\$43.82	\$4.38	\$48.20	MP
Court Hire – Casual Usage – Concession – 10 Visit Pass	\$55.80	\$57.23	\$5.72	\$62.95	MP
Court Hire – Casual Usage – Concession - Group of 5 People or Less – No Booking – Per Person	\$6.20	\$6.36	\$0.64	\$7.00	MP
Court Hire – Casual Usage – Group of 5 People or Less – No Booking – Per Person	\$8.20	\$8.18	\$0.82	\$9.00	MP
Court Hire – Casual Usage – Group of 5 People or Less – No Booking – Per Person (Monday - Friday 5:30 am - 9:00 am)	\$5.20	\$5.45	\$0.55	\$6.00	MP
Court Hire – Commercial – Regular Hirer – 1 court – per hour. More than 2hrs of bookings per week	\$79.00	\$74.55	\$7.45	\$82.00	MP
Court Hire – Events – 2 courts – per hour	\$260.00	\$243.64	\$24.36	\$268.00	MP
Court Hire – Events – 2 courts – per hour – After Hours	\$350.00	\$318.18	\$31.82	\$350.00	MP
Court Hire – Events – Cleaning Fee – per hour	\$180.00	\$168.18	\$16.82	\$185.00	MP
Sport Activity – Badminton – Off Peak per hour – Monday – Friday 5:30am – 4:00pm	\$21.00	\$21.82	\$2.18	\$24.00	MP
Sport Activity – Badminton – per hour	\$29.00	\$28.18	\$2.82	\$31.00	MP
Sport Activity - Pickle Ball - Per person	\$8.20	\$8.18	\$0.82	\$9.00	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Stadium [continued]

Sport Activity – Table Tennis – Table Hire per hour	\$20.00	\$30.00	\$3.00	\$33.00	MP
Sports Competition – Annual Registration fee – Adult Basketball	\$85.00	\$79.55	\$7.95	\$87.50	MP
Sports Competition – Basketball – Adult Upfront – per team per game without duties (20min halves)	\$111.00	\$109.09	\$10.91	\$120.00	MP
Sports Competition – Netball – Evening – Per Game – 18 Rounds	\$92.50	\$109.09	\$10.91	\$120.00	MP
Sports Competition – Netball – Morning – Per Game – 18 Rounds	\$66.00	\$63.64	\$6.36	\$70.00	MP
Sports Competition – Nomination Fee – All competitions – Per Season	\$30.00	\$27.27	\$2.73	\$30.00	MP
Sports Competition – One Day Registration Fee	\$11.00	\$9.09	\$0.91	\$10.00	MP
Sports Competition – Soccer – Junior – Per Game –	\$70.00	\$68.18	\$6.82	\$75.00	MP
Sports Competition – Soccer – Men’s – Per Game – 16 Minute Halves – 21 Rounds	\$85.00	\$79.55	\$7.95	\$87.50	MP
Sports Competition – Soccer – Mixed – Per Game – 16 Minute Halves – 21 Rounds	\$85.00	\$79.55	\$7.95	\$87.50	MP
Sports Competition – Soccer – Women’s – Per Game – 16 Minute Halves – 21 Rounds	\$85.00	\$79.55	\$7.95	\$87.50	MP
Sports Competition Annual Registration Fee – Netball – 1 Jul – 30 June	\$85.00	\$79.55	\$7.95	\$87.50	MP
Sports Competition Annual Registration Fee – Senior Futsal – 1 Sep – 31 Aug	\$85.00	\$79.55	\$7.95	\$87.50	MP
Sports Competition Half Year Registration Fee – Netball – 1 Jan – 30 June	\$59.00	\$55.45	\$5.55	\$61.00	MP
Sports Competition Half Year Registration Fee – Senior Futsal – 1 March – 31 Aug	\$59.00	\$55.45	\$5.55	\$61.00	MP
Sports Competition Season Registration Fee – Junior Futsal	\$59.00	\$55.45	\$5.55	\$61.00	MP
Storage – Stadium Store Room Hire – Per Week – Per 2m2	\$18.50	\$16.82	\$1.68	\$18.50	MP

Health Club

Casual Entry	\$27.50	\$25.45	\$2.55	\$28.00	MP
Casual Entry – 10 Visit Pass – 6 Month Validity	\$220.00	\$204.55	\$20.45	\$225.00	MP
Casual Entry – 10 Visit Pass Concession	\$128.00	\$122.73	\$12.27	\$135.00	MP
Casual Entry – 20 Visit Pass – 12 Month Validity	\$412.50	\$368.18	\$36.82	\$405.00	MP
Casual Entry – Concession Card / Physio / Exercise Physiologist	\$16.50	\$15.27	\$1.53	\$16.80	MP
Casual Entry – Non Member – Health & Fitness Assessment	\$42.00	\$38.18	\$3.82	\$42.00	MP
Casual Entry – Non Member – Personal Training	\$10.00	\$9.09	\$0.91	\$10.00	MP
Casual Entry – Sporting Group – Min 8 Participants – Per Person	\$12.00	\$10.91	\$1.09	\$12.00	MP
Casual Entry – Sporting Team Group Class (no instructor)	\$106.00	\$72.73	\$7.27	\$80.00	MP
Casual Entry – Sporting Team Group Class (Inc Instructor)	\$80.00	\$131.82	\$13.18	\$145.00	MP
Health Club Hire – Group Fitness Instructor – per hour	\$75.00	\$68.18	\$6.82	\$75.00	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	
Health Club Hire – Studio 1 – per hour	\$78.00	\$70.91	\$7.09	\$78.00	MP
Health Club Program – Fit For Life – Assessment	\$16.00	\$14.55	\$1.45	\$16.00	MP
Health Club Program – Fit For Life – Casual Visit	\$7.20	\$6.73	\$0.67	\$7.40	MP
Health Club Program – Fit for Life – 10 Visit Pass	\$64.80	\$60.55	\$6.05	\$66.60	MP
Health Club Program – Group Fitness – Specialty Class	\$8.80	\$7.27	\$0.73	\$8.00	MP
Health Club Program – Teen Gym – Assessment	\$15.00	\$13.64	\$1.36	\$15.00	MP
Health Club Program – Teen Gym – One Off Casual Visit	\$12.20	\$11.36	\$1.14	\$12.50	MP
Health Club Program – Teen Gym – 10 Visit Pass	\$102.00	\$96.59	\$9.66	\$106.25	MP
Health Club Program – Teen Gym – 20 Visit Pass	\$164.00	\$159.09	\$15.91	\$175.00	MP
Membership – Direct Debit – Adult – Weekly	\$23.50	\$21.82	\$2.18	\$24.00	MP
Membership – Direct Debit – Corporate – Weekly	\$20.00	\$18.64	\$1.86	\$20.50	MP
Membership – Direct Debit – Off Peak	\$16.50	\$13.09	\$1.31	\$14.40	MP
Membership – Direct Debit – Pension – Weekly	\$11.70	\$10.91	\$1.09	\$12.00	MP
Membership – Direct Debit – Concession – Weekly	\$16.50	\$14.18	\$1.42	\$15.60	MP
Membership – Failed Payment Fee	\$8.00	\$7.27	\$0.73	\$8.00	MP
Membership – Joining Fee	\$90.00	\$81.82	\$8.18	\$90.00	MP
Membership – Off Peak member entry during peak hours, per visit	\$10.00	\$9.09	\$0.91	\$10.00	MP
Membership – Upfront – 3 Month Rehabilitation Membership	\$491.00	\$460.91	\$46.09	\$507.00	MP
Membership – Upfront – 6 Month Rehabilitation Membership	\$945.00	\$857.27	\$85.73	\$943.00	MP
Membership – Upfront – 12 Month Rehabilitation Membership	\$1,789.00	\$1,659.09	\$165.91	\$1,825.00	MP
Membership – Upfront – Adult – 12 Months	\$1,100.00	\$1,020.91	\$102.09	\$1,123.00	MP
Membership – Upfront – Adult – 6 Months	\$564.00	\$527.27	\$52.73	\$580.00	MP
Membership – Upfront – Adult – 3 Months	\$300.00	\$278.00	\$27.80	\$305.80	MP
Membership – Upfront – Corporate – 12 Months	\$939.00	\$872.18	\$87.22	\$959.40	MP
Membership – Upfront – Off Peak – 12 Months	\$775.00	\$612.73	\$61.27	\$674.00	MP
Membership – Upfront – Concession – 12 Months	\$775.00	\$663.64	\$66.36	\$730.00	MP
Membership - Upfront - Concession - 6 Months	\$396.00	\$342.73	\$34.27	\$377.00	MP
Membership - Upfront – Pension - 6 Months	\$0.00	\$263.64	\$26.36	\$290.00	MP
Membership – Upfront – Pension – 12 months	\$549.00	\$510.00	\$51.00	\$561.00	MP
Personal Training – 10 Sessions – 30 Minutes	\$502.00	\$441.82	\$44.18	\$486.00	MP
Personal Training – 10 Sessions – 45 Minutes	\$603.00	\$548.18	\$54.82	\$603.00	MP
Personal Training – 10 Sessions – 60 Minutes	\$702.00	\$638.18	\$63.82	\$702.00	MP
Personal Training – 20 Sessions – 30 Minutes	\$864.00	\$785.45	\$78.55	\$864.00	MP
Personal Training – 20 Sessions – 45 Minutes	\$1,072.00	\$974.55	\$97.45	\$1,072.00	MP
Personal Training – 20 Sessions – 60 Minutes	\$1,248.00	\$1,134.55	\$113.45	\$1,248.00	MP
Personal Training – 5 Sessions – 30 Minutes	\$264.00	\$240.00	\$24.00	\$264.00	MP
Personal Training – 5 Sessions – 45 Minutes	\$328.00	\$298.18	\$29.82	\$328.00	MP
Personal Training – 5 Sessions – 60 Minutes	\$382.20	\$347.27	\$34.73	\$382.00	MP
Personal Training – Group Session – 45 Minutes – 2 – 4 People	\$107.00	\$97.27	\$9.73	\$107.00	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Health Club [continued]

Personal Training – Group Session – 60 Minutes – 2 – 4 People	\$124.00	\$112.73	\$11.27	\$124.00	MP
Personal Training – Single Session – 30 Minute	\$54.00	\$49.09	\$4.91	\$54.00	MP
Personal Training – Single Session – 45 Minute	\$67.00	\$60.91	\$6.09	\$67.00	MP
Personal Training – Single Session – 60 Minute	\$78.00	\$70.91	\$7.09	\$78.00	MP
Personal Training – Starter Pack – 3 X 45 Minute Sessions	\$120.00	\$109.09	\$10.91	\$120.00	MP

Gymnastics

Birthday Parties – Cancellation / Deposit Fee	\$100.00	\$90.91	\$9.09	\$100.00	MP
Birthday Parties – Party – Per Child	\$30.00	\$31.82	\$3.18	\$35.00	MP
Casual Usage – Adult Gym	\$25.00	\$23.64	\$2.36	\$26.00	MP
Casual Usage – Adult Gym – 10 Visit Pass	\$220.00	\$212.73	\$21.27	\$234.00	MP
Casual Usage – Adult Gym – 20 Visit Pass	\$420.00	\$425.45	\$42.55	\$468.00	MP
Casual Usage – Trial Class – Foundations	\$27.00	\$22.73	\$2.27	\$25.00	MP
Casual Usage – Trial Class – Junior Gym	\$21.00	\$19.09	\$1.91	\$21.00	MP
Casual Usage – Trial Class – Play Gym	\$21.00	\$19.09	\$1.91	\$21.00	MP
Gymnastics – Competitive Training – 3hrs per week	\$34.10	\$34.09	\$3.41	\$37.50	MP
Gymnastics - Competitive/Recreational Training - 5hrs per week	\$0.00	\$40.91	\$4.09	\$45.00	MP
Gymnastics - Competitive/Recreational Training - 8hrs per week	\$0.00	\$56.86	\$5.69	\$62.55	MP
Gymnastics – Competitive Training – 12hrs per week	\$82.50	\$78.55	\$7.85	\$86.40	MP
Gymnastics - Competitive Training - 14.5hrs per week	\$0.00	\$90.95	\$9.10	\$100.05	
Gymnastics – Competitive Training – 9hrs per week	\$64.50	\$60.55	\$6.05	\$66.60	MP
Gymnastics – Competitive Training – 18hrs per week	\$102.45	\$106.36	\$10.64	\$117.00	MP
Gymnastics - Recreational - Foundations A - per session	\$24.00	\$22.73	\$2.27	\$25.00	MP
Gymnastics - Recreational - Foundations B - per session	\$29.00	\$27.27	\$2.73	\$30.00	MP
Gymnastics - Recreational - Foundations C - per session	\$33.20	\$31.82	\$3.18	\$35.00	MP
Gymnastics - Recreational - Foundations D - per session	\$34.10	\$34.09	\$3.41	\$37.50	MP
Gymnastics - Recreational - Higher Level Foundations	\$29.00	\$34.09	\$3.41	\$37.50	MP
Gymnastics – Recreation – Junior Gym – per session	\$20.00	\$19.09	\$1.91	\$21.00	MP
Gymnastics – Recreation – Mini Gym per session	\$20.00	\$19.09	\$1.91	\$21.00	MP
Gymnastics – Recreation – Play Gym – per session	\$20.00	\$19.09	\$1.91	\$21.00	MP
Gymnastics – Recreation – Teen Tumble – per session	\$29.00	\$27.27	\$2.73	\$30.00	MP
Gymnastics Hall Hire – After Hours	\$330.00	\$300.00	\$30.00	\$330.00	MP
Gymnastics Hall Hire – Competition – Inner City Region – per hour	\$132.00	\$123.64	\$12.36	\$136.00	MP
Gymnastics Hall Hire – Competition – Other Regions – per hour	\$176.00	\$164.55	\$16.45	\$181.00	MP
Gymnastics Hall Hire – Regular Hirer – per hour More than 2 Bookings per week – Monday – Friday	\$133.00	\$124.55	\$12.45	\$137.00	MP
Gymnastics Hall Hire – Saturday – Sunday – per hour	\$266.00	\$241.82	\$24.18	\$266.00	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Gymnastics [continued]

Gymnastics Hall Hire Mon-Friday – per hour	\$175.00	\$163.64	\$16.36	\$180.00	MP
Gymnastics Program – Display – per Ticket	\$25.00	\$18.18	\$1.82	\$20.00	MP
Gymnastics Program – Personal Training – 30 Minutes	\$54.00	\$49.09	\$4.91	\$54.00	MP
Gymnastics Program – Personal Training – 45 Minutes	\$59.50	\$60.91	\$6.09	\$67.00	MP
Gymnastics Program – Personal Training – 60 Minutes	\$76.00	\$70.91	\$7.09	\$78.00	MP
Gymnastics Program – Personal Training – 60 Minutes (2-3 people)	\$139.00	\$112.73	\$11.27	\$124.00	MP
Gymnastics Program – GymAbility – 45 Minutes – per session	\$8.40	\$7.91	\$0.79	\$8.70	MP
Bayside Kids Activities – Clinic Level 1	\$55.50	\$51.82	\$5.18	\$57.00	MP
Bayside Kids Activities – Clinic Level 2	\$66.00	\$61.82	\$6.18	\$68.00	MP
Bayside Kids Activities – Clinic Level 3	\$77.00	\$72.27	\$7.23	\$79.50	MP
Bayside Kids Activities – Clinic Level 4		Subject to change per Activity cost			MP
Bayside Kids Activities – Full Day	\$64.00	\$60.00	\$6.00	\$66.00	MP
Bayside Kids Activities – 3 Full Days	\$182.40	\$170.91	\$17.09	\$188.00	MP
Bayside Kids Activities – 5 Full Days	\$266.50	\$248.18	\$24.82	\$273.00	MP
Membership – Annual Gymnastics Registration – Adult	\$57.00	\$54.55	\$5.45	\$60.00	MP
Membership – Annual Gymnastics Registration – Competitive	\$131.00	\$122.73	\$12.27	\$135.00	MP
Membership – Annual Gymnastics Registration – Recreational	\$88.50	\$82.73	\$8.27	\$91.00	MP
Membership – Term 4 Gymnastics Registration – Recreational	\$50.00	\$45.45	\$4.55	\$50.00	MP

Schools

Schools – Gymnastics – Per Hour	\$0.00	\$123.64	\$12.36	\$136.00	MP
Schools – Health Club Group Fitness – Per Hour	\$0.00	\$160.91	\$16.09	\$177.00	MP
Schools – Stadium Hire – Per Hour	\$0.00	\$107.27	\$10.73	\$118.00	MP
Schools – Gymnastics – Per Instructor	\$54.50	\$50.91	\$5.09	\$56.00	PC
Schools – Health Club – Per Instructor	\$75.00	\$68.18	\$6.82	\$75.00	PC
Schools – Per Student (Please refer to school bookings policy)	\$6.80	\$6.36	\$0.64	\$7.00	PC

Activities Room

Activities Room – Hire – per hour	\$64.00	\$60.00	\$6.00	\$66.00	MP
Crèche – Member – 90 Minutes	\$6.15	\$5.77	\$0.58	\$6.35	MP
Crèche – 10 Visit Pass – 90 Minutes	\$56.50	\$53.18	\$5.32	\$58.50	MP
Crèche – 20 Visit Pass – 90 Minutes	\$113.00	\$106.36	\$10.64	\$117.00	MP
Crèche – 1st Child Ft Direct Debit – unlimited	\$27.20	\$25.45	\$2.55	\$28.00	MP
Crèche – Additional Child Ft Direct Debit – unlimited	\$20.50	\$19.09	\$1.91	\$21.00	MP
Crèche – Late Fee – Per 30 Minutes	\$6.15	\$5.77	\$0.58	\$6.35	MP
Crèche – No Show Fee – Per 90 Minutes	\$6.20	\$5.77	\$0.58	\$6.35	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Retail

Merchandise – Backpack	\$12.00	\$11.82	\$1.18	\$13.00	MP
Merchandise – Badminton Racquet	\$20.00	\$19.09	\$1.91	\$21.00	MP
Merchandise – Badminton Shuttlecocks - Singles	\$3.20	\$3.00	\$0.30	\$3.30	MP
Merchandise – Boxing Gloves	\$45.00	\$42.27	\$4.23	\$46.50	MP
Merchandise – Boxing Inners	\$5.70	\$5.36	\$0.54	\$5.90	MP
Merchandise – Electrical Tape	\$3.50	\$3.27	\$0.33	\$3.60	FC
Merchandise – EzyDry Towel	\$2.00	\$1.82	\$0.18	\$2.00	MP
Merchandise – FDLC Netball	\$30.00	\$28.18	\$2.82	\$31.00	MP
Merchandise – Futsal Shin Pads	\$20.00	\$19.09	\$1.91	\$21.00	MP
Merchandise – Futsal Socks	\$18.50	\$17.18	\$1.72	\$18.90	MP
Merchandise – Futsal Training Bibs	\$75.00	\$70.00	\$7.00	\$77.00	MP
Merchandise – Gym Bag	\$40.00	\$37.73	\$3.77	\$41.50	MP
Merchandise – Gym Towel	\$12.00	\$10.91	\$1.09	\$12.00	MP
Merchandise – Gymnastics Chalk	\$4.40	\$4.14	\$0.41	\$4.55	MP
Merchandise – Gymnastics Recreation Leotard	\$51.50	\$48.18	\$4.82	\$53.00	MP
Merchandise – Gymnastics WAG Training Leotard	\$46.40	\$43.45	\$4.35	\$47.80	MP
Merchandise – Gymnastics Recreation T-Shirt	\$16.50	\$15.45	\$1.55	\$17.00	MP
Merchandise – Gymnastics Tracksuit	\$103.00	\$96.36	\$9.64	\$106.00	MP
Merchandise – Membership Cards	\$5.00	\$4.55	\$0.45	\$5.00	MP
Merchandise – Miscellaneous	Additional items may be added throughout the year				MP
Merchandise – Pickleball Ball	\$5.50	\$5.18	\$0.52	\$5.70	MP
Merchandise – Pickleball Paddle	\$60.00	\$56.36	\$5.64	\$62.00	MP
Merchandise – Protein Shaker	\$11.00	\$10.00	\$1.00	\$11.00	MP
Merchandise – Table Tennis – Competition Balls (6)	\$6.40	\$6.00	\$0.60	\$6.60	MP

FDLC Sponsorship and Promotions

FDLC Promotions	Available on Request	MP
FDLC Sponsorship	Available on Request	MP

Fee Description	Year 21/22	Year 22/23			Pricing Code
	Fee incl. GST	Fee excl.	GST	Fee incl.	

Filming

General Condition for Filming

Note 1 Exclusive use of venue/open space
When a venue or open space area is barricaded or sectioned off exclusively.

Note 2 Waivers of Council Fees
Fees may be waived or reduced in accordance with the Local Government Filming Protocol 2009 to be determined by application only. All requests for fees to be waived or reduced must be received at least 14 days prior to the event date.

Note 3 Changes to original applications
Major revisions to a filming application will incur a surcharge of 75% of original application fee.

Note 4
Failure to obtain Council approval may incur a fine under the relevant act.

Note 5 Risk Cost
Fee to ensure effective management of applications that are lodged with less than 7days notice to Council.

As listed above.		As listed above.	Z
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Definitions for impact of filming/ photography:

- Ultra-Low: No more than 10 Crew, no disruption is caused to residents, retailers, motorists or other events/activities, Activities are contained to footpaths or open public space areas only, associated vehicles are legally parked at all times and not driven onto footpaths or parks.
- Low: 11 - 25 Crew, No more than 4 trucks/vans, no construction, minimal lighting/equipment, small or no unit base, no more than 2 locations.
- Medium: 26-50 Crew, No more than 10 trucks, some construction, some equipment for example: medium trucks, medium sized cranes, unit base required, no more than 4 locations.
- High: >50 Crew, >10 trucks, significant construction, extensive equipment, large unit base required, > 4 locations.

As listed above.		As listed above.	Z
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Fee for Filming

Application Fee

Application Fee Description	Year 21/22	Year 22/23	Pricing Code
Application Fee – Ultra low impact less than 10 crew, 1 camera, sound, 1 light, no vehicles	\$0.00	\$0.00	Z
Application Fee – Low impact 11-25 crew, minimal vehicles, minimal equipment/lighting, small unit base	\$150.00	\$150.00	LR
Application Fee – Medium impact 26-50 no more than 10 trucks, some equipment, unit base	\$300.00	\$300.00	LR
Application Fee – High impact more than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base	\$500.00	\$500.00	LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Application Fee [continued]

Application Fee – Council approval for parking when filming on private property such as unit base plans or parking plans.	\$150.00	\$150.00	\$0.00	\$150.00	LR
Major revisions to a filming application		75% of original application fee			FC

Filming over 3 days

Standard low impact filming per day	\$150.00	\$150.00	\$0.00	\$150.00	LR
Standard medium impact per day	\$275.00	\$275.00	\$0.00	\$275.00	LR
Standard high impact filming per day	\$400.00	\$400.00	\$0.00	\$400.00	LR

Traffic Management for Filming

Administration and assessment of Traffic Management Plan - low impact	Refer to Traffic Management section of this document.				LR
Low impact Traffic Management Plans include situations where the primary form of traffic management is not more than stop / go traffic control on a local, Council managed road. The fee includes the Council's consultation with the NSW Police. Fee is determined per Traffic Management Plan submission.					
Administration and assessment of Traffic Management Plan - medium impact	Refer to Traffic Management section of this document.				LR
Medium impact Traffic Management Plans include situations where the primary form of traffic management will include stop / go traffic control on a Regionally classified Road, State classified road or a multi-lane local, Council managed road. The fee includes Council's consultation with the NSW Police and Transport for NSW. The fee is applied per Traffic Management Plan submission.					
Administration and assessment of Traffic Management Plan - high impact	Refer to Traffic Management section of this document.				LR
High impact Traffic Management Plans include situations where the primary form of traffic management will generally include road closures on Local, Regional or State classified roads. The fee includes Council's consultation with the NSW Police and Transport for NSW. Fee is calculated per Traffic Management Plan submission.					
Advertising for Temporary Road Closures	Refer to Traffic Management section of this document.				LR
Partial Road Closure	Refer to Traffic Management section of this document.				LR
Full Road Closure	Refer to Traffic Management section of this document.				LR

Hire of Parks and Open Space for Exclusive Use

Filming Drummoyne Oval, Rothwell and Goddard Park (low impact) per day	\$1,340.00	\$1,340.00	\$0.00	\$1,340.00	LR
Filming Golf Courses (low impact) per day	\$1,170.00	\$1,170.00	\$0.00	\$1,170.00	LR
Passive Park (low impact) per day	\$129.00	\$129.00	\$0.00	\$129.00	LR
Filming Drummoyne Oval, Rothwell and Goddard Park (medium impact) per day	\$1,900.00	\$1,900.00	\$0.00	\$1,900.00	LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Hire of Parks and Open Space for Exclusive Use [continued]

Filming Golf Courses (medium impact) per day	\$1,570.00	\$1,570.00	\$0.00	\$1,570.00	LR
Passive Park (medium impact) per day	\$247.00	\$247.00	\$0.00	\$247.00	LR
Filming Drummoyne Oval, Rothwell and Goddard Park (high impact) per day	\$2,370.00	\$2,370.00	\$0.00	\$2,370.00	LR
Filming Golf Courses (high impact) per day	\$2,090.00	\$2,090.00	\$0.00	\$2,090.00	LR
Passive Park (high impact) per day	\$371.00	\$371.00	\$0.00	\$371.00	LR
Risk Cost – less than 3 days notification to Council	\$465.00	\$465.00	\$0.00	\$465.00	LR
Risk Cost – less than 7 days notification to Council	\$240.00	\$240.00	\$0.00	\$240.00	LR
Sports Field (low impact) per day	\$180.00	\$185.00	\$0.00	\$185.00	LR
Sports Field (medium impact) per day	\$309.00	\$309.00	\$0.00	\$309.00	LR
Sports Field (high impact) per day	\$433.00	\$433.00	\$0.00	\$433.00	LR

Other Fees of Filming

Occupation of Parking Meter Area	80% of current parking rate per car space occupied for the period in operation				LR
Access Fee	\$288.00	\$288.00	\$0.00	\$288.00	LR
Cleaning Fee (per hour)	\$93.50	\$96.50	\$0.00	\$96.50	LR
Location research/site inspections/supervisor (per hour)	\$69.00	\$71.00	\$0.00	\$71.00	LR
Power Access (per hour)	\$69.00	\$71.00	\$0.00	\$71.00	LR
Security Fee (minimum 4 hours) (per hour)	\$92.50	\$95.50	\$0.00	\$95.50	LR
Site Preparation (per hour)	\$69.00	\$71.00	\$0.00	\$71.00	LR
Site Remediation	To be determined by location & activities				LR
Temporary Structure – (installation of table & Chairs in parks, marquees, signage, barriers, cabling)	\$425 per day per structure Min. Fee: \$425.00				LR

Still Photography

Standard Ultra Low per hour, non-commercial (all- inclusive per application)	\$0.00	\$0.00	\$0.00	\$0.00	Z
Standard low impact per day (all-inclusive per application)	\$115.00	\$115.00	\$0.00	\$115.00	LR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Still Photography [continued]

Standard medium impact per day (all-inclusive per application)	\$165.00	\$170.00	\$0.00	\$170.00	LR
Standard high impact Still Photography per day (all-inclusive per application)	\$220.00	\$220.00	\$0.00	\$220.00	LR

Golf Courses

Barnwell Park Golf Course

BP Adults

Mondays (excl. Public Holidays) – Eighteen (18) Holes	\$19.00	\$17.27	\$1.73	\$19.00	MP
Tue – Fri (excl. Public Holidays) – Eighteen (18) Holes	\$25.50	\$23.18	\$2.32	\$25.50	MP
Eighteen (18) Holes Weekends and Public Holidays	\$31.00	\$28.18	\$2.82	\$31.00	MP
Mondays (excl. Public Holidays) – Nine (9) Holes	\$14.00	\$12.73	\$1.27	\$14.00	MP
Tue – Fri (excl. Public Holidays) – Nine (9) Holes	\$20.50	\$18.64	\$1.86	\$20.50	MP
Nine (9) Holes Weekends and Public Holidays	\$24.50	\$22.27	\$2.23	\$24.50	MP

BP Multi-Golf (Foot/Disc)

Multi- Golf (Foot/Disc) Adults (cost per person)	\$15.50	\$14.09	\$1.41	\$15.50	MP
Multi- Golf (Foot/Disc) School Children (cost per person)	\$10.30	\$9.36	\$0.94	\$10.30	MP

BP School Children

Eighteen (18) Holes	\$15.50	\$14.09	\$1.41	\$15.50	MP
Nine (9) Holes	\$10.30	\$9.55	\$0.95	\$10.50	MP
School Programs per Child	\$5.20	\$4.73	\$0.47	\$5.20	MP

BP Pensioner/Senior/Uni or TAFE Student

Concessions (Pensioner/Senior/Uni or TAFE Student) Tue - Fri Eighteen (18) Holes	\$22.00	\$20.00	\$2.00	\$22.00	MP
Concessions (Pensioner/Senior/Uni or TAFE Student) Tue - Fri Nine (9) Holes	\$17.50	\$15.91	\$1.59	\$17.50	MP

BP Twilight Golf

Admission after 3 pm all year round	\$15.50	\$14.09	\$1.41	\$15.50	MP
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BP Club Members Competition Times

BP Club Members Annual Block Booking Fee		To be negotiated by Council			MP
Adults - all days comp / social Eighteen (18) Holes	\$20.50	\$18.64	\$1.86	\$20.50	MP
Concessions (Pensioner/Senior/Uni or TAFE Student) all days (18) Holes	\$16.50	\$15.00	\$1.50	\$16.50	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

BP Club Members Competition Times [continued]

School Children Eighteen (18) Holes	\$12.40	\$11.36	\$1.14	\$12.50	MP
Adults - all days comp / social Nine (9) Holes	\$15.50	\$14.09	\$1.41	\$15.50	MP
Concessions (Pensioner/Senior/Uni or TAFE Student) all days Nine (9) Holes	\$11.30	\$10.45	\$1.05	\$11.50	MP
School Children Nine (9) Holes	\$8.80	\$8.00	\$0.80	\$8.80	MP

BP Sponsorship and Promotions

BP Promotions			Available on Request		MP
Yearly course hole sponsorship			Available on Request		MP

Use of Private Golf Carts

Administration Fee per 3 Year Term	\$15.50	\$14.09	\$1.41	\$15.50	MP
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Massey Park Golf Course

MP Adults

Eighteen (18) Holes	\$39.00	\$35.45	\$3.55	\$39.00	MP
Nine (9) Holes	\$28.00	\$25.45	\$2.55	\$28.00	MP

MP Seniors

Eighteen (18) Holes	\$31.50	\$28.64	\$2.86	\$31.50	MP
Nine (9) Holes	\$25.00	\$22.73	\$2.27	\$25.00	MP

MP School Children Mon-Fri

Eighteen (18) Holes	\$18.00	\$16.36	\$1.64	\$18.00	MP
Nine (9) Holes	\$13.50	\$12.27	\$1.23	\$13.50	MP

MP University & TAFE Students Mon-Fri

Eighteen (18) Holes	\$26.50	\$24.09	\$2.41	\$26.50	MP
Nine (9) Holes	\$21.00	\$19.09	\$1.91	\$21.00	MP

MP Pensioners Mon-Fri (only)

Eighteen (18) Holes	\$26.50	\$24.09	\$2.41	\$26.50	MP
Nine (9) Holes	\$21.00	\$19.09	\$1.91	\$21.00	MP
Weekend Concessions (School, University & TAFE, Pensioners)	\$31.50	\$28.64	\$2.86	\$31.50	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

MP Twilight Golf

Admission after 3 pm during non-Daylight Saving Periods and after 4 pm Daylight Saving Periods	\$23.00	\$20.91	\$2.09	\$23.00	MP
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MP Club Members Competition Times

MP Club Members Competition Annual Block Booking Fee	To be negotiated by Council				MP
MP Club Members Competition Eighteen (18) Holes – Adults	\$22.50	\$20.45	\$2.05	\$22.50	MP
MP Club Members Competition Eighteen (18) Holes – Pensioner	\$18.50	\$16.82	\$1.68	\$18.50	MP
MP Club Members Competition Eighteen (18) Holes – Junior	\$16.00	\$14.55	\$1.45	\$16.00	MP

MP Sponsorship

Yearly course hole sponsorship	Available on Request			MP
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Tennis Courts

Cintra Park

Casual Monday – Friday (9am-5pm) per hour	\$24.00	\$22.45	\$2.25	\$24.70	MP
Casual Monday – Friday (5pm-10.30pm) & Weekends per hour	\$27.00	\$25.27	\$2.53	\$27.80	MP
Permanent Monday – Friday (9am-5pm) per hour	\$21.00	\$19.64	\$1.96	\$21.60	MP
Permanent Monday – Friday (5pm-10.30pm) & Weekends per hour	\$25.00	\$23.45	\$2.35	\$25.80	MP

Croker Park

Monday-Friday before 5pm per hour	\$25.00	\$23.45	\$2.35	\$25.80	MP
All other times per hour	\$28.00	\$26.18	\$2.62	\$28.80	MP

Five Dock Park

Casual Hire	\$25.00	\$23.45	\$2.35	\$25.80	MP
Night Play Under Lights per hour	\$28.00	\$26.18	\$2.62	\$28.80	MP

Greenlees

Casual Hire Monday – Friday (7am-5pm) per hour	\$25.00	\$23.45	\$2.35	\$25.80	MP
Casual Hire Monday – Friday (5pm-10.30pm) & Weekends per hour	\$27.00	\$25.27	\$2.53	\$27.80	MP

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Powells Creek

Monday-Friday before 5pm per hour	\$25.00	\$23.45	\$2.35	\$25.80	MP
All other times	\$26.00	\$24.36	\$2.44	\$26.80	MP

Graffiti Removal - Non-Council Property and Assets

Note At the 15 February 2005 Council Meeting, Council endorsed to undertake removal of graffiti on an even shared cost basis through City Services only with the consent of the owner (within legislation).

Graffiti removal from non Council property and assets - resident contribution to cleaning materials		At Shared Cost		PC
If requested by the owner an estimate of the cost of materials to be used in removing the graffiti at the time of obtaining consent from the owner. Council will endeavour to advise the consenting owner if an estimate provided requires variation during the work. However, the Council will charge 50% of the actual cost to the Council for the materials used to remove the graffiti. This fee will be charged in conjunction with the cost of labour and equipment used.				

Graffiti removal from non Council property and assets - resident contribution for Council staff, vehicle and high pressure cleaner		At Shared Cost		PC
If requested by the owner an estimate of the cost of the Council staff, vehicle, high-pressure cleaner or other equipment used in removing the graffiti at the time of obtaining consent from the owner. Council will endeavour to advise the consenting owner if an estimate provided requires variation during the work. However, the Council will charge 50% of the actual cost to the Council for its staff, plant hire of the vehicle, pressure cleaner or other equipment used to remove the graffiti. This fee will be charged in conjunction with the cost of materials used.				

Library

Library Service Charges

Overdue Items

Overdue fee if matter referred to a collection agency	\$18.50	\$18.50	\$0.00	\$18.50	FC
Library Items Overdue – Adult & Young Adult Members for Second Notice (Capped at \$20 per borrower)	\$0.00	\$0.00	\$0.00	\$0.00	PC
Library Items Overdue – Junior Members 14 y.o. and under	\$0.00	\$0.00	\$0.00	\$0.00	Z

Reserved Items - Miscellaneous

Booking of Special Events (Author talks, etc.)		Dependent on Activity		PC	
Booking of Special Events (Children's events)		Dependent on Activity		PC	
Inter-Library Loans**		\$5.50 plus costs		PC	
		Min. Fee: \$5.00			
If additional charges by Library borrowed from, costs are passed onto borrower.					
Reserved Items	\$0.00	\$0.00	\$0.00	\$0.00	Z

Printing and photocopying charges

Photocopying & Printing Charges – Black/White A3				\$0.40/copy	PC
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Printing and photocopying charges [continued]

Photocopying & Printing Charges – Black/White A4				\$0.20/copy	PC
Photocopying & Printing Charges – Colour A3				\$2/copy	PC
Photocopying & Printing Charges – Colour A4				\$1.00/copy	PC
Photographic reproduction				POA + \$6	PC
Photographic reproduction – Commercial				POA + \$30	PC

Item Sale

Library 2nd Hand Book Sales #				Minimum \$0.50/per book	PC
Price at the discretion of the Manager.					
Mailing Tube (to fit A0 print)	\$5.00	\$4.55	\$0.45	\$5.00	PC
Per Cotton Bag	\$6.00	\$5.45	\$0.55	\$6.00	RR
Per Poly Bag	\$2.00	\$1.82	\$0.18	\$2.00	RR
USB stick, earphones etc				Maximum \$20 per item	FC

Materials Replacement Costs

CD Cases/DVD Cases (Damaged or Lost)	\$2.00	\$2.00	\$0.00	\$2.00	PC
Library Items (Damaged or Lost) *				Cost of Item+\$16.50 processing	PC
Donated paperbacks replaced by similar item at discretion of manager.					
Library Items(Replacement of Barcode Label or Tag)	\$2.00	\$2.00	\$0.00	\$2.00	PC
Membership Card Replacement	\$5.00	\$5.00	\$0.00	\$5.00	PC

Local History Research

Concord: A centenary history on CD Rom	\$34.50	\$31.36	\$3.14	\$34.50	PC
Drummoyne/Concord Combined history book on CD Rom	\$39.50	\$35.91	\$3.59	\$39.50	PC
Drummoyne: A western suburbs history on CD Rom	\$29.50	\$26.82	\$2.68	\$29.50	PC
Pictorial History of Canada Bay – hardback	\$34.95	\$31.77	\$3.18	\$34.95	PC
Pictorial History of Canada Bay – paperback	\$24.95	\$22.68	\$2.27	\$24.95	PC
Research				First hour free then \$60/hour	PC
Research – Commercial				First hour free then \$110/hour	PC

Rhodes Learning Centre

A0 160 gsm matte colour poster print per page	\$37.00	\$34.55	\$3.45	\$38.00	FC
A0 160gsm matte b/w plan print per page	\$13.00	\$12.27	\$1.23	\$13.50	FC
A0 200 gsm glossy colour photo print per page	\$58.00	\$54.09	\$5.41	\$59.50	FC
A1 or 50x70 cm 160gsm matte colour poster print per page	\$22.00	\$20.45	\$2.05	\$22.50	FC
A1 or 50x70 cm 200gsm glossy colour photo print per page	\$35.00	\$32.73	\$3.27	\$36.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Rhodes Learning Centre [continued]

3D Printing in ABS (acrylonitrile butadiene styrene print material included)		\$5.00 per hour or part thereof			FC
3D Printing Set Up – per print job	\$5.00	\$4.55	\$0.45	\$5.00	FC
Rhodes Learning Space – Booking of Special Events/ Workshops (talks, etc.)		Dependent on Activity			FC
Rhodes Learning Space – Equipment/computer Hire		Dependent on Activity			FC

Parks Hire

General Conditions of Open Space Hire

Note 1

Local schools (Canada Bay LGA) have free use of parks within Council boundaries (except Majors Bay Reserve Synthetic) - weekdays until 4pm only (Booking fees still apply, see note 10).

Non-local schools shall pay 50% of the Casual Use rate as applicable - weekdays until 4pm only. PSSA School Events are charged at ½ the seasonal rate per field for the year, ¼ to be paid each term - weekdays until 4pm only.

Schools within the LGA, with prior agreement with Council, can organise Athletics Carnivals at Drummoyne Oval as per terms and conditions during one pre allocated week of the year and apply for fee waivers.

Note 2

Casual Use rates apply to use of sports fields or wickets per day or per hour. Half Day use shall be charged at 50% of the Casual Use Rate. Hourly Use shall be paid on a pro-rata basis.

Note 3

All bookings could incur a Bond and/or a restoration fee at Council's discretion.

Note 4

Additional costs at cost-recovery rates shall apply to use of open space as applicable. For example, litter bins, Council Law Enforcement Officers, staffing, waste management, cleaning, utilities and line marking.

Note 5

Winter Season from 1st April to 31 August.

Summer Season from 3rd week in September to 31 March.

Grounds may not be available for matches/games during March/April due to ground preparation.

Note 6

Pre-season training ground hire fee is 50% of normal seasonal hire rate. Pre-season weekend trial/grading bookings charged an additional casual hire fee. Pre-season facilities will not include line marking or installation of goalposts or provision of lights.

Note 7

Lighting fee is additional to seasonal hire charge. (council will refund lights if council close the field, refund at end of season).

Note 8

Bookings in excess of 10 per year will be treated as a seasonal booking and will require private public liability insurance to be purchased by the hirer.

Note 9

Council will consider waiving the cost of hire of parks to local, non-profit, registered charity organisations within our Community on their merits, when requests are made. All requests must be lodged with Council 14 days prior to event.

Note 10

A Booking Fee will be charged to all bookings. This fee is non-refundable.

Note 11

Public Convenience Access fee of \$250 may be applicable to sporting and training events when no other hire fees are charged. Council will require a key bond of \$100.

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

General Conditions of Open Space Hire [continued]

As listed above.		As listed above.	Z
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Open Space Miscellaneous

Use of Parks

Casual Booking Fee	\$35.00	\$32.73	\$3.27	\$36.00	FC
Change to Seasonal Booking Fee	\$57.50	\$53.64	\$5.36	\$59.00	FC
Pre-Seasonal Booking Fee	\$57.50	\$53.64	\$5.36	\$59.00	FC
Seasonal Booking Fee	\$104.00	\$97.27	\$9.73	\$107.00	FC
Cancellation Fee- less than 2 days' notice	\$35.00	\$32.73	\$3.27	\$36.00	FC
Call out fee	\$194.00	\$181.82	\$18.18	\$200.00	FC

Licence Fees

Licence Agreement Fee	\$344.00	\$321.82	\$32.18	\$354.00	FC
Alteration of Licence Agreement	\$690.00	\$645.45	\$64.55	\$710.00	FC
Minimum Charge for Lease of Council Sporting Fields		As per Gazettal by Dept of lands			FC

One off Events

One Off Game (subject to Council approval)	\$251.00	\$235.45	\$23.55	\$259.00	FC
Sporting Fields – additional/one off installation of goal posts	\$1,430.00	\$1,336.36	\$133.64	\$1,470.00	FC
Sporting Fields – additional/one off line marking	\$1,430.00	\$1,336.36	\$133.64	\$1,470.00	FC
Turf Wicket Preparation	\$1,430.00	\$1,336.36	\$133.64	\$1,470.00	FC
Unauthorised use of field by organised teams/clubs	\$443.00	\$414.55	\$41.45	\$456.00	FC

Open Space Key Hire

Key Bond – Casual Users	\$100.00	\$100.00	\$0.00	\$100.00	BAGS
Key Bond – Seasonal Initial Bookings	\$50.00	\$50.00	\$0.00	\$50.00	BAGS
Key Replacement/Provide Additional Key	\$58.50	\$55.00	\$5.50	\$60.50	FC

Drummoyne Oval

Bond – Corporate Cricket Day	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	BAGS
Corporate Cricket – One day game – Wednesdays only – 8am – 4pm. Fee includes hire of oval, preparation of turf wicket, dressing rooms	\$3,440.00	\$3,218.18	\$321.82	\$3,540.00	FC
Facility Cleaning Fee	\$459.00	\$430.00	\$43.00	\$473.00	FC
Ground Hire (per hour)	\$432.00	\$404.55	\$40.45	\$445.00	FC
Grounds staff for match day (per staff per hour)	\$88.50	\$82.73	\$8.27	\$91.00	FC
Seasonal Fee – Cleaning & Waste Management		Negotiated by Council			FC
Seasonal Fee – Leased arrangements		Negotiated by Council			FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Drummoyne Oval Lights Usage

Lights at 100lux level / per hour	\$28.80	\$26.82	\$2.68	\$29.50	FC
Lights at 250lux level / per hour	\$86.50	\$80.91	\$8.09	\$89.00	FC
Lights at 500lux level / per hour	\$287.00	\$269.09	\$26.91	\$296.00	FC
Lights at 1400lux level / per hour	\$635.00	\$595.45	\$59.55	\$655.00	FC

Special Events

Special Events				POA	FC
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Concord Oval

Seasonal Fee – Additional Cleaning for current lessees if required	\$690.00	\$645.45	\$64.55	\$710.00	FC
Seasonal Fee – Cleaning & Waste Management		To be negotiated by Council			FC
Seasonal Fee – Leased arrangements		To be negotiated by Council			FC
Seasonal Fee – Oval hire – Extra games for current lessees only	\$2,870.00	\$2,690.91	\$269.09	\$2,960.00	FC
Seasonal Fee – Waste Management for current lessees only		To be negotiated by Council			FC

Majors Bay Reserve Synthetic

Full Field

Casual training and matchplay (nfp organisation) per hour	\$80.00	\$75.00	\$7.50	\$82.50	FC
Commerical Hire (commercial organisation) per hour	\$185.00	\$173.18	\$17.32	\$190.50	FC
Seasonal training and matchplay (nfp organisation) per hour	\$48.00	\$45.00	\$4.50	\$49.50	FC

Half Field

Casual training and matchplay (nfp organisation) per hour	\$50.00	\$46.82	\$4.68	\$51.50	FC
Commerical Hire (commercial organisation) per hour	\$110.00	\$103.18	\$10.32	\$113.50	RR
Seasonal training and matchplay (nfp organisation) per hour	\$30.00	\$28.18	\$2.82	\$31.00	FC

Others

Field Lighting (50/100 lux) per field per hour	\$29.00	\$27.27	\$2.73	\$30.00	FC
Local schools per hour (1.5 fields)	\$25.00	\$23.64	\$2.36	\$26.00	PC
Informal Community Use (Set Times)	\$0.00	\$0.00	\$0.00	\$0.00	PC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Category - Hockey

St Lukes Hockey Complex

Schools/Juniors (full field)/hour or part there of	\$125.00	\$117.27	\$11.73	\$129.00	FC
Schools/Juniors (half field)/hour or part there of	\$70.00	\$65.45	\$6.55	\$72.00	FC
Seniors (full field)/hour or part there of	\$188.00	\$176.36	\$17.64	\$194.00	FC
Seniors (half field)/hour or part there of	\$108.00	\$100.91	\$10.09	\$111.00	FC

Category - Netball, Basketball, Volleyball, Archery and Dog Training

Netball Courts - Cintra Park

Casual per hour per court	\$27.80	\$25.91	\$2.59	\$28.50	FC
Seasonal Mon-Friday per court per club per night	\$289.00	\$270.91	\$27.09	\$298.00	FC
Seasonal Saturday per court	\$289.00	\$270.91	\$27.09	\$298.00	FC

Archery - Greenlees

Seasonal (Saturday only) per season	\$810.00	\$759.09	\$75.91	\$835.00	FC
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Dog Training

Yearly Fee Hire of St Lukes 1 only Sun 8am to 12pm. This does not include access to cricket nets	\$720.00	\$672.73	\$67.27	\$740.00	FC
Yearly Hire of St Lukes Clubhouse (This does not include cricket nets)	\$720.00	\$672.73	\$67.27	\$740.00	FC

Category – Baseball

Athletics St Lukes Field Oval (ONLY) (Wednesdays and Fridays)

Casual per hour per field	\$34.00	\$31.82	\$3.18	\$35.00	FC
Seasonal per season per field	\$1,670.00	\$1,563.64	\$156.36	\$1,720.00	FC

Baseball - Timbrell Park

* Cost per field per usage rate per season. Includes training and games.

Casual per hour per field	\$34.00	\$31.82	\$3.18	\$35.00	FC
Seasonal weekends Saturday OR Sunday (max 6 hours) (per season per field)	\$740.00	\$690.91	\$69.09	\$760.00	FC
3 nights a week plus Saturday/Sunday (or as per licence agreement) (per season per field)	\$1,480.00	\$1,381.82	\$138.18	\$1,520.00	FC
Line marking for casual bookings (per season per field)	\$381.00	\$356.36	\$35.64	\$392.00	FC

Baseball - Sid Richards

* Cost per field per usage rate per season. Includes training and games.

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Baseball - Sid Richards [continued]

Casual per hour per field	\$34.00	\$31.82	\$3.18	\$35.00	FC
Seasonal weekends Saturday OR Sunday (max 6 hours) (per season per field)	\$740.00	\$690.91	\$69.09	\$760.00	FC
3 nights a week plus Saturday/Sunday (or as per licence agreement) (per season per field)	\$1,480.00	\$1,381.82	\$138.18	\$1,520.00	FC
Line marking for casual bookings (per season per field)	\$381.00	\$356.36	\$35.64	\$392.00	FC

Category – Cricket

Synthetic Cricket Wicket

Five Dock Park, Queen Elizabeth Park Field 1, Campbell Park Fields 1&2, Edwards Park, St Lukes Fields 1&2, Timbrell Park Fields 1&2, Arthur Walker Reserve, Powells Creek Field 2, Jessie Stewart Reserve, Russell Park

Casual per hour per field	\$34.00	\$31.82	\$3.18	\$35.00	FC
Seasonal training week night (max 4 hours) per night	\$371.00	\$347.27	\$34.73	\$382.00	FC
Seasonal weekends Saturday OR Sunday (max 6 hours)	\$740.00	\$690.91	\$69.09	\$760.00	FC
Seasonal (3 week day training and Saturday and Sunday) (per season per field)	\$1,480.00	\$1,381.82	\$138.18	\$1,520.00	FC
Field Lighting per field per hour	\$28.80	\$26.82	\$2.68	\$29.50	FC

Turf Cricket Wicket

Goddard Park, Ron Routley Reserve, Rothwell Reserve, St Lukes Oval, St Lukes field 2

Casual per day per field	\$740.00	\$690.91	\$69.09	\$760.00	FC
Seasonal training week night (max 4 hours per night)	\$462.00	\$432.73	\$43.27	\$476.00	FC
Seasonal weekends Saturday OR Sunday (max 6 hours)	\$2,450.00	\$2,290.91	\$229.09	\$2,520.00	FC
Seasonal (Saturday AND Sunday) per season per field	\$4,900.00	\$4,590.91	\$459.09	\$5,050.00	FC
Field Lighting per field per hour	\$28.80	\$26.82	\$2.68	\$29.50	FC

Senior Fields - Soccer, AFL, Aussie Rules, Rugby Union, Rugby League, etc.

* Cost per field per usage rate per season. Includes training and games.

Five Dock Park, Goddard Park, Queen Elizabeth Park, Ron Routley Park, Rothwell Park, St Lukes Oval, Sid Richards Park, Taplin Park, Campbell Park, Greenlees Park, Timbrell Park, Edwards Park, St Lukes Park, Powells Creek, Nield Park, St Lukes North*

Casual per hour per field	\$34.00	\$31.82	\$3.18	\$35.00	FC
Seasonal training week night (max 4 hours) per night	\$371.00	\$347.27	\$34.73	\$382.00	FC
Seasonal weekends Saturday OR Sunday (max 6 hours)	\$740.00	\$690.91	\$69.09	\$760.00	FC
Seasonal (Max 25 hours, 3 week day training and Saturday and Sunday as per Licence Agreement) (per season per field)	\$1,480.00	\$1,381.82	\$138.18	\$1,520.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Senior Fields - Soccer, AFL, Aussie Rules, Rugby Union, Rugby League, etc. [continued]

Field Lighting per field per hour	\$28.80	\$26.82	\$2.68	\$29.50	FC
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Junior Fields - Mini Soccer, Rugby, AFL and Touch Football

* Cost per field per usage rate per season. Includes training and games.

Edwards Fields 3, 4 & 5, Nield Field 2, 3 & 4, QEP Field 3, Timbrell Fields 1, 2, 3, 4 & 5, Taplin Park Field 2

Casual per hour per field	\$25.80	\$24.09	\$2.41	\$26.50	FC
Seasonal training week night (max 4 hours per night)	\$267.00	\$250.00	\$25.00	\$275.00	FC
Seasonal weekends Saturday OR Sunday (max 6 hours)	\$530.00	\$495.45	\$49.55	\$545.00	FC
Seasonal (Max 25 hours, 3 week day training and Saturday and Sunday as per Licence Agreement) (per season per field)	\$1,060.00	\$990.91	\$99.09	\$1,090.00	FC
Field Lighting per field per hour	\$28.80	\$26.82	\$2.68	\$29.50	FC

Social Recreation

Bayview Park Access Management

Fisherman's Club Key Hire – (located at Concord Community Centre) Annual key hire	\$38.10	\$35.45	\$3.55	\$39.00	FC
Non-Residential – Annual Key Fee	\$158.00	\$148.18	\$14.82	\$163.00	FC
Park gate locked in release fee (Security patrol call out)	\$123.00	\$115.45	\$11.55	\$127.00	FC
Replacement Key – Residential & Non-Residential	\$65.00	\$60.91	\$6.09	\$67.00	FC
Residential – Annual Key Fee	\$38.10	\$35.45	\$3.55	\$39.00	FC

Ceremonies & Related Photography at Cabarita Park

Additional cleaning of Cabarita Park or Prince Edward Park (per hour)	\$247.00	\$230.91	\$23.09	\$254.00	FC
Booking Fee (per application, non-refundable)	\$35.00	\$32.73	\$3.27	\$36.00	FC
Ceremony/Ceremony Photography/Professional Photography (per hour)	\$194.00	\$181.82	\$18.18	\$200.00	FC

Commercial Activity

Personal Trainers – Permit (Allows for up to 3 sessions per week, 1 hour per session)	\$153.00	\$143.64	\$14.36	\$158.00	FC
Additional Sessions in excess of 3 per week (maximum of 15 sessions per week) (per session)	\$75 per additional session per year in excess of 3 per week				PC
Additional trainer on permit (Allows for up to 3 sessions per week, 1 hour per session)	\$81.50	\$76.36	\$7.64	\$84.00	FC
Booking Fee (per application, non-refundable)	\$35.00	\$32.73	\$3.27	\$36.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Fishing & Other Water Based Competitions (per day)

Booking Fee (per application, non-refundable)	\$35.00	\$32.73	\$3.27	\$36.00	FC
<101 people	\$287.00	\$269.09	\$26.91	\$296.00	FC
>100 people	\$530.00	\$495.45	\$49.55	\$545.00	FC

Private, Corporate and Community Groups, Social Recreation

Booking Fee – Corporate booking fee (per application, non-refundable)	\$218.00	\$204.55	\$20.45	\$225.00	FC
Booking Fee – Private & Community Groups (per application, non-refundable)	\$35.00	\$32.73	\$3.27	\$36.00	FC
Community Groups < 80	\$0.00	\$0.00	\$0.00	\$0.00	Z
Community Groups 81-150	\$260.00	\$243.64	\$24.36	\$268.00	FC
Community Groups > 150 Booking at Council discretion	\$645.00	\$604.55	\$60.45	\$665.00	FC
Corporate Groups < 80	\$339.00	\$317.27	\$31.73	\$349.00	FC
Corporate Groups 81-150	\$675.00	\$631.82	\$63.18	\$695.00	FC
Corporate Groups > 150 Booking at Council discretion, must use Rhodes Foreshore Park this figure includes park hire approval of temporary structures (such as amusement devices, marquees & stages)	\$1,590.00	\$1,490.91	\$149.09	\$1,640.00	FC

Regattas - Rodd Point-Bayview Park

Booking Fee (per application, non-refundable) one-off Regatta	\$74.00	\$69.09	\$6.91	\$76.00	FC
Corporate Regatta – Per Regatta	\$1,140.00	\$1,063.64	\$106.36	\$1,170.00	FC
Corporate Regatta – Per Regatta (includes electricity costs)	\$1,260.00	\$1,181.82	\$118.18	\$1,300.00	FC
For Non Profit Community Org – Per Regatta	\$482.00	\$450.91	\$45.09	\$496.00	FC
For Seasonal Users – Regatta fee per day	\$980.00	\$918.18	\$91.82	\$1,010.00	FC
For Seasonal Users – Regatta fee plus electricity costs per day	\$1,130.00	\$1,054.55	\$105.45	\$1,160.00	FC

Event - (large scale provided to/for general community)

		At Council Discretion			
Bond					BAGS
Booking Fee (per application, non-refundable)	\$202.00	\$189.09	\$18.91	\$208.00	FC
Council staff Attendance & Labour		To be determined by Council			PC
Low Impact event – inclusive park hire & temporary structure	\$1,210.00	\$1,250.00	\$0.00	\$1,250.00	FC
Medium Impact Event – inclusive park hire & temporary structure	\$2,430.00	\$2,500.00	\$0.00	\$2,500.00	FC
High Impact Event – inclusive park hire & temporary structure	\$3,640.00	\$3,750.00	\$0.00	\$3,750.00	FC
Power Access per hour	\$78.50	\$73.64	\$7.36	\$81.00	FC
Water Access per hour	\$78.50	\$73.64	\$7.36	\$81.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Permit Fees for Temporary Installations (site fees only)

* Public Liability Insurance Policy of \$20 Million dollars is required.

* As part of Council's Risk Management procedures Safe Work Method Statements (SWMS) will be required to be submitted to Council for temporary installations such as jumping castles, stages, large and commercial marquees. For amusement devices / rides all relevant Work Cover certification will need to be submitted to Council.

Amusement Devices Application	\$154.00	\$159.00	\$0.00	\$159.00	LR
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Parks Hire of Schools

* Each booking must have at least 1 school residing in LGA.

Booking Fee (per application, non-refundable)	\$35.00	\$32.73	\$3.27	\$36.00	FC
Local School (weekday only)	\$0.00	\$0.00	\$0.00	\$0.00	Z
Non Local and Private Schools (weekday only)		50% of the normal usage rate			PC
PSSA School Events – Payment 1/2 to be paid each term – week day only *		1/2 seasonal rate per field for the year			PC

Roads and Footpaths

General Conditions for Roads and Footpaths

1. All fees described include the basic provision of the service during normal business hours under normal circumstances. Other costs such as traffic control, night work and other unusual costs that may arise may require a variation. Where possible these variations will be agreed upon before works commences. If additional costs arise due to unforeseen circumstances, such as a poor subgrade for a road pavement, the costs will be passed on and the applicant will be advised as soon as practical.

2. The RMS may require specific requirements, including Road Occupancy Licences for State Roads, and these costs are not included in these fees. The costs associated with complying with the requirements of the RMS will be fully payable by the applicant.

3. RMS peak period time constraints are not included in the rates set out in this document. Where these constraints are imposed, the rates will be modified to reflect the limited access period to undertake the work. The applicant will be advised of the modified rate as soon as practical.

4. All of the pricing included in these fees are based on the underlying base, subbase and subgrade meeting AUSPEC standards. Works that have been undertaken that do not meet AUSPEC requirements, including the 306 Specification, will impact on the cost of the works to be provided and shall be fully borne by the applicant.

5. A charge for restoration work made under Section 101 and Section 102 of the Roads Act within the Council area is not subject to GST, whether charged direct to Telstra, Sydney Water, etc, or charged to a contractor engaged by them.

As listed above.			As listed above.		Z
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Road Openings

In accordance with Division 3 of the Roads Act, a person must not carry out work in, on or over a public road without the consent of the Roads Authority. If you need to undertake any work between private property boundaries beside a public road you must obtain a Road Opening Permit from Council. This includes any work on a nature strip area, footpath, road pavement, or road island. For information on the Road Reserve Opening Permit and the process for applying for one, refer to Council's Fact Sheet at www.canadabay.nsw.gov.au/residents/your-home/driveway-and-ancillary-works/road-and-footpath-openings.

Any damage to Council's assets caused by the works proposed by the applicant for the Road Reserve Opening Permit, must be temporarily restored by the applicant in accordance with the condition of the Permit. The applicant must pay Council the cost of permanently reinstating the damaged asset/s at the time of application together with a security deposit to cover the reinstatement of any unforeseen and unexpected damage to Council assets. Should additional permanent restoration work be required the applicant will be asked to make an additional payment. Any balance of the security deposit lodged by the applicant will be returned to the applicant once the permanent restoration work is completed.

Where a contractor is undertaking works on behalf of a recognised utility provider under Legislation, the contractor will be required to obtain and pay for a Road Opening Permit and comply with all of the conditions of the Permit, including the payment of expected reinstatement costs, unless they are able to have the utility provider who engaged them to provide Council with an undertaking to accept responsibility of the work performed by the contractor.

Road Reserve Opening Permit

A Cost of Works will be issued upon determination of agreed scope of works prior to a Road Reserve Opening Permit being approved. Upon completion of the applicant's temporary restoration of the worksite, a pre-scheduled final inspection will be undertaken by Council to verify the extent of permanent reinstatement works required. The final Cost of Works for Council to undertake the permanent reinstatement will be invoiced to applicant. If the invoice for the permanent reinstatement work is not paid within 14 days, the security deposit will be used to fund the work.

In addition, the applicant will be required to lodge a security deposit which will be the full amount of the Assessed Cost of Works for Council's permanent reinstatement work. The security deposit will be returned to the applicant once Council has completed a satisfactory final inspection and where required an invoiced Cost of Works has been paid for Council to undertake the permanent reinstatement.

Road Reserve Opening Permit Application	\$210.00	\$300.00	\$0.00	\$300.00	FC
This fee will be calculated on the basis of each application (each). This fee is non-refundable once the Road Reserve Opening Permit has been issued, even if the works do not proceed by the applicant.					
Change of Private Contractor Application	\$80.00	\$82.50	\$0.00	\$82.50	FC
This fee is payable when the holder of an approved Road Reserve Opening Permit seeks to change the person undertaking the work that was nominated on the application form. This fee is calculated on an a per application (each) basis.					
Additional inspection / re-inspection	\$200.00	\$350.00	\$0.00	\$350.00	FC
Further inspection work could be necessary for a number of reasons, such as to review the extent of work being undertaken by the applicant or to review the extent of the permanent reinstatement work planned. Any inspection required will incur a fee which must be paid prior to the inspection. This fee is calculated on the basis of each inspection.					
Final Inspection	\$200.00	\$350.00	\$0.00	\$350.00	FC
Final Inspection fee is payable upon lodgement of Road Reserve Opening Permit Application (in al cases)					
Confirmation of Road Reserve Opening Permit Finalisation	\$105.00	\$108.00	\$0.00	\$108.00	FC
Once permanent reinstatement works have been completed by Council, the applicant of a Road Reserve Opening Permit can request confirmation of the finalization of the Permit. The finalization of the Permit releases the applicant from any further liability for the road opening.					

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Road Reserve Opening Permit [continued]

Security deposit - permanent reinstatement work valued at 100% of cost of works	Security Deposit (refundable after works completed to Council specification, and in accordance with the Council Standard Conditions for Openings)			BAGS	
Security Deposit (refundable upon works being completed to Council specification, and in accordance with the Council Standard Conditions for Openings)					
Assessed Cost of works - this fee is calculated on the basis of the scope of works to be undertaken by Council for the permanent reinstatement	100% of the Cost of Works value for Council to undertake the permanent reinstatement work.			BAGS	
Urgent/emergency fee (non-refundable; excludes inspections, application fee and re-arrangement of other inspections.	\$585.00	\$605.00	\$0.00	\$605.00	FC

Asset Integrity Charge - Road Openings (Permanent Restoration applications only)

Asset Integrity Charge - work valued from \$3,000 to \$7,999	30% of the value of assessed Cost of Works			FC
Asset Integrity Charge - work valued from \$8,000 and greater	25% of the value of assessed Cost of Works			FC
Asset Integrity Charge - work valued up to \$2,999	45% of the value of assessed Cost of Works			FC

Unauthorised Works in the Road Reserve

This fee applies to unauthorised Road &/or Footpath Openings, Driveways and all other public infrastructure works by Private Contractor.

Processing a Road Reserve Opening Permit after work has commence is more complex and time consuming for both the applicant and the Council. If it is necessary for Council to process a Road Reserve Opening Permit after works have commenced by the applicant or his/her contractor an additional fee will be payable. A person undertaking work within the Road Reserve could potentially have an Infringement Notice issued as a penalty under the Roads Act for failing to obtain consent from the Council. The application of a fee for unauthorised work in the road reserve will not limit Council to taking action against the applicant and/or the contractor under the provisions of the Roads Act and Regulations as an infringement or otherwise. This fee will be in addition to all other Road Reserve Opening fees, including application fees, inspection fees, permanent reinstatement costs and security deposits. The fee is determined by assessing the value of the Council's permanent reinstatement work for the unauthorised work.

Unauthorised Road Opening Processing - assessed value of the Council's permanent reinstatement work valued up to \$5,000	\$1,060.00	\$1,090.00	\$0.00	\$1,090.00	FC
Unauthorised Road Opening Processing - assessed value of the Council's permanent reinstatement work valued from \$5,001, up to \$25,000	\$2,120.00	\$2,180.00	\$0.00	\$2,180.00	FC
Unauthorised Road Opening Processing - assessed value of the Council's permanent reinstatement work valued from \$25,001	\$3,180.00	\$3,280.00	\$0.00	\$3,280.00	FC

Vehicular Crossing & Ancillary Works

Approval for a vehicular crossing or other ancillary type works such as kerb & gutter or footpath works must be obtained through a Vehicular Crossing &/or Ancillary Works application (**excluding stormwater connections**). Approval for these type of works **must** be gained through the lodgement of a Road Reserve Opening Permit Application.

Fee Description	Year 21/22	Year 22/23			Pricing Code
	Fee incl. GST	Fee excl.	GST	Fee incl.	

Vehicular Crossing &/or Ancillary Works Application

Approval for a vehicular crossing or other ancillary type works such as kerb & gutter or footpath works must be obtained through a Driveway Location &/or Ancillary Works application (**excluding stormwater connections**). Approval for these type of works **must** be gained through the lodgement of a Road Reserve Opening Permit Application.

Vehicular Crossing Complying Development Certification (CDC) Application – residential / duplex building up to 3 storey (non-refundable)	\$290.00	\$350.00	\$0.00	\$350.00	RR
Vehicular Crossing Complying Development Certification (CDC) Application – industrial / commercial / residential above 3 storey (non-refundable)	\$850.00	\$1,020.00	\$0.00	\$1,020.00	RR
Vehicular Crossing &/or Ancillary Works Application - residential / duplex building up to 3 storey (non-refundable)	\$290.00	\$350.00	\$0.00	\$350.00	FC

Note: A Vehicular Crossing &/or Ancillary Works Application must be approved prior to the lodgement of a Vehicular Crossing Construction by a Private Contractor Application.

Vehicular Crossing &/or Ancillary Works Application - industrial / commercial / residential above 3 storey (non-refundable)	\$850.00	\$1,020.00	\$0.00	\$1,020.00	FC
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Note: A Vehicular Crossing &/or Ancillary Works application must be approved prior to the lodgement of a Vehicular Crossing Construction by Private Contractor Application.

Pre-Commencement Damage Report Form	Refer to Asset Management - Pre-Commencement Damage Report Form				FC
Quote preparation fee for driveway work coordinated by Council	\$140.00	\$190.00	\$0.00	\$190.00	FC

Council can coordinate all the works necessary to construct a driveway from the kerb to the property boundary. This fee includes an onsite inspection and preparation of a quote. Additional inspections or re-quoting of work will incur a further inspection fee. If the quote validity period expires a new quote will need to be prepared and a new fee paid.

Urgent/emergency fee (non-refundable; excludes inspections, application fee and re-arrangement of other inspections.	\$585.00	\$605.00	\$0.00	\$605.00	MP
Confirmation of Finalisation of Vehicular Crossing works	\$105.00	\$108.00	\$0.00	\$108.00	FC
Re-assessment of driveway approval resulting from a section 96 being lodged	\$125.00	\$129.00	\$0.00	\$129.00	FC

Vehicular Crossing Construction by a Private Contractor

Vehicular Crossing Construction by Private Contractor Application – residential / duplex building up to 3 storey driveway (non-refundable)	\$205.00	\$250.00	\$0.00	\$250.00	LR
Vehicular Crossing Construction by Private Contractor Application – industrial / commercial / residential above 3 storey (non-refundable)	\$465.00	\$560.00	\$0.00	\$560.00	RR
Change of Private Contractor Application	\$80.00	\$82.50	\$0.00	\$82.50	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Security Deposit for Vehicular Crossing & Ancillary Works Undertaken by Private Contractor

When vehicular crossing and/or ancillary construction works are being undertaken by a private contractor, Council requires the submission of a security deposit. The security deposit is held until the works are completed and inspection by Council. Where Council assets, such as a concrete footpath, have been damaged during the driveway construction, Council will ask the applicant to pay for Council to reinstate the damaged assets. The security deposit can be used to pay for this work by Council. Should there be a balance outstanding then the applicant will be liable to pay the balance. If there is no damage to Council assets at the time of final inspection then the security deposit will be refunded.

Where an applicant for a vehicular crossing &/or ancillary works application seeks to have the works undertaken by a private contractor and the works are directly associated with a current development application where a Damage Deposit is currently held by Council, no security deposit will be required under this section provided that the Damage Deposit held by Council exceeds the value required by this section. If the value of the Damage Deposit is lower than the security deposit described in this section then the applicant for the driveway application will be required to submit the balance as a security deposit.

Security deposit - residential / duplex building up to 3 storey application	\$2,700.00	\$3,000.00	\$0.00	\$3,000.00	BAGS
Security deposit - industrial / commercial / residential above 3 storey application	\$4,500.00	\$5,500.00	\$0.00	\$5,500.00	BAGS

Driveway Inspections

Vehicular Crossing &/or Ancillary Works Inspections - 2 standard inspections	\$200.00	\$700.00	\$0.00	\$700.00	FC
This fee applies in all cases and is for the purpose of an inspection of the formwork and steel prior to the concrete pour and a final inspection when all construction works are completed.					
Vehicular Crossing inspections - for additional driveway entries	\$100.00	\$350.00	\$0.00	\$350.00	FC
This fee applies where two or more driveways are being constructed and are not able to be inspected at the same time as the first driveway entry.					
Additional Inspection / Re-inspection fee	\$200.00	\$350.00	\$0.00	\$350.00	FC

Roads Pavement Reinstatement

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Asphaltic Concrete (AC10)

Asphaltic concrete laid within depth tolerances for construction purposes. Construction practices complying with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC10 – up to 15m ²	\$220.00	\$226.36	\$22.64	\$249.00	FC
AC10 – greater than 15m ² , up to 50m ²	\$145.00	\$149.09	\$14.91	\$164.00	FC
AC10 – greater than 50m ² , up to 100m ²	\$115.00	\$118.18	\$11.82	\$130.00	FC
AC10 - greater than 100m ² , up to 500m ²	\$110.00	\$112.73	\$11.27	\$124.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Asphaltic Concrete (AC10) [continued]

AC10 - greater than 500m ²				At cost + 15% Estimate available prior to commencement.	FC
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Asphaltic Concrete (AC10) over Concrete

Asphaltic concrete laid within depth tolerances for construction purposes over a concrete base consisting of 230mm of 50MPa concrete with 2 layers of SL81 reinforcing mesh on 150mm of 5MPa lean mix sub-base. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC10 over a concrete base – up to 15m ²	\$1,020.00	\$954.55	\$95.45	\$1,050.00	FC
AC10 over a concrete base – greater than 15m ² , up to 50m ²	\$655.00	\$668.18	\$66.82	\$735.00	FC
AC10 over a concrete base – greater than 50m ² , up to 100m ²	\$570.00	\$586.36	\$58.64	\$645.00	FC
AC10 over a concrete base – greater than 100m ² , up to 500m ²	\$550.00	\$563.64	\$56.36	\$620.00	FC
AC10 over a concrete basis – greater than 500m ²				At cost + 15% Estimate available prior to commencement.	FC

Asphaltic Concrete (AC14)

Asphaltic concrete laid within depth tolerances for construction purposes. Construction practices complying with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC14 – up to 15m ²	\$300.00	\$308.18	\$30.82	\$339.00	FC
AC14 – greater than 15m ² , less than 50m ²	\$280.00	\$287.27	\$28.73	\$316.00	FC
AC14 – greater than 50m ² , less than 100m ²	\$210.00	\$215.45	\$21.55	\$237.00	FC
AC14 - greater than 100m ² , up to 500m ²	\$205.00	\$210.91	\$21.09	\$232.00	FC
AC14 - greater than 500m ²				At cost + 15% Estimate available prior to commencement.	FC

Concrete over Lean Mix

Concrete pavement slab consisting of 230mm of 50MPa concrete with 2 layers of SL81 reinforcing mesh on 150mm of 5MPa lean mix sub-base. Construction practices to comply with Council's Engineering Specifications. This fee is calculated on a per m² basis.

Concrete – up to 15m ²	\$765.00	\$836.36	\$83.64	\$920.00	FC
Concrete – greater than 15m ² , less than 50m ²	\$560.00	\$609.09	\$60.91	\$670.00	FC
Concrete – greater than 50m ² , less than 100m ²	\$515.00	\$563.64	\$56.36	\$620.00	FC
Concrete – greater than 100m ² , less than 500m ²	\$495.00	\$540.91	\$54.09	\$595.00	FC
Concrete – greater than 500m ²				At cost + 15% Estimate available prior to commencement	FC

Full Depth Asphalt

Asphaltic concrete laid within depth tolerances for construction purposes. Construction practices to comply with Council's Engineering Specifications. This fee is calculated on a per m² basis.

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Full Depth Asphalt [continued]

Asphalt full depth - up to 15m ²	\$325.00	\$333.64	\$33.36	\$367.00	FC
Asphalt full depth - greater than 15m ² , up to 50m ²	\$270.00	\$277.27	\$27.73	\$305.00	FC
Asphalt full depth - greater than 50m ² , up to 100m ²	\$250.00	\$256.36	\$25.64	\$282.00	FC
Asphalt full depth - greater than 100m ² , up to 500m ²	\$230.00	\$236.36	\$23.64	\$260.00	FC
Asphalt full depth - greater than 500m ²		At cost + 15% Estimate available prior to commencement			FC

Footpath Reinstatement

Where works are required to be undertaken on weekend or as night works a surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Concrete Footpath

Concrete footpath constructed in accordance with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

Concrete Footpath – less than 15m ²	\$250.00	\$272.73	\$27.27	\$300.00	FC
Concrete Footpath – greater than 15m ² , less than 50m ²	\$215.00	\$234.55	\$23.45	\$258.00	FC
Concrete Footpath – greater than 50m ² , less than 100m ²	\$185.00	\$201.82	\$20.18	\$222.00	FC
Concrete Footpath – greater than 100m ² , less than 500m ²	\$160.00	\$174.55	\$17.45	\$192.00	FC
Concrete Footpath – greater than 500m ²		At cost + 15% Estimate available prior to commencement			FC

Asphaltic Concrete Footpath

Asphaltic concrete (AC5) laid within depth tolerances for construction purposes. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC7 – up to 15m ²	\$215.00	\$220.91	\$22.09	\$243.00	FC
AC7 – greater than 15m ² , up to 50m ²	\$145.00	\$149.09	\$14.91	\$164.00	FC
AC7 – greater than 50m ² , up to 100m ²	\$115.00	\$118.18	\$11.82	\$130.00	FC
AC5 – greater than 100m ²		At cost + 15% Estimate available prior to commencement			FC

Asphaltic Concrete with Concrete Base Footpath

Asphaltic concrete (AC5) laid at 25mm depth with concrete base of 25MPa concrete, 100mm thick. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC7 with concrete base – up to 15m ²	\$460.00	\$472.73	\$47.27	\$520.00	FC
AC7 with concrete base – greater than 15m ² , up to 50m ²	\$320.00	\$329.09	\$32.91	\$362.00	FC
AC5 with concrete base – greater than 50m ² , up to 100m ²	\$265.00	\$248.18	\$24.82	\$273.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Asphaltic Concrete with Concrete Base Footpath [continued]

AC5 with concrete base – greater than 100m ²				At cost + 15% Estimate available prior to commencement	FC
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Standard Clay Brick Paving

Supply and laying of clay brick pavers in a pattern to match surrounding area. Note: where a concrete slab under the paving is necessary in accordance with Council's Engineering Specifications, then the concrete slab is at additional cost. The quantity of work is calculated on a per m² basis.

Brick pavers – less than 15m ²	\$665.00	\$727.27	\$72.73	\$800.00	FC
Brick pavers – greater than 15m ² , up to 50m ²	\$570.00	\$663.64	\$66.36	\$730.00	FC
Brick pavers – greater than 50m ² , up to 100m ²	\$445.00	\$518.18	\$51.82	\$570.00	FC
Brick pavers – greater than 100m ² , up to 500m ²	\$420.00	\$490.91	\$49.09	\$540.00	FC
Brick Pavers – greater than 500m ²				At cost + 15% Estimate available prior to commencement	FC

Concrete Paving

Supply and laying of concrete pavers in pattern to match surrounding area. Note: where a concrete slab under the paving is necessary in accordance with Council's Engineering Specifications, then the concrete slab is at additional cost. The quantity of work is calculated on a per m² basis.

Concrete pavers – less than 15m ²	\$715.00	\$831.82	\$83.18	\$915.00	FC
Concrete pavers – greater than 15m ² , up to 50m ²	\$625.00	\$727.27	\$72.73	\$800.00	FC
Concrete pavers – greater than 50m ² , up to 100m ²	\$550.00	\$640.91	\$64.09	\$705.00	FC
Concrete pavers – greater than 100m ² , up to 500m ²	\$520.00	\$604.55	\$60.45	\$665.00	FC
Concrete pavers – greater than 500m ²				At cost + 15% Estimate available prior to commencement	FC

Town Centre Footpath Treatments

Special footpath treatments have been provided at the Concord West, Five Dock and Majors Bay Road Town Centres. Works are undertaken to comply with Council's Engineering Specification and the design and documentation for the initial treatment application at the location. This fee is charged at a per m² rate.

Reinstatement of a Town Centre footpath treatment	\$760.00	\$713.64	\$71.36	\$785.00	FC
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Turfing

Turfing - supply and lay	\$45.00	\$42.18	\$4.22	\$46.40	FC
Where a grassed area is disturbed by works, Council may request that turf be replaced if the area is not reinstated in a reasonable fashion, or the area disturbed consists of high quality grass and/or presentation. The turf will be laid to match the surrounding grass type. In order to promote the establishment of the turf, it will require watering during its establishment and this will be charged separately. Council will defer the laying of turf from May to September to increase survivability and reduce establishment periods. This item is calculated on a per m ² basis.					

Watering of turf to establish	\$100.00	\$93.64	\$9.36	\$103.00	FC
Where new turf is laid it will require regular watering for a minimum of 6 to 8 weeks for the turf to establish. The time required for watering the turf will be determined upon application based on the area of turf laid and prevailing weather conditions. This item is calculated on a per hour of watering basis.					

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Driveway Reinstatement

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Residential driveway - up to 15m ²	\$330.00	\$360.00	\$36.00	\$396.00	FC
Residential driveway - greater than 15m ² , up to 50m ²	\$270.00	\$294.55	\$29.45	\$324.00	FC
Residential driveway - greater than 50m ² , up to 100m ²	\$225.00	\$245.45	\$24.55	\$270.00	FC
Residential driveway - greater than 100m ²	\$205.00	\$223.64	\$22.36	\$246.00	FC
Driveway for residential flat building, commercial or industrial premises - up to 15m ²	\$355.00	\$387.27	\$38.73	\$426.00	FC
Driveway for residential flat building, commercial or industrial premises - greater than 15m ² , less than 50m ²	\$295.00	\$321.82	\$32.18	\$354.00	FC
Driveway for residential flat building, commercial or industrial premises - greater than 50m ² , less than 100m ²	\$250.00	\$272.73	\$27.27	\$300.00	FC
Driveway for residential flat building, commercial or industrial premises - greater than 100m ²	\$225.00	\$245.45	\$24.55	\$270.00	FC

Kerb & Gutter Reinstatement

per lineal metre

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Kerb and Gutter

Construction of Council's standard kerb and gutter to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Kerb and gutter - less than 15 metres	\$425.00	\$463.64	\$46.36	\$510.00	FC
Kerb and gutter - greater than 15 metres, up to 50 metres	\$335.00	\$365.45	\$36.55	\$402.00	FC
Kerb and gutter - greater than 50 metres, up to 100 metres	\$310.00	\$338.18	\$33.82	\$372.00	FC
Kerb and Gutter - greater than 100 metres, up to 500 metres	\$285.00	\$310.91	\$31.09	\$342.00	FC
Kerb and gutter - greater than 500 metres		At cost + 15%			FC
		Estimate available prior to commencement			

Kerb only

Construction of the kerb only component of Council's standard kerb and gutter to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Kerb only - less than 15 metres	\$420.00	\$459.09	\$45.91	\$505.00	FC
Kerb only - greater than 15 metres, up to 50 metres	\$345.00	\$376.36	\$37.64	\$414.00	FC
Kerb only - greater than 50 metres, up to 100 metres	\$295.00	\$321.82	\$32.18	\$354.00	FC
Kerb only - greater than 100 metres, up to 500 metres	\$270.00	\$294.55	\$29.45	\$324.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Kerb only [continued]

Kerb Only - greater than 500 metres				At cost + 15% Estimate available prior to commencement	FC
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Concrete Layback

Construction of a standard concrete driveway layback to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Layback – less than 15 metres	\$535.00	\$581.82	\$58.18	\$640.00	FC
Layback – greater than 15 metres, up to 50 metres	\$470.00	\$513.64	\$51.36	\$565.00	FC
Layback – greater than 50 metres, up to 100 metres	\$410.00	\$447.27	\$44.73	\$492.00	FC
Layback – greater than 100 metres	\$360.00	\$392.73	\$39.27	\$432.00	FC

Concrete Dish Drain at Intersections

Construction of a standard concrete dish drain to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Concrete dish drain - less than 15 metres	\$595.00	\$650.00	\$65.00	\$715.00	FC
Concrete dish drain - greater than 15 metres, up to 50 metres	\$520.00	\$568.18	\$56.82	\$625.00	FC
Concrete dish drain - greater than 50 metres, up to 100 metres	\$470.00	\$513.64	\$51.36	\$565.00	FC
Concrete dish drain - greater than 100 metres	\$410.00	\$447.27	\$44.73	\$492.00	FC

Miscellaneous Kerb & Gutter Items

Construct a Standard 1.2m Pram Ramp (Billed per Pram Ramp)	\$2,700.00	\$2,527.27	\$252.73	\$2,780.00	FC
Construction of a standard concrete pram ramp to comply with Council's Engineering Specification. This fee is charged per pram ramp constructed (each).					
Gutter bridge crossing with hinged heavy duty steel grating	\$1,120.00	\$4,100.00	\$410.00	\$4,510.00	FC
Construction of a "gutter bridge crossing" with hinged heavy duty steel grating. Pricing is calculated per lineal metre, with a minimum of 4.5m. This fee is charged at a per lineal metre rate.					
Install kerb outlet	\$260.00	\$283.64	\$28.36	\$312.00	FC
Provision of a kerb outlet to allow for the connection of stormwater from private property to the Council's kerb and gutter. This work is performed to comply with Council's Engineering Specification. The fee is charged at a per kerb outlet (each).					

Sawcutting

This is an additional charge for when it is necessary to saw cut for construction purposes or to obtain a straight edge with existing materials. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per lineal metre basis of saw cut with a site establishment fee for every site and every time the service is required.

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Sawcutting [continued]

Site establishment for saw cutting	\$380.00	\$355.45	\$35.55	\$391.00	FC
Saw cutting in asphalt - up to 100mm depth	\$17.00	\$15.91	\$1.59	\$17.50	FC
Saw cutting in asphalt - up to 250mm depth	\$55.00	\$51.36	\$5.14	\$56.50	FC
Saw cutting in concrete - up to 150mm depth	\$38.00	\$35.55	\$3.55	\$39.10	FC
Saw cutting in concrete - up to 300mm depth	\$80.00	\$75.00	\$7.50	\$82.50	FC
Saw cutting in reinforced concrete - up to 150mm depth	\$27.00	\$25.27	\$2.53	\$27.80	FC
Saw cutting in reinforced concrete - up to 300mm depth	\$80.00	\$75.00	\$7.50	\$82.50	FC

Crack Sealing

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Crack sealing of asphaltic concrete (AC) per metre	\$105.00	\$289.09	\$28.91	\$318.00	FC
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Line Marking

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Line marking - sprayed or thermoplastic application				At cost + 15%	FC
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Estimate available prior to commencement.
This fee is replacement of line marking that may have been removed during works, or where the condition has deteriorated due to works. This fee is charged on a cost of works to Council plus 15% basis.

Parking lines perpendicular to driveway	\$265.00	\$248.18	\$24.82	\$273.00	FC
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Installation of painted lines on either side of a driveway to aid in keeping the driveway clear of parked vehicles.
Fee also applies to replace lines due to normal wear or fading.

Sign Posting

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Directional sign installation (Community based, non-profit & religious organisations only)	\$235.00	\$220.00	\$22.00	\$242.00	FC
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Approved directional signs are erected in accordance with Council's Engineering Specification. The fee for this item is calculated on a per sign basis and includes a sign post if necessary.

Street signage -supply and install	\$355.00	\$332.73	\$33.27	\$366.00	FC
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This item includes the supply and installation of an Australian Standard, Road Rule Compliant sign when approved by Council. Note some signage may require the approval of the Traffic Committee and Council. The fee for this item is calculated on a per sign basis and includes a sign post if necessary.

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Stormwater Drainage

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Concrete pipes 375mm diameter RCP This fee is charged per lineal metre.	\$1,020.00	\$954.55	\$95.45	\$1,050.00	FC
Concrete pipes 450mm diameter RCP This fee is charged per lineal metre.	\$1,070.00	\$1,000.00	\$100.00	\$1,100.00	FC
Concrete pipes 600mm diameter RCP This fee is calculated per lineal metre.	\$1,190.00	\$1,118.18	\$111.82	\$1,230.00	FC
Concrete pipes greater than 600mm diameter RCP This fee is charged per lineal metre.	At cost + 15% Estimate available prior to commencement.			FC	
Galvanised RHS pipe or equivalent up to 100mm diameter PVC pipe This fee is calculated on a per lineal metre basis.	\$310.00	\$290.00	\$29.00	\$319.00	FC
Lintel only - 0.9m to 1.2m This fee is calculated per lintel (each)	\$1,980.00	\$1,854.55	\$185.45	\$2,040.00	FC
Lintel only - 1.8m This fee is calculated per lintel (each).	\$2,160.00	\$2,018.18	\$201.82	\$2,220.00	FC
Lintel only - 2.4m This fee is calculated per lintel (each).	\$2,600.00	\$2,436.36	\$243.64	\$2,680.00	FC
Lintel only - 3.0m This fee is calculated per lintel (each).	\$2,900.00	\$2,718.18	\$271.82	\$2,990.00	FC
Lintel only - 3.6m This fee is calculated for lintel (each).	\$2,900.00	\$2,718.18	\$271.82	\$2,990.00	FC
Small stormwater drainage pit works This item includes work to modify/reconstruct/construct a stormwater drainage pit. Stormwater drainage pits are constructed or modified to comply with Council's Engineering Specification. This fee applies to drainage pits where the maximum dimension (H, W, D) does not exceed 1.5m. This fee is charged per drainage pit modification / reconstruction or construction.	\$6,150.00	\$5,754.55	\$575.45	\$6,330.00	FC
Large stormwater drainage pit works This item includes work to modify/reconstruct/construct as a stormwater drainage pit. Stormwater drainage pits are constructed or modified to comply with Council's Engineering Specification. This fee applies to drainage pits where the maximum dimension (H, W, D) exceeds 1.5m. This fee is charged per drainage pit modification/reconstruction or construction on a cost-plus basis	At cost + 15% Estimate available prior to commencement.			FC	

Miscellaneous Works

Business hours are from 7am to 4pm excluding weekend and public holidays.

Fee Description	Year 21/22	Year 22/23			Pricing Code
	Fee incl. GST	Fee excl.	GST	Fee incl.	

Miscellaneous Works [continued]

Miscellaneous project - labour costs				Full cost + 25% Estimate available prior to commencement	FC
<p>This fee will be applied where Council elects to undertake work on behalf of another person or organisation involving the Council's assets, that is not included in other fees or charges in this document. Such work may include the coordination of public utility adjustments, project management/coordination or work on unique assets. This fee will not apply to grants from Government agencies.</p> <p>This fee will include all labour costs associated with the works. This will be tracked by timesheet and will include all day-labour, professional and management staff involved in the work. This fee is calculated on an actual cost-plus basis.</p>					
Miscellaneous project - material, plant, contract and professional service costs				Full cost + 15% Estimate available prior to commencement	FC
<p>This fee will be applied where Council elects to undertake work on behalf of another person or organisation involving the Council's assets, that is not included in other fees or charges in this document. Such work may include the coordination of public utility adjustments, project management/coordination or work on unique assets. This fee will not apply to grants from Government agencies.</p> <p>This fee will include all costs associated with materials, plant, contract and professional services used for the works. This fee is calculated on an actual cost-plus basis.</p>					
Traffic Control per hour per person (min 4 hours)	\$0.00	\$200.00	\$20.00	\$220.00	
Removal of dumped waste - including collection from site and disposal				At cost + 20%	FC
Asbestos removal – using Council coordinated accredited contractor				At cost + 50%	FC
Removal and disposal of damaged asbestos stormwater outlet pipes identified during restoration construction works by Council				At cost + 20%	FC
Recovery / relocation of survey marks (State Survey Marks, Permanent Mark or Cadastral Marks) by Registered Surveyor				Cost + 15%	FC

Swimming Pools

Cabarita and Drummoyne Swimming Centres

General Entry

Casual Adult Entry (16 years & over)	\$7.40	\$6.82	\$0.68	\$7.50	MP
Casual Child (4 -15 years)	\$5.50	\$5.00	\$0.50	\$5.50	MP
Casual Child (under 4 years)	\$0.00	\$0.00	\$0.00	\$0.00	Z
Casual Pensioner (with valid pension card)	\$2.60	\$2.45	\$0.25	\$2.70	MP
Casual Senior (with valid seniors card)	\$5.00	\$4.64	\$0.46	\$5.10	MP
Casual Student Concession	\$5.00	\$4.64	\$0.46	\$5.10	MP
Carer for a person with a disability	\$0.00	\$0.00	\$0.00	\$0.00	Z
Spectators	\$4.20	\$3.91	\$0.39	\$4.30	MP
Family Pass (2 Adults + 2 Children or 1 Adult + 3 Children)	\$20.90	\$19.55	\$1.95	\$21.50	MP
Additional Family Member	\$5.05	\$4.73	\$0.47	\$5.20	MP

Multi Visit Passes

Valid for 12 months from purchase

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Multi Visit Passes [continued]

Spectator 20 Pass	\$68.00	\$63.64	\$6.36	\$70.00	RR
Spectator 50 Pass	\$144.00	\$134.55	\$13.45	\$148.00	RR
10 Adult Entry Pass	\$63.65	\$59.59	\$5.96	\$65.55	MP
10 Concession Entry Passes	\$48.45	\$45.45	\$4.55	\$50.00	MP
20 Adult Entry Pass	\$117.00	\$110.00	\$11.00	\$121.00	MP
20 Concession Entry Passes	\$88.00	\$82.27	\$8.23	\$90.50	MP
50 Adult Entry Pass	\$250.00	\$234.55	\$23.45	\$258.00	MP
50 Concession Entry Passes	\$175.00	\$163.64	\$16.36	\$180.00	MP
10 Family Entry Pass	\$183.00	\$170.91	\$17.09	\$188.00	MP
20 Family Entry Pass	\$334.00	\$312.73	\$31.27	\$344.00	MP

Season Pass

Adult Season Pass	\$496.00	\$463.64	\$46.36	\$510.00	MP
Senior/Child/Student Season Pass	\$401.00	\$375.45	\$37.55	\$413.00	MP
Pensioner Season Pass	\$284.00	\$266.36	\$26.64	\$293.00	PC
Off Peak Season Pass (9am-3pm) Drummoyne & Cabarita	\$251.00	\$235.45	\$23.55	\$259.00	MP
Family Season Pass (2 Adults + 2 Children or 1 Adult + 3 Children)	\$1,560.00	\$1,463.64	\$146.36	\$1,610.00	MP
Additional Family Member (Family Season Pass)	\$300.00	\$280.91	\$28.09	\$309.00	MP

School Entry

Carnival Admission per attendee	\$4.35	\$4.09	\$0.41	\$4.50	MP
Carnival Hire per hour (LGA Schools)	\$218.55	\$204.55	\$20.45	\$225.00	MP
Carnival Hire per hour (Non LGA Schools)	\$241.00	\$225.45	\$22.55	\$248.00	PC
Dept of Education Special Swimming Scheme per hour	\$4.10	\$3.82	\$0.38	\$4.20	MP
General Swimming per hour	\$5.60	\$5.27	\$0.53	\$5.80	MP
Half Lane Hire (Drummoyne) – 25m per hour	\$16.80	\$15.73	\$1.57	\$17.30	MP
Half Pool Hire (Drummoyne) per hour	\$61.50	\$57.73	\$5.77	\$63.50	MP
Lane Hire – 50m per hour	\$31.00	\$29.09	\$2.91	\$32.00	MP

Pool and Function Room Hire

Function Room (Cabarita only) per hour	\$34.50	\$32.27	\$3.23	\$35.50	MP
Half Pool Hire (Drummoyne) per hour	\$84.00	\$78.64	\$7.86	\$86.50	MP
Lane Hire – 50m per hour	\$47.60	\$44.55	\$4.45	\$49.00	MP
Olympic Pool per hour	\$334.00	\$312.73	\$31.27	\$344.00	MP

Water Polo Seasonal Pool Hire

(For usage outside agreed licensed usage)

Carnival Admission per attendee	\$3.60	\$3.36	\$0.34	\$3.70	MP
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Water Polo Seasonal Pool Hire [continued]

Carnival Hire per hour	\$183.00	\$170.91	\$17.09	\$188.00	MP
Half Lane Hire – 25m (Drummoyne) per hour	\$14.30	\$13.18	\$1.32	\$14.50	MP
Half Pool Hire (Drummoyne) per hour	\$50.50	\$47.27	\$4.73	\$52.00	MP

Programs

Swim Program per lesson	\$17.50	\$16.36	\$1.64	\$18.00	MP
Swimming Lessons – Private – 1:1 (30 minute)	\$48.00	\$45.00	\$4.50	\$49.50	MP
Fitness 10 classes Pass	\$142.00	\$133.18	\$13.32	\$146.50	MP
Fitness Concession 10 Classes Pass	\$99.00	\$92.73	\$9.27	\$102.00	MP
Fitness Concession per class	\$10.90	\$10.18	\$1.02	\$11.20	MP
Fitness Class per class	\$16.50	\$15.45	\$1.55	\$17.00	MP
Birthday Parties per person (with a party host)	\$19.10	\$17.73	\$1.77	\$19.50	MP
Birthday Parties deposit (to be provided 48 hour before prior to booking)	\$159.00	\$149.09	\$14.91	\$164.00	MP
Learn to Swim Teaching (26 weeks) Direct debit or PIF option.	\$455.00	\$426.36	\$42.64	\$469.00	MP
Membership (3rd Child Discount)	\$410.00	\$383.64	\$38.36	\$422.00	MP
School Group Swim Lessons per lesson	\$8.20	\$7.73	\$0.77	\$8.50	MP
School Holiday Intensive Swim Program per lesson	\$17.50	\$16.36	\$1.64	\$18.00	MP
School Holiday Intensive Swim Program per week	\$67.00	\$62.73	\$6.27	\$69.00	MP
Squad Program per person per program (2 or more programs per week)	\$8.50	\$7.91	\$0.79	\$8.70	MP
Teens Fitness per class	\$11.10	\$10.45	\$1.05	\$11.50	MP

Promotions

Swimming Centre Promotions		Available on Request		MP
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Use of Public Spaces

Administration of Traffic Management for Events, Filming or Construction Activities

Car Parking on Council Parks (Special Events) Per Field at discretion of Council		Hire Fee and Possible Renovation Fee			FC
Administration and assessment of Traffic Management Plan - low impact	\$285.00	\$294.00	\$0.00	\$294.00	RR
Low impact Traffic Management Plans include situations where the primary form of traffic management is not more than stop / go traffic control on a local, Council managed road. The fee includes the Council's consultation with the NSW Police. Fee is determined per Traffic Management Plan submission.					
Administration and assessment of Traffic Management Plan - medium impact	\$545.00	\$560.00	\$0.00	\$560.00	RR
Medium impact Traffic Management Plans include situations where the primary form of traffic management will include stop / go traffic control on a Regionally classified Road, State classified road or a multi-lane local, Council managed road. The fee includes Council's consultation with the NSW Police and Transport for NSW. The fee is applied per Traffic Management Plan submission.					

Fee Description	Year 21/22	Year 22/23			Pricing Code
	Fee incl. GST	Fee excl.	GST	Fee incl.	

Administration of Traffic Management for Events, Filming or Construction Activities [continued]

Administration and assessment of Traffic Management Plan - high impact	\$925.00	\$955.00	\$0.00	\$955.00	RR
High impact Traffic Management Plans include situations where the primary form of traffic management will generally include road closures on Local, Regional or State classified roads. The fee includes Council's consultation with the NSW Police and Transport for NSW. Fee is calculated per Traffic Management Plan submission.					
Temporary road closure application	\$150.00	\$154.00	\$0.00	\$154.00	RR
Fee is calculated per temporary road closure application submitted.					
Advertising for temporary road closures	\$1,050.00	\$1,080.00	\$0.00	\$1,080.00	RR
Fee is calculated per temporary road closure processed.					
Erection of parking and regulatory signs	\$240.00	\$224.55	\$22.45	\$247.00	FC
Fee is applicable for erection for any parking or Regulatory sign necessary for the implementation of a Traffic Management Plan. Fee is calculated per sign. Even if more than one sign is placed on a sign post.					

Temporary Road Closures

Full Closure

Full road closure fees to be applied to any width of road.

Full road closures to be limited to the length of the property street frontage unless otherwise approved by Council.

Fee is based on the length of the closure or the length of the property street frontage, whichever is the higher.

Fee is based on the range of the Length of Closure (e.g. a 25m closure shall be charged at the 21m-40m fee).

No additional cost for road closures over 80 metres.

Length of full road closure - 0m to 20m	\$1,550.00	\$1,600.00	\$0.00	\$1,600.00	RR
Length of full road closure - 21m to 40m	\$1,890.00	\$1,950.00	\$0.00	\$1,950.00	RR
Length of full road closure - 41m to 60m	\$2,850.00	\$2,940.00	\$0.00	\$2,940.00	RR
Length of full road closure - 61m to 80m	\$3,250.00	\$3,350.00	\$0.00	\$3,350.00	RR
Length of full road closure - greater than 80m	\$4,060.00	\$4,180.00	\$0.00	\$4,180.00	RR

Partial Closure

Partial road closure fees shown are per lane fees. Total fee to be charged as a multiple of the number of lanes closed (maximum of 3 lanes).

Partial road closures are limited to the length of the property street frontage unless otherwise approved by Council.

Fee is based on the length of the closure or the length of the property street frontage, whichever is the higher.

Fee is based on the range of the Length of Closure (e.g. a 25m closure shall be charged at the 21m-40m fee).

No additional cost for road closures over 80 metres.

Length of partial road closure - 0m to 20m	\$350.00	\$360.00	\$0.00	\$360.00	RR
Length of partial road closure - 21m to 40m	\$545.00	\$560.00	\$0.00	\$560.00	RR
Length of partial road closure - 41m to 60m	\$745.00	\$765.00	\$0.00	\$765.00	RR
Length of partial road closure - 61m to 80m	\$945.00	\$975.00	\$0.00	\$975.00	RR

Fee Description	Year 21/22	Year 22/23			Pricing Code
	Fee incl. GST	Fee excl.	GST	Fee incl.	

Partial Closure [continued]

Length of partial road closure - greater than 80m	\$1,130.00	\$1,160.00	\$0.00	\$1,160.00	RR
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Construction Works Zone

Urgency Fee to issue permits for processing construction work zone without required notice	\$285.00	\$294.00	\$0.00	\$294.00	LR
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Note processing will be restricted by schedule of Traffic Committee regardless of the Urgency Fee (other components of processing will be completed quicker).

Application fee for a Construction Works Zone				\$875.00	FC
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This fee applies to the assessment of an application for a construction work zone or an application to amend an existing application or approval. Further fees apply if application is approved on the basis of the circumstances as outlined in this section. Fee is calculated as per application per site the construction zone applies to.

Manage approved Construction Works Zone in a commercial centre		\$235/lineal metre/month or part thereof			FC
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This fee applies after the approval of a Construction Works Zone application. The fee includes placement and removal of signage as approved for implementation. Fee is calculated as per lineal metre per month (or part thereof).

Manage approved Construction Works Zone in a residential area		\$85/lineal metre/month or part thereof			FC
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This fee applies after the approval of a Construction Works Zone application. The fee includes placement and removal of signage as approved for implementation. Fee is calculated as per lineal metre per month (or part thereof).

Construction Work Zone within a parking meter area – additional fee		80% of current parking rate for the period in operation.			RR
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This fee applies when the construction Works Zone is to be implemented within an area with parking meters administered by the City of Canada Bay Council. This fee is in addition to application and management charges. This fee is calculated as a percentage of the maximum daily potential parking revenue from parking meters within the Construction Works Zone for the period the Construction Works Zone is applied in days.

Easements, Build Over Easement Preparation Fee (statutory)				Job as per quote	FC
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Permits for Construction Activities Within the Road Reserve

Urgency Fee to issue permits for construction activities within the Road Reserve without required notice	\$285.00	\$293.55	\$0.00	\$293.55	LR
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Permit to Stand Plant	\$483.00	\$497.00	\$0.00	\$497.00	FC
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This fee is calculated as per work area (limited to 1 road frontage per application) per day.

Application for a Crane Permit for activity over a roadway	\$750.00	\$750.00	\$0.00	\$750.00	FC
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This fee applies to any site based crane that results in activity over a roadway. This includes cranes, such as tower or internal cranes based within private property that result in activity over a public road reserve. Fee is calculated as per crane per application.

Skip Bins Roadside Placements

Application Fee Skip Bins		\$400 deposit plus \$400.00 per week (maximum 1 week placement)			FC
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Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Hoardings

Ground Level Hoarding – Type A (Temporary fencing, where any part of the fencing structure occupies the Public Domain. A minimum period of 6 months, paid in advance, applies. Once this period is reached, additional payments shall be made for 3 months in advance). (Periods of less than 3 months can be resolved by negotiation).	\$315 plus an additional \$110/metre/month (frontage) or part thereof				FC
Overhead Hoarding – Type B (A minimum period of 6 months, paid in advance, applies. Once this period is reached, additional payments shall be made for 3 months in advance). (Periods of less than 3 months can be resolved by negotiation).	\$576 plus an additional \$140/metre/month (frontage) or part thereof				FC
Urgency fee for Application within three working days	\$403.00	\$415.00	\$0.00	\$415.00	RR
EP&A Act – Cost compliance			Total cost of compliance		FC

Occupy or Access Through a Public Space

Fees to occupy or access through a public space are subject to an onsite inspection between the applicant and Council staff.

- * A refundable damage bond is required based on the nature of the work being undertaken. The minimum damage deposit is \$3,000 and up to \$10,000.
- # Access is likely to be denied across a park or reserve and will only be granted in exceptional circumstances.

Application Fee to Access Through or Occupy Public Space (Non Refundable)	\$303.00	\$312.00	\$0.00	\$312.00	RR
Urgency fee for Application within three working days	\$403.00	\$415.00	\$0.00	\$415.00	RR
Refundable Bond Associated with access to private property via council land (Park/Reserve/Public Land)#	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	RR
Public Open Space (per week) (Park, Reserves or Public Land)*	\$3,060.00	\$3,060.00	\$0.00	\$3,060.00	RR
Road Reserve (per m2 per week) (inclusive of footpaths)*	\$16.80	\$17.30	\$0.00	\$17.30	RR
Approval of Using Unused Roads			Fee negotiated		FC
Footpath Area (per m2 per week) (inclusive of Nature strips)*	\$16.80	\$17.30	\$0.00	\$17.30	RR

Parking Management

Cabarita Park and Bayview Park Parking Permits

PARKING PERMITS FOR CABARITA PARK AND BAYVIEW PARK

For more information about parking permits for Cabarita Park and Bayview Park please refer to the following link - www.canadabay.nsw.gov.au/community/parking-and-transport/parking-and-permits

Delivery of parking permit/s using Registered Post	\$10.30	\$10.60	\$0.00	\$10.60	FC
Fee is calculated on the number of mail items required. Multiple parking permits can be mailed to the one address for one fee if all the permits are requested at the same time.					
1st and 2nd Park Parking Permit (Canada Bay Residents & Ratepayers)	\$0.00	\$0.00	\$0.00	\$0.00	Z

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Cabarita Park and Bayview Park Parking Permits [continued]

Additional Park Parking Permit (Canada Bay Residents & Ratepayers)	\$250.00	\$258.00	\$0.00	\$258.00	FC
Park Parking Permit (Non-Residents & Non-Ratepayers)	\$250.00	\$258.00	\$0.00	\$258.00	FC
Replacement Permit	\$42.50	\$43.80	\$0.00	\$43.80	FC
Replacement Permit – Pensioners	\$21.00	\$21.60	\$0.00	\$21.60	PC

On-Street Parking Permit

ON-STREET PARKING PERMIT WITHIN CITY OF CANADA BAY

The issue of street parking permits is subject to eligibility criteria, and in particular the number of off street parking spaces available at the place of residence. Resident pensioners are entitled to a 50% reduction in the published fees for resident On-Street Parking Permits and replacement On-Street Parking Permits. For more information about parking permits for on-street parking permits please refer to the following link - www.canadabay.nsw.gov.au/community/parking-and-transport/parking-and-permits

Residence with no eligible onsite parking space

Residence with no eligible onsite parking space - 1st on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with no eligible onsite parking space - 2nd on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with no eligible onsite parking space - 3rd on street resident parking permit	\$70.00	\$72.00	\$0.00	\$72.00	PC

Residence with 1 eligible onsite parking space

Residence with 1 eligible onsite parking space - 1st on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with 1 eligible onsite parking space - 2nd on street resident parking permit	\$70.00	\$72.00	\$0.00	\$72.00	PC
Residence with 1 eligible onsite parking space - 3rd on street resident parking permit	Not eligible for Residential Parking Permit.				Z

Residence with 2 eligible onsite parking spaces

Residence with 2 eligible onsite parking spaces - 1st on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with 2 eligible onsite parking spaces - 2nd and 3rd on street resident parking permit	Not eligible for Residential Parking Permit.				Z

Residence with 3 or more eligible onsite parking spaces

Residence with 3 or more eligible onsite parking spaces - on street resident parking permit	Not eligible for Residential Parking Permit.				Z
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Business Parking Permits

Business parking permit for 1st car	\$252.00	\$260.00	\$0.00	\$260.00	FC
Business parking permit for 2nd car	\$500.00	\$515.00	\$0.00	\$515.00	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

On-Street Parking Permits – Other

Delivery of parking permit/s using Registered Post	\$10.30	\$10.60	\$0.00	\$10.60	FC
Fee is calculated on the number of mail items required. Multiple parking permits can be mailed to the one address for one fee if all the permits are requested at the same time.					
Visitor Parking Permit – Limited to 1 only per residence	\$0.00	\$0.00	\$0.00	\$0.00	Z
Replacement residential parking permit	\$28.50	\$29.40	\$0.00	\$29.40	FC
Replacement resident parking permit for pensioner	\$14.30	\$14.70	\$0.00	\$14.70	FC
Replacement business parking permit	\$33.00	\$34.00	\$0.00	\$34.00	FC

Car Share Parking

Trial car share parking space installation	\$520.00	\$535.00	\$0.00	\$535.00	FC
A trial of a car share space is required before permanent installation. Fee is calculated as per car share parking space.					
Permanent car share parking space installation	\$1,180.00	\$1,220.00	\$0.00	\$1,220.00	FC
Applicable only after successful trial - includes linemarking and signposting. Fee is calculated per car share parking space.					
Car share parking space administration	\$260.00	\$268.00	\$0.00	\$268.00	FC
Includes all parking spaces, including those in parking meter areas. Fee is calculated as per car share parking space per year.					
Car share space in ticket parking area - additional fee	\$905.00	\$930.00	\$0.00	\$930.00	FC
This fee is in addition to the yearly administrative fee to recognise lost revenue in parking meter area. Fee is calculated as per car share parking space per year.					

Free Parking Agreements

Less than 20 Parking Bays	\$560.00	\$575.00	\$0.00	\$575.00	RR
21 to 50 Parking Bays	\$1,120.00	\$1,150.00	\$0.00	\$1,150.00	RR
51 or More Parking Bays	\$1,690.00	\$1,740.00	\$0.00	\$1,740.00	RR

Pay Parking Locations

For more information about Council's On-Street Pay Parking please refer to the following link - www.canadabay.nsw.gov.au/community/parking-and-transport/parking-and-permits

Cabarita Park and Bayview Park (All Days)	\$3.90/hr up to 3 hrs, then \$1.90/hr up to 24 hrs max.	FC
Rider Boulevard and Hospital Road (All Days)	\$3.90/hr	FC
Everton Road (Weekdays)	\$3.90/hr	FC
Everton Road (Weekends and public holidays)	\$1.90/hr	FC

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Tree Management

Tree Preservation

Tree Permit Application Appeal fee	\$232.00	\$239.00	\$0.00	\$239.00	FC
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Residential (Non-Strata)

Application for up to 2 trees (per tree)	\$85.00	\$87.50	\$0.00	\$87.50	FC
Application for 3 trees	\$210.00	\$216.00	\$0.00	\$216.00	FC
for each tree in excess of 3 per property	\$25.00	\$26.00	\$0.00	\$26.00	FC

Eligible Pensioner - Residential Non-Strata Only

Application up to 2 trees (per tree)	\$42.00	\$43.50	\$0.00	\$43.50	FC
Application for 3 Trees	\$105.00	\$108.00	\$0.00	\$108.00	FC
for each tree in excess of 3 trees per property	\$12.50	\$13.00	\$0.00	\$13.00	FC

Commercial Organisations and Other

Application up to 2 trees (per tree)	\$170.00	\$175.00	\$0.00	\$175.00	RR
Application for 3 trees	\$420.00	\$433.00	\$0.00	\$433.00	RR
for each tree in excess of 3 trees per property	\$50.00	\$51.50	\$0.00	\$51.50	RR

Waste Management Charges

Residential Waste Charges

Residential waste service inclusions

- Waste
- Recycling
- Garden organics
- Bulk household
- Chemical Clean Out
- E-waste Drop Off event
- Community Recycling Centre
- Recycling stations
- Illegal dumping
- Community engagement and education
- Strategic planning and advocacy
- Future proofing
- Corporate overheads

Residential Waste Standard Service

A Waste Management Charge will be levied on all domestic residential properties, entitling each property to the standard residential service which includes the following:

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Residential Waste Standard Service [continued]

Residential Standard: 1 x 120L Waste (weekly) + 1 x 240L Recycling (fortnightly) + 1 x 240L Garden Organics Bins (fortnightly) + 2 x Bulk Household Collections per annum	\$425.00	\$430.00	\$0.00	\$430.00	FC
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Residential Large Waste Service

Residents may apply to have their Residential Standard Waste Service replaced by a Residential Large Waste Service. This service includes the following:

Residential Large: 1 x 240L Waste (weekly) + 1 x 240L Recycling (fortnightly) + 1 x 240L Garden Organics Bins (fortnightly) + 2 x Bulk Household Collections per annum	\$700.00	\$700.00	\$0.00	\$700.00	FC
Residential Large (ECO option): 1 x 240L Waste (weekly) + 2 x 240L Recycling (fortnightly) + 1 x 240L Garden Organics Bins (fortnightly) + 2 x Bulk Household Collections per annum	\$0.00	\$745.00	\$0.00	\$745.00	FC

Residential Waste Additional Services

Upon application for additional services, an additional Waste Management Charge will be levied on a property for any additional bins. Each application for an additional service will be considered separately by Council's waste team and upon approval each property will be entitled to the additional services. The following additional services may be applied for:

Residential Extra Recycling - 1 x 240L (fortnightly)	\$45.00	\$45.50	\$0.00	\$45.50	FC
Residential Extra Garden Organics - 1 x 240L (fortnightly)	\$50.00	\$58.00	\$0.00	\$58.00	FC
Residential MUD Extra Recycling - 1 x 240L (weekly)	\$0.00	\$91.00	\$0.00	\$91.00	Z
Residential MUD additional 660L: 1 x 660L Waste (weekly) + 1 x 660L Recycling (weekly)	\$1,220.00	\$1,230.00	\$0.00	\$1,230.00	FC
Residential MUD additional 1100L: 1 x 1100L Waste (weekly) + 1 x 1100L Recycling (weekly)	\$1,900.00	\$1,920.00	\$0.00	\$1,920.00	FC

Residential Vacant lots

Residential properties where a dwelling has been demolished for the purpose of constructing a new dwelling may be eligible for a rebate of approx. 75% off the Domestic Waste Management Charge.

Upon application and approval this rebate will be applied for periods where the service will be removed by Council.

Waste Management Vacant Block	\$108.00	\$109.00	\$0.00	\$109.00	FC
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Non-rateable properties

Upon application Council may provide non-rateable properties (including schools, churches, non-profit and/or community organisations) with a waste service at rates detailed in the table below.

Non-rateable Standard: 1 x 120L waste (weekly) 1 x 240L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$540.00	\$550.00	\$0.00	\$550.00	RR
--	----------	----------	--------	----------	----

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Non-rateable properties [continued]

Non-rateable Large: 1 x 240L waste (weekly) 1 x 240L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$990.00	\$1,010.00	\$0.00	\$1,010.00	RR
Non Rateable Large (ECO option): 1 x 240L waste (weekly) 2 x 240L recycling (fortnightly) 1 X 240L garden organics (fortnightly)	\$1,070.00	\$1,090.00	\$0.00	\$1,090.00	RR
Non-rateable 660L: 1 x 660L waste (weekly) 1 x 660L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$1,500.00	\$1,530.00	\$0.00	\$1,530.00	RR
Non-rateable 1100L: 1 x 1100L waste (weekly) 1 x 1100L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$2,365.00	\$2,412.00	\$0.00	\$2,412.00	RR
Non Rateable Extra Recycling - 1 x 240L (fortnightly)	\$230.00	\$130.00	\$0.00	\$130.00	RR
Non Rateable Extra Recycling - 1 x 660L (fortnightly)	\$340.00	\$347.00	\$0.00	\$347.00	RR
Non Rateable Extra Recycling - 1 x 1100L (fortnightly)	\$0.00	\$480.00	\$0.00	\$480.00	FC
Non Rateable Extra Garden Organics - 1 x 240L (fortnightly)	\$180.00	\$170.00	\$0.00	\$170.00	RR
Non Rateable Extra Waste - 1 x 240L (weekly)	\$975.00	\$995.00	\$0.00	\$995.00	RR

Commercial Waste Charges

Where an application is received and approved for a commercial service, a Waste Management Charge will be levied on the commercial (business) property rates to collect the applicable fee. The service for Commercial properties is optional and owners/occupiers may use Council's waste and recycling collection service or a private collection contractor. Council's service entitles each property to a weekly collection of waste and fortnightly collection of recyclables. These premises will be levied with one or more of the following charges depending upon the service/bin type(s) requested.

Commercial Waste Standard Service

Commercial Standard: 1 x 120L Waste (weekly) + 1 x 240L Recycling (fortnightly)	\$540.00	\$550.00	\$0.00	\$550.00	RR
Commercial Large: 1 x 240L Waste (weekly) + 1 x 240L Recycling (fortnightly)	\$990.00	\$1,010.00	\$0.00	\$1,010.00	RR
Commercial Large (ECO option): 1 x 240L waste (weekly) 2 x 240L recycling (fortnightly)	\$1,070.00	\$1,090.00	\$0.00	\$1,090.00	RR
Commercial 660L: 1 x 660L waste (weekly) 1 x 660L recycling (fortnightly)	\$1,500.00	\$1,530.00	\$0.00	\$1,530.00	RR
Commercial 1100L: 1 x 1100L waste (weekly) 1 x 1100L recycling (fortnightly)	\$2,365.00	\$2,412.00	\$0.00	\$2,412.00	RR

Commercial Additional Services

Commercial Extra Recycling - 1 x 240L (fortnightly)	\$230.00	\$130.00	\$0.00	\$130.00	RR
Commercial Extra Recycling - 1 x 660L (fortnightly)	\$340.00	\$347.00	\$0.00	\$347.00	RR
Commercial Extra Recycling - 1 x 1100L (fortnightly)	\$0.00	\$480.00	\$0.00	\$480.00	FC
Commercial Garden Organics - 1 x 240L (fortnightly)	\$180.00	\$170.00	\$0.00	\$170.00	RR

Fee Description	Year 21/22 Fee incl. GST	Year 22/23			Pricing Code
		Fee excl.	GST	Fee incl.	

Commercial Additional Services [continued]

Commercial Extra Waste - 1 x 240L (weekly)	\$975.00	\$995.00	\$0.00	\$995.00	RR
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Waste Services for Council Facilities, Parks & Special Events

1 x 240L Waste + 1 x 240L Recycling Bin per set Monday to Sunday	\$41.20	\$40.00	\$4.00	\$44.00	FC
Cost of replacement bin if damage occurs (each)	\$119.00	\$118.18	\$11.82	\$130.00	FC

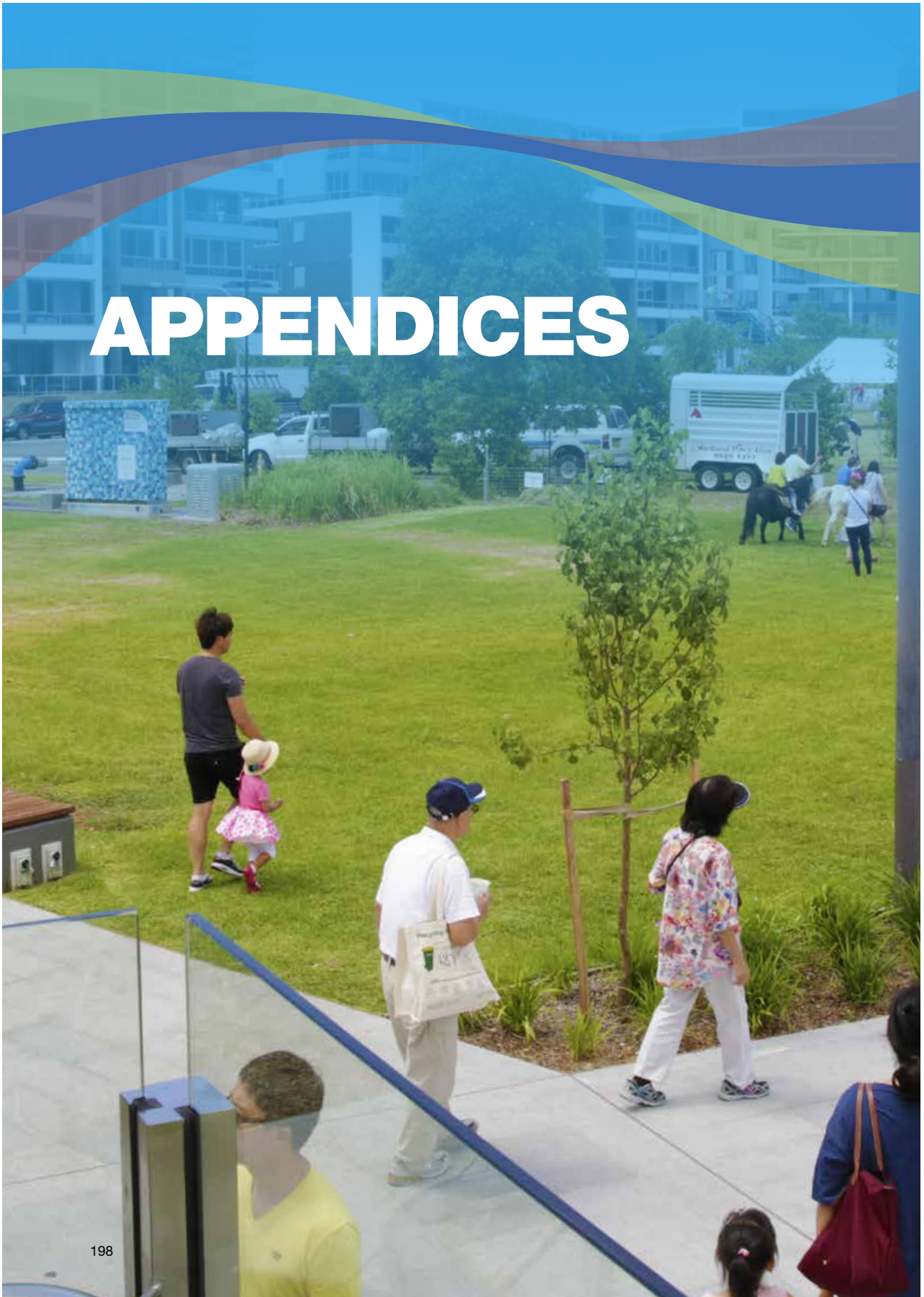
Special circumstances

In instances where special assistance is required, often in the case of hardship, the elderly, or in cases of disability, Council may provide one or more of the following services free of charge for a specified period. Please refer to Fee Waiver Categories on page 6 of the Fees and Charges document.

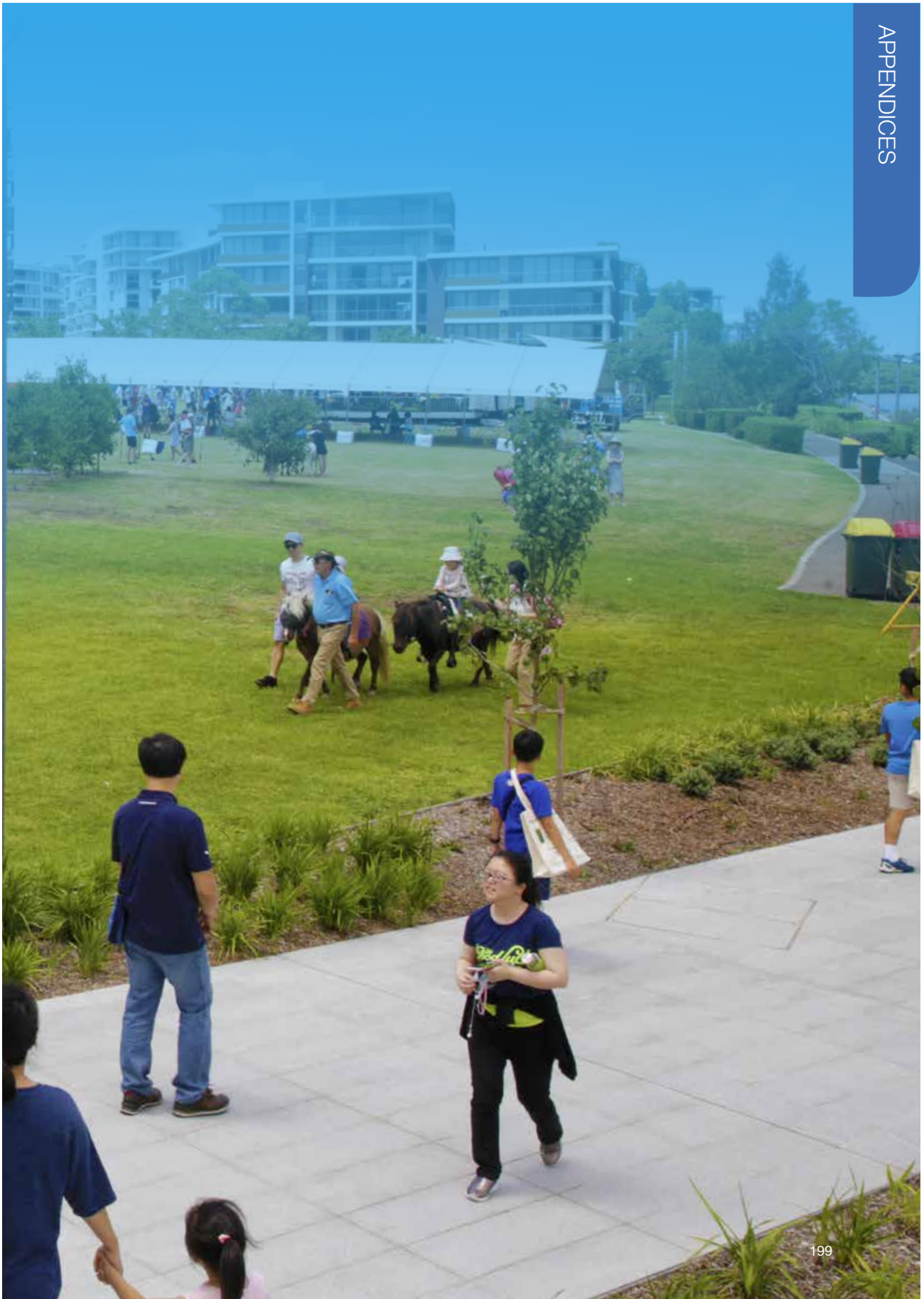
Additional Collection of Current Bin(s); and/or
Additional Waste Bin
Additional Recycling Bin
Additional Garden Organics Bin

As listed above.				As listed above.	Z
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APPENDICES



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LINKS TO OTHER PLANS AND POLICIES

In developing the directions and goals for Our Future 2036, we have referred to relevant plans and strategies, including the Premier's priorities, Eastern District Plan, and the United Nations Sustainable Development Goals.

Premier's priorities

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
Bumping up education results for children	<input checked="" type="checkbox"/>				
Increasing the number of Aboriginal young people reaching their learning potential	<input checked="" type="checkbox"/>				
Protecting our most vulnerable children	<input checked="" type="checkbox"/>				
Increasing permanency for children in out-of-home care					
Reducing domestic violence reoffending					
Reducing recidivism in the prison population					
Reducing homelessness	<input checked="" type="checkbox"/>				
Improving service levels in hospitals					<input checked="" type="checkbox"/>
Improving outpatient and community care					<input checked="" type="checkbox"/>
Towards zero suicides	<input checked="" type="checkbox"/>				
Greener public spaces		<input checked="" type="checkbox"/>			
Greening our city		<input checked="" type="checkbox"/>			
Government made easy					<input checked="" type="checkbox"/>
World class public service					<input checked="" type="checkbox"/>

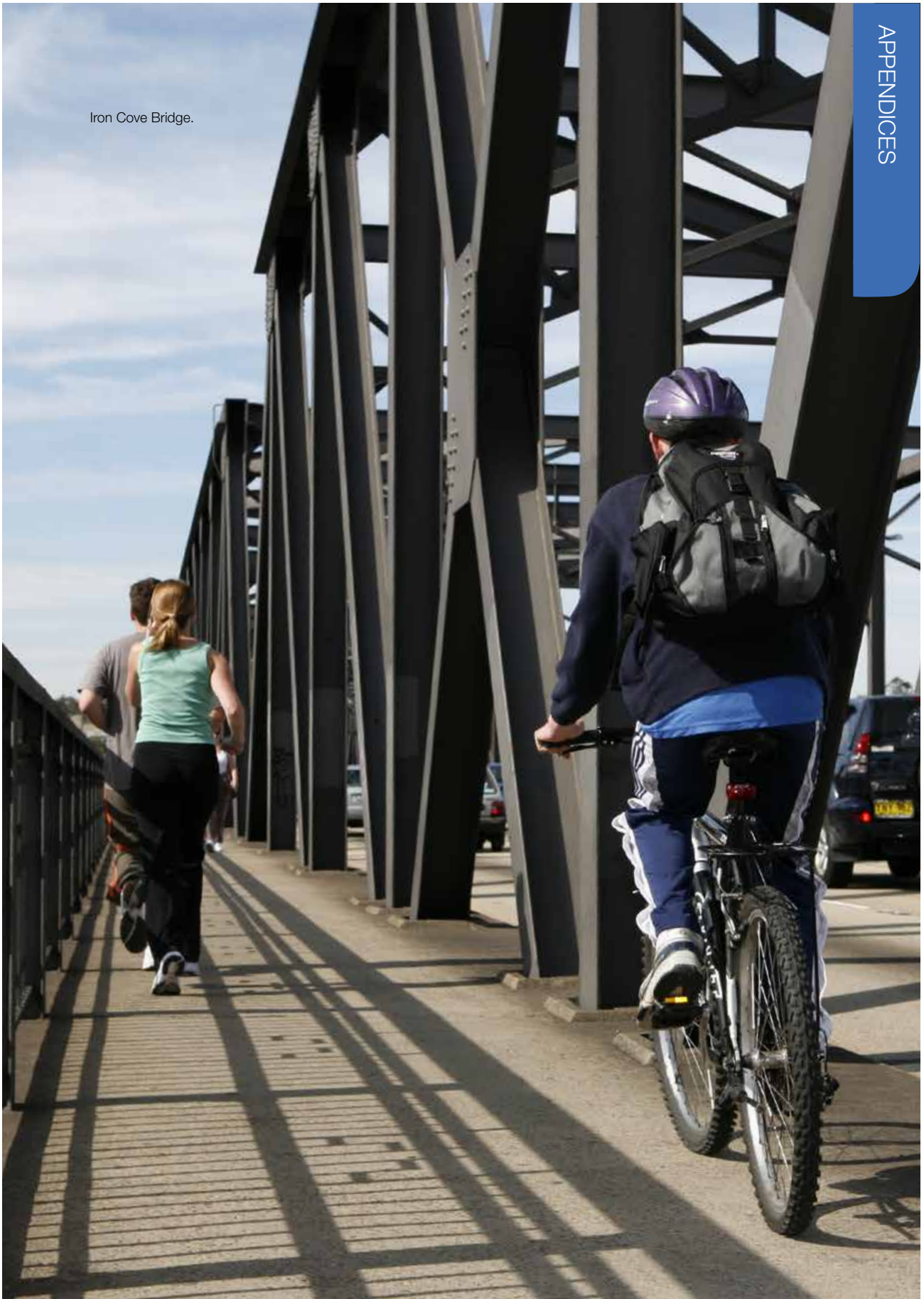
Eastern District Plan

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
E1 Planning for a city supported by infrastructure			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
E2 Working through collaboration	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
E3 Providing services and social infrastructure to meet people's changing needs	<input checked="" type="checkbox"/>				
E4 Fostering healthy, creative, culturally rich and socially connected communities	<input checked="" type="checkbox"/>				
E5 Providing housing supply, choice and affordability, with access to jobs, services and public transport	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
E6 Creating and renewing great places and local centres, and respecting the District's heritage	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
E7 Growing a stronger and more competitive Harbour CBD					
E8 Growing and investing in health and education precincts and the Innovation Corridor			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
E9 Growing international trade gateways					
E10 Delivering integrated land use and transport planning and a 30-minute city			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
E11 Growing investment, business opportunities and jobs in strategic centres			<input checked="" type="checkbox"/>		
E12 Retaining and managing industrial and urban services land			<input checked="" type="checkbox"/>		
E13 Supporting growth of targeted industry sectors			<input checked="" type="checkbox"/>		
E14 Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways		<input checked="" type="checkbox"/>			
E15 Protecting and enhancing bushland and biodiversity		<input checked="" type="checkbox"/>			
E16 Protecting and enhancing scenic and cultural landscapes		<input checked="" type="checkbox"/>			
E17 Increasing urban tree canopy cover and delivering Green Grid connections		<input checked="" type="checkbox"/>			
E18 Delivering high quality open space	<input checked="" type="checkbox"/>				
E19 Reducing carbon emissions and managing energy, water and waste efficiently		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
E20 Adapting to the impacts of urban and natural hazards and climate change		<input checked="" type="checkbox"/>			
E21 Preparing Local Strategic Planning Statements informed by local strategic planning			<input checked="" type="checkbox"/>		
E22 Monitoring and reporting on the delivery of the plan			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

Sustainable Development Goals

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
1. End poverty	<input checked="" type="checkbox"/>				
2. Zero hunger	<input checked="" type="checkbox"/>				
3. Good health and wellbeing	<input checked="" type="checkbox"/>				
4. Quality education	<input checked="" type="checkbox"/>				
5. Gender equality	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
6. Clean water and sanitation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
7. Affordable clean energy		<input checked="" type="checkbox"/>			
8. Decent work and economic growth	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
9. Industry innovation and infrastructure	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
10. Reduced inequality	<input checked="" type="checkbox"/>				
11. Sustainable cities and communities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
12. Responsible consumption and production		<input checked="" type="checkbox"/>			
13. Climate action		<input checked="" type="checkbox"/>			
14. Life below water		<input checked="" type="checkbox"/>			
15. Life on land		<input checked="" type="checkbox"/>			
16. Peace, justice and strong institutions	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
17. Partnerships for the goals	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>

Iron Cove Bridge.





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Resourcing Strategy 2022-32

**Our
Future
2036**

Community Strategic Plan

Document Set ID: 7601117
Version: 2, Version Date: 13/04/2022

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This document was adopted by Council
on ?? June 2022.

Resourcing Strategy

- Our Workforce
- Our Assets
- Our Finances



The Resourcing Strategy identifies the City of Canada Bay's capacity and capability to deliver the strategies, plans, programs and key services contained within Our future 2036 and the Delivery Program 2022–2026.



Document Set ID: 7601117
Version: 2, Version Date: 13/04/2022

Resourcing Strategy

Introduction

Councils in New South Wales are required, under Section 403 of the Local Government Act 1993, to have a long-term resourcing strategy to achieve the objectives established by the Community Strategic Plan, for which the Council is responsible. The strategy must include provision for long term financial planning, workforce management planning and asset management planning.

An Integrated Planning and Reporting Framework provides guidance as to how councils will prepare each of the plans and report on progress.

A long-term Community Strategic Plan establishes the community's long-term vision and the key strategies that will need to be implemented to bring about this future.

This plan for the City of Canada Bay is called Our Future 2036. Council then determines the specific actions that it will undertake in each four-year term to implement those strategies within its responsibility. This plan is called the Delivery Program and is delivered on an annual basis through Council's Annual Budget and Operational Plan.

One of the key aspects of the integrated Planning and Reporting Framework is the preparation of a Resourcing Strategy. Council needs to know it has the capacity and capability to deliver the strategies, plans, programs, and key services contained within Our Future 2036 and the Delivery Program so that the City can develop into the type of place and community that our residents desire.

To successfully implement Our Future 2036, the community's vision for the future over the long term, Council must use the best mix of the resources — its people, assets and money — in an efficient and financially sustainable manner.

This document brings together Council's three Resourcing Strategies: Workforce Management Plan, Long-Term Financial Plan and Asset Management Strategy. It identifies the key resource challenges for the City of Canada Bay over the coming years, and the possible way that these might be addressed. It presents these challenges in such a way as to continue the conversation with the community about the future of the City, and how Council and its residents might work in partnership to bring this about in the most effective way.

In developing Our Future 2036, community members were invited to have their say on the future of the City of Canada Bay. As part of the engagement process, Council also sought to understand the level of importance of facilities and spaces managed by Council as well as the services it provides.

The most important facilities and spaces identified were parks, libraries, local roads, public spaces, pedestrian and cycle ways. The topmost important services and programs were parks

maintenance, roads and footpaths, waste collection, recycling, environmental sustainability and library services.

Following the election of the new Council in December 2021, the City of Canada Bay developed and adopted the Community Strategic Plan — Our Future 2036.

Our Future 2036 and the Delivery Program informed the resource implications detailed in this strategy.

Meeting the resource challenges for the future of the City of Canada Bay

About the City of Canada Bay

The City of Canada Bay is in the inner-western suburbs of Sydney, about six kilometres from Sydney's CBD. The City is bounded by the Parramatta River in the north, Inner West Council in the east, Burwood and Strathfield Council areas to the south and the City of Parramatta to the west.

The traditional owners of the area are the Wangal clan of the Eora nation with European settlement dating from 1793.

Significant development occurred during the post-war years followed by a period of stability in population growth between 1991 and 1996. The City's population increased from nearly 54,000 in 1996 to about 92,000 in 2016. The estimated population forecast for 2022 is 97,022 and is forecast to grow to 132,249 by 2041.

Some of the key demographic features of the City of Canada Bay identified from the 2016 census of population and housing are:

- A higher proportion of people aged 25–49 years (younger workers, parents and homebuilders), and a smaller proportion of school aged children than Greater Sydney. There were similar proportions of people aged 18–24 years (tertiary students and those new to the workforce), and those at post-retirement age compared to Greater Sydney.
- An ethnically diverse population with 34% of the City's population coming from countries where English was not their first language.
- There is a higher rate of labour force participation, higher levels of professionals and managers, and higher levels of education when compared to the rest of Sydney.
- Incomes are higher.
- There are more couples without children and group households compared to Greater Sydney.
- There is a higher proportion of medium to high density housing and one third of households rent.
- More than three quarters of workers leave the area for work.

The population of Canada Bay is forecast to reach 115,866 people by 2031, with an average annual growth rate over that period of 1.8%. Annual population growth is expected to slow between 2031 and 2041.

Between 2011 and 2016, half of the population growth in the City occurred in Rhodes, with most of the population being in the 24–39 year age group and of Asian descent. It is predicted that the Rhodes population will be 18% of the total population by 2036.

The forecast growth of the City of Canada Bay is for an increase in dwellings from 38,275 in 2016 to 56,636 in 2041, which is an average annual increase of 1.9%. Future growth will be facilitated predominantly by major projects such as the continuing redevelopment of the Rhodes peninsula, some urban infill and planned urban transformation of the Parramatta Road Corridor.

About Our Future 2036

Our Future 2036 is the community's strategic plan, outlining aspirations and priorities for at least the next 10 years.

Development of the plan involved three phases of community engagement commencing in June 2021 and ending in May 2022. Community members were invited to have their say on the future of the City of Canada Bay and over 3,000 people provided their perspectives on what they valued most, their priorities, and vision for the area. Several recurring themes arose and these themes inform the five directions of Our Future 2036:

- Connected community
- Sustainable natural environment
- Vibrant urban living
- Infrastructure and transport
- Civic leadership.

All Council's activities are aligned with these five directions and seek to achieve the objectives of Our Future 2036. As part of this aim, Council's vision is to provide the programs, services and projects that ensure our residents enjoy where they live and work.

About Council's role

Council is required, under its charter in the NSW Local Government Act, to carry out its functions responsibly, exercising leadership, having regard for the long-term effects of its decisions, planning strategically on behalf of the local community, and effectively planning for and managing public assets.

Under the Integrated Planning and Reporting requirements of the Local Government Act, the City of Canada Bay has undertaken an extensive resource planning process to understand the key needs and challenges over the coming years in terms of its finances, assets, and workforce.

How we will deliver for the community into the future

To project future resource requirements, Council has had to make assumptions about the key impacts and drivers that will influence its finances, assets and workforce into the future. These assumptions include:

- Growth — by 2036 the City's population will increase, from the estimated resident population in 2021 of 98,295 people, to approximately 115,886 by 2031. This population growth is expected to be evenly spread over the next 10 years, which represents growth of around 1,760 new residents, or 734 dwellings, per year.
- Business as usual — services and service levels will remain at similar levels unless otherwise identified.
- Development growth — new assets are being built to support development growth increasing life cycle asset costs.
- Efficiencies — Council must continually investigate and adopt service delivery and process efficiencies. However, rates above the annual rates cap will need to be considered.
- Strategic direction — the broad themes and aspirations in Our Future 2036 will be regularly reviewed but are unlikely to change significantly over time.
- Infrastructure — we must renew and maintain Council's infrastructure and, to do this, cash reserves will be drawn upon as required.
- Financial sustainability — Council seeks to be financially sustainable, which means that it must achieve a fully funded operational position, maintain sufficient cash reserves, have a fully funded capital program, and must maintain its asset base.

These assumptions influence the future resource requirements and have been used to develop options to plan services and resources over the next 10 years.

Our key challenges

Firstly, Council's asset management planning has identified new assets and increasing cost of service provision due to a gap between the rate cap of 1.2% for 2022-23 and employee, contract, and material costs.

Council's asset management and financial planning has identified a future increase in depreciation related to \$150 million of new assets. New buildings associated with the development of Concord Oval and the Rhodes Recreation Centre will incur an annual depreciation charge which has been included in the Long-Term Financial Plan forecasting.

Investment in asset renewal is based on asset depreciation costs. The base case Long-Term Financial Plan achieves a sustainable asset and service position by drawing down on cash reserves as required.

A second forecasting scenario has been developed that builds on the base case and includes an uplift and fast track of investment in asset and some service improvements. This scenario utilizes Council's strong cash position to address the growth impacts of higher asset utilisation and increased service levels.

It is important to note that whilst some asset types improve quality of life and amenity in an area, some are simply essential for the safe functioning of a local area, including roads, drainage and, in the case of the City of Canada Bay, seawalls.

There is significant risk associated with not addressing the condition of assets in the City of Canada Bay over time, including managing large emergencies (such as flooding), business continuity, and public health and safety.

Council needs to ensure that there are sufficient resources available in the right place, at the right time, with the right skills to deliver on the community's vision and aspirations for the area. A growing population brings many challenges and opportunities for Council. Known challenges include urban transformation, as new residential developments change the urban environment. More people in the same space will place pressure on open space and service provision and there is a greater expectation from the community that services and facilities will be accessible for all. Council will continue to welcome communities from many cultural backgrounds, and this will influence service delivery. Smart technology will change the way we do business and retaining the local knowledge and practices of an ageing workforce as they leave, and strengthening a highly skilled, flexible, and motivated workforce will also continue to be a challenge.

Our options

Council has modelled two scenarios to see the effect of these different approaches. These are referred to as the base case, sustainable assets and services (status quo), and the growth scenario, growth assets and services — covered by scenario two.

The sustainable assets and services scenario, the base case, is premised on Council having its current assets fit for purpose and for Council to be in a position to deliver services to the current expected standard. Assets are critical in the delivery of Council services and if not maintained to standard, this can often lead to deterioration of asset condition and the intensification of complaints from users.

Under the base case scenario, a 10 year asset renewal program has been developed to mitigate any significant deterioration of Council's current asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of current assets. The total infrastructure renewal program for the 10 years is \$167.2 million, along with asset maintenance program that maintains the assets in a fit for purpose condition.

Scenario one: sustainable assets and services — the base case:

- Broadly models the continuation of Council's services as currently provided and funds

current asset renewal in accordance with the Asset Management Strategy

- Includes \$1.7 million annual savings from Council's improvement program
- Includes reduction in investment income and lower rates growth than previously estimated
- Will continue to operate within the annual rate peg
- Utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

Scenario two: growth assets and services – the growth scenario:

- Models the level of asset expenditure as \$56 million more over 10 years, with the bulk of this expenditure in the initial years of the forecast period
- Proposed increase services in parks, streetscapes, community safety and addition development and strategic planning resources
- Considers the estimated impacts of the S7.11 program over the 10 year period
- Utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

The proposal

The City of Canada Bay proposes to operate under the base case scenario sustainable assets and services for 2022–23 whilst undertaking the following actions:

1. Detailed assessment of new assets and services, resulting developer contribution plans, associated additional services and increase in demand for current services
2. From one above, undertake further modelling on the growth assets and services scenario as more clarity is achieved over the timing and certainty of the delivery of new assets and services and the subsequent funding options for a financially sustainable Council operation.

The base case scenario is sustainable financially over the 10 year forecast period, however ongoing savings through its business improvement initiatives are required to ensure sustainability. Further the new council will need some time to consider their priorities and the long-term financial opportunities and implications for any future service or asset growth.

Summary of the individual resourcing strategies

Workforce Management Plan

Introduction

Workforce management planning identifies the people and skills required to deliver on the strategic direction of the community, outlined in the Community Strategic Plan, OUR future 2036, and the 2022–2025 Delivery Program.

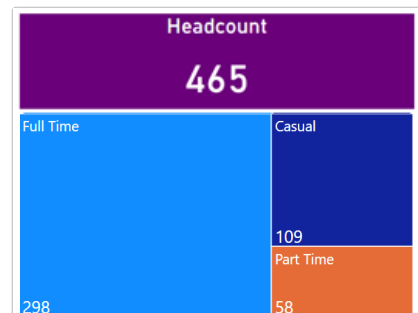
In partnership with Council’s Long–Term Financial Plan and Asset Management Plans, the Workforce Plan is about ensuring that there are sufficient resources available in the right place, at the right time, with the right skills, to deliver on the community’s vision and aspirations for the City of Canada Bay.

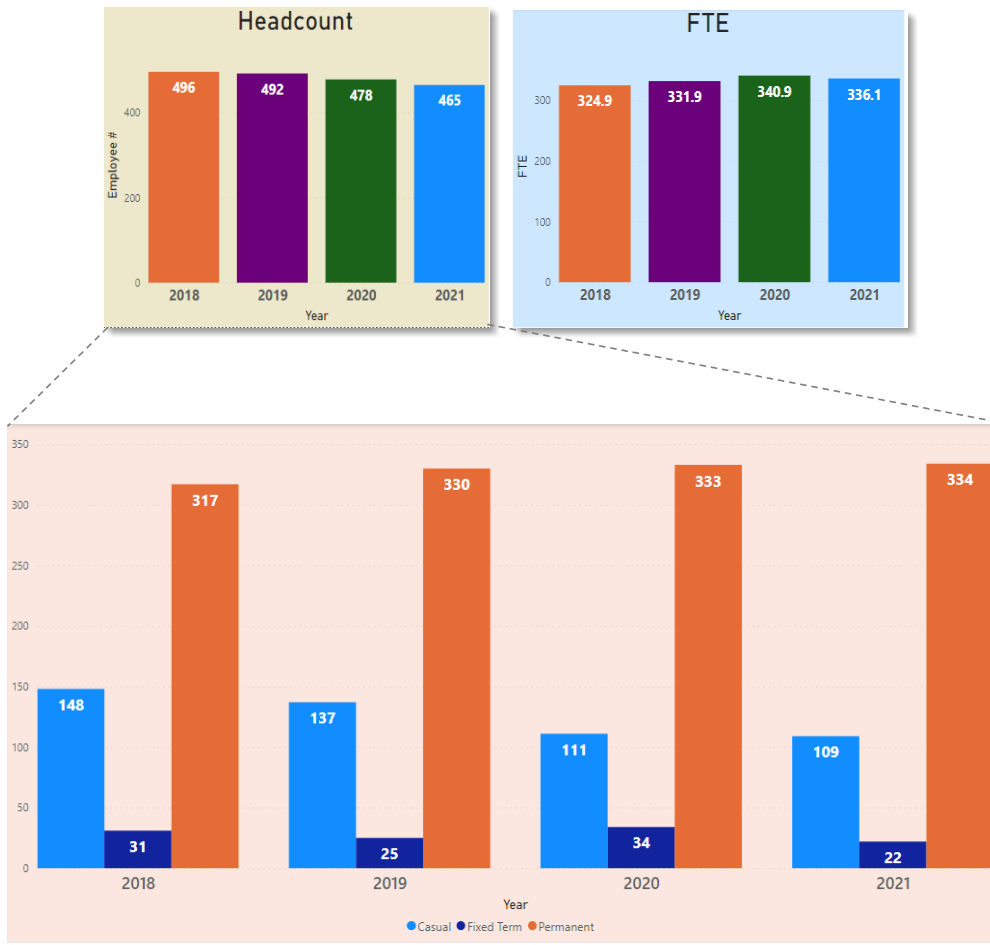
The Workforce Management Plan helps Council understand human resource requirements for the next four years and plan what needs to occur to ensure the necessary staff are in place when they are needed. The right workforce is a critical element to delivering each of Council’s plans.

Snapshot of current workforce

Head count

At the end of 2021, the City of Canada Bay Council employed 465 people, two–thirds were full time, almost a quarter were casuals, and the remainder were part–time. This represented 336.1 full time equivalent (FTE) staff.

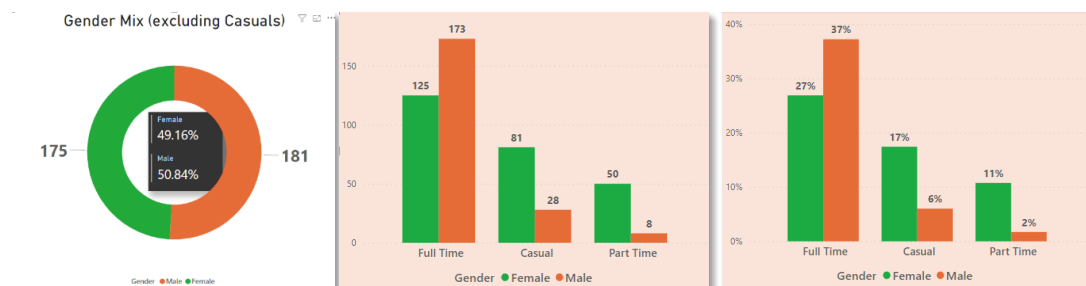




While Council’s FTE has remained relatively consistent over the past four years, head count has reduced. This has largely been the result of cleansing casual employment registers of staff who were no longer working for Council.

Gender profile

Men and women are equally represented in Council within the permanent and fixed term employment types, However, when casual head count is included, women represent 55% of Council’s workforce. This is in line with the national averages for the local government sector.



Council has strengthened gender balance in leadership roles, with a 50%/50% male to female ratio in the Executive Team and 51%/49% in combined management roles. This is above the national averages of female representation of 28% and 43% respectively.

Leadership level	Female	Male
General Manager / Directors	2	2
Managers	7	10
Operations Managers / Coordinators	9	7

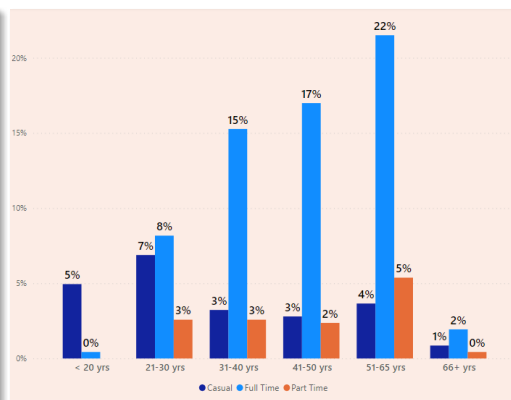
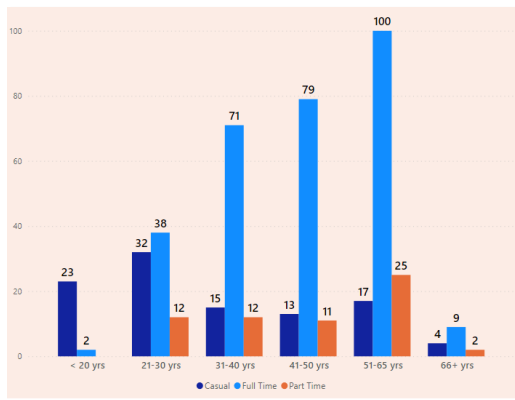
Age profile

Council's workforce age profile demonstrates an ongoing challenge of an aging workforce, with the average employee age of 45.1 years (excluding casuals) and 34% of staff over 50 years old.

Average age (excluding casuals)



Average age (including casuals)



While this is significantly better than the Australian local government average of 41% of staff over 50 years old, the Council's workforce age profile contrasts with the community's population profile. In the City of Canada Bay, 24% of working aged people (20 to 65 years old) are between 50 and 65 years compared with 31% of the Council's workforce. Similarly, 24% of the working age population of the City of Canada Bay is between 20 and 30 years compared with 18% of Council's workforce (nearly half of this is casual staff). Canada Bay's current FTE to resident service ratio is 1:287, indicating a very lean establishment as compared to other councils.

With almost a third of Council's workforce over the age of 50, there is also a risk to Council of loss of valuable corporate knowledge as these individuals transition out of the workforce.

Trends

Population growth

The Department of Planning Industry and Environment (DPIE) projects that the City of Canada Bay will grow in population by an average of 1.8% per annum over the next ten years. This is an increase from the average population growth of 1.3% per annum for the previous five years.

Workforce costs

Services and infrastructure will need to support a population that will be growing faster than before. Without any productivity improvements, this would need to result in increasing staff to deliver these services and infrastructure, even under an assumption of no additional services or increase in service levels.

Additionally, the NSW Local Government Award sets the annual salary increase for council staff. Historically, annual Award increases are higher than increases to revenue, as set out by the annual rates increase determined by the Independent Pricing and Regulatory Tribunal (IPART) or increases in other fees and charges that are either statutory increases or aligned to inflation. For example, for the 2022/23 financial year, the Award salary increase will be 2.0% whereas the increase in rates will be 1.2%.

Ultimately, this means that for Council to continue to deliver the same level of services and infrastructure to a growing population and remain financially sustainable, it needs to continuously identify and implement initiatives that improve productivity.

Impacts of COVID-19 pandemic

The COVID-19 pandemic has resulted in a significant change to work practices, with the almost universal acceptance of working from home, increased flexibility for staff and increased health and safety considerations for employers.

While there are some emerging changes in workforce makeup and expectations, it is still too early to clearly identify the longer-term trends in workforce change due to the pandemic.

It is clear, however, that at least in the short to medium term, the Australian labour market has shrunk, due to reduced inbound migration, domestic relocations and Australians seeming to be reevaluating their work commitments. Employers will need to reconsider their employee value proposition to attract suitably skilled people.

Skills shortages in critical areas

Local Government NSW reported the top seven skill shortages being for engineers, urban and town planners, building surveyors, project managers, environmental officers, supervisors/team leaders and IT/ICT technicians. All of which are critical staffing areas for Council. Planning and engineering staff will be required to support expected growth in development and delivery of services required to support a faster growing population. ICT staff will be required to support the technology solutions needed to uplift productivity and ensure financial sustainability.

Challenges

Given Council's current workforce and trends observed, Council faces the following strategic challenges for its workforce:

- Population growth increasing demand for services: Council must implement productivity improvements to maintain financial sustainability in the face of growth in population and, therefore, demand for services.
- Attracting and retaining staff: it has become increasingly difficult to attract and retain suitably skilled and qualified staff for key roles, particularly in the short to medium term with a tighter labour market being observed coming out of the COVID-19 pandemic.
- Diversity and an ageing workforce: attracting younger and more diverse staff, particularly in permanent roles, to ensure that Council's workforce broadly reflects the community it serves.
- Resilience, health and safety: ensuring Council's business continuity plans and health and safety practices reflect the learnings from the COVID-19 pandemic and are able to respond to future challenges in a climate changed world where weather events are expected to be more frequent and severe.
- Analytics to understand workforce makeup and trends better: improving collection and utilization of workforce data and benchmarks to gain deeper insight into Council's workforce and enhance decision-making.

Opportunities for Council

To sustain and build on Council's reputation as an innovative, fair and ethical employer, Council will address its challenges with the following strategies which are reflected in Council's Delivery Program for 2022 to 2025:

- Implementation of service reviews, technology initiatives and continuous improvement initiatives aimed at improving productivity.
- Developing a new recruitment and marketing strategy to attract staff, including in critical areas, to improve workforce diversity.
- Reviewing and improving the onboarding, induction and offboarding processes within Council to provide a better employee experience and enhance data.
- Explore funding opportunities to enhance Council's traineeships and employment programs to attract a younger and more diverse workforce.
- Incorporate a mental health support strategy as a key pillar of Council's workplace health and safety practices.
- Review and update business continuity plans to reflect the pandemic lessons learned.

- Develop a knowledge transfer program linked to succession planning to mitigate the risk of losing valuable corporate knowledge, as older employees transition to retirement.
- Invest in data capture and analytics to further enhance workforce understanding and improve decision-making.
- Roll out improved capability and accountability frameworks, and coaching, mentoring and leadership development programs.

Asset Management Strategy

Introduction

The City of Canada Bay provides a wide range of services to its community. Some of these services are supported by infrastructure assets. A strong and informed decision-making process is required to plan effectively and adequately to manage, renew and replace existing assets and develop new ones.

In developing this plan, Council has predicted infrastructure consumption, renewal needs and additional infrastructure requirements to meet future community service expectations as identified in OUR future 2036.

The purpose of the Asset Management Strategy is to:

- Communicate information about assets in the local government area (including condition and performance)
- Identify strategies and actions required to provide defined levels of service
- Prioritise and address asset renewal and maintenance to ensure ongoing service priority to the community.

Asset management principles

The key elements of infrastructure asset management are:

- Taking a life cycle approach — this means considering assets over their entire life
- Developing cost-effective management strategies for the long term
- Providing a defined level of service and monitoring performance
- Understanding and meeting the demands of growth through demand management and infrastructure investment
- Managing risks associated with asset failures
- Sustainably using physical resources
- Ensuring continuous improvement in asset management practices.

It is essential that the assets required to provide the services to our community are managed and maintained in a sustainable manner. Asset sustainability identifies the need to spend more on asset renewal than is being consumed on an annual and ongoing basis.

This strategy provides for long-term sustainability of our assets, to be achieved over a period of 20 years. To achieve this, the scope and standard of our services will continually be reviewed, and consideration will be given to extending these where necessary to cover any changing community needs.

Asset management framework

The Asset Management Policy sets out Council's commitment to manage its assets, which will help achieve the Our Future 2036 vision to meet the needs of the community through the implementation of the Delivery Program. This policy will guide the strategic management of Council's assets.

It is supported by:

- An Asset Management Strategy
- An asset management plan and detailed plans for each asset class
- Operational and Delivery Plans
- An asset management information system.

The Delivery Program and Operational Plan will provide the strategies and actions to improve the asset management maturity of Council including the reporting on progress of actions and levels of service for all asset classes. Together these documents and our processes, software and data, make up Council's asset management framework that supports the management of Council's assets.

What the asset management framework covers

Total assets in Council's care have a carrying value of \$1,832 million, with a current replacement cost of almost \$2,151 million.

This portfolio of assets includes:

- Infrastructure assets (\$898 million) such as road transport assets, drainage, open space and recreation, marine structures (including seawalls), buildings (including administration, childcare centres, community centres, public toilets, and leisure centres).
- Non-infrastructure assets (\$1,253 million) such as plant and equipment (trucks and computers for example) and other (including office furniture, library books, artwork, and land).

It should be noted that some assets are not immediately recognized as important because they are not visible and not generally recognised until they fail. Seawalls are a good example of these assets.

Future demand

With the expected population growth over the next 15 years, the demand for assets, and the changes that take place in this demand over time, will need to be carefully managed.

Council employs a range of strategies to address the increasing and changing requirements on community assets over time, including (but not limited to):

- Refurbishment and maintenance to cater for increasing service levels on Council's buildings
- Consideration of environmental factors such as climate change and energy usage
- Legislative and safety requirements
- Consultations with the community
- Identification of under-supply and under-use of existing assets.

The demand for new and enhanced assets and services will be managed through a combination of better use and upgrading of existing assets and providing new assets to meet growth. Developer contributions will contribute funding towards new assets and infrastructure.

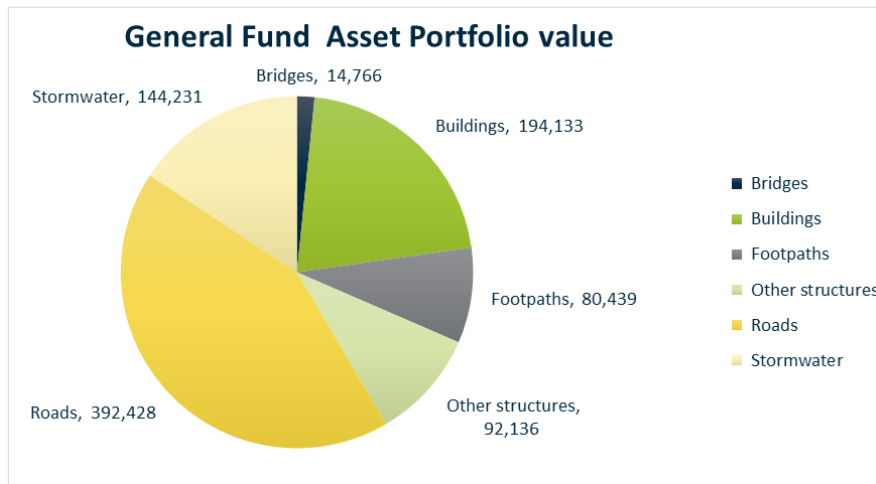
Risk management

Council undertakes a rigorous process of managing risk through identification and mitigation of risk that might arise from its range of activities. This is because Council is committed to minimising personal injury, loss or damage by ensuring councillors and Council staff adopt a collective and individual responsibility for the management of risk.

Council's critical assets are identified as the Administration Centre and Works and Services Depot — both these assets are essential for Council's operations and outcomes. Failure of either of these assets would have significant impact on the ability of the organisation to continue its business.

Lifecycle management strategy

Good asset management relies on an understanding of the costs of assets across their entire lifecycle. Council has undertaken lifecycle analysis across each of its asset classes and the major budget implications associated.



Road transport assets include road surface, road pavement, footpaths and cycleways, kerb and gutter and bridges. Council currently is responsible for maintaining road transport assets to the value of approximately \$488 million. Ninety seven percent of Council's road surface assets are considered to be in satisfactory condition or better. Road pavements and surfaces are Council's highest value assets (\$295 million) thus small changes in network condition have huge financial impacts for Council. The imperative is to apply the appropriate maintenance at the right time to ensure that road pavements and surfaces achieve the asset lifecycle specified in Council's Asset Accounting Operational Management Standard.

The majority of footpaths and kerb and gutter are a significant way through their useful lives, with 93% of footpaths and 91% of kerb and gutter assets rated as being in satisfactory condition.

Drainage assets include pipes, pits, culverts, channels and gross pollutant traps, to the value of almost \$144 million. Key to the management of Council's drainage systems: one is maintaining existing assets in a functional condition, and the other is to manage stormwater runoff at present levels which the application of development controls.. Condition of drainage assets is generally satisfactory, with some 11% percent requiring urgent renewal. Our stormwater system was designed and constructed in accordance with the standards that applied at that time of construction. It is not reasonably possible to upgrade Council's underground pipe system to current standards as the available space underground has been consumed by other underground services such as gas, electricity, telecommunications, water and sewer.

Council will manage flooding in accordance with the State Government's *Flood Prone Lands Policy* and will progressively undertake the development of Flood Risk Management Plans in accordance with the NSW Government's *Floodplain Development Manual*. The application of development controls upon new development will maintain flooding at present frequency and flood depth for a design storm event.

For the drainage system to be upgraded to current standards, a significantly larger expenditure would be required. Council currently levies a Stormwater Management Services Charge that generates approximately \$734,000 per year.

Parks assets includes civil and landscaping structures, playgrounds, playing courts, fields and facilities with a value of almost \$71 million. Generally, Council's parks assets are maintained to a high standard.

The application of the appropriate level of maintenance will ensure our parks asset will achieve their intended asset lifecycle and reduce overall asset lifecycle management costs. Council will renew and maintain its playgrounds to achieve a 25-year asset lifecycle. The savings in playground renewal costs can partly fund the maintenance gap.

Council's strategy to increase tree canopy by 6% will increase tree management costs by a similar amount. Increased tree canopy will also increase the amount of leaf and stick drop requiring additional operational spending in street sweeping, stormwater pit and gross pollutant trap cleaning.

Demand for use of Council's sports fields continues to grow and Council must keep their condition in a safe standard. Part of this strategy is to restrict field usage to less than 25 hours per week for all turf fields. Overuse of sports fields increases safety risks for Council and users as well as forcing an early renewal of the fields, which is not funded within Council's Long-Term Financial Plan.

Marine structures include boat ramps, public tidal baths, boardwalks, pontoons, and sea walls with a value of over \$92 million. Sixty six percent of Council's seawalls are considered to be in satisfactory condition or better. A full revaluation of seawalls is currently underway, in conjunction with this detailed condition assessments are being undertaken to assess the structural condition of seawalls and to guide the appropriate allocation of funding for renewals. Preliminary findings indicate there will be a requirement to provide additional renewal funds to deliver a program of works over the next decade.

The buildings asset category includes administration centres, childcare and community centres, leased/commercial buildings, swimming/leisure centres and public toilets with a value over \$194 million. Ninety five percent of Council's building assets are considered to be in satisfactory condition or better.

Council is significantly increasing its asset portfolio between 2022 and 2024 with the acquisitions of the \$85 million redevelopment of Concord Oval and the \$65 million Rhodes Recreation Centre to support the Parramatta Road urban growth corridor and the growing population demand in Rhodes. These new facilities will increase maintenance and operational financial asset demand above present levels. Income from these facilities will part fund some maintenance and operations, however these facilities are available for our entire City and will be funded in a similar manner to all our other buildings and properties.

Other acquisitions include an increasing portfolio of affordable housing. Affordable housing is available to hospital workers and other essential service workers to remain employed locally and continue provide a high level of service for our community. These acquisitions are self-sustaining and provide value to the community by way of continued essential services.

There is a shortfall in funding building maintenance in the amount of \$1 million per annum. This shortfall can be addressed via reducing levels of service in consultation with the community.

Financial summary

Council is required to report on the cost to bring its infrastructure assets up to a satisfactory condition in its Annual Report. This report, called 'Report on Infrastructure', gives an overview of the estimated infrastructure backlog. 'Satisfactory condition' is determined to be a rating of three in a one to five condition rating scale.

The cost to bring assets back to a satisfactory condition is only a portion of the cost of fully reconstructing assets that have reached a condition of four or five.

The cost to bring assets back to a satisfactory condition for each asset class as at 30 June 2021 is:

ESTIMATED COST TO SATISFACTORY	BACKLOG (\$)	BACKLOG RATIO % (Backlog/WDV)
Transport	\$3,960	1.12%
Buildings	\$1,162	0.86%
Stormwater	\$7,783	8.80%
Parks, recreation and other	\$366	0.69%
Marine	\$2,681	4.87%
Combined assets	\$15,952	2.33%

Asset Management Strategy

Council's overall Asset Management Strategy centres on improvements in asset service delivery aligning with the needs of the Delivery Program. This will be achieved by undertaking a series of ongoing service reviews to understand what we do and how to improve or enhance our service delivery. This is about providing value for service at an affordable and achievable price. Whilst it is inevitable that additional funds will be required to address the current backlog in infrastructure renewal, it is essential that the services we provide now and into the future

provide maximum value to our community.

Improving asset management capacity

Council has an ongoing asset management improvement plan to improve asset management capability and capacity. The plan is to be reviewed on a regular basis and reported to the Asset Management Steering Group with the progress on key improvement actions being reported to the Council and community.

Long-Term Financial Plan

Introduction

The Long-term Financial Plan acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained in OUR future 2036. The Long-Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

This plan has modelled the financial implications associated with maintaining sustainable assets and existing services to ensure financial sustainability overall.

In partnership with Council's Asset Management Plans and Workforce Management Plan, the Long-Term Financial Plan is about ensuring there are sufficient resources available to deliver on the community's vision and aspirations for their place and community of the City of Canada Bay. In addition, the Long-Term Financial Plan is about doing this in such a way as to ensure the long-term financial sustainability of the organisation. This means that existing service delivery and infrastructure are maintained without imposing excessive burden on future generations, either through excessive debt or rate increases.

Long-term financial sustainability

A financially sustainable Council is one that can fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate or rate increases on future generations.

This would mean that:



- Council must achieve a fully funded operating position reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must maintain sufficient cash reserves to ensure it can meet its short-term working capital requirements
- Council must have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works
- Council must maintain its asset base, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

Current financial sustainability of the City of Canada Bay

The most recent Audited Consolidated Financial Statements, as at 30 June 2021, resulted in a very small \$12,000 operating deficit (excluding income for capital purposes).

The following performance indicators measure Council's broader financial performance and position and confirms that Council needs to ensure there is adequate funding for assets as all three asset ratios fail to meet the target. The indicators measure both recurrent operations and capital sustainability. These same indicators have been used to review Council's Long-Term Financial Plan forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed delivery program.

RATIO	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2020-21 ACTUAL RATIO
Operating performance ratio	Total operating result excluding revenue for capital purposes divided by total operating revenue excluding revenue for capital purposes.	Is the Council sustainable in terms of its operating result?	Greater than zero	0.97% 
Own source operating revenue	Total operating revenue excluding all grants and contributions divided by total operating expenditure.	Council's ability to fund its short-term expenditure needs.	Over 60% sustainable. Less than 60% overly reliant on grants and contributions.	56.8% 
Unrestricted current ratio	Current assets less external restrictions divided by current liabilities.	Does Council have enough unrestricted cash to meet its short-term debt servicing needs?	> 1.5	2.7 
Cash expense cover ratio	Current year's cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities.	How many months could fund its operation from its current cash and deposits?	> 3 months	21.4 months 
Debt service cover ratio		Can council cover its debt repayments from cash generated from operations?	> 2	17.7 
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation.	Is asset renewal expenditure sufficient to maintain assets in the long-term?	Benchmark 100%	77.5% 

RATIO	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2020-21 ACTUAL RATIO
Infrastructure backlog ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets.	Measures ratio of renewal backlog against net carrying value of assets reflects success of strategies to invest in asset renewals.	Benchmark 2%	2.33% 
Asset maintenance ratio	Actual maintenance costs divided by required maintenance costs.	Measures the level of maintenance required to maintain current assets.	Benchmark 100%	96.0% 

Financial management at the City of Canada Bay

Council operates in a highly regulated environment, which means that Council has a range of responsibilities and obligations which must be met. Council's ability to align rating revenues with the increased cost of providing services is further restrained by rate pegging, which means that the annual increase in rating revenue is determined by an external body, namely the Independent Pricing and Regulatory Tribunal.

Current state of Council's finances

While the Council faces challenges in generating sufficient revenue to balance the budget, it is currently in a very strong financial position.

As at 30 June 2021, Council had external borrowings of \$1.6 million and cash reserves of \$176 million. Total carrying value of infrastructure and land assets was \$1,832 million while the total liabilities were only \$77.7 million.

Most of the key financial ratios outlined in the table in section 4.2 are within industry benchmarks, however Council is below the benchmark for all asset ratios. This is being addressed as part of the renewal program planned for the next 10 years.

Council has a sound base and an ability to borrow for key infrastructure if required. The fundamental issue faced by the City of Canada Bay and other NSW councils is the restriction on the rate at which revenue can be increased. While Council can borrow to fund new works and renewals, it is not able to increase revenues to service the additional debt.

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, inclusive of depreciation. This imbalance is projected to grow over the term of this Long-Term Financial Plan as demonstrated in growth scenario. Further the growth scenario highlights the generation of new assets and services through growth and increase user demand for services will require addition revenue or greater cost savings in other areas to fund these activities.

Financial management principles

In preparing the 2023-32 Long-Term Financial Plan, the following underpinning principles have been used:

- Council will endeavour to maintain its existing service levels to residents
- Management will continually look for ways to structurally realign resources and/or increase income opportunities without changes to service standards
- Services and infrastructure in any new areas will be provided when they are needed
- Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision-making
- Council will manage within the existing financial constraints as much as possible.

In conjunction with these principles, Council's Long-Term Financial Plan is guided by several policies and strategies that are:

- Rating Income Strategy — fair and equitable rating system where each rating category and property contributes according to the demands placed on Council's limited resources
- Domestic Waste Management Charges — covers the cost of all aspects of domestic waste management.
- Investment principles — reinforces Council's ongoing commitment to maintaining a conservative risk/return portfolio.
- Loan borrowings — a low level of debt with no new borrowings proposed, and a policy that the use of loans is appropriate for new community assets or to smooth the cost of major asset renewals.
- Cash reserves and restrictions — Council has several cash reserves that are either a legislative requirement (externally restricted) or made through a Council decision (internally restricted).
- Developer contributions — Environmental Planning and Assessment Act (1979) enables

Council to levy contributions for public amenities and services required as a consequence of development. These funds are externally restricted and can only be used in the area and for the purpose for which they were collected.

- Fees and charges — some of Council's fees and charges are regulatory (determined by State Government legislation) and some are discretionary (determined by Council). Council sets its fees and charges under the principle that it does not intend to profit from them, but that they are to recover the cost of the services provided.
- Asset Disposal and Investment Strategy — this strategy guides the time-to-time disposal of Council's property assets.

Long-Term Financial Plan assumptions

Key assumptions made in the preparation of the Long-Term Financial Plan cover the following key principles and are set out in detail in the plan:

- Population forecasts — expected to be an average of 1.8% p.a. over the next 25 years
- Inflation — based on CPI, with a range of 2.2% p.a. to 2.5% p.a.
- Revenue and expenditure — based on expected rate peg, population factor and inflation
- Capital expenditure — in line with Council's capital works program

Detailed scenarios

Scenario one: base case — sustainable assets and services

The sustainable assets and services scenario, the base case, is premised on Council having its assets fit-for-purpose to have Council in a position to deliver services to the expected standard. Assets are critical in the delivery of Council services and if not to standard often lead to deterioration of asset condition and the intensification of complaints from users.

Under this scenario, a 10 year infrastructure asset renewal program has been developed to mitigate any significant deterioration of Council's asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total infrastructure renewal program for the 10 years is \$167.2 million.

Under this scenario, Council's assets remain in a satisfactory condition with the average asset renewal ratio at 92%, however, as there is significant investment in renewals for the first three years of the LTFP (average renewal ratio of 103%), the average backlog ratio is 1.7%, meeting the target of under 2%.

Incorporated into this scenario is an asset maintenance program that achieves an average 82% across the LTFP period. The lower level of maintenance is somewhat offset by the level of renewal investment that maintains the assets in a fit for purpose condition. However, new asset investment such as Concord Oval and Rhodes community building once operational may require additional spend for annual asset renewal and maintenance over the medium to long term.

The consolidated financial outcome of a sustainable asset scenario is an operating deficit the first three years with operating surplus for the remaining years.

Components of the scenario include:

- IPART NSW has set a rate increase of 1.2% for 2022–23, made of a rate peg of 0.7% and a population growth factor of 0.5%
- Rates growth forecast adjusted to better align to IPART population factor
- Annual improvement savings of \$1.7 million, offset by decrease in investment income, medium-term COVID-19 costs
- The known resource requirements of the Workforce Management Plan are included in Long-Term Financial Plan.
- The capital maintenance, rehabilitation and new capital expenditure program is based on the requirements in the Asset Management Strategy
- New borrowings of \$15 million
- Allowance for depreciation on new assets constructed (many constructed using development levies and government grants).

This scenario was assessed against financial sustainability principles as follows.

In summary, the consolidated operating position remains in surplus for all but the first three year of the forecast, returning to small surpluses.

Council's cash position remains strong, and this is due to the increase in income generated from capital contributions and domestic waste management. These funds are externally restricted and cannot be used for general fund operations.

Additional revenue from growth in the rating base is being used to help fund existing services and the additional demand that the growing population will place on Council resources. Over time a growing population will require additional services and facilities.

Scenario two: growth assets and services

The growth assets and services scenario is based on meeting the growth and user demand for new assets and expanded services. This scenario retains the underlying strategy relating to asset sustainability, as indicated in the base case scenario, of ensuring that the appropriate amount of spending on infrastructure maintenance and renewal is funded. This can be achieved by a combination of increasing income, namely rates, and using cash currently held in reserve as and when required.

A 10 year asset program of renewal and new assets has been developed with the objective of meeting growth demands of the Council area. The total program is \$266.1 million of which \$222.7 million is the infrastructure renewal program.

For scenario two, Council has identified some proposed increases in services and resource requirements to meet the growing service demand:

- New parks are under our care and control with more fields are being used for formalised sporting activities. To deliver acceptable service standards additional resources are estimated at \$350,000–\$400,000, starting 2023–24.
- Additional maintenance and cleaning of streetscapes in population hubs are required so that standards in public domain don't decrease — additional resources are estimated at \$150,000–\$200,000, starting 2023–24.
- Provide improved community safety access to sites and services across our City — additional resources are estimated at \$100,000–\$150,000, starting 2024–25.
- Council's Strategic Planning and Development Assessment teams are not adequately resourced to meet growth demands to ensure quality and timely planning outcomes — additional resources required estimated at \$650,000, starting 2023–24.

Under this scenario the financial outcome is that there are operating deficits for all forecasts years, totalling some \$45 million for the 10 years. This outcome will flow through having an adverse impact on Council's cash position.

Council continues to have a fully funded capital program under this scenario with an increase in asset renewals from the base case of \$56 million, however significant cash reserves will be required to fund part of the program.

In summary, scenario two provides an indication of the potential Council expenditure requirements to deliver additional services and asset investments over the next 10 years. Council will need to evaluate and determine any changes and priorities that they engage with the community on. Part of that consideration is exploring the full range of efficiency savings and funding options that would allow Council to deliver the changes while remaining financial sustainable.

All the elements from the base case scenario are retained, with the additional components being that it:

- Models the higher level of asset expenditure than the current Asset Management Strategy
- Expanded services in parks, streetscapes, community safety and development services
- Considers the estimated impacts of the S7.11 program over the 10 years
- Utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

This scenario was assessed against financial sustainability principles as follows.

PRINCIPLE	RESULT	HAS THE PRINCIPLE BEEN MET?
A fully funded operating position	Growing deficits over the 10 year forecast period.	No
Maintain sufficient cash reserves	Declining unrestricted cash position due to cash reserves being used to fund ongoing deficits.	No
A fully funded capital program	Fully funded capital program, structure to ensure that assets are renewed as required.	Yes
Maintain its asset base	Backlog reducing from 2.3% to 1.2% in the forecast period.	Yes

Conclusion

Council can demonstrate financial sustainability over the forecast period under the base case with service levels and asset condition maintained along with a sound cash position. However, under scenario two this is not the situation, as it is eroding the strong cash position to fund asset renewals and increase in service levels and resources. This is not a sustainable strategy over the longer term, eventually Council will run out of cash under this approach, albeit in more than 10 years' time.

Council would need to further evaluate and proposed changes in service and asset spend under scenario two to determine if it should engage the community with any changes that are a priority for Council.

Long-term financial statements

The long-term financial statements provide an overview of both scenario one: base case — sustainable assets and scenario two: growth assets and services.

Scenario one: base case — sustainable assets and services

OPERATING STATEMENT

	Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$55,276	\$57,028	\$59,045	\$60,465	\$61,626	\$63,391	\$65,304	\$67,316	\$69,700	\$72,101	\$74,558	\$76,776	\$79,069	\$81,505
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES		\$55,276	\$57,028	\$59,045	\$60,465	\$61,626	\$63,391	\$65,304	\$67,316	\$69,700	\$72,101	\$74,558	\$76,776	\$79,069	\$81,505
User Charges and fees		\$17,712	\$17,835	\$17,591	\$18,822	\$19,665	\$20,556	\$21,551	\$22,634	\$23,842	\$25,054	\$26,304	\$27,334	\$28,413	\$29,497
Other revenues		\$6,886	\$6,174	\$6,050	\$13,290	\$13,582	\$13,881	\$14,200	\$14,527	\$14,861	\$15,196	\$15,537	\$15,887	\$16,284	\$16,691
Interest and Investment Income		\$2,294	\$1,324	\$1,020	\$1,051	\$1,672	\$2,384	\$4,000	\$4,751	\$4,753	\$4,761	\$4,782	\$4,853	\$4,928	\$4,994
Other Income		\$2,860	\$4,790	\$3,195	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$85,028	\$87,151	\$86,901	\$93,628	\$96,545	\$100,211	\$105,056	\$109,228	\$113,156	\$117,112	\$121,182	\$124,851	\$128,694	\$132,688
Grants & Contributions - Operating Purposes		\$6,709	\$6,995	\$5,973	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes		\$9,969	\$57,732	\$53,544	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$101,706	\$151,878	\$146,418	\$121,515	\$111,946	\$112,709	\$117,664	\$121,947	\$125,990	\$130,063	\$134,252	\$138,042	\$142,009	\$146,129
TOTAL OPERATING INCOME (Excl. Capital)		\$91,737	\$94,146	\$92,874	\$98,933	\$101,946	\$105,709	\$110,664	\$114,947	\$118,990	\$123,063	\$127,252	\$131,042	\$135,009	\$139,129
Employee Benefits		\$36,205	\$37,269	\$39,586	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts		\$34,805	\$33,031	\$34,501	\$36,452	\$37,775	\$39,171	\$40,711	\$42,372	\$44,122	\$45,867	\$47,652	\$49,122	\$50,650	\$52,416
Borrowing Costs		\$149	\$119	\$79	\$418	\$346	\$325	\$303	\$281	\$258	\$235	\$211	\$187	\$162	\$149
Depreciation & Amortisation		\$14,274	\$14,948	\$14,391	\$15,542	\$16,647	\$17,148	\$17,679	\$18,224	\$18,784	\$19,350	\$19,931	\$20,528	\$21,192	\$21,876
Other Expenses		\$5,297	\$6,078	\$6,220	\$5,647	\$5,771	\$5,898	\$6,034	\$6,173	\$6,315	\$6,457	\$6,602	\$6,751	\$6,919	\$7,092
Losses on disposal of assets		\$2,740	\$2,713	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,500	\$1,500	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$93,470	\$94,158	\$94,777	\$99,891	\$102,113	\$105,581	\$110,284	\$114,677	\$118,732	\$122,631	\$126,843	\$130,819	\$134,717	\$138,935
OPERATING RESULT (Excl. Capital)		-\$1,733	-\$12	-\$1,903	-\$958	-\$167	\$128	\$380	\$271	\$258	\$432	\$409	\$223	\$293	\$195
OPERATING RESULT (Excl. Capital and Asset Sales)		\$1,007	\$2,701	-\$1,903	-\$958	-\$167	\$128	\$380	\$271	\$258	\$432	\$409	\$223	\$293	\$195
OPERATING RESULT (Incl. Capital)		\$8,236	\$57,720	\$51,641	\$21,624	\$9,833	\$7,128	\$7,380	\$7,271	\$7,258	\$7,432	\$7,409	\$7,223	\$7,293	\$7,195
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$8,236	\$57,720	\$51,641	\$21,624	\$9,833	\$7,128	\$7,380	\$7,271	\$7,258	\$7,432	\$7,409	\$7,223	\$7,293	\$7,195
Net Operating Result from Income Statement		\$8,236	\$57,720	\$51,641	\$21,624	\$9,833	\$7,128	\$7,380	\$7,271	\$7,258	\$7,432	\$7,409	\$7,223	\$7,293	\$7,195

Performance Measures

	Nominal Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Entity	Actual Whole of Council	Actual Whole of Council	Budget Whole of Council	Budget Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council
Own Source Revenue Ratio		83.6%	57.4%	59.4%	77.1%	86.2%	88.9%	89.3%	89.6%	89.8%	90.0%	90.3%	90.4%	90.6%	90.8%
Operating Performance Ratio		1.1%	2.9%	-2.0%	-1.0%	-0.2%	0.1%	0.3%	0.2%	0.2%	0.4%	0.3%	0.2%	0.2%	0.1%
Backlog Ratio (All Classes)		0.0%	2.3%	2.1%	1.9%	1.8%	1.7%	1.7%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%
Maintenance Ratio (All Classes)		0.0%	0.0%	88.0%	83.2%	82.9%	82.7%	82.3%	82.1%	81.8%	81.5%	81.3%	81.1%	80.7%	80.4%
Consumption Ratio (All Classes)		100.0%	85.6%	86.3%	86.9%	87.2%	87.6%	87.9%	88.1%	88.4%	88.6%	88.8%	88.9%	89.1%	89.3%

Scenario two: growth scenario – growth assets and services

OPERATING STATEMENT

	Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$55,276	\$57,028	\$59,045	\$60,465	\$61,723	\$63,582	\$65,610	\$67,753	\$70,283	\$72,827	\$75,433	\$77,743	\$80,136	\$82,692
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES		\$55,276	\$57,028	\$59,045	\$60,465	\$61,723	\$63,582	\$65,610	\$67,753	\$70,283	\$72,827	\$75,433	\$77,743	\$80,136	\$82,692
User Charges and fees		\$17,712	\$17,835	\$17,591	\$18,822	\$19,665	\$20,556	\$21,551	\$22,634	\$23,842	\$25,054	\$26,304	\$27,334	\$28,413	\$29,497
Other revenues		\$6,886	\$6,174	\$6,050	\$13,290	\$13,582	\$13,881	\$14,200	\$14,527	\$14,861	\$15,196	\$15,537	\$15,887	\$16,284	\$16,691
Interest and Investment Income		\$2,294	\$1,324	\$1,020	\$1,051	\$1,318	\$1,524	\$2,112	\$2,182	\$1,768	\$1,609	\$1,364	\$1,283	\$1,102	\$865
Other Income		\$2,860	\$4,790	\$3,195	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$85,028	\$87,151	\$86,901	\$93,628	\$96,288	\$99,542	\$103,474	\$107,096	\$110,753	\$114,687	\$118,638	\$122,248	\$125,935	\$129,745
Grants & Contributions - Operating Purposes		\$6,709	\$6,995	\$5,973	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes		\$9,969	\$57,732	\$53,544	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$101,706	\$151,878	\$146,418	\$121,515	\$111,688	\$112,040	\$116,081	\$119,816	\$123,588	\$127,638	\$131,708	\$135,439	\$139,250	\$143,187
TOTAL OPERATING INCOME (Excl. Capital)		\$91,737	\$94,146	\$92,874	\$98,933	\$101,688	\$105,040	\$109,081	\$112,816	\$116,588	\$120,638	\$124,708	\$128,439	\$132,250	\$136,187
Employee Benefits		\$36,205	\$37,269	\$39,586	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$49,437	\$51,180	\$52,984	\$54,851	\$56,785
Materials and Contracts		\$34,805	\$33,031	\$34,501	\$36,452	\$37,775	\$39,171	\$40,711	\$42,372	\$44,122	\$45,867	\$47,652	\$49,122	\$50,650	\$52,416
Borrowing Costs		\$149	\$119	\$79	\$418	\$346	\$325	\$303	\$281	\$258	\$235	\$211	\$187	\$162	\$149
Depreciation & Amortisation		\$14,274	\$14,948	\$14,391	\$15,542	\$17,229	\$17,765	\$18,368	\$18,941	\$19,526	\$20,115	\$20,770	\$21,444	\$22,190	\$22,959
Other Expenses		\$5,297	\$6,078	\$6,220	\$5,647	\$5,771	\$5,898	\$6,034	\$6,173	\$6,315	\$6,457	\$6,602	\$6,751	\$6,919	\$7,092
Losses on disposal of assets		\$2,740	\$2,713	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$1,101	\$1,447	\$2,482	\$3,017	\$3,054	\$3,391	\$3,428	\$3,467	\$3,509	\$3,551
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$93,470	\$94,158	\$94,777	\$99,891	\$103,796	\$107,646	\$112,455	\$116,911	\$121,028	\$125,502	\$129,843	\$133,954	\$138,280	\$142,952
OPERATING RESULT (Excl. Capital)		-\$1,733	-\$12	-\$1,903	-\$958	-\$2,108	-\$2,606	-\$3,373	-\$4,095	-\$4,441	-\$4,864	-\$5,135	-\$5,515	-\$6,030	-\$6,766
OPERATING RESULT (Excl. Capital and Asset Sales)		\$1,007	\$2,701	-\$1,903	-\$958	-\$2,108	-\$2,606	-\$3,373	-\$4,095	-\$4,441	-\$4,864	-\$5,135	-\$5,515	-\$6,030	-\$6,766
OPERATING RESULT (Incl. Capital)		\$8,236	\$57,720	\$51,641	\$21,624	\$7,892	\$4,394	\$3,627	\$2,905	\$2,559	\$2,136	\$1,865	\$1,485	\$970	\$234
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$8,236	\$57,720	\$51,641	\$21,624	\$7,892	\$4,394	\$3,627	\$2,905	\$2,559	\$2,136	\$1,865	\$1,485	\$970	\$234
Net Operating Result from Income Statement		\$8,236	\$57,720	\$51,641	\$21,624	\$7,892	\$4,394	\$3,627	\$2,905	\$2,559	\$2,136	\$1,865	\$1,485	\$970	\$234

Performance Measures

	Nominal Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Entity		Actual Whole of Council	Actual Whole of Council	Budget Whole of Council	Budget Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council
Own Source Revenue Ratio		83.6%	57.4%	59.4%	77.1%	86.2%	88.8%	89.1%	89.4%	89.6%	89.9%	90.1%	90.3%	90.4%	90.6%
Operating Performance Ratio		1.1%	2.9%	-2.0%	-1.0%	-2.1%	-2.5%	-3.1%	-3.6%	-3.8%	-4.0%	-4.1%	-4.3%	-4.6%	-5.0%
Backlog Ratio (All Classes)		0.0%	2.3%	1.7%	1.5%	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%
Maintenance Ratio (All Classes)		0.0%	0.0%	83.4%	77.7%	77.2%	76.9%	76.4%	76.0%	75.8%	75.5%	74.8%	74.1%	73.2%	72.4%
Consumption Ratio (All Classes)		100.0%	85.6%	87.0%	88.0%	88.9%	89.5%	90.0%	90.2%	90.6%	90.7%	90.9%	91.1%	91.4%	91.5%

More information



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This document can also be found in large print format on www.canadabay.nsw.gov.au.

ENGLISH

If you do not understand this information, please come to the Council or contact the Telephone Interpreter Service (TIS) on 13 14 50 and ask them to connect you to Council on 9911 6555. We will try to answer your enquiries by using an interpreter.

ITALIAN

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Version: 2, Version Date: 13/04/2022

GREEK

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KOREAN

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City of Canada Bay Council

Asset Management Strategy

March 2022

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Version: 1, Version Date: 12/04/2022

**Document status**

Ref	Rev	Approving director	Date
7586	A	Greg Smith	7 February 2022
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Asset Management Strategy

1 Executive Summary

This overarching Asset Management Strategy (AMS) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management (AM) system. The asset groups covered by this AMS are transport, buildings, stormwater drainage, parks and recreation and marine assets.

The AMS highlights major issues which need to be addressed for each of the asset classes over the next few years. The strategy also highlights the necessary actions in order for City of Canada Bay Council to help close the gap between current asset management practice and moving towards a 'best appropriate practice' position in the future.

Both the AMS and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM). Development of asset management plans for Council's infrastructure assets is a mandatory requirement for NSW local governments. The key findings for each asset class are included in the Asset Management Plans section of this strategy and are covered in a concise but detailed manner.

Within this strategy, Council has an Asset Management Policy which will be adopted as part of this strategy and reviewed every four years. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

1.1 Asset Values

In preparing this AMS, it has been identified that City of Canada Bay Council has combined infrastructure assets with a current replacement cost of over \$900 million. The five asset classes included in this plan and their values are detailed in Table 1 below.

Table 1 Summary of combined infrastructure assets values

Asset Class	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Transport	\$487,633	\$352,178	-\$5,575
Buildings	\$194,133	\$134,723	-\$2,210
Stormwater	\$144,231	\$88,459	-\$1,784
Parks, Recreation and Other	\$71,292	\$53,050	-\$1,505
Marine	\$92,136	\$55,055	-\$1,763
Combined	\$989,425	\$683,465	-\$12,837



1.2 Asset Backlog

As per the 2020/21 Special Schedule 7 analysis, Council has a combined asset backlog of almost \$16 million (2.33% backlog ratio) to bring assets to satisfactory standard which is currently taken as Condition 3. The breakdown of backlog per asset class is shown in the table below.

Table 2 Infrastructure backlog

Estimated cost to satisfactory	Backlog (\$)	Backlog Ratio % (Backlog / WDV)
Transport	\$3,960	1.12%
Buildings	\$1,162	0.86%
Stormwater	\$7,783	8.80%
Parks, Recreation and Other	\$366	0.69%
Marine	\$2,681	4.87%
Combined Assets	\$15,952	2.33%

The overall backlog ratio for Council is 2.3% which is slightly above the 2% benchmark set by the Office of Local Government.

1.3 Asset Condition

Based on the review of asset condition data, most of Council's assets are in 'excellent' or 'very good' condition. Although, the condition data of most assets appears to be reliable, a condition review of Stormwater assets is suggested to confirm the confidence in the data. A considerable amount of work has been undertaken on condition assessment of sea walls in 2021. This included a revaluation exercise and an engineering structural report on condition and treatment options. Details of Council's current asset condition are detailed in Table 3 below. The condition is represented as a percentage of replacement cost of Council's five asset classes as well as combined.

Table 3 Summary of combined asset condition

Asset Class	Asset Condition (% of CRC)				
	1	2	3	4	5
Transport	22.17%	38.65%	33.73%	4.99%	0.51%
Buildings	55.78%	4.71%	34.74%	4.77%	0.00%
Stormwater	13.16%	39.36%	25.88%	10.94%	10.74%
Parks, Recreation and Other	38.16%	26.65%	31.74%	3.26%	0.27%
Marine	18.28%	31.81%	38.83%	10.61%	0.47%
Combined	28.24%	30.60%	33.11%	6.21%	1.88%



1.4 Asset Expenditure

The average capital and maintenance expenditure on Council assets over the ten-year forecast (2022-2032) period is approximately \$43,941 million per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being \$48,941 million per year. This indicates that Council has funded 90% of its required asset expenditure over the period of the plan.

The shortfall in expenditure is primarily in two asset classes, being Buildings and Parks and Recreation assets. The under expenditure in these asset classes appears to be in the area of asset maintenance. It is proposed as part of the LTFP that maintenance be fully funded in future budget years which will result in a maintenance ratio of 100%. This will ensure that the required asset expenditure will be fully funded over the period of this plan.

Expenditure Projections – (\$'000) Combined Assets		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Actual	Renewal	9,870	14,410	15,358	15,407	15,844	14,947	15,247	15,244	14,302	14,660	15,026	15,402	15,787
	New and Expanded Assets	27,976	57,882	43,072	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	O&M	15,482	15,869	16,266	16,672	17,089	17,516	17,954	18,403	18,863	19,335	19,818	20,314	20,822
	Total Expenditure	53,328	88,161	74,695	39,080	39,933	39,464	40,202	40,648	40,166	40,995	41,845	42,716	43,609
Required	Required Renewal (Depreciation)	12,837	14,410	14,238	15,122	15,588	16,067	16,559	17,063	17,579	18,109	18,651	19,207	19,777
	New and Expanded Assets	27,976	57,882	43,072	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	Required O&M	15,952	17,284	18,411	18,984	19,571	20,173	20,790	21,423	22,071	22,736	23,417	24,116	24,831
	Total	56,765	89,575	75,720	41,106	42,159	43,241	44,349	45,486	46,651	47,845	49,069	50,323	51,609
Gap	Maintenance Gap	-470	-1,415	-2,145	-2,311	-2,482	-2,657	-2,836	-3,020	-3,208	-3,401	-3,599	-3,802	-4,010
	Renewals Gap	-2,967	0	1,120	285	256	-1,120	-1,312	-1,819	-3,277	-3,449	-3,625	-3,805	-3,990
	Overall (GAP)	-3,437	-1,415	-1,025	-2,026	-2,226	-3,777	-4,148	-4,838	-6,485	-6,850	-7,224	-7,607	-8,000



1.5 Level of Service

Council has prepared specific Levels of Service that require further consultation with the community. The AMPs detail and specify Levels of Service for each individual asset class that are developed to address the lifecycle management of assets. The AMS establishes a basic framework to measure service level outcomes. These outcomes are accessibility, quality / condition, responsiveness, customer satisfaction, affordability and sustainability.

1.6 High Level Strategic Actions

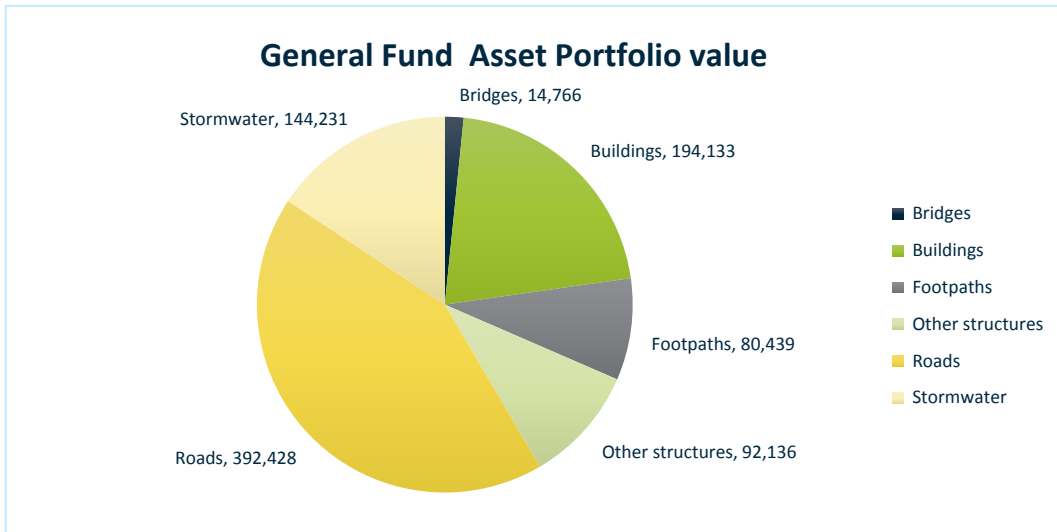
Based on the observations and analysis of current asset management practices, a range of strategic actions has been developed that apply to all asset groups. These strategic actions are to ensure adequate provision is made for the long-term management of Council's infrastructure assets.

Table 4 High level strategic actions

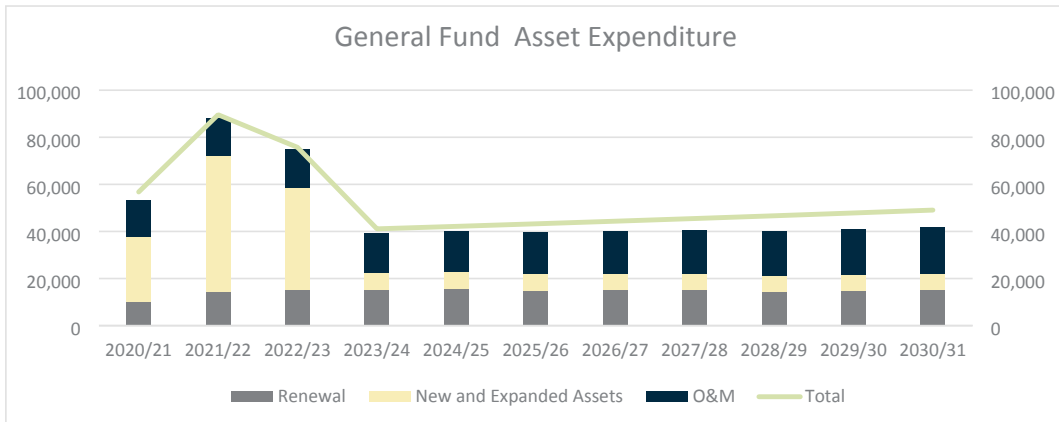
No	Strategy	Desired Outcome
1	Continue the move from annual budgeting to long term financial planning	The long-term implications of Council services are considered in annual budget deliberations
2	Review and update asset management plan financial projections and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
3	Continue to Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis	Financial sustainability information is available for Council and the community
4	Ensure Council's decisions are made from accurate and current information in asset registers on service level performance and costs and 'whole of life' costs. As such, Council will need to continually review and update asset condition, particularly in the Stormwater and Marine asset classes	Improved decision making and greater value for money
5	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
6	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
7	Implement an improvement plan to initially realise 'core' maturity for the financial and asset management competencies, then progress to 'advanced' maturity	Improved financial and asset management capacity within Council
8	Report annually to Council on development and implementation of Asset Management Strategy and Plan and Long Term Financial Plans	Oversight of resource allocation and performance



1.7 Performance Overview



Infrastructure Ratios	Actual 2020/21	Estimated 2030/31	Funding gap	
Infrastructure Renewals ratio	76.89%	80.57%	Yr 1	\$0
			5 Yr Average	\$108
			10 Yr Average	(-\$1,294)
Infrastructure Backlog Ratio	2.33%	1.83%	Yr 1	(-\$674)
			5 Yr Average	\$0
			10 Yr Average	\$0
Infrastructure Maintenance Ratio	97.05%	84.63%	Yr 1	(-\$470)
			5 Yr Average	(-\$2,202)
			10 Yr Average	(-\$2,707)
Total Infrastructure Funding Gap			Yr 1	(-\$1,144)
			5 Yr Average	(-\$2,094)
			10 Yr Average	(-\$4,001)





2 Introduction

2.1 Asset Planning - Background

City of Canada Bay Council is following the NSW Local Government Act 1993 and regulations as amended in the development of asset management plans and strategy. Development of asset management plans for Council’s infrastructure assets is a mandatory requirement for NSW local governments. The key findings for each asset class are included in the asset management plans section of this strategy and are covered in concise but detailed manner.

The primary role of assets is to support the delivery of services that deliver Council’s long-term objectives. As Council’s assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support.

The current Council planning framework has been revised to align with the legislated planning framework in the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

Figure 1 Relationship between Council’s plans and resourcing strategies

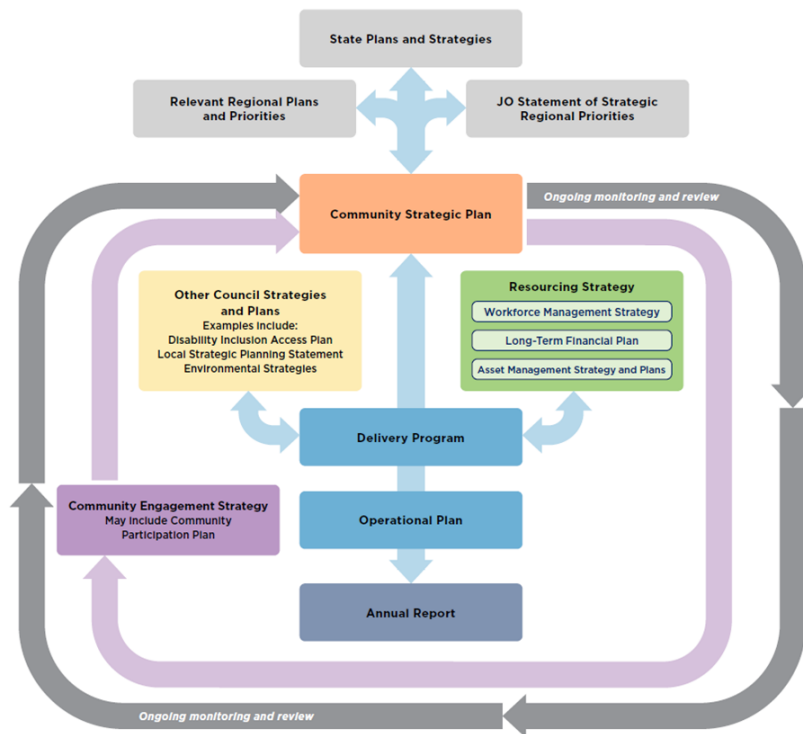


Figure 1 demonstrates the relationship between the various plans and resourcing strategies.

- **Community Strategic Plan** – outlines what the community wants, the objectives of the community and strategies to achieve those objectives



- **Resourcing Strategy** – details the resources that the Council has to deliver the CSP
- **Delivery Program/Operational Plan** – how Council will use the resources that it has to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies
- **Annual Report** – reporting mechanism used by Council to report on those activities and actions that Council proposed in its Delivery Program and Operational Plan

This asset management strategy establishes a framework to enable prioritisation of asset groups through planning, construction, maintenance and operation of the infrastructure necessary to achieve the goals and objectives as set out in City of Canada Bay Council Community Strategy Plan, Delivery Program and Operational Plan.

2.2 Scope of this Asset Management Plan

This asset management strategy has been developed to provide the framework to ensure that Council's infrastructure assets are operated, maintained, renewed and upgraded to ensure that the Levels of Service are achieved in the most cost effective and sustainable way. It meets Council commitments under the IP&R framework by ensuring that all Council's infrastructure assets are fully accounted for. Details on each asset class including the inventory financial and predicted expenditure and required expenditure are included in the appendices.

The audience for this asset management strategy is Council staff, the Council executive management team, elected representatives (councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are to

- prioritise funding and resources between asset groups
- demonstrate responsible and sustainable stewardship of the community assets
- define how Council's assets are, and will be, managed to achieve the Levels of Service
- assist the management of the environmental, financial and public risks related to the infrastructure assets
- provide the basis for forward works programs
- provide the basis for optimising whole of life costs
- support long term financial planning across all asset classes.

The strategy identifies the future funding requirements and service delivery in the context of

- current asset condition and performance
- Levels of Service
- forecast demand for infrastructure and services
- funding constraints.



The strategy supports Council’s aim to have the “best value” asset management strategies and practices. This is achieved by continually developing and improving Council’s knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets now and into the future.

This is a core asset management strategy and plans prepared using a ‘top down’ approach where analysis is applied at the ‘system’ or ‘network’ level. The focus is on current Levels of Service and current practices. It includes expenditure forecasts for asset maintenance, rehabilitation and replacement based on local knowledge of assets and options for meeting current Levels of Service.

Future revisions of this asset management plan and strategy will move towards a more ‘advanced’ level of asset management, using a ‘bottom up’ approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk based strategies, use of predictive methods and optimised decision-making techniques.

This strategy is based generally on the guidelines outlined in the International Infrastructure Management Manual 2015 incorporating the Sections defined in Table 5.

Table 5 Asset management plan sections

Sections	Guidelines
1. Executive Summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration
2. Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies
3. Asset Management Practices	Provision of a comprehensive strategic asset management gap analysis process for asset management
4. Levels of Service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service
5. Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning
6. Risk Management Plan	Provision of an asset based risk management plan
7. Overarching Asset Management Strategy	Provision of a summary of Council’s overall asset strategy including asset management policy and identification of critical assets

2.3 Assets Covered by this Plan

The following asset groups are covered by this Asset Management Strategy and Plan

- Roads and Transport
- Stormwater Drainage
- Parks and Recreation
- Buildings
- Marine

Full details of the Council’s assets are included in the lifecycle management section of this strategy.



2.4 About City of Canada Bay Council

The City of Canada Bay is located in the inner-western suburbs of Sydney, about six kilometres from the Sydney CBD. It is bounded by the Parramatta River to the north, the Inner West Council to the east, Burwood and Strathfield Council areas to the south and the City of Parramatta to the west.

The traditional owners of the area are the Wangal clan of the Dharug Aboriginal people with European settlement dating from 1793. Significant development occurred during the post-war years followed by a period of stability in population growth between 1991 and 1996. The City's population increased from nearly 54,000 in 1996 to about 88,000 in 2016. The estimated resident population in 2021 is 98,295 people. The population is forecast to grow to 115,866 by 2031.

Recent growth has been largely due to the redevelopment of previous industrial sites into residential developments, and the pressure to accommodate the increasing population moving into cities and urban areas.

2.5 Links to Council Plans and Strategies

The Asset Management Strategy and Plans have been prepared in line with the vision and strategies outlined in the Community Strategic Plan "OUR future 2036".

Infrastructure assets will play both a direct and an indirect role in achieving the strategic objectives. The following table indicates how Council's assets play a role in the delivery of the key strategies linked to the Community Strategic Plan.



Table 6 CSP Direction 1 – Connected Community

	Priority	Objective (where we want to be)	Strategy (how we will get there)	Road Transport	Stormwater Drainage	Parks and Recreation	Buildings	Marine
Connected community	Community diversity and inclusion	The City is inclusive and community diversity is fostered, welcomed and celebrated.	Implement inclusive initiatives that address the needs of all people in our community	X		X	X	X
			Foster and promote volunteering programs and connections between residents and local community groups that support stronger community ties		X	X		
			Ensure the provision of affordable housing is addressed and supported at a local level.					
	Aboriginal and Torres Strait Islander culture	Increased recognition and honouring of Aboriginal and Torres Strait Islander culture.	Work with Aboriginal and Torres Strait Islander communities to improve celebration of our Aboriginal cultures.	X	X	X	X	X
	Services and facilities	The community has equitable access to community services and facilities	Facilitate delivery of community and cultural facilities that respond to a diversity of community and cultural needs.			X	X	
			Provide access to community services and facilities, and deliver programs and events that encourage social connection and cohesion.			X	X	
			Improve efficiency and customer experience of Council facilities and venues.	X		X	X	X
			Investigate opportunities to improve the quality of children's services within the City Canada Bay.			X	X	



Community safety	A community where residents feel safe and enjoy good health	Implement initiatives that increase the community's sense of safety and well being.	X			X	
		Support the community and stakeholders to prepare for, respond to and recover from local disasters and emergencies	X	X		X	X
		Continuously improve public and environmental health services to ensure health and safety of residents.		X			
Active lifestyles	Open space and recreation facilities and programs meet the community's diverse needs and preferences for recreation.	Improve existing open space quality and capacity to support a diversity of recreational opportunities.			X	X	X
		Investigate and plan new and connected open spaces, recreation facilities and programs to meet the needs of a growing and changing population			X		X
		Activate open space and recreation facilities and programs to help connect and build an inclusive community			X	X	X

Table 7 CSP Direction 2 - Sustainable Natural Environment

	Priority	Objective (where we want to be)	Strategy (how we will get there)	Road Transport	Stormwater Drainage	Parks and Recreation	Buildings	Marine
Sustainable natural environment	Climate change	Greenhouse gas emissions are reduced across the City.	Lead initiatives that empower the community to reach emissions targets, transition to renewable energy and improve climate resilience.	X	X	X	X	X
	Tree cover	The extent of the City's urban tree canopy is increased	Work with residents and other stakeholders to plant, retain and maintain the urban tree canopy.	X		X		



	Waste	Waste to landfill is reduced and more materials are reused and recycled	Deliver best practice services, programs and initiatives which reduce waste to landfill.	X	X	X	X	X
			Deliver innovative programs that keep our streets and parks clean from illegal dumping and litter.	X	X			
	Biodiversity	Native flora and fauna is enhanced and protected to support local biodiversity	Deliver initiatives to protect, manage and restore the City's habitat areas, fauna and native species.		X	X		
	Foreshore and waterways	Improved access and enhanced quality of foreshore and waterways.	Implement initiatives to expand, enhance and promote publicly accessible places and paths along the foreshore.	X		X		X
			Work with the Parramatta River Catchment Group to deliver the Parramatta River Masterplan	X	X	X		X

Table 8 - CSP Direction 3 - Vibrant Urban Living

	Priority	Objective (where we want to be)	Strategy (how we will get there)	Road Transport	Stormwater Drainage	Parks and Recreation	Buildings	Marine
Vibrant urban living	Thriving places	Local village centres and community hubs are great places that reinforce a vibrant atmosphere	Collaborate with partners to deliver a range of events, activities, and experiences for residents and visitors			X	X	
			Implement a multidisciplinary approach to the management of key places to achieve high level of social, economic and environmental outcomes across the City.	X		X	X	
	Art, culture, and creative	Improved access to local art,	Deliver new, innovative and accessible arts and cultural projects, programs and creative activities.			X	X	



	activities	culture and creative activities	Ensure public art and design are integrated into both new development and Council improvement work.	X		X	X	X
	Prosperity	The City is attractive, welcoming and supportive of business	Support and promote the development of an enlivened evening economy.	X		X	X	
			Provide economic development activities in partnership to stimulate the local economy.	X		X		
	Shaping growth	A built environment that respects the unique character of our neighbourhoods and responds to the evolving needs of the community	Protect and conserve items and places of heritage significance.	X	X	X	X	X
			Effectively plan for future growth by balancing regional priorities with local values	X	X	X	X	X
			Ensure land use planning and construction utilises best practice to achieve quality development outcomes.	X	X	X	X	X

Table 9 – CSP Direction 4 – Infrastructure and transport

	Priority	Objective (where we want to be)	Strategy (how we will get there)	Road Transport	Stormwater Drainage	Parks and Recreation	Buildings	Marine
Infrastructure and transport	Local assets	Public assets are efficiently managed, renewed and replaced to meet the community's changing needs, and address climate adaptation.	Plan for, develop, maintain and manage Council's buildings, parks, stormwater and seawalls, and infrastructure assets, ensuring they are fit-for-purpose and support a growing community.	X	X	X	X	X
			Proactively manage and maintain the Council's local road and footpath network.	X		X		
	Traffic and parking	Traffic and parking is managed to minimise	Ensure traffic and parking are appropriately planned, delivered and managed to address an increase in population.	X				



		congestion and increase road safety.	Deliver road safety infrastructure and education.	X				
Walking, cycling and public transport	More opportunities to safely walk, cycle and use public transport within the City.		Provide safe and accessible active transport networks, and deliver education on walking and cycling.	X		X		
			Advocate for improved public transport services.					

Table 10 – CSP Direction 5 – Civic Leadership

	Priority	Objective (where we want to be)	Strategy (how we will get there)	Road Transport	Stormwater Drainage	Parks and Recreation	Buildings	Marine
Civic leadership	Good governance	Council is ethical and effective in its decision making	Ensure decision-making processes are continuously improved, open, accountable and informed by integrated planning and risk management.					
			Manage information in a transparent and accessible way.					
	Sustainable Council	Council is environmentally and financially sustainable	Strengthen the financial sustainability of Council.	X	X	X	X	X
			Lead action to adapt and mitigate climate change, and improve environmental sustainability and waste management in Council operations.	X	X	X	X	X
			Ensure procurement practices are ethical and environmentally and financially sustainable.	X	X	X	X	X



			Provide a safe, skilled and engaged workforce that delivers valuable services to the community.					
			Ensure innovative and efficient technology supports the needs of Council and the community.	X	X	X	X	X
			Increase focus and priority on excellence to improve efficiency and effectiveness.	X	X	X	X	X
	Advocacy and partnerships	Council works with partners to shape the City's future	Develop partnerships with the community and other stakeholders to advocate for the delivery of the Community Strategic Plan objectives.					
	Communication and engagement	The community is well-informed and engaged, with opportunities to participate in issues and decisions that affect them.	Actively collaborate with the community about decisions, policies and plans.	X	X	X	X	X
Place customers and the community at the centre of service delivery.			X	X	X	X	X	
Ensure the community is well-informed through high quality, accessible and timely information			X	X	X	X	X	
Smart City	The City is transformed through innovation, efficiency and smart technology.	Seek Smart City partnerships and approaches to improve the quality of life in the community.	X	X	X	X	X	
		Innovate using Smart City partnerships and approaches to improve organisational efficiency and effectiveness.	X	X	X	X	X	



3 Asset Management Policy

The Asset Management Policy sets out Council's commitment to manage its assets, which will help achieve the OUR Future 2036 vision to meet the needs of the community. This policy will guide the strategic management of Council's assets.

It will be supported by:

- an asset management strategy
- an asset management plan and detailed plans for each asset class
- operational and delivery plans
- an asset management information system.

Together, these documents and our processes, software and data, make up Council's Asset Management Framework that support the management of Council's assets

3.1 Objectives

The International Infrastructure Management Manual defines Asset Management as:

The combination of management, financial, economic, and engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner

A broader interpretation appropriately introduces environmental and social considerations into the context.

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- taking a life cycle approach
- developing cost-effective management strategies for the long term
- providing a defined level of service and monitoring performance
- understanding and meeting the demands of growth through demand management and infrastructure investment
- managing risks associated with asset failures
- sustainable use of physical resources
- continuous improvement in asset management practices.

The asset management plan is a tool combining management, financial, engineering and technical practices to ensure that assets are managed appropriately and the level of service required by the community is provided at the most economical cost. The plan is also intended to protect the environmental and cultural values of the assets providing the service.



3.2 Policy

In order to realise the policy objectives, Council is committed to:

- preparing and reviewing detailed asset management plans for all major classes of assets and using these plans to assist in determining priorities for capital and maintenance expenditure
- funding asset maintenance and renewal to levels identified in the Asset Management Plans
- funding programs of works identified in the Operational and Delivery Plan
- integrating management, linking asset management strategy, policy and procedures to other Council policies, strategies and procedures
- using technological advances relevant to asset management
- using an integrated planning approach to ensure manager roles are understood and documented and that communication procedures are in place that ensure assets are planned and delivered in a sustainable manner
- improving its maintenance and rehabilitation practices
- maintaining and rehabilitating its existing assets in a manner that is acceptable to the community in terms of financial burden, safety, quality, impact on the environment, meeting needs and Council's ability to fund those works
- maximising resources to achieve the best outcome for the community
- consulting and surveying the community to determine whether its needs are being satisfied
- managing assets in accordance with relevant legislation
- preparing an Asset Management Strategy that details how this policy is to be implemented
- monitoring performance in accordance with measures developed as part of its Asset Management Strategy.

3.3 Adoption of Policy

Council's Asset Management Policy was last updated in June 2018 and adopted as part of the previous Community Strategic Plan. The Asset Management Policy and the Strategic Asset Management Plan will be reviewed and adopted in 2022 by the new Council for this 3 year period of the new Community Strategic Plan.

This asset management policy has been developed to ensure that the assets utilised by Council to ensure quality services to the City of Canada Bay community are managed, maintained and renewed in a manner that is sustainable and meets community expectations.



4 Asset Management Practices

4.1 Asset Management Systems

Over the past years, considerable effort has been placed on ensuring Council's asset knowledge base and strategies are Fit for the Future.

Data collection programs have captured detailed information in a structured and intuitive format. For example, Council can currently locate, value and assess the condition of its assets, understand replacement costs, remaining life and risk and understand the maintenance and renewal requirements of assets.

To improve decision making, Council has implemented an integrated corporate information system from Technology One. Key asset management modules have been implemented to form Council's Asset Management System.

One of the major benefits of an asset management system is that it outlines what is required to manage and operate the assets at agreed levels of service, while at the same time optimising life cycle costs.

4.2 Data Collection and Validation

In the preparation of this Asset Management Strategy and Plans, Council has used the most current and up to date information.

The data used for this AMS was obtained from Council corporate finance system and Councils Technology One Asset Management System.

As part of the Asset Management Improvement Plan it is proposed that asset conditions are continually monitored on a wider range with particular focus on the poor condition assets. Particular emphasis needs to be placed on the condition monitoring of Stormwater and Seawall assets. These assets are aging through their asset lifecycle and their maintenance demand increases to assist in managing risks associated with unexpected failure.

The condition data of stormwater assets is poor as condition data is not complete as CCTV inspection is required to review the pipe condition. Council undertakes CCTV inspections on a prioritised basis as it is not possible (cost prohibitive) to CCTV inspect 130Km of underground pipe on a 5 year cycle. Council has been utilising a quick view system to prioritise which pipes require a more thorough CCTV inspection. There is a residual risk associated with this system as localised failures may not be identified within the system.

12 % of Marine assets are in poor condition and there has been a substantial amount work undertaken in 2021 to understand condition and treatment options to improve the condition profile of these assets. Many of the Marine Assets (Seawalls) were constructed around the same period and there is a large renewal wave that Council is facing now and for the next 20 years.

In the roads asset class, the aim is to utilise the current pavement management system to optimise Council's road renewal expenditure and develop service levels based on overall pavement condition. This index looks at a range of factors impacting on the road condition and assists in optimising Council's renewal expenditure and achieving best value whilst minimising overall lifecycle cost of the assets.

Council is continuing to collect and monitor asset condition on an ongoing basis. There is likely to be some errors and out of date information in the current system, however these are not expected to be material in nature. Council will continue to monitor and improve its asset data collection practices.



4.3 Monitoring and Review Procedures

The executive management team will consider a summary report on the progress against the Asset Management Improvement Plan on a regular basis and will prepare a detailed report on progress against the plan on an annual basis at the end of each financial year and present it to Council.

4.4 Confidence in Data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system.

Table 7 Data confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 8 Summary of asset class data confidence

Asset Class	Confidence Grade
Roads and Transport Assets	Reliable
Stormwater Drainage Assets	Uncertain
Parks and Recreation Assets	Reliable
Buildings Assets	Reliable
Marine Assets	Uncertain/reliable

4.5 Funding Strategy

The fundamental approach that Council has is to align the financial strategy to the asset management policy and have budgets based on lifecycle requirement of assets.



Council will plan capital upgrade and new projects to meet level of service objectives by:

- managing developer / donated assets to ensure that these new / upgraded assets deliver the right services in a cost efficient and effective manner
- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner undertaking project scoping for all capital upgrade/new projects to identify:
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
 - the project objectives to rectify the deficiency including value management for major projects
 - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
 - management of risks associated with alternative options, and
 - evaluate the options against evaluation criteria adopted by Council, and
 - select the best option to be included in capital upgrade/new programs
- reviewing current and required skills base and implementing training and development to meet required construction and project management needs
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal.

4.6 Asset Lifecycle Management Strategies

Provide table showing the asset performance in terms of Acquisitions, Renewal, Maintenance, Operations and Disposals over the 10 year planning period for each of the asset categories. Show what are the gaps in funding and strategies to manage those gaps

Buildings and Property

Council is significantly increasing its asset portfolio between 2022 and 2024 with the acquisitions of the \$85 Million redevelopment of Concord Oval and the \$65 Million Rhodes Recreation Centre to support the Parramatta Road urban growth corridor and the growing population demand in Rhodes. These new facilities will increase maintenance and operational financial asset demand above present levels. Income from these facilities will part fund some maintenance and operations, however these facilities are available for our entire City and will be funded in a similar manner to all our other buildings and properties.

Other acquisitions include an increasing portfolio of affordable housing. Affordable housing is available to Hospital workers and other essential service workers to remain employed locally and continue provide the high level of service for our community. These acquisitions are self sustaining and provide value to the community by way of continued essential services.

There is a shortfall in funding building maintenance in the amount of \$1M per annum. This shortfall can either be addressed via reducing levels of service in consultation with the community

Parks and Recreation

Whilst operations are adequately funded, maintenance funding needs to be increased to sustain the current



level of service. Increased asset monitoring and condition assessment is required to inform maintenance programs whilst reducing risk.

The application of the appropriate level of maintenance will ensure our parks asset will achieve their intended asset lifecycle and reduce overall asset lifecycle management costs. Council will renew and maintain its playgrounds to achieve a 25 year asset lifecycle. The savings in playground renewal costs can part fund the maintenance gap.

Council's strategy to increase tree canopy by six percent will similarly increase tree management costs by a similar amount. Increased tree canopy will also increase the amount of leaf and stick drop requiring additional operational spending in street sweeping, stormwater pit and Gross Pollutant Trap cleaning.

Demand for use of Council's sportsfields continues to grow and Council must keep their condition in a safe standard. Part of this strategy is to limit field usage to less than 25 hours per week for all turf fields. Overuse of sportsfields increases safety risk for Council and users as well as forcing an early renewal of the fields which is not funded within Council's Long Term Financial Plan.

Roads and Traffic

Road Pavements and Surfaces are Council's highest value assets (\$295 Million) thus small changes in network condition have huge financial impacts for Council. The imperative is to apply the appropriate maintenance at the right time to ensure that road pavements and surfaces achieve the asset lifecycle specified in Council's Asset Accounting Operational Management Standard.

Key strategies include:

- Apply pavement rejuvenation treatments every 7 years. We must apply rejuvenation to condition 1 surfaces to delay those pavements from becoming condition 2 and so on. The objective is to keep our pavements to the optimal network condition standard. Rejuvenation is a maintenance treatment. Surface cracks must be crack sealed and pavement failures heavy patched before the rejuvenation treatment is applied
- Crack seal concrete road pavements to protect the sub-base every seven years. Concrete pavement which have been overlaid with asphalt are very susceptible to moisture ingress as the asphalt acts as a reservoir for the water. Concrete pavement must also be monitored for rocking and grout injection applied before the slab fractures.
- Undertake deflection testing prior to all renewals to ensure the appropriate depth of asphalt is applied. This strategy will prevent premature failure of the pavements and ensure that the optimal asset lifecycle is achieved.
- Mapping on a plan and on the kerb of all the heavy patching required during resurfacing to ensure localised pavement failures won't occur and the pavement will achieve its asset lifecycle.
- When undertaking heavy patching, patch the entire lane width such that upon renewal that heavy patch previously installed may not need to be re-deep lifted with asphalt.

Stormwater Drainage

Our stormwater drainage system is underground and difficult to inspect. Council expends \$60,000 on CCTV inspections per annum. As the drainage system cannot be inspected on a 5 year cycle a quick view system is



used to prioritise which pipes should be inspected.

Our stormwater system was designed and constructed in accordance with the standards that applied at that time of construction. Increasing capacity is not possible in most circumstance as the available space underground is consumed with other underground services such as gas, electricity, telecommunications, water and sewer. To mitigate the risk of flooding Council continues to review overland flow paths where possible.

Council will manage flooding in accordance with the State Government Flood Prone lands Policy and will progressively undertake the development of Flood Risk Management Plans in accordance with the NSW Government Floodplain Development Manual. The application of development controls upon new development will maintain flooding at present frequency and flood depth for a design storm event.

Marine Structures.

Marine structure include seawalls. Seawalls are integral in containing landfill used to reclaim parts of the Parramatta River. These reclaimed areas are highly valued by our community as foreshore reserves. Council manages 12.4 km of constructed seawall and a further 7 km of river bank.

Most of our seawalls are of a similar age and are in the last phase of their asset lifecycle. The consequence of this is that there is a large renewal demand for seawalls over the next twenty years where most of the 12.4 km of seawalls will need to be renewed.

The Seawalls have been condition assessed in 2021 and a renewal program developed to reduce the risk of sudden failure. River Cat Ferry wakes have increased the rate of demise of our seawalls. There high energy wakes scour the toe of the seawall and wash out fine materials from behind the walls which greatly increase the rate and risk of failure.

It is recommended that Council seek a special rate variation to renew the seawalls in accordance with the proposed renewal plan.

5 Levels of Service

5.1 Defining Level of Service

There are a variety of ways to describe Levels of Service (also known as service level). The concept adopted in this plan is that:

“Levels of Service are output descriptions supported by quantifiable performance measures”

A level of service is a measurable description of what Council delivers (or intends to deliver) in a particular activity which relates to something that can be controlled. Service levels may relate to:

- how reliable the asset is?
- the right quality of the assets



- having the right quantity of assets
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the Levels of Service.

5.2 Performance Measures

The level of service statement is supported by performance measure(s), also referred to as performance indicators, that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of customer and technical measures. Customer measure relates to how the customer receives the service, whereas technical measures support customer measures to ensure all aspect of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of services is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within seven days'. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management but driver behaviour, police enforcement and number of other factors also strongly contribute to the overall outcome.

5.3 Service Level Outcomes

The Levels of Service in this plan have been developed with a customer focus and grouped into core customer value areas that are referred to as 'Service Level Outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- accessibility and/or availability
- affordability
- health and safety
- quality / condition
- reliability / responsiveness
- customer satisfaction
- sustainability.

5.3.1 Accessibility

To ensure the asset base performs as required it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome the council's customer will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

5.3.2 Quality / Condition

Asset quality is also very important. In this regard, Council should determine the quality of the assets



required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 0 - 5, where 0 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Table 9 Condition assessment matrix

Condition Rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition however is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very Poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

5.3.3 Responsiveness

Council will maintain assets in a workman-like manner and be responsive to the needs of the community now



and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

5.3.4 Affordability

Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

5.3.5 Customer Satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

5.3.6 Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets

5.3.7 Health and Safety

Council will endeavour to identify and mitigate all key health and safety risks created by provision of services. Examples of level of service based on safety might include the following:

- Services do not cause a hazard to people
- Water is safe to drink
- Sewage is managed without risk to public health

Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

5.4 Financial Based Service Levels

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the Levels of Service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management strategy.

'Levels of Service' is a generic term used to describe the quality of services provided by an asset. Some specific financial based service levels are described below.

5.4.1 Asset Renewal Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is



renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

5.4.2 Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.

5.4.3 Asset Backlog Ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.

5.4.4 Asset Consumption Ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

5.4.5 Asset Renewals Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long term financial plan to adequately fund asset renewals.

6 Future Demand

6.1 Demand Forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth/reduction
- changes in the demography of the community
- lifestyle changes
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation



- government policy
- environmental.

Table 10 Future population projection

Demand Drivers	Present Position	Projection	Impact on Services
Residential development	Estimated population in 2016 of 88,015 Currently 36,767 dwelling	Estimated population of 115,500 by 2030 an increase of 27,485 people This will result in an additional 10,000 dwellings by 2030	Will lead to increased demand for services and increased usage of community facilities

6.2 Changes in Technology

Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.

6.3 Demand Management Strategies

Demand management strategies will be developed for each asset class to effectively manage the growth of the City of Canada Bay. The plans will also need to manage the changing expectations of the community as the demographic profile of the area changes and develops.

6.4 Demand Management Plan

The following general implications and impacts predicted on the Council assets, based upon changes and trends, are shown in Table 14.

Table 11 Future demand impact on major facilities

Demand Factor	Impact on Services
Population	Population growth will place an increased demand on assets, especially libraries, community centres and lead to increased parking and traffic congestion
Demographics	The trend towards multicultural society, an increasing and older population will place an increased demand on some assets, especially aged care facilities, community centres and recreation assets
Social/Economic	Not directly applicable
Transportation Changes	Smart, multi-modal transport solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of transport
Increasing Costs	Requirement to continue to maximise service delivery within the funding limitations
Environment and Climate	Some assets may be impacted by change such as more severe weather events
Lifestyle	Will impact on the type and size of facilities provided into the future



Demand Factor	Impact on Services
Technology	May require improved environmental management of facilities

7 Expenditure Projections and Reporting

Based on the proposed expenditure detailed in the individual asset management plans, the following tables map the proposed expenditure on infrastructure assets by Council and compare this to the expenditure required to maintain the asset base in a sustainable position.

The average capital and maintenance expenditure on Council assets over the ten-year forecast (2022-2032) period is approximately \$43,941 million per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being \$48,941 million per year. This indicates that Council has funded 90% of its required asset expenditure over the period of the plan

The shortfall in expenditure is primarily in two asset classes, being Buildings and Parks and Recreation assets. The under expenditure in these asset classes appears to be in the area of asset maintenance. It is proposed as part of the LTFP that maintenance be fully funded in future budget years which will result in a maintenance ratio of 100%. This will ensure that the required asset expenditure will be fully funded over the period of this plan.

Council will need to develop long term renewals plans (20 years) for these assets to ensure that any spike in renewal funding is planned and accounted for in both the asset management plan but also the business plans for these services.



Table 12 Long term expenditure projections

Expenditure Projections (\$000) - Combined Assets		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Actual	Renewal	14,410	15,358	15,407	15,844	14,947	15,247	15,244	14,302	14,660	15,026	15,402	15,787
	New and Expanded Assets	57,882	43,072	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	O&M	15,869	16,266	16,672	17,089	17,516	17,954	18,403	18,863	19,335	19,818	20,314	20,822
	Total Expenditure	88,161	74,695	39,080	39,933	39,464	40,202	40,648	40,166	40,995	41,845	42,716	43,609
Required	Required Renewal (Depreciation)	14,410	14,238	15,122	15,588	16,067	16,559	17,063	17,579	18,109	18,651	19,207	19,777
	New and Expanded Assets	57,882	43,072	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	Required O&M	17,284	18,411	18,984	19,571	20,173	20,790	21,423	22,071	22,736	23,417	24,116	24,831
	Total	89,575	75,720	41,106	42,159	43,241	44,349	45,486	46,651	47,845	49,069	50,323	51,609
Gap	Maintenance Gap	-1,415	-2,145	-2,311	-2,482	-2,657	-2,836	-3,020	-3,208	-3,401	-3,599	-3,802	-4,010
	Renewals Gap	0	1,120	285	256	-1,120	-1,312	-1,819	-3,277	-3,449	-3,625	-3,805	-3,990
	Overall (GAP)	-1,415	-1,025	-2,026	-2,226	-3,777	-4,148	-4,838	-6,485	-6,850	-7,224	-7,607	-8,000



Figure 2 Asset renewal expenditure

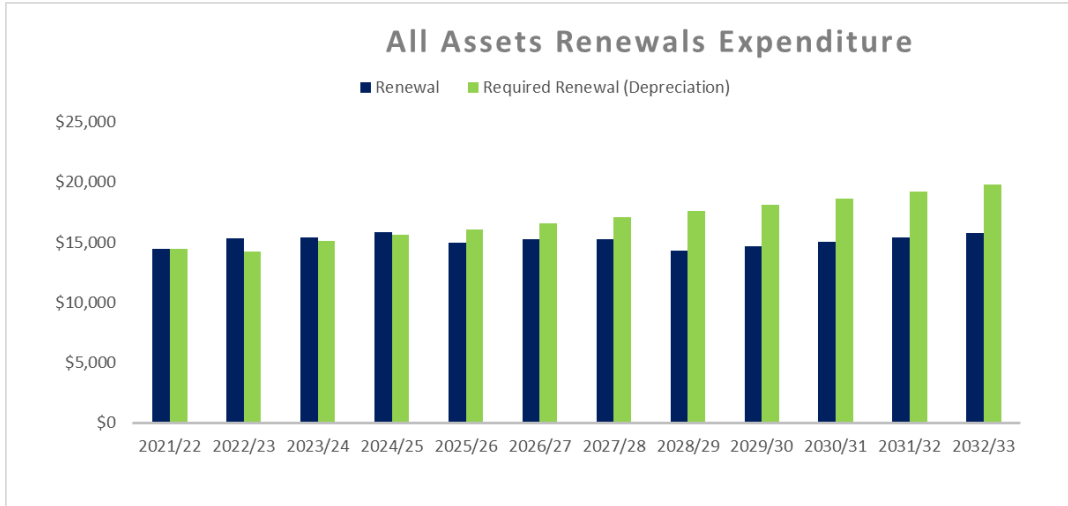
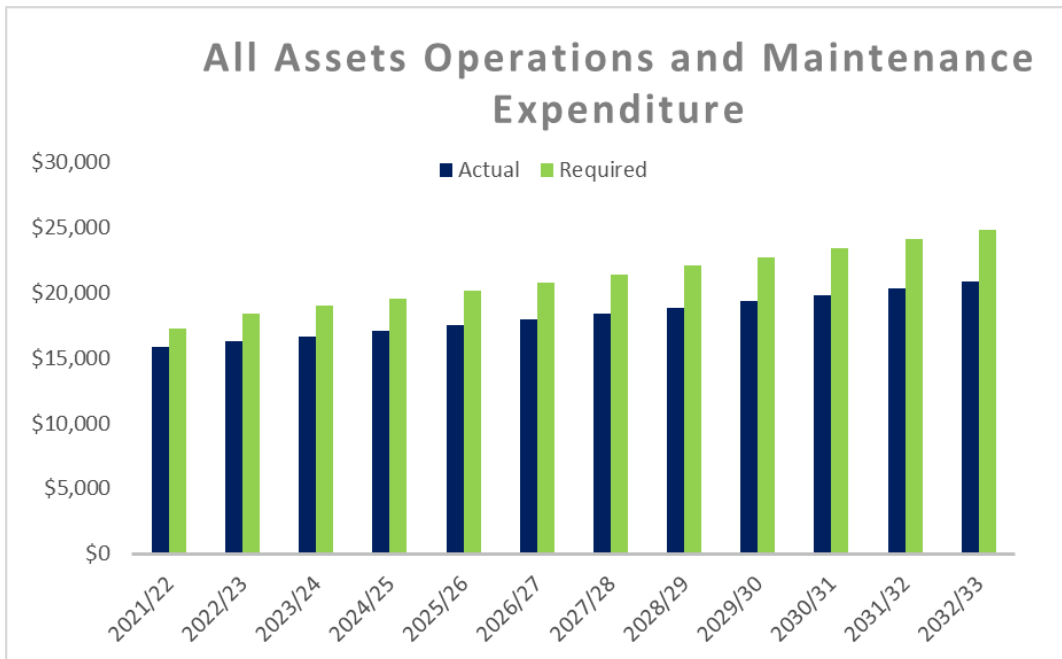


Figure 3 Asset operational and maintenance expenditure





7.1 Financial Ratios

Figure 4 Asset renewals and maintenance ratios

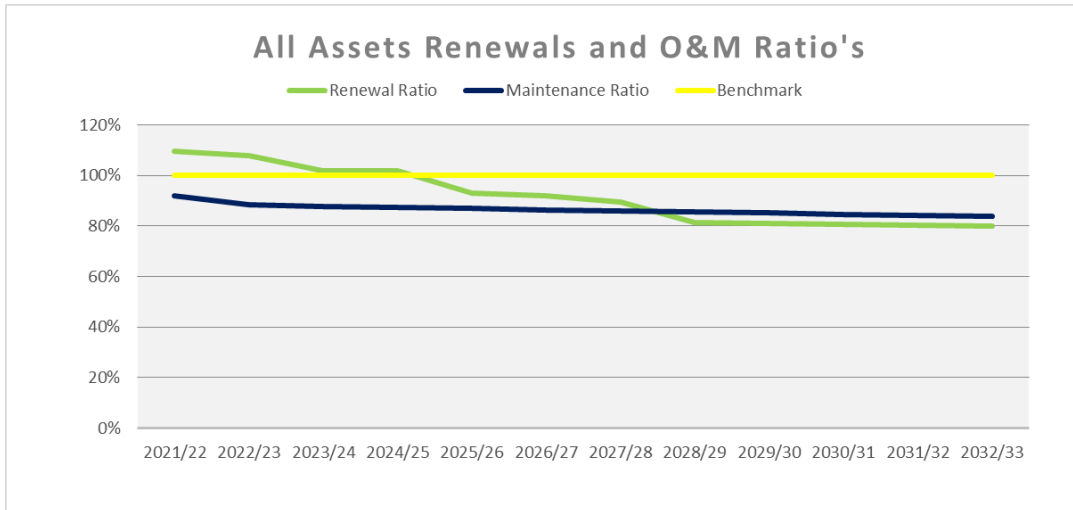
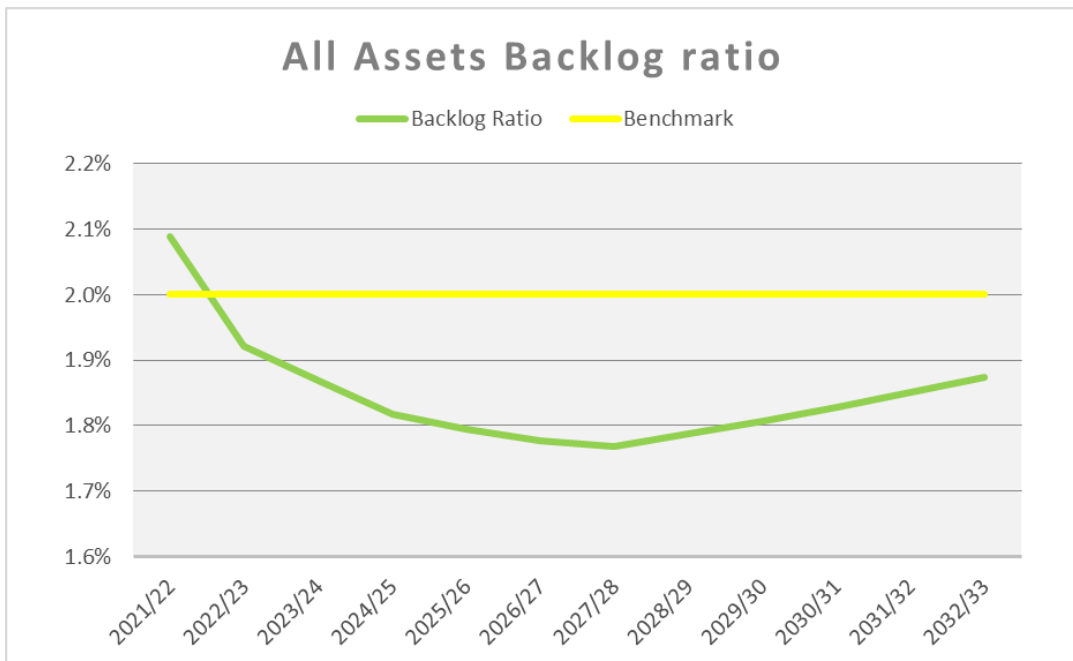


Figure 5 Asset backlog ratio





8 Risk Management

Risk Management is defined in AS/NZS 4360:2004 as: “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.

A high level risk assessment process to identify risks and to outline a plan to address the risks relating to assets was undertaken. The risk assessment process was carried out generally in accordance with Australian Standard for Risk Management AS/NZS 4360:2004.

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	High	Extreme	Extreme	Extreme
Likely	Medium	Medium	High	Extreme	Extreme
Possible	Low	Medium	High	Extreme	Extreme
Unlikely	Low	Low	Medium	High	Extreme
Rare	Low	Low	Medium	High	High

The risk assessment process identified and evaluated community and service risks that may impact on the community and delivery of services and developed a risk treatment plan.

Currently no critical assets have been identified for each facility and no risk mitigation strategies have been developed. More work is required in terms of business continuity planning in relation to these assets.

8.1 Enterprise Risk Management Framework

Council’s Enterprise Risk Management (ERM) Framework covers wide range of projects, programs and activities. The plan feeds into the Delivery Program and Operational Plan and is also to be used in management of assets or infrastructure related risk.

Council operates a wide range of diverse projects, programs and activities and has a large number of diverse stakeholders with varying needs and expectations. Therefore, the scope of Council’s organisation-wide risk management must encapsulate all activities. Specifically, the context of risk management will include:

Governance	Sound processes for decision-making i.e. the processes by which decisions are implemented or not implemented
Compliance	Meeting the expectations and requirements of those stakeholders who regulate the organisation
WH&S	Achieve fewer and less severe injuries, better trained and informed employers and workers, improved morale among workers
Financial	Includes strategic and business planning, financing and accounting



Operational	Includes programs, activities and processes to deliver internal and external services
Environmental	Given exposure or series of exposures that may damage human health or the physical environment

Council’s risk management process closely follows guidelines that set out in AS/NZ 31000:2009.

8.2 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to “review the importance of assets related to their intended outcomes, objectives and product or service requirements.” ISO 55002 Cl 6.2.2.1 suggests that “a risk ranking process can determine which assets have a significant potential to impact on the achievement of AM objectives”.

City of Canada Bay Council has used a basic approach in identifying critical assets for each major asset class. The approach uses the ‘Critical Asset Risk Matrix’ developed by Morrison Low Consultants that rates Council-owned assets from high to low in importance, significance and consequences. The assets identified as high have currently been ranked as critical. Having taken into account the critical risk matrices and based on the operational expertise and experience of Council officers, the following assets have been considered the most critical assets for the organisation as a whole.

Asset Class	Organisational Critical Asset
Buildings	– Council’s Administration Centre
	– Works and Services Depot

9 Asset Management Strategic Actions

The Asset Management Strategy is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future
- enable Council’s Asset Management Policy to be achieved
- ensure the integration of Council’s asset management with its Community Strategic Plan.

The Asset Management Strategy proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 13 Asset Management Strategic Actions



No	Strategy	Desired Outcome
1	Continue the move from annual budgeting to long term financial planning	The long term implications of Council services are considered in annual budget deliberations
2	Review and update asset management plan financial projections and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
3	Continue to Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that Asset remaining lives are assessed on an annual basis	Financial sustainability information is available for Council and the community
4	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs. As such Council will need to continually review and update asset condition particularly in the stormwater and marine asset classes	Improved decision making and greater value for money
5	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
6	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
7	Implement an improvement plan to initially realise 'core' maturity for the financial and asset management competencies, then progress to "advanced" maturity	Improved financial and asset management capacity within Council
8	Report annually to Council on development and implementation of Asset Management Strategy and Plan and Long Term Financial Plans	Oversight of resource allocation and performance

Long Term Financial Plan:
Our Finances

2023-33:



Long Term Financial Plan Our Finances 2022-32

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1. EXECUTIVE SUMMARY

1.1 Who We Are

The City of Canada Bay is located in Sydney's Inner West, about six kilometres from Sydney's centre. The city is bounded by the Parramatta River in the north, Inner West Council in the east, Burwood and Strathfield Council areas to the south and the City of Parramatta to the west.

The city's estimated resident population in 2021 is 98,295 people. The population of Canada Bay is forecast to reach 115,886 by 2031.

1.2 What Are the Challenges We Face

Similar to other councils in New South Wales, Canada Bay's annual rate income is subject to rate pegging, with each year's percentage increase determined by the Independent Pricing and Regulatory Tribunal (IPART). Council is encouraged to continually strive to achieve efficiencies and find better ways to do things. Annual expenditure levels have often been based on what Council can afford with the funding that is available.

The main challenge facing Council is the need to remain financially sustainable and able to generate sufficient funding to deliver current services and renew essential community assets. Local government costs continually increase at a higher rate than the rates and other revenue, and community expectations and environmental standards are also continually increasing.

1.3 What We Know

All councils are required to complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that supports its Delivery Program. As part of preparing its LTFP, Council has determined where it sits – and there are some challenges ahead.

In simple terms, Council is not collecting enough money each year to adequately cover the increasing cost of normal operations and maintain the community infrastructure. However, Council can make modest productivity gains each year through its improvement program. If Council does not provide new services or uplift service levels for the services provided, it can continue to adequately invest in renewing its existing assets.

In accounting terms, Council is aiming for small operating surpluses, meaning that enough funding is collected to fund the cost of normal operations plus a share of the cost of replacing assets. This includes collecting sufficient revenue to cover the cost of depreciation which is an accounting calculation that measures the value of the community's assets consumed or used during any given year. The funds collected for depreciation enable asset renewal expenditure to be funded, thereby ensuring the community's assets do not deteriorate.

In 2021/22, Council is on track for its budgeted operating deficit of \$1.9 million when capital revenues are excluded. These deficits continue, but reduce, over the next three years in the base case of the LTFP. The assumptions built into the base case of the LTFP also factor in the expected average population growth of 1.7% over the next ten years, both in terms of revenue and expenditure. Therefore, Council can demonstrate financial sustainability over the medium term, but, as the 'growth' scenario demonstrates, growth in services or assets in response to community expectations would jeopardise financial sustainability.

Council is currently in a strong financial position with low debt and cash reserves of \$176 million, as at 30 June 2021. The average condition of most of Council's assets is satisfactory.

1.4 What are our scenarios?

Council has modelled two scenarios to see the effect of these different approaches. These are referred to as the base case, 'sustainable assets and services' (status quo), and the growth scenario, 'growth assets and services' - covered by scenario two.

The sustainable assets and services scenario, the base case, is premised on Council having its current assets fit for purpose and for Council to be in a position to deliver services to the current expected standard. Assets are critical in the delivery of Council services and if not maintained to standard, this can often lead to deterioration of asset condition and the intensification of complaints from users.

Under the base case scenario, the LTFP asset renewal program has been developed to mitigate any significant deterioration of Council's current asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of current assets. The total infrastructure renewal program for the forecast period is \$167.2 million, along with an asset maintenance program that maintains assets in a fit for purpose condition.

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The financial outcome of a sustainable assets and services scenario is that there are three years of operating deficits commencing from 2022/23, however for the forecast period Council remains marginally sustainable. This, combined with the capital expenditure program, will have an adverse impact on Council's unrestricted cash position in the initial years of the LTFP.

The growth scenario is based on meeting the growth and user demand for new assets and expanded services. The LTFP asset program of renewal and new assets has been developed with the objective of meeting growth demands of the Council area. The total renewal program is \$252 million of which \$223 million is the infrastructure renewal program.

Under the growth scenario, Council is experiencing growing operating deficits commencing from \$958,000 in 2022/23 and steadily growing to \$6.7 million in 2032/33. This is the combination of a higher capital expenditure program and the proposed introduction of new and expanded services, having an adverse impact on Council's unrestricted cash position.

In summary

Scenario one: 'sustainable assets and services' – the base case:

- broadly models the continuation of Council's services as currently provided and funds current asset renewal in accordance with the Asset Management Strategy
- includes \$1.7million annual savings from Council's improvement program.
- includes reduction in investment income and lower rates growth than previously estimated
- will continue to operate within the annual rate peg
- utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

Scenario two: 'growth assets and services' – the growth scenario:

- models the level of asset renewal expenditure of \$56 million more over the LTFP period, with the bulk of this expenditure in the initial years of the forecast period
- proposed increase in services for parks, streetscapes, community safety and additional development and strategic planning resources.
- considers the estimated impacts of the S7.11 program over the ten years
- utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

1.5 What is the proposed approach and why?

Council proposes to operate under the base case scenario 'sustainable assets and services' for 2022/23 while undertaking the following actions:

1. Detailed assessment of new assets and services, resulting developer contribution plans, associated additional services and increase in demand for current services.
2. From one above, undertake further modelling on the 'growth assets and services' scenario as more clarity is achieved over the timing and certainty of the delivery of new assets and services and the subsequent funding options for a financially sustainable Council operation.

The base case scenario is sustainable financially over the forecast period, however ongoing savings through its business improvement initiatives is required ensure sustainability. Further the new council will need some time to consider their priorities and the long-term financial opportunities and implications for any future service or asset growth.

2. INTRODUCTION

The NSW Government requires councils to have:

- a Community Strategic Plan (of at least ten years)
- a Delivery Program (four years)
- an Operational Plan (one year)

- a Resourcing Strategy containing:
 - Long-Term Financial Plan
 - Workforce Management Plan
 - Asset Management Plan.

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Councils are required to prepare a Resourcing Strategy for at least ten years to identify the resources it needs to implement the Community Strategic Plan. An essential element of the Resourcing Strategy is that it must include provisions for long-term financial planning.

The Long-Term Financial Plan must be for a minimum of ten years and include the following:

- the planning assumptions used to develop the plan
- projected income and expenditure, balance sheet and cash-flow statement
- sensitivity analysis and testing
- financial modelling for different scenarios
- methods of monitoring financial performance.

The Long-Term Financial Plan forecasts must be updated annually, together with preparation of the Operational Plan. On adoption of a revised Community Strategic Plan and new Delivery Program every four years, a detailed review of the Long-Term Financial Plan should be undertaken.

2.1 OUR future 2036

OUR future 2036 is the community's strategic plan outlining aspirations and priorities for at least the next ten years.

Development of the plan commenced in June 2021, with an extensive community engagement program of three phases that was completed in May 2022. Through the process, the newly elected Council considered the feedback in determining the final plan. Community members were invited to 'have their say' on the future of the City of Canada Bay and over 3,000 people provided their perspectives on what they valued most, their priorities and vision for the area. A number of recurring themes arose, and these themes inform the five vision areas of *OUR future 2036*:

- connected community
- sustainable natural environment
- vibrant urban living
- infrastructure and transport
- civic leadership.

All Council's activities are aligned with these five themes and seek to achieve the aims of *OUR future 2036*. Council's Delivery Program incorporates the vision objectives and activities that will provide the programs, services and projects that ensure our residents enjoy where they live and work.

2.2 Purpose of the Long-Term Financial Plan

The Long-Term Financial Plan acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained in the Community Strategic Plan – *OUR future 2036*, through its Delivery Program. The Long-Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

In particular, this plan will model the financial implications of the *OUR future 2036* strategies, along with the ability to maintain existing facilities and infrastructure based on a range of assumptions and within any known constraints.

2.3 Long-Term Financial Plan

Council has a long-term financial forecasting model. This provides a budgetary projection (from a profit and loss perspective) for a ten-year period. The model was used to prepare this LTFP and will be reviewed on an annual basis.

The model has now been updated to include the latest actual results and budget information. It has also been informed by updated asset management planning documents and Workforce Management Plan and by a range of assumptions based on the best available data to guide forward projections. This forms the basis for the ten-year projections presented in this LTFP.

This LTFP is being prepared to support the new 2022/23 Delivery Program for Canada Bay.

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3. LONG TERM FINANCIAL SUSTAINABILITY

3.1 How do we define long term financial sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.
- Council must **maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set asides for those works yet to be identified.








3.2 How financially sustainable is Council currently?

The most recent Audited Consolidated Financial Statements, as at 30 June 2021, resulted in a very small \$12,000 operating deficit (excluding income for capital purposes).

The following performance indicators measure Council's broader financial performance and position and confirms that Council needs to ensure there is adequate funding for assets as all three asset ratios fail to meet the target. The indicators measure both recurrent operations and capital sustainability. These same indicators have been used to review Council's Long-Term Financial Plan forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed delivery program.

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Table 1: 2020/21 Financial Performance Ratios

RATIO	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2020/21 ACTUAL RATIO
Operating Performance Ratio	Total operating result excluding revenue for capital purposes divided by total operating revenue excluding revenue for capital purposes.	Is the council sustainable in terms of its operating result?	Greater than zero	0.97% 
Own Source Operating Revenue	Total operating revenue excluding all grants and contributions divided by total operating expenditure	Council's ability to fund its short-term expenditure needs.	Over 60% Sustainable Less than 60% overly reliant on grants and contributions	56.8% 
Unrestricted Current Ratio	Current assets less external restrictions divided by current liabilities	Does the council have enough unrestricted cash to meet its short-term debt servicing needs?	>1.5	2.7 
Cash Expense Cover Ratio	Current years cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months could the council fund its operation from its current cash and deposits?	>3 months	21.4 months 
Debt Service Cover Ratio		Can the council cover its debt repayments from cash generated from operations?	>2	17.7 
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation	Is asset renewal expenditure sufficient to maintain assets in the long-term?	Benchmark 100%	77.5% 
Infrastructure Backlog Ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against net carrying value of assets - reflects success of strategies to invest in asset renewals.	Benchmark 2%	2.33% 
Asset Maintenance Ratio	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance required to maintain current assets.	Benchmark 100%	96.0% 

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4. FINANCIAL MANAGEMENT IN COUNCIL

4.1 Regulatory environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
 - The Act defines the scope and boundaries of Council's role and the way it must conduct its business.
- NSW State Plan
 - The State Plan: A New direction for NSW defines the overarching goals and outcomes that the NSW Government has set for this state and which should shape public policy.
- The Sydney Metropolitan Strategy
 - The strategy sets out a long-term plan for the Sydney Metropolitan Region.

4.2 Financial environment - rate pegging

Council's ability to align rating revenues with the increased cost of providing local government services has been restrained for a number of years by rate pegging, a legislative instrument whereby the maximum increase in rating revenues is set by IPART NSW.

4.3 Financial environment – the state of the Council's finances

While the Council faces challenges in generating sufficient revenue to balance the budget, it is currently in a very strong financial position.

As at 30 June 2021, Council had external borrowings of \$1.6 million and cash reserves of \$176 million. Total carrying value of infrastructure and land assets was \$1,832 million while the total liabilities were only \$77.7 million.

Most of the key financial ratios outlined in the table in section 4.2 are within industry benchmarks, however Council is below the benchmark for all asset ratios. This is being addressed as part of the renewal program planned for the next ten years.

Council has a sound base and an ability to borrow for key infrastructure if required. The fundamental issue faced by Canada Bay and other NSW councils is the restriction on the rate at which revenue can be increased. While Council is able to borrow to fund new works and renewals, it is not able to increase revenues to service the additional debt.

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, inclusive of depreciation. This imbalance is projected to grow over the term of this LTFP as demonstrated in growth scenario. Further the growth scenario highlights the generation of new assets and services through growth and increasing user demand for services will require additional revenue or greater cost savings in other areas to fund these activities.

4.4 Financial environment - balancing the budget

Council's budget continues to face significant pressures including:

- an increasing burden as a result of cost shifting from other levels of government
- additional costs of construction, operating and maintaining new assets because of growth and development
- increasing costs to procure goods and services have been consistently higher than rate pegging increases as determined by IPART
- downward pressure on investment income
- greater competition in the allocation of external funding such as the Financial Assistance Grants.

The above factors mean that, as with many growing councils in NSW, the City of Canada Bay is faced with an income gap, with costs increasing at a greater rate than revenues. This income gap to date has been addressed by way of productivity gains and efficiency savings. Council also actively pursues grants, works collaboratively with neighbouring councils and carefully manages its income and expenditure through the use of sound financial reporting systems and regular budgetary monitoring.

The achievement of annual improvement savings of \$1.7 million have been offset by decrease in investment income, short term COVID-19 impacts and lower than expected rates growth. Further increasing cost burden, placed on Council through growth and service demand, are the key drivers that are generating operating deficits in the growth scenario. Council may need to consider an increase in rates or a reduction in non-core services to sustain and fund any expansion in its asset base and service demand.

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Council has worked hard to absorb as much as it can and aims to achieve a balanced budget each year without affecting service levels, which is largely the outcome of the base scenario, with small operating deficits for the first three years and small operating surplus for the last seven years, resulting in a small surplus over the ten-year period.

4.5 Financial management principles

In preparing the 2023-33 Long-Term Financial Plan, the following underpinning principles have been used:

- Council will endeavour to maintain its existing service levels to residents.
- Management will continually look for ways to structurally realign resources and/or increase income opportunities without changes to service standards.
- Services and infrastructure in any new areas will be provided when they are needed.
- Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision-making.
- Council will manage within the existing financial constraints as much as possible.

In conjunction with these principles, Council's Long-Term Financial Plan is guided by a number of policies and strategies that are outlined below.

4.6 Rating income strategy

Rating income is generated by a levy on properties within the council area in order to provide local government services. Council continually reviews its rating structure to ensure it is fair and equitable, where each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources. Council's rates comprise:

- Ordinary residential rate
 - Minimum amount per separate residential parcel of land for 2021/22 being \$743.13.
- Ordinary business rate
 - Minimum amount per separate business parcel of land for 2021/22 being \$743.13.
- Stormwater Management Service Charge for residential and business.

4.6.1 Residential 2021-22

Table 2: Residential rate 2021-22

BASIS	AMOUNT	YIELD	% OF YIELD
Minimum rate	\$743.13	\$15,649,723	43%
Cents in dollar	0.090986	\$20,456,850	57%
Total		\$36,106,573	100%

4.6.2 Business 2021-22

Table 3: Business rate 2021-22

BASIS	AMOUNT	YIELD	% OF YIELD
Minimum rate	\$743.13	\$585,586	10%
Cents in dollar	0.2168575	\$5,342,116	90%
Total		\$5,927,702	100%

4.7 Domestic Waste Management Charges

In addition, Council charges a Domestic Waste Management Charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, state government charges and tipping fees.

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4.8 Investment principles

Council has an Investment Policy that reinforces its ongoing commitment to maintaining a conservative risk/return portfolio, an important component of its ongoing prudent financial management practices. The overall objectives of the policy are to ensure that Council invests its funds:

- in accordance with the requirements of the Local Government Act (1993) and Council's investment policy
- in a conservative manner where preservation of capital is the principal objective
- in a manner that seeks to ensure the security of Council's cash and investment portfolio, achieve appropriate earnings and manage cash resources to ensure there is sufficient liquidity to meet Council's business objectives.

The policy outlines:

- the manner in which Council may invest funds
- the institutions and products which Council can invest in
- delegations
- the reporting requirements, including benchmarking, of Council's investment portfolio.

Interest on investments is received on three types of funding:

- General Fund revenues raised through the year from all sources of revenue, excluding reserves and developer contributions
- reserves held until expended
- developer contributions held until expended.

Council has control over the interest it earns on General Fund revenues and reserves, but developer contribution interest on investments must be used for the purpose for which the contribution relates. The interest Council earns on General Fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

4.9 Loan borrowings

Council has a low level of loan borrowings at present, with \$15 million new borrowings proposed in the LTFP.

The Council's policy is that the use of debt (borrowings) is appropriate to fund the cost of major new community assets or to smooth the cost of major asset renewals. However, any minor asset acquisitions and the required level of asset renewals (guided by the level of the annual depreciation charge) should be funded out of operating revenues.

4.10 Cash reserves and restrictions

Council has a number of cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditure that could not otherwise be financed during a single year without having a material impact on the budget. For example, local government elections occur every four years, so Council sets aside one quarter of the estimated cost of this activity each financial year.

The balance of cash reserves as at 30 June 2021 is \$176,125,000 comprising:

- | | |
|----------------------------------|----------------|
| • externally restricted reserves | \$120,175,000 |
| • internally restricted reserves | \$ 35,097,000 |
| • unrestricted cash | \$ 20,853,000. |

The table on the following page outlines the various reserves Council has established, the funds available in each, and the purpose of the reserve. Externally restricted reserves can only be used for the purpose for which they were collected.

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Table 4: External Restrictions as at 30 June 2021

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF RESERVE
Externally restricted reserves		
Developer contributions – general and VPA	\$67,583	In accordance with s7.11, 7.12 and 7.4 of the <i>Environmental Planning and Assessment Act</i> all unexpended developer contributions are to be restricted and only used for the purpose for which they were collected under the various contribution plans Council has adopted.
Unexpended grant funding	\$286	This holds the balance of grants received for specific purposes that are yet to be spent. These funds can only be used for the purpose for which they were granted to Council.
Domestic Waste Management	\$22,624	This reserve holds the balance of the Domestic Waste Management charges that have not yet been spent.
Stormwater Management	\$168	This reserve holds the balance of the Stormwater Management Charges that have not yet been spent.
Unexpended Loans/contracts	\$29,514	This reserve holds the balance of the unexpended loan and contract liabilities relating to civil infrastructure.
Total external reserves	\$120,175	

Table 5: Internal Restrictions as at 30 June 2021

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF THE RESERVE
Internally restricted reserves		
Plant replacement	\$1,799	Cash set aside to replace plant and equipment as required.
Employees leave entitlement	\$1,706	Leave entitlements accrued by staff but not yet taken.
Affordable housing	\$3,317	Net rents and Federal and State grants restricted to fund future acquisitions and property maintenance.
Energy efficiency fund	\$58	Provision for future energy efficiency initiatives.
Bonds and Deposits	\$11,052	Bonds are held as condition of development consent. Refunded on completion of works unless Council infrastructure is damaged which would necessitate forfeiture of bond.
Carry-over works	\$5,912	Funds held to cover cost of works budgeted in a prior year that have been rephased to a future year.
Financial Assistance Grant advance	\$1,408	Restriction of funds received in advance of the applicable financial year to which they are intended.
Concord Oval	\$86	Funds utilised for improvements to Concord Oval buildings.
Concord Library and Wellbank Childcare Centre	\$737	Funds utilised for equipment, furniture and fixture replacement at childcare facility and library.

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RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF THE RESERVE
Infrastructure replacement- parking	\$935	Net income from on-street parking meters to be used to upgrade footpath/roads. Priority for expenditure initiatives will be in those zones where meters are placed.
Drummoyne oval	\$55	Funds utilised for building and infrastructure renewal.
Election of Councillors	\$450	Funds allocated from general revenue each year towards the cost of conducting Council's general elections every four (4) years.
Investment fund	\$3,974	Comprised of net proceeds from disposal of land and property. The investment fund may be utilised to fund projects that result in additional recurrent revenue or reduced recurrent costs thus contributing to improvement to Council's financial position.
Victoria Ave Children's Centre	\$102	Funds utilised for equipment, furniture and fixture replacement at childcare facilities and library.
Massey Park Golf Course	\$25	Provides for the future repairs, improvements and upgrades to Council's building occupied by Massey Park Golf Club.
Parramatta River Catchment	\$295	Contributions from member councils of the Parramatta River Catchment Group that cover employee leave entitlement accruals. Will also hold member contributions paid in advance of the applicable financial year.
Building reserve	\$311	Fund property improvements and upgrades to leased properties with the aim to increase the existing return on the asset.
Five Dock Leisure Centre	\$97	Funds utilised for building maintenance and improvement projects.
Workers compensation	\$147	Budget savings from workers compensation premiums are restricted to this reserve to allow for gradualising of budget allocations across years. The reserve will be utilised to offset any unexpectedly large premium increases.
Financial sustainability	\$2230	Council's long term financial plan is based around annual budgets being prepared that make provision for asset maintenance and renewal expenditure at levels identified in the Asset Management Strategy. This reserve receives approximately \$2 million per annum from infringement revenue.
Water for community	\$392	Provides for the future replacement of plant and equipment for the Water Facility. Funds equivalent to the annual depreciation expense are transferred to reserve.
Total internal reserves	\$35,097	

Council's reserves are considered as funding sources in the budget process.

4.11 Developer contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development.

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Council's adopted Developer Contributions Plan (section 7.11 and 7.12 Developer Contribution Plan) provides funds for council-wide application:

- roads
- parking
- open space
- community facilities

With two locality base S7.11 developer contribution plans for

- Rhodes Peninsula
- Strathfield Triangle.

The Contributions Plan contains detailed schedules of works for which development contributions are required. The plan estimates projected future contributions of approximately \$175 million over the 20-year life of the plans to fund new and upgraded facilities projects. A balance of \$67.5 million is held, as at 30 June 2021.

4.12 Discretionary and regulatory fees and charges

Council has the ability to raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees - these fees are generally determined by state government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation, or any annual increases of these fees and charges.
2. Discretionary fees - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

4.13 Asset disposal and investment strategy

The majority of Council's property assets deliver on services such as:

- transport infrastructure
- environmental services, such as stormwater management
- community facilities
- operational assets, including administration buildings.

The only asset sales forecast in this LTFP are the sale of plant and equipment that is traded in on replacement.

Council has prepared a Draft Property Strategy that envisages some property disposals and the redevelopment of Council land. The financial implications of the Draft Property Strategy have not been incorporated into this plan.

4.14 Asset management

4.14.1 City of Canada Bay Asset Management Strategy

City of Canada Bay Council is the custodian of assets with a replacement value of \$2,151 million and a depreciated value of approximately \$319 million, as at 30 June 2021.

The five infrastructure asset classes included in the Asset Management Strategy and their values are detailed in the following table.

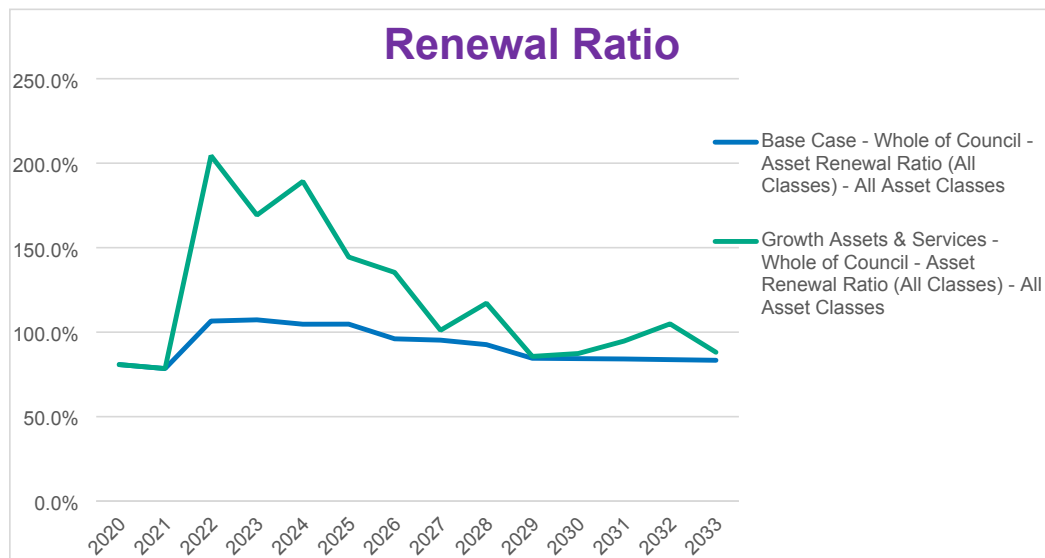
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Table 6: Asset values and annual depreciation as at 30 June 2021

ASSET CLASS	REPLACEMENT VALUE	DEPRECIATED REPLACEMENT COST	ANNUAL DEPRECIATION
Transport	\$487,633,000	\$352,176,000	\$5,575,000
Drainage	\$144,231,000	\$88,460,000	\$1,784,000
Parks, Recreation and Other	\$71,292,000	\$53,050,000	\$1,063,000
Buildings	\$194,133,000	\$134,723,000	\$2,210,000
Marine	\$92,136,000	\$55,055,000	\$1,950,000
Non- Infrastructure Assets	\$1,161,925,000	\$1,149,025,000	\$1,938,000
Total	\$2,151,383,000	\$1,832,489,000	\$14,520,000

The following two graphs shows Council’s asset renewal ratio and backlog ratios, two critical asset performance ratios, for each of the two scenarios modelled.

Figure 1: Asset renewal ratio

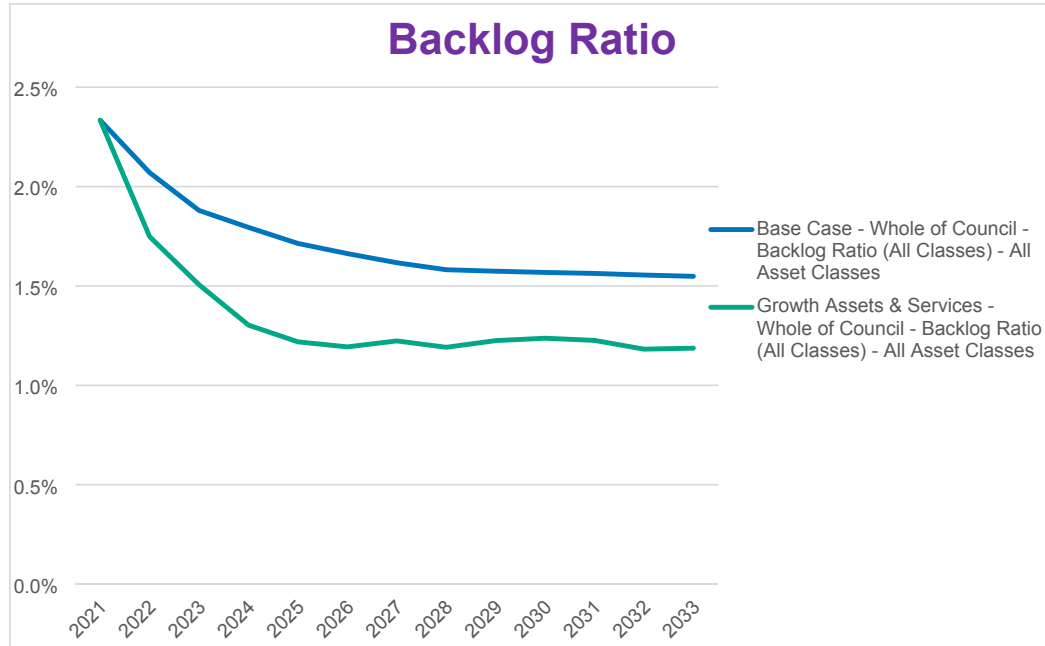


In the growth scenario, the asset renewal ratio spikes in the first year with significant investment in renewals to bring assets in an unsatisfactory condition back into satisfactory. In the growth scenario, asset renewal rates drop marginally below the base case, as the additional \$56 million spent on assets in the growth scenario mostly in utilised in the first five years.

This ratio is a key indicator of financial sustainability. It indicates whether a council is spending enough on asset renewals to maintain its assets in their current condition. The target ratio is 100% and a ratio in the range of 90% to 100% is considered to be acceptable.

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Figure 2: Asset backlog ratio



The base case takes a specific approach to deliver fit for purpose assets by developing the asset renewal program totalling \$167.2 million over the ten years. As a result, the backlog ratio reduces from 2.1% in 2021/22 to 1.6% in 2032/33. The growth scenario allocates \$56 million more to renewal expenditure and spends this in the first years of the forecast, which results in a small improvement in the backlog ratio, reducing to 1.2% by 2032/33.

4.15 Workforce Plan

Scenarios one and two both maintain Council's workforce costs at current levels. However, the growth scenario includes increasing operating costs for additional services or assets, it does not presume the form these additional costs would take. That is, whether they are increases in employed staff to provide new services or maintain new assets or whether they are materials and contract costs.

4.16 Long-Term Financial Plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council's finances.

In preparing the Long-Term Financial Plan, the following underpinning principles have been adopted.

4.16.1 Population forecasts

The estimated current and forecast resident population of the Canada Bay local government area, as provided by the Department of Planning Industry and Environment's 2019 population forecasts, are as follows:

4.16.2 Population projections

Table 7: Population projections

YEAR	TOTAL POPULATION	ANNUAL AVERAGE GROWTH RATE
2021	95,976	
2036	126,097	1.8%

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4.16.3 Inflation

Table 8: Inflation

YEAR	2022-23	2023-24	2024-25	2025-26 ONWARDS
CPI	2.2%	2.2%	2.3%	2.3%-2.5%

While Council will have a growing population and a resulting increase in the number of dwellings, the amount of revenue available to fund services will not increase at the same rate as the population growth but is rather driven by the increase in the number of dwellings. The projected additional revenue from rates growth is projected to range from 0.7% to 1.8% per annum and will be needed to fund existing services.

4.16.4 Interest rate movements

Council has used an average of 2.5% as the investment interest rate over the life of this LTFP. No new borrowings are proposed.

4.16.5 Revenue and expenditure assumptions

The following tables outline Council's planning assumptions by revenue and expenditure types. Included is a brief description as to how Council has determined this assumption and the external influences which impact the assumption.

Note: The assumptions included in the following tables are those which could have a material impact on Council finances.

Table 9: Rates budget assumptions

RATES BUDGET ASSUMPTIONS	FACTOR 2021-22	FACTOR 2022-23 TO 2031-32
Minister's allowable increase	1.2%	2.20% plus an allowance for income growth from additional properties
Rate income growth	See table below	See table below

Table 10: Rate income growth

FINANCIAL YEAR	RATE PEG	RATING GROWTH BASE CASE	TOTAL INCOME GROWTH BASE CASE	RATING GROWTH SCENARIO 2	TOTAL INCOME GROWTH SCENARIO 2
2022-23	0.70%	0.5%	1.20%	0.5%	1.20%
2023-24	1.20%	1.0%	2.20%	1.2%	2.40%
2024-25	2.20%	0.9%	3.10%	1.1%	3.30%
2025-26	2.25%	1.0%	3.25%	1.3%	3.55%
2026-27	2.25%	1.1%	3.35%	1.4%	3.65%
2027-28	2.50%	1.4%	3.90%	1.6%	4.10%
2028-29	2.50%	1.3%	3.80%	1.5%	4.00%
2029-30	2.50%	1.2%	3.70%	1.4%	3.90%
2030-31	2.50%	0.6%	3.10%	0.7%	3.20%
2031-32	2.50%	0.6%	3.10%	0.8%	3.30%

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Table 11: Key revenue and expenditure assumptions

REVENUE BUDGET ASSUMPTIONS ALL SCENARIOS	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
Annual charges	2.0%	2.0%	2.2%	2.0%	2.2%	2.2%
Fees and charges	2.25%	2.25%	2.50%	2.50%	2.5%	2.75%
Other revenues	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Capital revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

Table 12: Expenditure budget assumptions all scenarios

EXPENDITURE BUDGET ASSUMPTIONS ALL SCENARIOS	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
Employee benefits and on costs	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Materials and contracts	2.5%	2.2%	2.2%	2.2%	2.2%	2.2%
Other expenditure	2.5%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation	2.0%	2.20%	2.20%	2.20%	2.25%	2.25%

Table 13: Capital expenditure assumptions

CAPITAL EXPENDITURE AND REVENUE	2022-23	2023-24 TO 2031-32
Scenario one: sustainable assets and services – base case scenario	Asset renewals reflect the Asset Management Strategy requirements.	Asset renewals reflect the Asset Management Strategy requirements.
New works	As per Capital Works Program that includes developer contribution projects.	As per Capital Works Program that includes developer contribution projects.
Other	Minor asset purchases.	Minor asset purchases.
Scenario two: growth assets and sustainable services	Renewals reflect the Asset Management Strategy requirements.	Renewals include \$56 million greater than the Asset Management Strategy requirements.
New works	As per Capital Works Program including developer contribution projects.	As per Capital Works Program that includes developer contribution projects.
Other	Minor asset purchases.	Minor asset purchases.

For scenario two, Council has identified some proposed increases in services and resource requirements to meet the growing service demand:

- New parks are under our care and control with more fields are being used for formalised sporting activities. To deliver acceptable service standards – additional resources are estimated at \$350,000-\$400,000, starting 2023/24.

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- Additional maintenance and cleaning of streetscapes in population hubs are required so that standards in the public domain don't decrease - additional resources are estimated at \$150,000-\$200,000, starting 2023/24.
- Provide improved community safety access to sites and services across our city - additional resources are estimated at \$100,000-\$150,000, starting 2024/25.
- Council's Strategic Planning and Development Assessment teams are not adequately resourced to meet growth demands to ensure quality and timely planning outcomes - additional resources required estimated at \$650,000, starting 2023/24.

5. SCENARIO ONE - BASE CASE

Being mindful of financial environment challenges identified in section 5.4, Council's aim is to balance the budget with an operating surplus over the longer term. Despite Council having made some significant annual improvement savings of \$1.7 million, these have been offset by a decrease in investment income, short term COVID-19 costs, lower than expected rates growth and increasing cost burden through growth and service demand.

5.1 Introduction

The sustainable asset and service scenario, the base case, is premised on Council having its assets fit for purpose to have Council in a position to deliver services to the expected standard. Assets are critical in the delivery of council services and if not to standard often lead to deterioration of asset condition and the intensification of complaints from users.

Under this scenario, a ten-year infrastructure asset renewal program has been developed to mitigate any significant deterioration of Council's asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total infrastructure renewal program is \$167.2 million. A combination of the renewal program and asset maintenance program maintains the assets in a fit for purpose condition. With the addition of new assets such as Concord Oval and Rhodes Rec Centre, once completed, may require some additional spend, over the medium to long term, for maintenance and operational costs.

The consolidated financial outcome of a sustainable asset scenario is an operating deficit the first three years with operating surplus for the remaining years. Overall Council's assets remain in a satisfactory condition with the average asset renewal ratio at 92% and the backlog ratio meeting the 2% target.

5.2 Components included in scenario

- IPART NSW has set a rate increase of 1.2% for 2022-23, made of a rate peg of 0.7% and a population growth factor of 0.5%.
- Rates growth forecast adjusted to better align to IPART population factor.
- Annual improvement savings of \$1.7 million, offset by offset by decrease in investment income, medium-term COVID-19 costs.
- The known resource requirements of the Workforce Management Plan are included in LTFP.
- The capital maintenance, rehabilitation and new capital expenditure program is based on the requirements in the Asset Management Strategy.
- New borrowings of \$15 million.
- Allowance for maintenance and depreciation on new assets constructed (many constructed using development levies and government grants).
- The base inflation and growth assumptions have been applied as outlined in section five above.

5.3 Sustainability assessment

The forecast financial position of the scenario has been assessed in relation to the four financial sustainability principles.

5.3.1 The first principle is

Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, and depreciation.

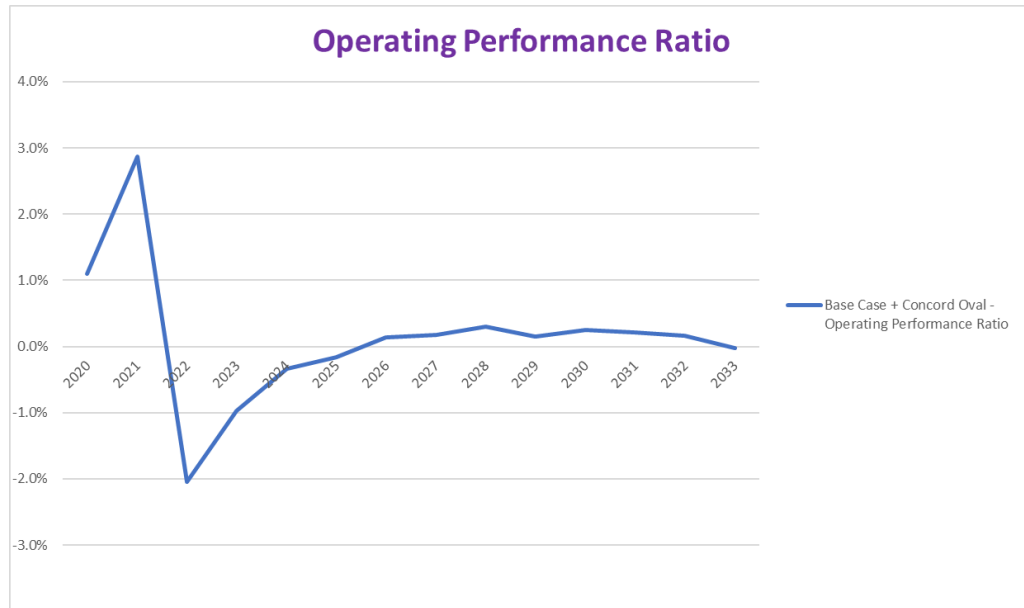
Council's consolidated operating position is generally in surplus, except for the first three years in the base case scenario.

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In addition, the base case scenario uses additional revenue from growth in the rating base (new properties) to help fund services to the existing community. While it is reasonable to assume that a certain amount of growth in demand for services can be accommodated by becoming more efficient, there will be a point when the cumulative increase in the population and number of properties will require Council to fund additional services or increase the level of resources required to deliver existing services.

The following graph shows the operating performance ratio over the term of the LTFP. As the ratio moves into the positive, this indicates a sustainable position.

Figure 3: Operating performance ratio – base case



The net operating result before capital grants is a measure of Council's ability to contain operating expenditure within operating revenue.

Scenario one of the LTFP forecasts a period of operating deficits. Continuing operating deficits are not sustainable in the long term.

5.3.2 The second principle of financial sustainability is

Council must **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements.

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Figure 4: Closing cash balances



The above graph shows that Council's cash position reduces marginally over the term of the LTFP.

The improvement in the cash position is achieved as a result of growth in restricted reserves including domestic waste management and developer contributions. These funds can only be utilised for specific purposes which exclude expenditure on the renewal of community infrastructure.

5.3.3 The third principle of financial sustainability is

Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.

With the base case scenario, Council has a fully funded capital program. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total infrastructure renewal program for the ten years is \$167.2 million.

Under this scenario, Council's assets remain in a satisfactory condition with the average asset renewal ratio at 92%, however, as there is significant investment in renewals for the first three years of the LTFP (average renewal ratio of 103%), the average backlog ratio is 1.7%, meeting the target of under 2%.

5.3.4 The fourth principle of financial sustainability is

Council must **maintain its asset base**, by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be identified.

The base case provides for a sufficient level of asset renewal expenditure to maintain the community's assets in line with the Asset Management Strategy.

Incorporated into this scenario is an asset maintenance program that achieves an average 82% across the LTFP period. The lower level of maintenance is offset somewhat by the level of renewal investment that maintains the assets in a fit for purpose condition. However, new asset investment, such as Concord Oval and Rhodes community building, once operational, may require additional spend for annual asset renewal and maintenance over the medium to long term.

Cash reserves will be utilised as required to fund renewal. Some externally restricted cash cannot be utilised for expenditure on the renewal of community infrastructure. This scenario forecasts sufficient available cash to fund the level of asset renewals required in future years.

5.4 Base case summary

In summary, the consolidated operating position remains in deficits for all but the first three year of the forecast, returning to small surplus.

Council's cash position remains strong, and this is due to the increase in income generated from capital contributions and domestic waste management. These funds are externally restricted and cannot be used for General Fund operations.

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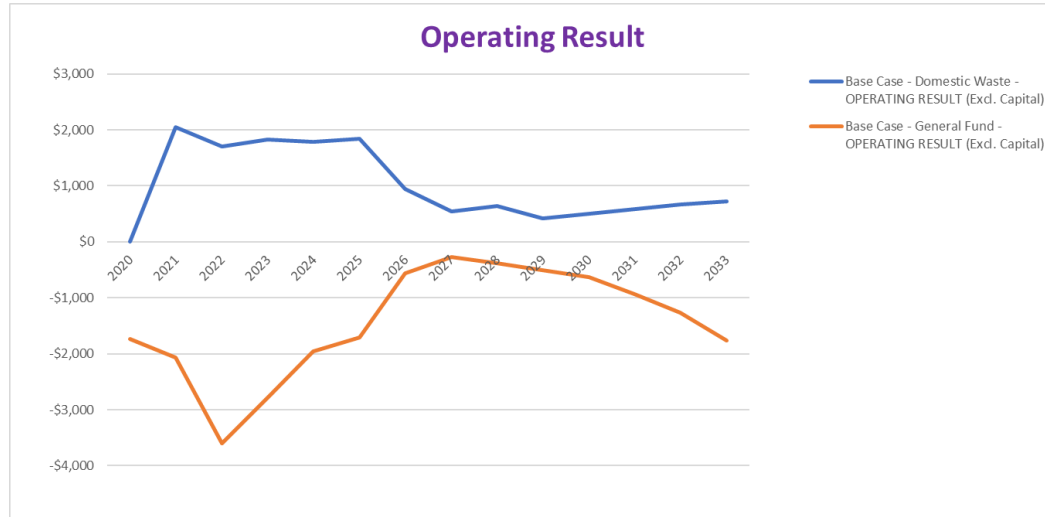
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Additional revenue from growth in the rating base is being used to help fund existing services and the additional demand that the growing population will place on Council resources. Over time a growing population will require additional services and facilities.

5.5 Sensitivity analysis

The data in the base case scenario has been presented on a consolidated level in the above overview. However, when looking at the Waste and General Funds as separate entities, it demonstrates some additional weaknesses in the General Fund that are masked when looked at in a consolidated view.

Figure 5: Operating Result by Fund



This demonstrates that while the Council is projecting a long-term position overall, the Waste Fund is producing surpluses and the General Fund deficits. Surpluses from the Waste Fund cannot be used for General Fund purpose and the General Fund delivers most of Council's services.

6. SCENARIO TWO – GROWTH ASSETS AND SUSTAINABLE SERVICES

6.1 Introduction

The 'growth assets and services' scenario is based on meeting the growth and user demand for new assets and expanded services. This scenario retains the underlying strategy relating to asset sustainability, as indicated in the base case scenario, of ensuring that the appropriate amount of spending on infrastructure maintenance and renewal is funded. This can be achieved by a combination of increasing income, namely rates, and using cash currently held in 'reserve' as and when required.

An asset program of renewal and new assets has been developed with the objective of meeting growth demands of the Council area. The total program is \$366.1 million of which \$222.7 million is the infrastructure renewal program.

For scenario two, Council has identified some proposed increases in services and resource requirements to meet the growing service demand:

- New parks are under our care and control with more fields are being used for formalised sporting activities. To deliver acceptable service standards
- Additional maintenance and cleaning of streetscapes in population hubs are required so that standards in public domain don't decrease
- Provide improved community safety access to sites and services across our city -

Council's Strategic Planning and Development Assessment teams will require additional resources to manage the th to meet growth demands to ensure quality and timely planning outcomes - additional resources required to manage anticipated increased levels of development activity over the term of the LTFP. Under this scenario the financial outcome

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is that there are operating deficits for all forecasts years, totalling some \$45 million. This outcome will flow through having an adverse impact on Council's cash position.

Council continues to have a fully funded capital program under this scenario with an increase in asset renewals from the base case of \$56 million, however significant cash reserves will be required to fund part of the program.

In summary, scenario two provides an indication of the potential Council expenditure requirements to deliver additional services and asset investments over the next ten years. Council will need to evaluate and determine any changes and priorities that they engage with the community on. Part of that consideration is exploring the full range of efficiency savings and funding options that would allow Council to deliver the changes while remaining financially sustainable.

6.2 Components included in scenario

All of the elements from the base case scenario are retained, with the additional components being that it:

- models the higher level of asset expenditure than the current Asset Management Strategy
- models the expanded services in parks, streetscapes, community safety and development services
- considers the estimated impacts of the S7.11 program over the ten years
- utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

6.3 Sustainability assessment

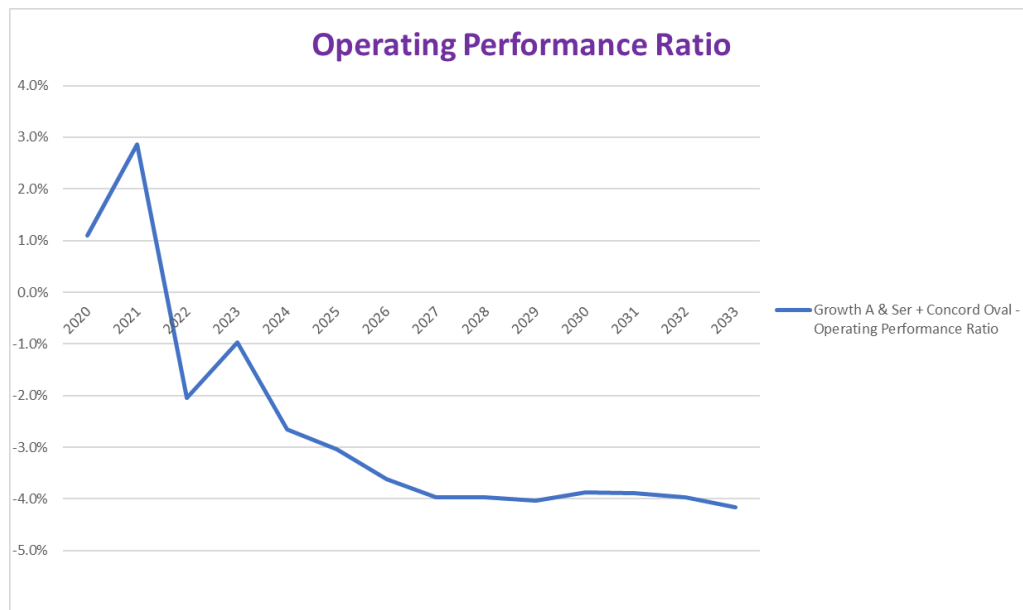
The forecast financial position of the scenario has been assessed in relation to the four financial sustainability principles.

6.3.1 The first principle is:

Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure and depreciation.

Council's operating position is mostly in surplus, base case, but is operating with significant growing deficit total \$48 million under the growth scenario. The following graph shows the annual operating results over the term of the LTFP.

Figure 6: Operating performance ratio – growth scenario



This scenario projects total operating deficits of \$45 million over the ten years.

The second principle of financial sustainability is:

Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.

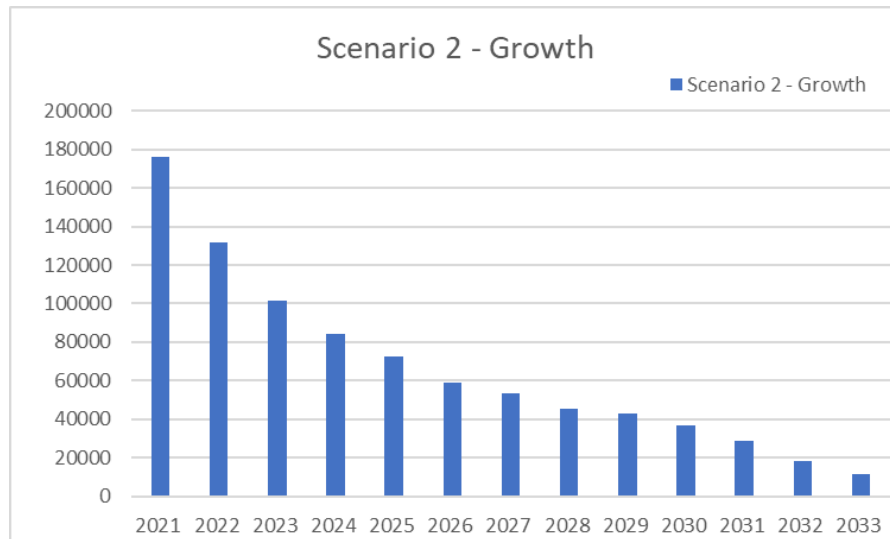
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Figure 7: Cash balances – growth scenario



Council's initial strong cash position deteriorates over the LTFP period mainly due the ongoing operating deficits and the increase in asset spend. This is not a sustainable strategy and will exhaust Council's cash reserves over time and therefore should be a consideration when assessing any change to service levels and additional asset expenditure.

6.3.2 The third principle of financial sustainability is:

Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.

As with the base case scenario, the growth scenario has a fully funded capital program. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total renewal program for the LTFP \$249.8 million.

The second part of a sustainable asset scenario is an appropriate asset maintenance program. Under this scenario the maintenance ratio averages 76% for the period of the LTFP. This reflects the increased spend in new assets, however the level of renewal spend maintains assets in a fit for purpose condition, achieving a backlog ratio of 1.2. Council may need to consider rebalancing the renewal/maintenance spend over the forecast period.

6.3.3 The fourth principle of financial sustainability is:

Council must **maintain its asset base**, by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be identified.

As with the base case scenario, scenario two 'growth assets and sustainable services' provides for a sufficient level of asset renewal expenditure to maintain the community's assets in line with the Asset Management Strategy.

Under this scenario, the infrastructure backlog of asset renewal expenditure will decrease from the currently estimated 2.3% to 1.2%. Cash reserves can be utilised as required to fund renewal; however, this significantly reduces Council's cash position. Some externally restricted cash cannot be utilised for expenditure on the renewal of community infrastructure.

6.4 Sensitivity analysis

As with the base case, there remains operating surpluses in the Domestic Waste Fund and deficits in the General Fund in the growth scenario. However, unlike the in the base case, the Domestic Waste Fund surpluses, totalling \$9.7 million over the forecast period, do not offset the deficits of \$45 million in the General Fund.

Over the term of the LTFP, the scenario two model reflects cash and equivalents with a balance of \$42.7 million in 2028-29, whilst the base case reports a cash and equivalents of \$161.7m million in 2028-29.

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7. LONG-TERM FINANCIAL SUSTAINABILITY

7.1 Conclusion

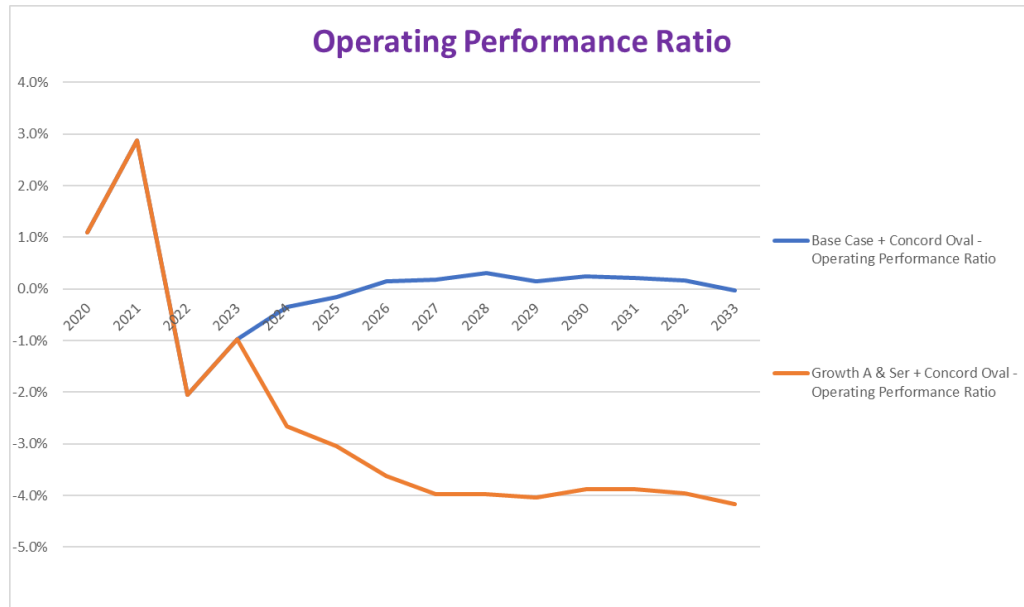
Council is able to demonstrate financial sustainability over the forecast period under the base case with service levels and asset condition maintained along with a sound cash position. However under scenario two this is not the situation, as it is eroding the strong cash position to fund asset renewals and increase in service levels and resources. This is not a sustainable strategy over the longer term, eventually Council will run out of cash under this approach, albeit in more than ten years' time.

Council would need to further evaluate any proposed changes in service and asset spend under scenario two, to determine if it should engage the community with any changes that are a priority for Council.

8. SCENARIO COMPARISON

The following charts show some of the key ratios and measures to demonstrate the differences in financial sustainability in the two scenarios presented. Refer to each scenario for an explanation of the material differences incorporated in each.

Figure 8: Operating performance ratio



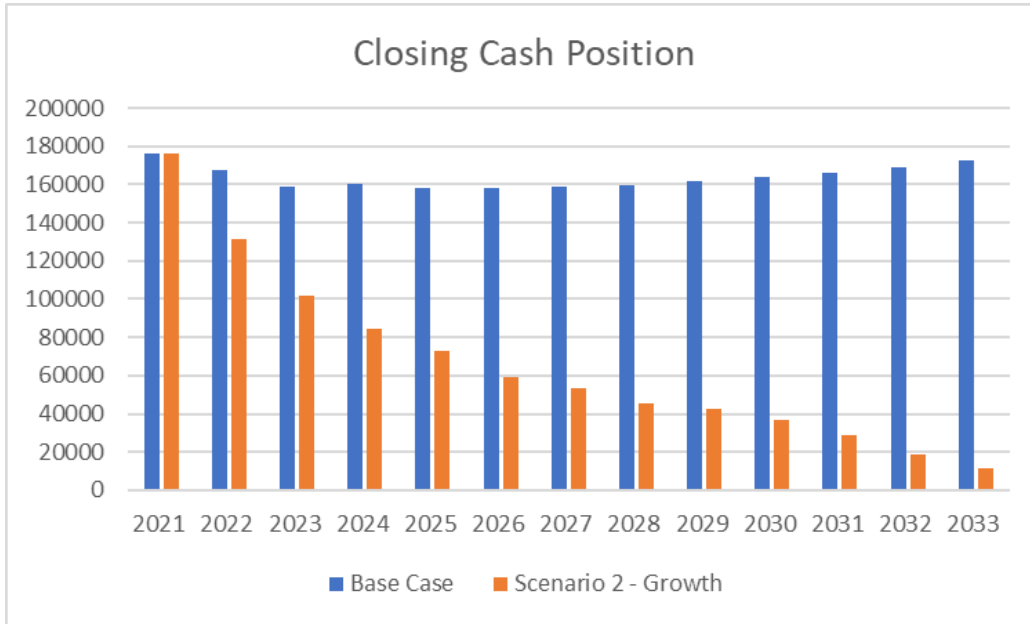
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Figure 9: Closing cash balance



Please note that units are in thousands.

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9. FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS

9.1 Base case

OPERATING STATEMENT

	Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$55,276	\$57,028	\$59,045	\$60,465	\$61,626	\$63,391	\$65,304	\$67,316	\$69,700	\$72,101	\$74,558	\$76,776	\$79,069	\$81,505
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES		\$55,276	\$57,028	\$59,045	\$60,465	\$61,626	\$63,391	\$65,304	\$67,316	\$69,700	\$72,101	\$74,558	\$76,776	\$79,069	\$81,505
User Charges and fees		\$17,712	\$17,835	\$17,591	\$18,822	\$19,665	\$20,556	\$21,551	\$22,634	\$23,842	\$25,054	\$26,304	\$27,334	\$28,413	\$29,497
Other revenues		\$6,886	\$6,174	\$6,050	\$13,290	\$13,582	\$13,881	\$14,200	\$14,527	\$14,861	\$15,196	\$15,537	\$15,887	\$16,284	\$16,691
Interest and Investment Income		\$2,294	\$1,324	\$1,020	\$1,051	\$1,672	\$2,384	\$4,000	\$4,751	\$4,753	\$4,761	\$4,782	\$4,853	\$4,928	\$4,994
Other Income		\$2,860	\$4,790	\$3,195	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$85,028	\$87,151	\$86,901	\$93,628	\$96,545	\$100,211	\$105,056	\$109,228	\$113,156	\$117,112	\$121,182	\$124,851	\$128,694	\$132,688
Grants & Contributions - Operating Purposes		\$6,709	\$6,995	\$5,973	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes		\$9,969	\$57,732	\$53,544	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$101,706	\$151,878	\$146,418	\$121,515	\$111,946	\$112,709	\$117,664	\$121,947	\$125,990	\$130,063	\$134,252	\$138,042	\$142,009	\$146,129
TOTAL OPERATING INCOME (Excl. Capital)		\$91,737	\$94,146	\$92,874	\$98,933	\$101,946	\$105,709	\$110,664	\$114,947	\$118,990	\$123,063	\$127,252	\$131,042	\$135,009	\$139,129
Employee Benefits		\$36,205	\$37,269	\$39,586	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts		\$34,805	\$33,031	\$34,501	\$36,452	\$37,775	\$39,171	\$40,711	\$42,372	\$44,122	\$45,867	\$47,652	\$49,122	\$50,650	\$52,416
Borrowing Costs		\$149	\$119	\$79	\$418	\$346	\$325	\$303	\$281	\$258	\$235	\$211	\$187	\$162	\$149
Depreciation & Amortisation		\$14,274	\$14,948	\$14,391	\$15,542	\$16,647	\$17,148	\$17,679	\$18,224	\$18,784	\$19,350	\$19,931	\$20,528	\$21,192	\$21,876
Other Expenses		\$5,297	\$6,078	\$6,220	\$5,647	\$5,771	\$5,898	\$6,034	\$6,173	\$6,315	\$6,457	\$6,602	\$6,751	\$6,912	\$7,092
Losses on disposal of assets		\$2,740	\$2,713	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,500	\$1,500	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$93,470	\$94,158	\$94,777	\$99,891	\$102,113	\$105,581	\$110,284	\$114,677	\$118,732	\$122,631	\$126,843	\$130,819	\$134,717	\$138,935
OPERATING RESULT (Excl. Capital)		-\$1,733	-\$12	-\$1,903	-\$958	-\$167	\$128	\$380	\$271	\$258	\$432	\$409	\$223	\$293	\$195
OPERATING RESULT (Excl. Capital and Asset Sales)		\$1,007	\$2,701	-\$1,903	-\$958	-\$167	\$128	\$380	\$271	\$258	\$432	\$409	\$223	\$293	\$195
OPERATING RESULT (Incl. Capital)		\$8,236	\$57,720	\$51,641	\$21,624	\$9,833	\$7,128	\$7,380	\$7,271	\$7,258	\$7,432	\$7,409	\$7,223	\$7,293	\$7,195
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$8,236	\$57,720	\$51,641	\$21,624	\$9,833	\$7,128	\$7,380	\$7,271	\$7,258	\$7,432	\$7,409	\$7,223	\$7,293	\$7,195
Net Operating Result from Income Statement		\$8,236	\$57,720	\$51,641	\$21,624	\$9,833	\$7,128	\$7,380	\$7,271	\$7,258	\$7,432	\$7,409	\$7,223	\$7,293	\$7,195

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Balance Sheet

Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash & Cash Equivalents	\$6,748	\$12,279	\$11,435	\$1,670	-\$7,519	-\$7,317	-\$9,931	-\$10,832	-\$11,578	-\$11,908	-\$10,559	-\$9,111	-\$8,108	-\$6,850
Investments - Current	\$86,088	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500
Receivables - Current	\$30,413	\$11,178	\$11,616	\$11,866	\$12,126	\$12,504	\$12,916	\$13,353	\$13,877	\$14,402	\$14,938	\$15,408	\$15,894	\$16,415
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$20	\$37	\$38	\$38	\$39	\$40	\$41	\$42	\$43	\$44	\$45	\$46	\$47	\$48
Other Current Assets	\$491	\$256	\$261	\$266	\$272	\$278	\$284	\$290	\$296	\$303	\$310	\$316	\$323	\$331
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$123,760	\$149,250	\$148,850	\$139,341	\$130,418	\$131,004	\$128,810	\$128,354	\$128,138	\$128,340	\$130,234	\$132,158	\$133,655	\$135,444
Receivable Collection Days	201	99	99	99	99	99	99	99	99	99	99	99	99	99
Investments - Non-Current	\$21,500	\$38,346	\$39,190	\$40,052	\$40,933	\$41,833	\$42,796	\$43,780	\$44,787	\$45,795	\$46,825	\$47,878	\$48,975	\$50,302
Infrastructure Property & Equip	\$1,895,320	\$1,832,489	\$1,930,398	\$2,025,012	\$2,085,184	\$2,146,612	\$2,210,421	\$2,275,485	\$2,341,600	\$2,406,372	\$2,472,513	\$2,540,053	\$2,616,127	\$2,693,967
Intangible Assets	\$483	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$336	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$33,013	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,950,652	\$1,909,605	\$2,008,358	\$2,103,834	\$2,164,887	\$2,227,215	\$2,291,987	\$2,358,034	\$2,425,157	\$2,490,936	\$2,558,108	\$2,626,701	\$2,703,972	\$2,783,039
TOTAL ASSETS	\$2,074,412	\$2,058,855	\$2,157,208	\$2,243,175	\$2,295,305	\$2,358,219	\$2,420,797	\$2,486,388	\$2,553,294	\$2,619,277	\$2,688,342	\$2,758,860	\$2,837,627	\$2,918,483
Payables - Current	\$17,469	\$23,748	\$24,375	\$25,990	\$27,087	\$28,232	\$29,513	\$30,905	\$32,379	\$33,845	\$35,343	\$36,530	\$37,768	\$39,209
Contract Liabilities - Current	\$33,161	\$26,811	\$27,401	\$28,004	\$28,620	\$29,249	\$29,922	\$30,610	\$31,314	\$32,019	\$32,739	\$33,476	\$34,313	\$35,171
Lease Liabilities - Current	\$203	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$548	\$581	\$12	\$0	\$843	\$881	\$904	\$926	\$953	\$976	\$1,005	\$1,030	\$1,056	\$505
Provisions - Current	\$9,737	\$9,445	\$10,028	\$10,514	\$10,450	\$10,818	\$11,199	\$11,594	\$12,003	\$12,296	\$12,730	\$13,179	\$13,571	\$13,975
TOTAL CURRENT LIABILITIES	\$61,118	\$60,746	\$61,976	\$64,670	\$67,161	\$69,342	\$71,699	\$74,196	\$76,810	\$79,297	\$81,978	\$84,376	\$86,869	\$89,022
Payables Days	183	355	355	355	355	355	355	355	355	355	355	355	355	355
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$12,476	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153
Lease Liabilities - Non-Current	\$133	\$79	\$81	\$83	\$84	\$86	\$88	\$90	\$92	\$94	\$96	\$99	\$101	\$104
Borrowings - Non-current	\$1,611	\$1,030	\$0	\$14,472	\$13,621	\$12,749	\$11,857	\$10,943	\$10,006	\$9,047	\$8,065	\$7,059	\$6,028	\$5,550
Provisions - Non-Current	\$784	\$756	\$773	\$790	\$807	\$825	\$844	\$863	\$883	\$903	\$923	\$944	\$968	\$992
TOTAL NON-CURRENT LIABILITIES	\$15,004	\$13,018	\$12,006	\$26,497	\$25,665	\$24,813	\$23,942	\$23,049	\$22,134	\$21,197	\$20,237	\$19,254	\$18,250	\$17,798
TOTAL LIABILITIES	\$76,122	\$73,764	\$73,983	\$91,166	\$92,826	\$94,155	\$95,640	\$97,245	\$98,944	\$100,495	\$102,215	\$103,630	\$105,118	\$106,820
NET ASSETS	\$1,998,290	\$1,985,091	\$2,083,226	\$2,152,009	\$2,202,479	\$2,264,065	\$2,325,156	\$2,389,143	\$2,454,350	\$2,518,782	\$2,586,127	\$2,655,230	\$2,732,509	\$2,811,664
Accumulated Surplus	\$1,181,127	\$1,184,308	\$1,242,028	\$1,293,669	\$1,315,293	\$1,325,126	\$1,332,254	\$1,339,634	\$1,346,904	\$1,354,162	\$1,361,595	\$1,369,004	\$1,376,227	\$1,383,520
Revaluation Reserves	\$613,132	\$826,458	\$743,063	\$743,063	\$743,063	\$758,469	\$811,244	\$867,805	\$925,842	\$985,389	\$1,045,153	\$1,106,435	\$1,169,269	\$1,240,845
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$2,010,766	\$1,985,091	\$1,985,091	\$2,036,732	\$2,058,356	\$2,083,595	\$2,143,498	\$2,207,439	\$2,272,746	\$2,339,551	\$2,406,748	\$2,475,439	\$2,545,496	\$2,624,364
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$2,010,766	\$1,985,091	\$1,985,091	\$2,036,732	\$2,058,356	\$2,083,595	\$2,143,498	\$2,207,439	\$2,272,746	\$2,339,551	\$2,406,748	\$2,475,439	\$2,545,496	\$2,624,364
Changes in Accounting Standards	-\$5,055	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$2,005,711	\$1,985,091	\$1,985,091	\$2,036,732	\$2,058,356	\$2,083,595	\$2,143,498	\$2,207,439	\$2,272,746	\$2,339,551	\$2,406,748	\$2,475,439	\$2,545,496	\$2,624,364
Net Operating Result for the Year	\$8,236	\$57,720	\$51,641	\$21,624	\$9,833	\$7,128	\$7,380	\$7,271	\$7,258	\$7,432	\$7,409	\$7,223	\$7,293	\$7,195
Gain / (Loss) on Reval of PP&E	\$213,326	-\$83,395	\$0	\$0	\$15,406	\$52,775	\$56,561	\$58,037	\$59,547	\$59,765	\$61,282	\$62,834	\$71,576	\$73,559
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$221,562	-\$25,675	\$51,641	\$21,624	\$25,239	\$59,903	\$63,941	\$65,307	\$66,804	\$67,197	\$68,691	\$70,057	\$78,869	\$80,754
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$2,010,766	\$1,985,091	\$2,036,732	\$2,058,356	\$2,083,595	\$2,143,498	\$2,207,439	\$2,272,746	\$2,339,551	\$2,406,748	\$2,475,439	\$2,545,496	\$2,624,364	\$2,705,118

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Long Term Financial Plan Our Finances 2022-32

Cashflow Statement

Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Own Source Revenue	\$98,466	\$92,943	\$86,901	\$93,628	\$96,545	\$100,211	\$105,056	\$109,228	\$113,156	\$117,112	\$121,182	\$124,851	\$128,694	\$132,688
Grants and Contributions	\$11,735	\$35,043	\$5,973	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Other Income from Continuing Operations	\$0	\$15,971	\$189	\$1,366	\$837	\$767	\$868	\$955	\$951	\$940	\$961	\$718	\$751	\$920
Employee Benefits	\$35,078	\$37,591	\$39,586	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts	\$24,742	\$33,946	\$34,501	\$36,452	\$37,775	\$39,171	\$40,711	\$42,372	\$44,122	\$45,867	\$47,652	\$49,122	\$50,650	\$52,416
Other Expenses from Continuing Operations	\$29,227	\$10,722	\$6,220	\$5,647	\$5,771	\$5,898	\$7,034	\$7,673	\$7,815	\$8,257	\$8,402	\$8,551	\$8,719	\$8,892
CASHFLOW FROM OPERATIONS	\$21,154	\$61,698	\$12,756	\$16,368	\$17,662	\$18,367	\$19,229	\$19,731	\$20,251	\$20,958	\$21,512	\$21,656	\$22,398	\$23,139
Sale of Current Investments	\$148,713	\$164,721	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$560	\$270	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$155,652	\$220,979	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$844	\$862	\$881	\$901	\$962	\$984	\$1,007	\$1,008	\$1,030	\$1,054	\$1,197	\$1,227
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$2,815	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$24,513	\$38,067	\$75,202	\$61,363	\$25,363	\$25,823	\$24,950	\$25,275	\$25,379	\$24,384	\$24,818	\$25,263	\$25,720	\$26,188
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$147	\$276	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$31,039	-\$97,146	-\$76,046	-\$62,225	-\$26,245	-\$26,723	-\$25,912	-\$26,260	-\$26,385	-\$25,392	-\$25,848	-\$26,317	-\$26,917	-\$27,415
Proceeds from Grants and Contributions - Capital purposes	\$9,969	\$57,732	\$53,544	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Proceeds from Borrowings	\$0	\$0	\$0	\$14,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$725	\$782	\$0	\$366	\$1,197	\$1,196	\$1,196	\$1,195	\$1,194	\$1,194	\$1,193	\$1,193	\$1,192	\$627
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$9,244	\$56,950	\$53,544	\$36,687	\$8,803	\$5,804	\$5,804	\$5,805	\$5,806	\$5,806	\$5,807	\$5,807	\$5,808	\$6,373
Opening Cash	\$108,038	\$98,365	\$176,125	\$167,222	\$158,914	\$160,016	\$158,365	\$158,448	\$158,708	\$159,387	\$161,766	\$164,267	\$166,467	\$168,953
Change in Cash	\$6,298	\$77,760	-\$8,903	-\$8,308	\$1,102	-\$1,651	\$84	\$260	\$678	\$2,380	\$2,501	\$2,200	\$2,485	\$3,324
CLOSING CASH	\$114,336	\$176,125	\$167,222	\$158,914	\$160,016	\$158,365	\$158,448	\$158,708	\$159,387	\$161,766	\$164,267	\$166,467	\$168,953	\$172,277
TOTAL CASH AND LIQUID INVESTMENTS	\$114,336	\$176,125	\$167,222	\$158,914	\$160,016	\$158,365	\$158,448	\$158,708	\$159,387	\$161,766	\$164,267	\$166,467	\$168,953	\$172,277

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Long Term Financial Plan Our Finances 2022-32

Performance Measures

Entity	Nominal Year													
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Actual Whole of Council	Actual Whole of Council	Budget Whole of Council	Budget Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council
Own Source Revenue Ratio	83.6%	57.4%	59.4%	77.1%	86.2%	88.9%	89.3%	89.6%	89.8%	90.0%	90.3%	90.4%	90.6%	90.8%
Operating Performance Ratio	1.1%	2.9%	-2.0%	-1.0%	-0.2%	0.1%	0.3%	0.2%	0.2%	0.4%	0.3%	0.2%	0.2%	0.1%
Backlog Ratio (All Classes)	0.0%	2.3%	2.1%	1.9%	1.8%	1.7%	1.7%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%
Maintenance Ratio (All Classes)	0.0%	0.0%	88.0%	83.2%	82.9%	82.7%	82.3%	82.1%	81.8%	81.5%	81.3%	81.1%	80.7%	80.4%
Consumption Ratio (All Classes)	100.0%	85.6%	86.3%	86.9%	87.2%	87.6%	87.9%	88.1%	88.4%	88.6%	88.8%	88.9%	89.1%	89.3%

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Long Term Financial Plan Our Finances 2022-32

9.2 Scenario two

OPERATING STATEMENT

	Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$55,276	\$57,028	\$59,045	\$60,465	\$61,723	\$63,582	\$65,610	\$67,753	\$70,283	\$72,827	\$75,433	\$77,743	\$80,136	\$82,692
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES		\$55,276	\$57,028	\$59,045	\$60,465	\$61,723	\$63,582	\$65,610	\$67,753	\$70,283	\$72,827	\$75,433	\$77,743	\$80,136	\$82,692
User Charges and fees		\$17,712	\$17,835	\$17,591	\$18,822	\$19,665	\$20,556	\$21,551	\$22,634	\$23,842	\$25,054	\$26,304	\$27,334	\$28,413	\$29,497
Other revenues		\$6,886	\$6,174	\$6,050	\$13,290	\$13,582	\$13,881	\$14,200	\$14,527	\$14,861	\$15,196	\$15,537	\$15,887	\$16,284	\$16,691
Interest and Investment Income		\$2,294	\$1,324	\$1,020	\$1,051	\$1,318	\$1,524	\$2,112	\$2,182	\$1,768	\$1,609	\$1,364	\$1,283	\$1,102	\$865
Other Income		\$2,860	\$4,790	\$3,195	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$85,028	\$87,151	\$86,901	\$93,628	\$96,288	\$99,542	\$103,474	\$107,096	\$110,753	\$114,687	\$118,638	\$122,248	\$125,935	\$129,745
Grants & Contributions - Operating Purposes		\$6,709	\$6,995	\$5,973	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes		\$9,969	\$57,732	\$53,544	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$101,706	\$151,878	\$146,418	\$121,515	\$111,688	\$112,040	\$116,081	\$119,816	\$123,588	\$127,638	\$131,708	\$135,439	\$139,250	\$143,187
TOTAL OPERATING INCOME (Excl. Capital)		\$91,737	\$94,146	\$92,874	\$98,933	\$101,688	\$105,040	\$109,081	\$112,816	\$116,588	\$120,638	\$124,708	\$128,439	\$132,250	\$136,187
Employee Benefits		\$36,205	\$37,269	\$39,586	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$49,437	\$51,180	\$52,984	\$54,851	\$56,785
Materials and Contracts		\$34,805	\$33,031	\$34,501	\$36,452	\$37,775	\$39,171	\$40,711	\$42,372	\$44,122	\$45,867	\$47,652	\$49,122	\$50,650	\$52,416
Borrowing Costs		\$149	\$119	\$79	\$418	\$346	\$325	\$303	\$281	\$258	\$235	\$211	\$187	\$162	\$149
Depreciation & Amortisation		\$14,274	\$14,948	\$14,391	\$15,542	\$17,229	\$17,765	\$18,368	\$18,941	\$19,526	\$20,115	\$20,770	\$21,444	\$22,199	\$22,959
Other Expenses		\$5,297	\$6,078	\$6,220	\$5,647	\$5,771	\$5,898	\$6,034	\$6,173	\$6,315	\$6,457	\$6,602	\$6,751	\$6,919	\$7,092
Losses on disposal of assets		\$2,740	\$2,713	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$1,101	\$1,447	\$2,482	\$3,017	\$3,054	\$3,391	\$3,428	\$3,467	\$3,509	\$3,551
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$93,470	\$94,158	\$94,777	\$99,891	\$103,796	\$107,646	\$112,455	\$116,911	\$121,028	\$125,502	\$129,843	\$133,954	\$138,280	\$142,952
OPERATING RESULT (Excl. Capital)		-\$1,733	-\$12	-\$1,903	-\$958	-\$2,108	-\$2,606	-\$3,373	-\$4,095	-\$4,441	-\$4,864	-\$5,135	-\$5,515	-\$6,030	-\$6,766
OPERATING RESULT (Incl. Capital and Asset Sales)		\$1,007	\$2,701	-\$1,903	-\$958	-\$2,108	-\$2,606	-\$3,373	-\$4,095	-\$4,441	-\$4,864	-\$5,135	-\$5,515	-\$6,030	-\$6,766
OPERATING RESULT (Incl. Capital)		\$8,236	\$57,720	\$51,641	\$21,624	\$7,892	\$4,394	\$3,627	\$2,905	\$2,559	\$2,136	\$1,865	\$1,485	\$970	\$234
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$8,236	\$57,720	\$51,641	\$21,624	\$7,892	\$4,394	\$3,627	\$2,905	\$2,559	\$2,136	\$1,865	\$1,485	\$970	\$234
Net Operating Result from Income Statement		\$8,236	\$57,720	\$51,641	\$21,624	\$7,892	\$4,394	\$3,627	\$2,905	\$2,559	\$2,136	\$1,865	\$1,485	\$970	\$234

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Long Term Financial Plan Our Finances 2022-32

Balance Sheet

Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash & Cash Equivalents	\$6,748	\$12,279	\$11,435	-\$33,799	-\$64,861	-\$82,853	-\$95,551	-\$110,353	-\$116,640	-\$125,837	-\$129,560	-\$136,629	-\$145,747	-\$157,304
Investments - Current	\$86,088	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500
Receivables - Current	\$30,413	\$11,178	\$11,616	\$11,866	\$12,152	\$12,555	\$12,999	\$13,472	\$14,034	\$14,598	\$15,175	\$15,669	\$16,182	\$16,736
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$20	\$37	\$38	\$38	\$39	\$40	\$41	\$42	\$43	\$44	\$45	\$46	\$47	\$48
Other Current Assets	\$491	\$256	\$261	\$266	\$272	\$278	\$284	\$290	\$296	\$303	\$310	\$316	\$323	\$331
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$123,760	\$149,250	\$148,850	\$103,872	\$73,103	\$55,520	\$43,272	\$28,950	\$23,233	\$14,607	\$11,469	\$4,902	-\$3,695	-\$14,690
Receivable Collection Days	201	99	99	99	99	99	99	99	99	99	99	99	99	99
Investments - Non-Current	\$21,500	\$38,346	\$39,190	\$40,052	\$40,933	\$41,833	\$42,796	\$43,780	\$44,787	\$45,795	\$46,825	\$47,878	\$48,975	\$50,302
Infrastructure Property & Equip	\$1,895,320	\$1,832,489	\$1,965,527	\$2,081,965	\$2,159,115	\$2,228,707	\$2,303,554	\$2,370,785	\$2,442,087	\$2,507,652	\$2,577,797	\$2,650,849	\$2,734,763	\$2,817,387
Intangible Assets	\$483	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$336	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$33,013	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,950,652	\$1,909,605	\$2,043,487	\$2,160,787	\$2,238,818	\$2,309,311	\$2,385,120	\$2,453,355	\$2,525,643	\$2,592,217	\$2,663,392	\$2,737,498	\$2,822,609	\$2,906,460
TOTAL ASSETS	\$2,074,412	\$2,058,855	\$2,192,337	\$2,264,659	\$2,311,920	\$2,364,831	\$2,428,392	\$2,482,285	\$2,548,877	\$2,606,824	\$2,674,861	\$2,742,400	\$2,818,913	\$2,891,770
Payables - Current	\$17,469	\$23,748	\$24,375	\$25,990	\$27,087	\$28,232	\$29,513	\$30,905	\$32,379	\$33,845	\$35,343	\$36,530	\$37,768	\$39,209
Contract Liabilities - Current	\$33,161	\$26,811	\$27,401	\$28,004	\$28,620	\$29,249	\$29,922	\$30,610	\$31,314	\$32,019	\$32,739	\$33,476	\$34,313	\$35,171
Lease Liabilities - Current	\$203	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$548	\$581	\$12	\$0	\$843	\$881	\$904	\$926	\$953	\$976	\$1,005	\$1,030	\$1,056	\$505
Provisions - Current	\$9,737	\$9,445	\$10,028	\$10,514	\$10,450	\$10,818	\$11,199	\$11,594	\$12,003	\$12,426	\$12,864	\$13,317	\$13,787	\$14,273
TOTAL CURRENT LIABILITIES	\$61,118	\$60,746	\$61,976	\$64,670	\$67,161	\$69,342	\$71,699	\$74,196	\$76,810	\$79,427	\$82,112	\$84,514	\$87,084	\$89,319
Payables Days	183	355	355	355	355	355	355	355	355	355	355	355	355	355
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$12,476	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153
Lease Liabilities - Non-Current	\$133	\$79	\$81	\$83	\$84	\$86	\$88	\$90	\$92	\$94	\$96	\$99	\$101	\$104
Borrowings - Non-current	\$1,611	\$1,030	\$0	\$14,472	\$13,621	\$12,749	\$11,857	\$10,943	\$10,006	\$9,047	\$8,065	\$7,059	\$6,028	\$5,550
Provisions - Non-Current	\$784	\$756	\$773	\$790	\$807	\$825	\$844	\$863	\$883	\$903	\$923	\$944	\$968	\$992
TOTAL NON-CURRENT LIABILITIES	\$15,004	\$13,018	\$12,006	\$26,497	\$25,665	\$24,813	\$23,942	\$23,049	\$22,134	\$21,197	\$20,237	\$19,254	\$18,250	\$17,798
TOTAL LIABILITIES	\$76,122	\$73,764	\$74,983	\$91,167	\$92,826	\$94,155	\$95,640	\$97,245	\$98,944	\$100,624	\$102,349	\$103,769	\$105,334	\$107,117
NET ASSETS	\$1,998,290	\$1,985,091	\$2,118,354	\$2,173,492	\$2,219,094	\$2,270,676	\$2,332,752	\$2,385,040	\$2,449,932	\$2,506,200	\$2,572,512	\$2,638,631	\$2,713,580	\$2,784,653
Accumulated Surplus	\$1,181,127	\$1,184,308	\$1,242,028	\$1,293,669	\$1,315,293	\$1,323,185	\$1,327,579	\$1,331,205	\$1,334,111	\$1,336,670	\$1,338,806	\$1,340,670	\$1,342,155	\$1,343,126
Revaluation Reserves	\$613,132	\$826,458	\$743,063	\$743,063	\$743,063	\$750,380	\$801,767	\$861,961	\$917,462	\$977,838	\$1,038,353	\$1,103,558	\$1,167,578	\$1,240,592
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$2,010,766	\$1,985,091	\$1,985,091	\$2,036,732	\$2,058,356	\$2,073,565	\$2,129,346	\$2,193,166	\$2,251,573	\$2,314,508	\$2,377,158	\$2,444,229	\$2,509,734	\$2,583,718
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$2,010,766	\$1,985,091	\$1,985,091	\$2,036,732	\$2,058,356	\$2,073,565	\$2,129,346	\$2,193,166	\$2,251,573	\$2,314,508	\$2,377,158	\$2,444,229	\$2,509,734	\$2,583,718
Changes in Accounting Standards	-\$5,055	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$2,005,711	\$1,985,091	\$1,985,091	\$2,036,732	\$2,058,356	\$2,073,565	\$2,129,346	\$2,193,166	\$2,251,573	\$2,314,508	\$2,377,158	\$2,444,229	\$2,509,734	\$2,583,718
Net Operating Result for the Year	\$8,236	\$57,720	\$51,641	\$21,624	\$7,892	\$4,394	\$3,627	\$2,905	\$2,559	\$2,136	\$1,865	\$1,485	\$970	\$234
Gain / (Loss) on Reval of PP&E	\$213,326	-\$83,395	\$0	\$0	\$7,317	\$51,387	\$60,193	\$55,502	\$60,376	\$60,515	\$65,206	\$64,020	\$73,014	\$75,098
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$221,562	-\$25,675	\$51,641	\$21,624	\$15,209	\$55,781	\$63,820	\$58,407	\$62,935	\$62,651	\$67,070	\$65,505	\$73,984	\$75,333
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$2,010,766	\$1,985,091	\$2,036,732	\$2,058,356	\$2,073,565	\$2,129,346	\$2,193,166	\$2,251,573	\$2,314,508	\$2,377,158	\$2,444,229	\$2,509,734	\$2,583,718	\$2,659,050

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Long Term Financial Plan Our Finances 2022-32

Cashflow Statement

Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Own Source Revenue	\$98,466	\$92,943	\$86,901	\$93,628	\$96,288	\$99,542	\$103,474	\$107,096	\$110,753	\$114,687	\$118,638	\$122,248	\$125,935	\$129,745
Grants and Contributions	\$11,735	\$35,043	\$5,973	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Other Income from Continuing Operations	\$0	\$15,971	\$189	\$1,366	\$811	\$742	\$837	\$920	\$912	\$902	\$921	\$693	\$725	\$888
Employee Benefits	\$35,078	\$37,591	\$39,586	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$49,437	\$51,180	\$52,984	\$54,851	\$56,785
Materials and Contracts	\$24,742	\$33,946	\$34,501	\$36,452	\$37,775	\$39,171	\$40,711	\$42,372	\$44,122	\$45,867	\$47,652	\$49,477	\$51,302	\$53,127
Other Expenses from Continuing Operations	\$29,227	\$10,722	\$6,220	\$5,647	\$6,872	\$7,345	\$8,516	\$9,190	\$9,368	\$9,847	\$10,030	\$10,217	\$10,428	\$10,644
CASHFLOW FROM OPERATIONS	\$21,154	\$61,698	\$12,756	\$16,368	\$16,277	\$16,226	\$16,134	\$16,046	\$16,256	\$16,388	\$16,767	\$16,809	\$17,046	\$17,230
Sale of Current Investments	\$148,713	\$164,721	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$560	\$270	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$155,652	\$220,979	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$844	\$862	\$881	\$901	\$962	\$984	\$1,007	\$1,008	\$1,030	\$1,054	\$1,197	\$1,227
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$2,815	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$24,513	\$38,067	\$110,672	\$83,235	\$42,173	\$33,766	\$35,756	\$27,131	\$30,250	\$24,886	\$28,589	\$30,537	\$33,184	\$30,582
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$147	\$276	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$31,039	-\$97,146	-\$111,516	-\$84,097	-\$43,054	-\$34,666	-\$36,718	-\$28,116	-\$31,257	-\$25,894	-\$29,620	-\$31,591	-\$34,381	-\$31,808
Proceeds from Grants and Contributions - Capital purposes	\$9,969	\$57,732	\$53,544	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Proceeds from Borrowings	\$0	\$0	\$0	\$14,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$725	\$782	\$0	\$366	\$1,197	\$1,196	\$1,196	\$1,195	\$1,194	\$1,194	\$1,193	\$1,193	\$1,192	\$627
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$9,244	\$56,950	\$53,544	\$36,687	\$8,803	\$5,804	\$5,804	\$5,805	\$5,806	\$5,806	\$5,807	\$5,807	\$5,808	\$6,373
Opening Cash	\$108,038	\$98,365	\$176,125	\$131,752	\$101,572	\$84,480	\$72,744	\$58,926	\$53,647	\$45,458	\$42,765	\$36,750	\$28,828	\$18,498
Change in Cash	\$6,298	\$77,760	-\$44,373	-\$30,180	-\$17,092	-\$11,736	-\$13,818	-\$5,280	-\$8,189	-\$2,693	-\$6,015	-\$7,921	-\$10,330	-\$6,979
CLOSING CASH	\$114,336	\$176,125	\$131,752	\$101,572	\$84,480	\$72,744	\$58,926	\$53,647	\$45,458	\$42,765	\$36,750	\$28,828	\$18,498	\$11,519
TOTAL CASH AND LIQUID INVESTMENTS	\$114,336	\$176,125	\$131,752	\$101,572	\$84,480	\$72,744	\$58,926	\$53,647	\$45,458	\$42,765	\$36,750	\$28,828	\$18,498	\$11,519

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Performance Measures

Entity	Nominal Year													
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Actual Whole of Council	Actual Whole of Council	Budget Whole of Council	Budget Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council
Own Source Revenue Ratio	83.6%	57.4%	59.4%	77.1%	86.2%	88.8%	89.1%	89.4%	89.6%	89.9%	90.1%	90.3%	90.4%	90.6%
Operating Performance Ratio	1.1%	2.9%	-2.0%	-1.0%	-2.1%	-2.5%	-3.1%	-3.6%	-3.8%	-4.0%	-4.1%	-4.3%	-4.6%	-5.0%
Backlog Ratio (All Classes)	0.0%	2.3%	1.7%	1.5%	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%
Maintenance Ratio (All Classes)	0.0%	0.0%	83.4%	77.7%	77.2%	76.9%	76.4%	76.0%	75.8%	75.5%	74.8%	74.1%	73.2%	72.4%
Consumption Ratio (All Classes)	100.0%	85.6%	87.0%	88.0%	88.9%	89.5%	90.0%	90.2%	90.6%	90.7%	90.9%	91.1%	91.4%	91.5%

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Long Term Financial Plan Our Finances 2022-32

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People and Culture
Your partner in people and business

Workforce Management Plan

2022-2026

The People component of Council's Resourcing Strategy



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Preamble

Council provides a wide range of high quality facilities and services to a diverse local community of around 93,858 people in inner west Sydney.

Council is committed to the promotion of a strong, healthy community and the development of an appropriate culture, structure and workforce that will support the achievement of our medium to long term strategies.

Underpinning this commitment are our organisational values:

We act with integrity / We work together / We empower our people / We innovate / We are respectful

Our values guide our expected behaviour towards each other, customers, external services and organisations and form the basis of all business relationships, decisions and actions.



In order to achieve the community's long term aspirations and needs identified in the Community Strategic Plan, Council is required to continually assess its current and forecasted workforce capacity, skills and capabilities needed to successfully meet these aims.

The Integrated Planning and Reporting framework with its focus on money, **people** and assets encourages Council to draw together its various plans, to understand how they interact and to get maximum leverage by planning holistically for the future.

The **Workforce Management Plan 2022-2026** is the **people** component of the Resourcing Strategy, and the Delivery and Operational Plans, and addresses Council's human resource requirements for now and into the near future.

Workforce Planning

*“A continuous process of **shaping the workforce** to ensure that it is capable of delivering organisational objectives now and in the future”*

(Australian National Audit Office (ANAO) 2004)



NSW Public Service Commission

Workforce Planning is an ongoing strategic process, which aligns workforce requirements to its business objectives. This involves considering the current and future business environment and identifying the current skill gaps in service delivery, expected future demand for workforce capacity, skills and capabilities.

The NSW Public Service Commission provides an overview of the process steps considered for workforce planning.

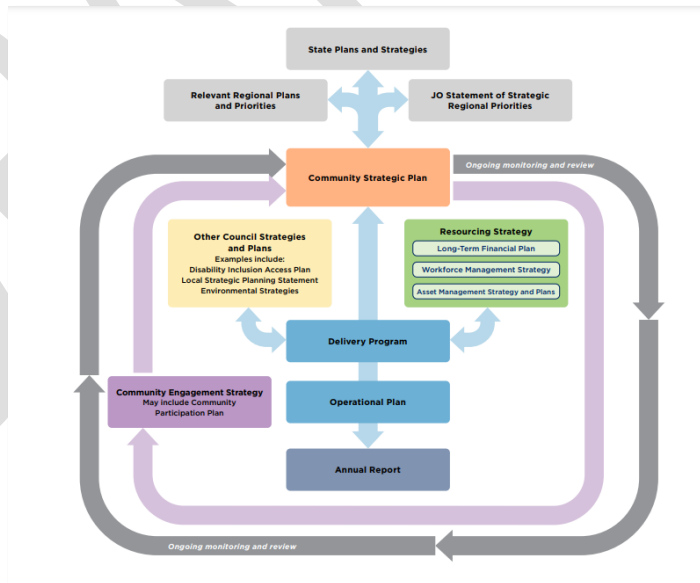
Workforce Planning and the NSW LG Integrated Planning & Reporting Framework

In 2009 the Minister for Local Government introduced the Local Government Amendment (Planning and Reporting) Bill to Parliament, which required all NSW Councils to produce a long term Community Strategic Plan, with a four year Delivery Program and an Annual Operational Strategy linked to the longer term Planning outcomes.

Following extensive local community consultation, Council adopts its Community Strategic Strategy.

Cascading from the Community Strategic Strategy is the four year cyclical Delivery Program, outlining the strategic resourcing actions Council plans to implement to ensure the achievement of goals. The Delivery Program is in turn supported by underlying annual Operational Plan and Budgets, highlighting which actions will be the focus areas each progressive year.

In order to achieve the community’s long term aspirations and needs identified in YourFuture 2030, Council is required to continually assess its current and forecasted workforce capacity, skills and capabilities needed to successfully meet these aims.



The Integrated Planning and Reporting framework with its focus on money, **people** and assets encourages Council to draw together its various plans, to understand how they interact and to get maximum leverage by planning holistically for the future.

The **Workforce Management Plan 2022-2026** is the **people** component of the Resourcing Strategy and the Delivery Program, and addresses Council's human resource requirements for now and into the near future.

Council's **Workforce Management Plan 2022-2026** builds on and reinforces existing practices from Council's previous strategies and Workforce Management Plans and continues the focus on **people** as one of the three integrated strategic resource areas to actively direct and manage service delivery to meet community expectations.

Actively focussing on current and forecasted workforce capacity and capability requirements informs and builds evidence-based workforce data to ensure Council *has the right workforce culture with the right capability based skillset and leadership style* to support successful Delivery Program outcomes.

Key actions considered in developing the **Workforce Management Plan 2022-2026** included:

Analysing workforce data to establish a baseline comparison data set and identify any workforce related issues that could pose risk to the delivery of future business objectives

Consultation with the business areas to identify future capacity and capability requirements

City of Canada Bay's services include:

- Infrastructure and property services, including local roads, footpaths, drainage, waste collection and management
- Provision of recreation facilities, such as parks, sports fields and stadiums, golf courses, swimming pools, sport centres, and halls
- Health services such as water and food inspection, immunisation services, toilet facilities, noise and animal control
- Community services, such as childcare, community care and welfare services
- Building services, including inspections, licensing, certification and enforcement
- Planning and development approval
- Provision and management of facilities such as parking stations and on-street parking
- Cultural facilities and services such as libraries, art galleries and museums, and community events
- Water services

Assumptions

COVID-19 has recently exemplified that a lot of unforeseen circumstances can happen in global, national and state economies over the life of the Workforce Management Plan. The priorities and activities and their underlying actions will require review and adjustment over time.

In order to project future resource requirements, Council has made assumptions about what is likely to impact on the workforce during this period. These assumptions include:

Growth: By 2030 the City of Canada Bay's population is expected to increase from 93,858 to approximately 115,500.

Service types: and the communities expected service levels will remain relatively similar and stable

Efficiencies: Council must continually adopt and strive for service delivery and process efficiencies.

Strategic direction: The broad themes and aspirations in the Strategic Plan are unlikely to change significantly over time.

Service Delivery expansion: Expansion in types of service delivery Council provides is expected to grow and will need to be managed as strategic operational decisions are made. For example, decisions to either manage in-house or source an external completion of Concord Oval precinct and the Rhodes Recreational Centre will inform immediate and future staffing needs.

The key areas listed below were identified in the *NSW Local Government Workforce Strategy 2016-2020* as being the greatest challenges facing the development of future focused Council workforces; Ageing workforce; uncertainty due to possible future local government reforms; skills shortages in professional areas; limitations in leadership capability; Gender imbalance in senior roles; lack of skills and experience in Workforce Planning; lack of workforce trend data; difficulty in recruiting staff; resistance to more flexible work practices and Lack of cultural diversity.

Although many of the identified issues facing Australian Councils have seen improvements over the last four years, many are still relevant to today’s local government environment. The issues relevant to City of Canada Bay’s workforce will be explored further in the next section which provides a snapshot of City of Canada Bay’s current workforce as of 16 November 2021.

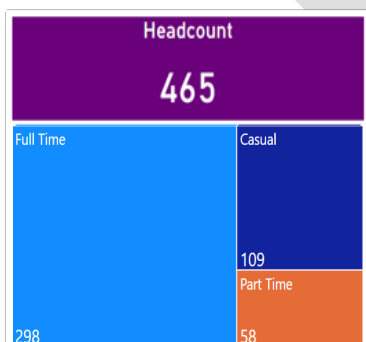
Council’s workforce – snapshot as of 16 November 2021

Planning for the future requires examination and understanding of the Council’s current workforce profile. A snapshot was taken on 16 November 2021.

Key changes identified for City of Canada Bay’s workforce since 2018

- Increased female representation on the senior leadership team – Gender balance now 50/50
- Turnover decreased. Noticeably during COVID-19 lockdown, with a slight increase in turnover following the easing of Health Order restrictions in the workplace.
- Total workforce headcount has decreased by 7%.
- There have been several organisational structure changes since 2018
- More female casuals and contractors, more regular and systematic
- The average age for the workforce is increasing. A higher average age is achieved if casuals are removed from the equation
- New specialisation skills required in project management
- Average salaries have increased, and there is a widening gap between the higher and lower paid staff
- Around 70% of employees are at the top step of their respective grades
- The workforce engagement score has improved, there is better communications from the leadership team
- Increase in higher duties payments due to secondments and internal promotions
- There has been an increase in market-based salary payments and arrangements which sit outside the grades and steps of Council’s salary system.
- There has been an increase in employing labour hire employees through external agencies due to difficulties in sourcing suitably qualified candidates or urgency to fill vacancies as they arise.

Headcount

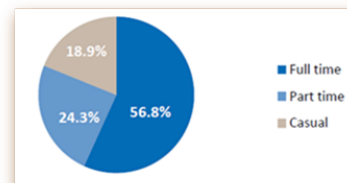


Headcount is the total number of employees currently employed by Council

As of 16 November 2021, Council remains a medium sized Council, employing a total of 465 employees (headcount) across a diverse range of occupations and employment types.

Headcount and Employment Type

Employment type is the grouping of hours worked. This is normally broken up into Full Time, Part Time and Casual.



National LGA employment type 2015

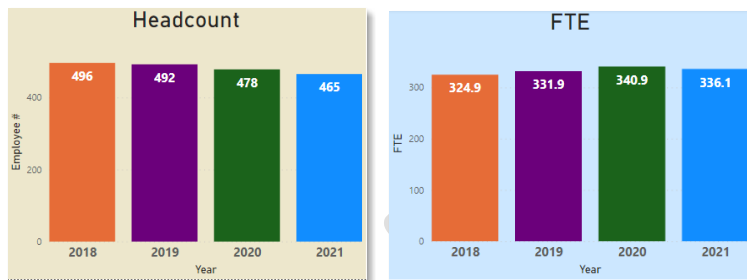
This data is useful for understanding the mix of the workforce in relation

to types of employment conditions and arrangements that the business areas and People & Culture are required to manage throughout their entire employment lifecycle.

As of 16 November 2021, Council employed **299** (64%) Full Time, **62** (13%) Part Time and **104** (22%) Casual employees.

Council's Full-Time rate of 64% remains higher than the Australian Local Government Association (LGA) average (56.8%). Council's Part Time rate of 13% is significantly lower than the National LGA average of 24.3%. This is offset by a higher Casual rate of 22% compared to the National LGA average 18.9%. Noting that one in five employees within Council are employed on a Casual basis.

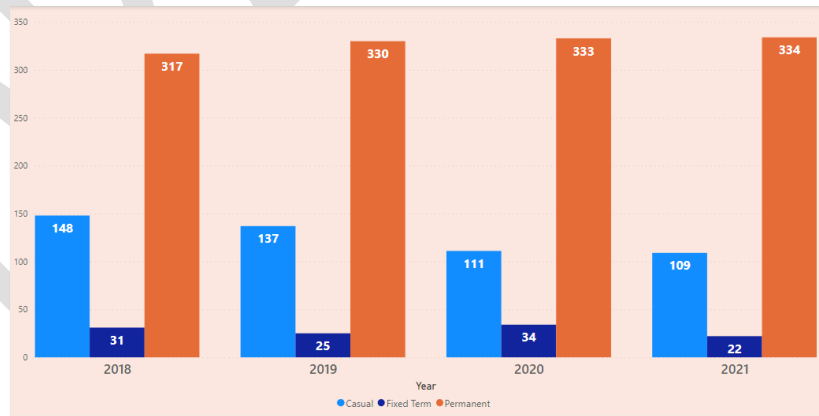
Headcount over time



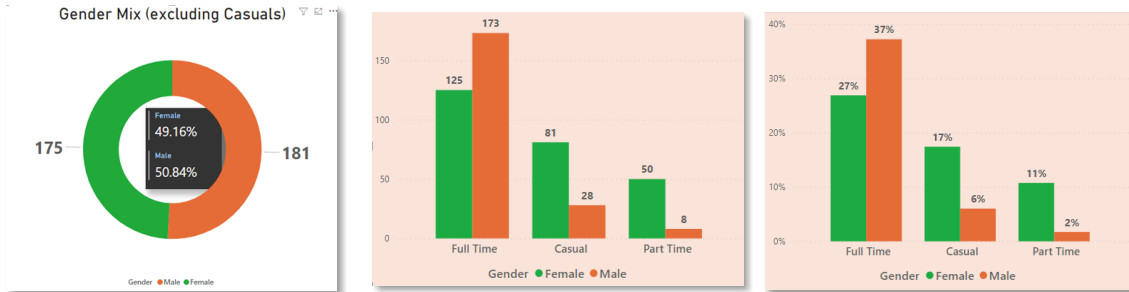
Council's 465 headcount figure for 16 November 2021 is a 7.19% decrease since the last Workforce Management Plan snapshot taken in June 2018. There has been a steady decrease in headcount since 2018. This decrease in employee headcount is primarily due to administrative clean-ups of the casual pool and fluctuating numbers of fixed term employees. This is offset by the steady increase in permanent employee numbers since 2018.

As of 16 November 2021, Council employs a Full-Time Equivalent (FTE) of 336.1 across a diverse range of occupations and employment types. Even though headcount has fallen since 2018, the FTE has fluctuated.

Note these figures do not include vacancies at the time the snapshots were taken. They represent positions that were filled by employees on the day of the snapshot.



Headcount and gender mix



Council’s gender mix (excluding casuals) is 182 (50.4%) Male and 179 (45%) Female. This is a change since June 2018 which had a gender mix (excluding casuals) of 55% Male and 45% Female.

Council’s gender mix (including casuals) of 45% male and 55% female is on par with the Australian LGA average of 47% male and 53% female. With Council this is reflective of the high number of casual opportunities available which are traditionally filled by females rather than males.

LGA Average	Male	Female
Australia	47%	53%
NSW	53%	47%

Whilst in general employee gender mix numbers of local government are close to an even split between men and women, there are large differences in gender distribution across employment type and occupation streams.

Headcount by employment type & gender

As of November 2021, Council’s male full-time workers remain the predominant workforce employment type at 37%, followed by full-time females at 27% and casual females at 17%.

The casual workforce (23% of total workforce) tends to be glazed over in workforce data presentation and metrics. From an activity perspective the casual workforce requires significant ongoing management effort and input in areas such as rostering, recruitment, on boarding, and ongoing payroll actions and performance monitoring.

Gender balance for leadership roles

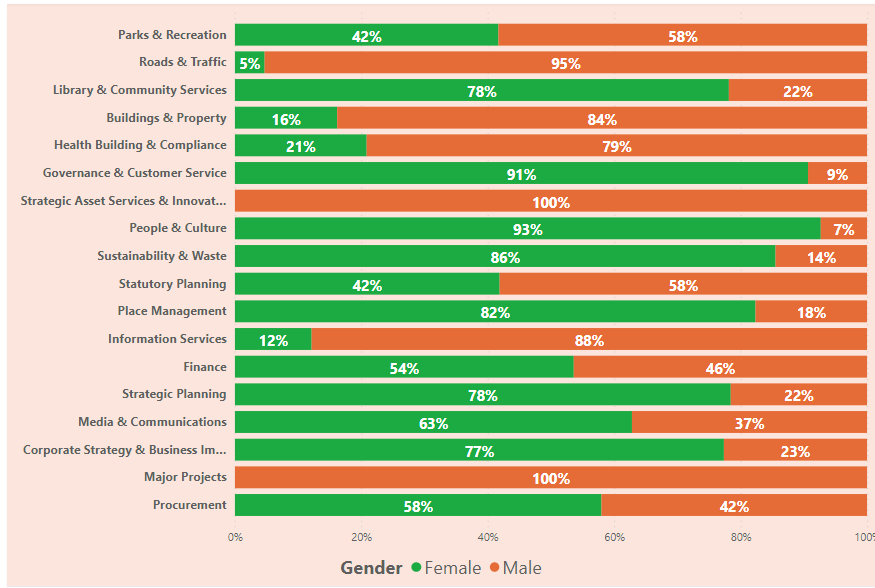
Leadership level	Female	Male
General Manager / Directors	2	2
Managers	7	10
Operations Managers / Coordinators	9	7

As of November 2021, Council’s female participation rate in senior leadership roles is an even 50/50 split. This is above the National figures for Directors / Executive which sit around the 25-30% range, whilst The LG Victoria has 34% female Directors.

The combined female participation rates for Managers and Operation Managers/Coordinators are also evenly split 16 female/17 male. This is above the average national figure of 43%.

Gender balance by occupation group

According to the Profile of the *Australian Local Government Workforce 2015 Report* there remains a significant difference in the number of men and women employed in local government according to the occupation category streams in which they are employed.



Gender by Department

Within Council as of November 2021:

Males dominate the Roads & Traffic, Health Building & Compliance, Asset & Major Project Management, and Information Services areas.

Females continue to dominate the Library & Community Services, Governance & Customer Services, People & Culture,

Sustainability & Waste, Corporate Strategy & Business Improvement & Strategic Planning.

Victoria’s local government sector actively promotes informal and formal education and programs that focus on awareness raising around gender equality. A mix of informal and formal training can be successful in exposing all staff to the underlying factors and impacts of gender inequality. Ensuring recruitment panel members are trained in gender equity and unconscious bias can further assist in establishing gender equity.

Workplace flexibility is a key enabler of gender equality and can include job redesign, hours of work and job location. Workplace flexibility benefits all employees.

Age profile

The age profile of the workforce can help inform decision making going forward. It needs to be an ongoing process and a source of information for continual improvement.

The local government workforce across Australia is ageing and, on average, is older compared with other government and industry sectors.

As of November 2021, the average age for Council employees (excluding casuals) is 45.1 years old. The average age decreases to 42.8 years old if casuals are included.

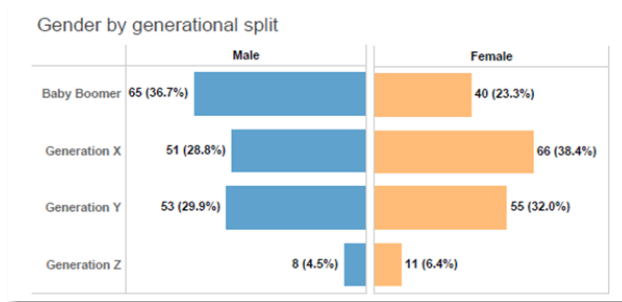
Average Age (excluding Casuals)



Average Age (including Casuals)

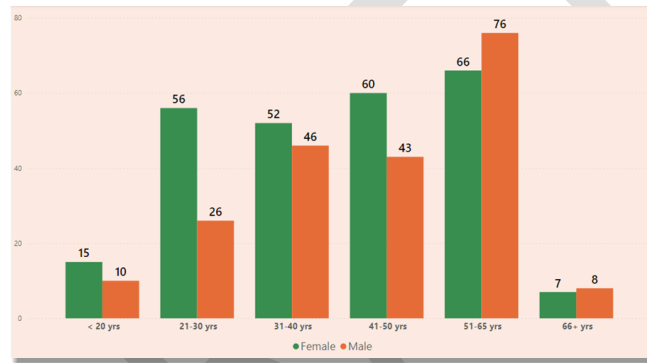


Age group by gender and generational split



PWC Local Government Performance Excellence Program FY21

The highest age bracket is males between the ages of 51-65 years of age there are more females in the age brackets for 31 to 50 years.



Workers over 50 years of age

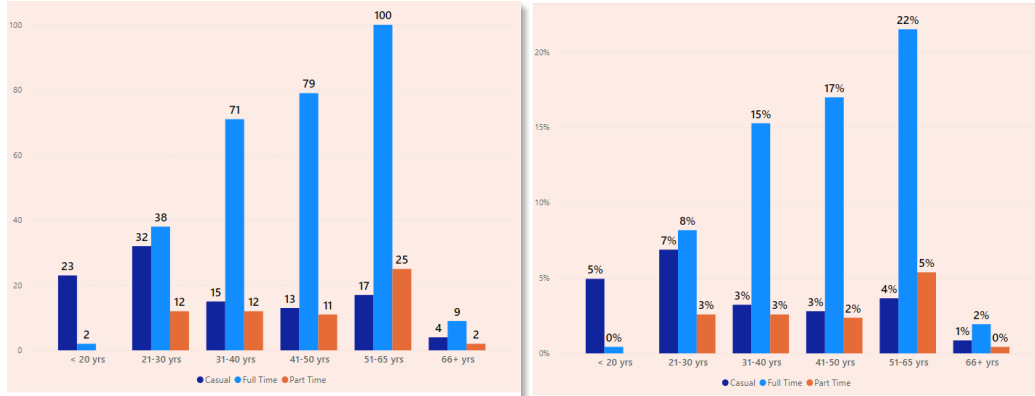
Even though Council’s figure for the over 50 age group (34%) is somewhat less than the LGA Australian wide average (41%), it still equates to around a third of Council’s workforce and suggests a continued reliance on mature aged workers for some time.

In today’s workforce, it is also predicted that 80% of baby boomers expect to keep working in some capacity beyond the age of 65 for social and monetary reasons (Commonwealth of Australia, 2005).

‘It is important for councils to introduce healthy lifestyles and wellbeing programs as a positive step towards improving and maintaining the health of not only the ageing workforce but for all workers. Importantly, these programs should be age relevant and support employees of all ages to be aware of and take responsibility for their own health’ (Local Government, An Ageing Workforce Are We Prepared?)

Age group by employment type

As of November 2021, full-time workers between the ages of 51- 65 years continue to remain the largest of Council’s age groups, closely followed by 41-50 years and 31-40 years.



Casuals have been included to highlight the variation in employment type between those who are under the age of 30 years and those who are over 30.

Whilst the less than 30 years age group only represents 23% of the overall workforce, half of these are employed on a casual basis. This may be more reflective of the types of conditions, roles and nature of employment opportunities available within Council for the under 30's.

Council may benefit from a shift in focus to employment strategies targeting those who are new to the workforce and consider increasing the proportion of younger employees with more permanent options as employment opportunities within Council.

Generally, across the Australian LGA landscape the occupation type with the highest proportion of workers aged 50+ are in health care services, hospitality, labouring, and machine operating areas. The types of occupation areas which require a higher vigilance in maintaining physical wellbeing, in order to minimise any increase in workplace injuries.

Years of service

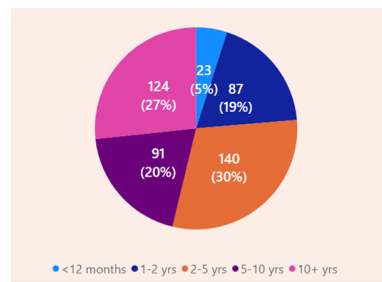
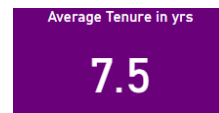
Years of service (tenure) can assist in targeting interventions such as career transition and knowledge management programs for workers as the plan to leave.

As of November 2021, Council's average length of service for employees is 7.5 years of service.

As of November 2021, 47% of employees have been with Council for more than 5 years.

24% of employees are relatively new to the organisation with tenure less than 2 years.

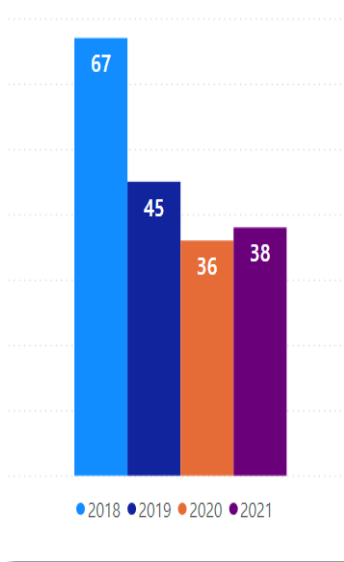
Also, of note is 27% (around 1 in 4) employees have remained with Council for more than 10 years.



Turnover

Council has experienced a relatively stable number of permanent and fixed term employees voluntarily resigning since a high of 16.3% in 2018 financial year. The turnover rate for November 2021 is 11.3%.

Permanent and fixed term employees who voluntarily left Council during 2018-2021



There are benefits for lowering voluntary permanent turnover rates, such as a reduction in significant costs involved in finding and hiring new replacement employees and lost time spent on orientating and training the new employees to be familiar with Council’s processes and practices.

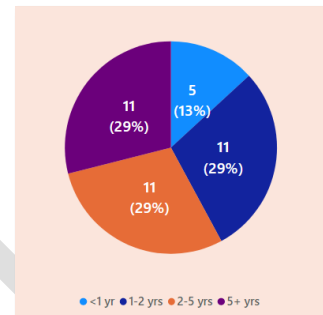
Exiting employees are generally considered a loss of experience, skills and capabilities and corporate knowledge balanced with a need for a level of renewal and refreshment of capability within a team.

Terminations by length of service

Of the 38 permanent and fixed term employees who voluntarily left Council during 2021, 5 had been with Council for less than 1 year (13%). This is a significant reduction in the number of employees leaving in their first year of service since 2018 which saw a first-year turnover rate of around 23%.

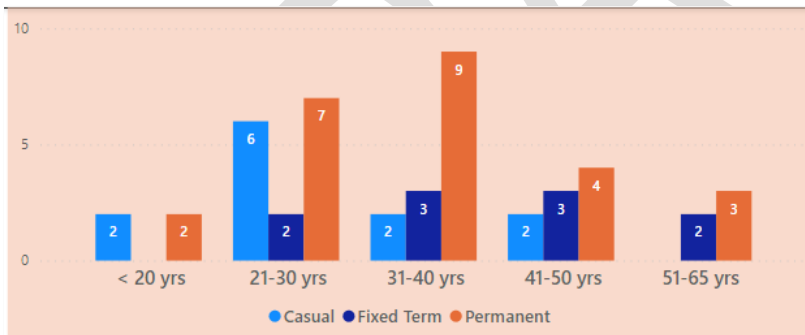
This is likely due to the targeted programs put in place for onboarding new starters and improvements in ongoing communication and support.

Permanent and fixed term employees who voluntarily left Council during 2021



However, the first year voluntary permanent and fixed term turnover rate can still be improved upon as an employee is not considered to be fully productive for many months following on-boarding. A high turnover in the first year of employment is considered costly in terms of time and money.

New starters by age group and employee status



For the period 01 January 2021 to 16 November 2021 the New Starter graph shows the relationship for the new hires and age cohorts by employment status.

During 2021 permanent hires were the main employee type on boarded.

With the 31 to 40 years age

group the highest with 9 permanent new hires, followed closely by the 21-30 years age group with 6 new hires. The graph also highlights that there were also permanent new starters at the under 20 years and the 51-65 years. Even though the over 50 is around 10% of new starters it may be worth exploring mature age employment incentive programs to increase the over 50 age new starter cohort.

Attracting and retaining employees

The APS Workforce Planning Guide states an organisation’s workforce is one of its largest assets and investments and, as such, there is an obligation and a business imperative to plan it properly.

Shaping your workforce through effective attraction and retention programs takes time and effort and therefore lends itself to careful planning and implementation.

A systematic attraction and retention program improves decision making and investment in the workforce which ultimately improves workforce and business effectiveness.

Every organisation requires skills and capabilities, and therefore people to deliver its business outcomes. Particularly in knowledge-intensive organisations, such as government agencies and departments, **people are vital** to the effective functioning of an organisation.

Consequently, a shortage or long term critical role vacancies pose a significant threat to Council's ability to deliver its business outcomes within budget.

The Western Australia's Public Service Commission's 2013 report titled *A Guide to Managing Knowledge – turning information into capability* also recognised that local government is facing a growing challenge to attract and retain staff.

In today's information driven economy, the community demands a higher level of accountability from the public sector, while agencies are expected to adapt and innovate to improve the quality of service delivery.

A 2021 KPMG report highlights the next generation of skilled employees seek 'meaningful, purpose-led, socially conscious careers'. The report also highlights that with the local government sphere there is a growing demand for data scientists and customer experience specialists. An expected growth in demand for sustainability and waste initiatives.

Presently within Council the highest demand for recruitment continues to be the frontline service delivery workforce at Five Dock Leisure Centre and Children Services, followed by Library Services, Customer Services, Parks & Gardens and Civil Infrastructure.

Council has recognised the increasing difficulty in recruiting for suitably qualified Building Surveyors and qualified Engineers with project management skills, and venue management staff.

With the creation of an internal Project Management Office there will also be an increased demand for candidates who have strong Project Management skills.

Further challenges are expected within the growing market for more candidates with community social based services experience as the local community seeks Council to provide more community based support services, alongside the traditional Council provision of Library and Child Care services.

Knowledge management and turnover

Ongoing turnover of long-term employees with substantial knowledge and experience could potentially be lost at any time.

The risks for knowledge retention and transfer needs to be effectively managed to ensure Council can successfully deliver outcomes on an ongoing basis.

For employees retiring or leaving, a structured approach to knowledge management may provide an opportunity to leave a 'legacy' of their acquired learning and ensures that intellectual property is retained within the organisation.

Knowledge management assists in identifying, developing and retaining those employees with critical expertise.

Knowledge risk is high if critical knowledge is held by only one or two staff and is not captured and documented.

The benefits of knowledge management are reflected through improved relationships and strengthened networks which people use to create and build knowledge. Benefits can include:

- **increased staff retention**, created through the value placed on experience and knowledge
- **improved productivity**, provided through an increasingly engaged workforce
- **enhanced innovation** by sharing ideas through communities of practice
- **Addressing the issues** created by increased career autonomy, the ageing workforce and skills shortages.

To ensure effective operations, the responsibility to champion a knowledge management culture within an organisation must be recognised and shared by all executives.

It is impossible to document everything so a strong culture underpinned by coaching and mentoring could complement the knowledge transfer process.

Development and Culture

The draft Excellence Assessment Findings (February 2021) conducted as part of City of Canada Bay's commitment to the Australian Business Excellence Framework identified the following focus areas which falls within the People & Culture's sphere of influence:

LEADERSHIP

Item 1.1 Opportunities

- Provide more leadership development programs and opportunities for team leaders, coordinators and more junior staff
- Opportunity to better engage team leaders and coordinators to lead and communicate to teams – further leadership development could be considered

Item 1.2 Opportunities

- Improve demonstration of values by team leaders and coordinators through behaviours and support to their staff

Item 1.3 Opportunities

- Disability inclusion could be reinforced

INFORMATION & KNOWLEDGE

Item 3.1 Opportunities

- Develop analytical and data interpretation skills

Item 3.2 Opportunities

- Improve proactive knowledge sharing –particularly between teams
- Centralise knowledge around assets
- Develop consistent initiatives to capture knowledge of individuals

PEOPLE

Item 4.1 Opportunities

- Consider initiatives to address the divide between indoor and outdoor staff
- Improve safety resourcing and planning

Item 4.2 Opportunities

- Deploy a consistent approach for rewards and recognition –better recognise good work on an ongoing basis
- Review the High Performance Program to provide clarity and achieve goals
- Provide clarity about benchmarking of remuneration
- Improve consistency when providing the market allowance
- Improve efforts to attract high achievers to the Council
- Provide recruitment skills training

CUSTOMERS & OTHER STAKEHOLDERS

Item 5.2 Opportunities

- Deploy customer service training to customer facing teams
- Introduce process to manage difficult stakeholders eg training

Item 5.3 Opportunities

- Introduce a balance of quantitative and qualitative measures across teams to understand perception of value
- Review and understand drivers of feedback

RESULTS & SUSTAINABLE PERFORMANCE

Item 7.2 Opportunities

- Plan for knowledge retention to support future capability
- Embed resource and succession planning to support future development

Trends and impacts

Local Government NSW reported the top 7 skill shortages being for Engineers, Urban and Town Planners, Building Surveyors, Project Managers, Environmental Officers, Supervisors/Team Leaders and IT/ICT Technicians.

For Council the primary workforce issues to manage over the next few years will be the ability to deliver on an increase in service expectations from a growing community with finite resources, embedding a new service delivery structure after a lengthy period of uncertainty in regard to proposed amalgamations, retaining the localised knowledge and practices of an ageing workforce as they leave, and strengthening a highly skilled, flexible and motivated workforce.

Business area responses to foreseeable workforce changes

Business areas were asked to provide People & Culture with valuable insight and understanding of the foreseeable future demand for workforce skills, capabilities and capacity requirements over the next 4 years within their respective portfolio areas by responding to a series of questions.

The primary expected workforce growth areas within City of Canada Bay over the next 4 years impacting on workforce management are:

- Increasing demand for planning services.
- Demand for a dynamic, highly flexible and skilled IT team.
- With increased domestic waste customers in the next 4 years there is an increase in customer requests and service levels.
- Focus on employing aboriginal staff as custodians for the Aboriginal culture and heritage.
- Additional population growth and emergence of social issues following the pandemic will require additional staff resources in Community Services.
- Community Services requires additional staff resources to manage current workload.
- Potentially additional seasonal staff to cover service levels across open space during peak growth season (spring/summer).
- New statutory obligations requiring Council to prepare a local strategic planning statement, new development contribution plans, community participation plans, amongst other requirements, have all increased workload for the existing team.
- Review findings may require new knowledge and skill focus areas, along with food organics collection service.
- Improving online skills will continue. Particularly smart dash boards, video editing compressing skills etc. Data analytics will grow in importance and being able to analyse data effectively is a challenge for staff across the organisation who just read numbers and say we need more or this action without really understanding the data.
- Expanded Community Development skills - ability to create social connection, advocacy and networking, demographic analysis, planning and delivering programs particularly for community participation.
- Project management skills for capital program staff.

- Staff retirement rates in Library Services will start to increase as a result of the older demographic of this workforce.
- Outdoor staff - a number of people would be in retirement age bracket, if not leaving need to consider how to manage physical work capabilities.

People and Culture will partner with the individual business areas to tailor an effective workforce management approach to manage these expected changes in demand for services or employee demographics over the next four years.

Employee opinion survey and engagement framework

The City of Canada Bay's Employee Engagement Survey was run in 2020. Conducting the survey provides data on employee perception across multiple categories which are then benchmarked to the Local Government industry and also other markets to determine Council's performance against best practice.

Aligned and engaged employees drive business performance, community satisfaction and have reduced rates of absenteeism and workplace accidents. The survey results identified areas of strengths and focus areas for improvements. Overall themes ranged from Leadership and trust to Innovation and Safety.

Technology Impacts

The trend for 24/7 access to Council services, smarter customer response systems, electronic DA lodgement systems, 3D DA modelling, online payment systems, electronic library cataloguing systems, electronic infield environment and health inspection software, compliance tagging and use of interactive media for communication and consultations are a reality for Council.

With increased technology expectations comes the continual need to retrain employees on the new ways to provide efficient and effective services on a cloud based interactive platform.

Diversity

The Productivity Commission argues that sustaining and supporting workforce participation is a key solution to labour force shortages as such, broadening the recruitment net by 'recruiting outside the square' can help increase workforce participation.

The Commission sees an opportunity for local government to focus on and 'recruit outside the square' by actively tapping into the following groups that are currently underemployed and/or underrepresented in the workplace:

- Women in leadership roles
- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse communities
- Targeted youth programs
- Re-engaging former employees
- Finding new ways of attracting mature talent.

By approaching diversity planning in a strategic way a number of aims and statutory requirements can be addressed in a single process to ensure that all aspects of Council's operations are appropriate and effective.

ACELG's *Profile of the Local Government Workforce* states that a focus on ensuring a diverse workforce benefits local government by improving local representation, culturally appropriate communication and better understanding of the issues affecting local communities.

The Productivity Commission argues that sustaining and supporting workforce participation is a key solution to labour force shortages as such, broadening the recruitment net by 'recruiting outside the square' can help increase workforce.

Opportunities for Council

With strong economic, commercial and population growth forecasted there are significant positive opportunities for Council:

- Ensure long term financial stability of the Council through prudent asset and financial management
- Council is recognised as an innovative, fair and ethical employer
- Strong executive leadership
- Development of future leaders
- Competitive flexible employment benefits provided
- Multi skilled employee groups providing greater range of services

The National Local Government Workforce Strategy 2013-2021 identified that Councils that take a rigorous and long-term approach to retaining, attracting and developing a skilled, committed and inclusive workforce will be more sustainable.

Implementation, monitoring and review

The People & Culture team is responsible for the implementation of the **Workforce Management Plan – 2022-2026** which is a four year plan of workforce priority focus areas.

The impact of the strategies and actions outlined in this plan are monitored and reported through the Operational Plan. The principle Activities and their underlying actions are summarised later in appendix A.

As a minimum the **Workforce Management Plan – 2022-2026** is subject to a major review every four years. Council's employment make up is constantly changing and evolving, being shaped by internal directives and external factors such as legislative change, market conditions and external factors, such as the impact of COVID-19 on how we need to manage the workforce both now and into the future.

In developing the actions in the Workforce Management Plan – 2022-2026, due consideration was given to:

- What can Council do to continue delivering the community aspirations and priorities as set out in Community Strategic Plan.
- What are the community's expectations for the quantity and quality of Council projects, services and programs?
- Are there community demands to change services, add new services or programs or stop delivering some services?
- How can Council best use and look after its human resource assets to enable programs and services to be delivered?
- What staff resources are currently used to deliver these projects, programs and services?
- What staff resources and particular skills will be required to deliver future projects, programs and services?
- Where are the current resource gaps?

People and Culture will continue to partner with the individual business areas to tailor effective workforce management approaches to manage work environment changes over the next four years.

Delivery Program and Operational Plans

Over the next four years People and Culture will continue to partner with business areas to identify changes in what people, with what skills, experience and expertise are required to ensure implementation of the Delivery Program through its annual Operational Plan process.

To plan for adjustments to the workforce and account for new emerging technologies the following Delivery Program and Operational Plan principal activities and underlying actions will include actions focused on:

- Succession planning / building on the leadership pipeline
- Working with an ageing workforce
- Providing opportunities to create/retain positions for targeted demographics
- Providing incentives and other programs that support the council to be an employer of choice
- Targeted learning and development programs to fill identified skill gaps
- Improving performance management through the LG NSW capability framework
- Streamlining recruitment strategies to ensure a continual supply of engaged and skilled workforce
- Exploring workforce diversity employment opportunities
- Enhancing workforce planning and building on informed data analytic capabilities

Appendix A – Workforce Management Plan - Principle Activities

These Principal Activities and underlying actions have been used to guide our actions, enabling Council to further enhance and develop an effective workforce that has the capacity and capability to continually meet the needs and aspirations of the local community and meet Council’s strategic and operational objectives.

The 4 Principal Activities are under section 5.2.4 of Council’s Community Strategic Plan.

5.2.4.A	Implement and deliver the 4 year Workforce Management Plan			
5.2.4.A.1	Implement annual actions from the Workforce Management Plan with review of impact being achieved each year			
Measures	Minimum 50% of annual identified actions completed			
2022-2023	2023-2024	2024-2025	2025-2026	
Conduct annual succession planning Program (eg. nine box succession plan)	Conduct annual succession planning Program (eg. nine box succession plan)	Conduct annual succession planning Program (eg. nine box succession plan)	Conduct annual succession planning Program (eg. nine box succession plan)	
Review business continuity planning	Business continuity planning	Business continuity planning	Business continuity planning	
Forecast the head count for the next financial year – (implications of population growth, pressure on services and infrastructure, and the delivery program, costing into the LTFP	Forecasting the head count – (implications of population growth, pressure on services and infrastructure, and the delivery program, costing into the LTFP	Forecasting the head count – (implications of population growth, pressure on services and infrastructure, and the delivery program, costing into the LTFP	Forecasting the head count – (implications of population growth, pressure on services and infrastructure, and the delivery program, costing into the LTFP	
Review and map P&C processes	Review and map P&C processes	Review and map P&C processes	Review and map P&C processes	
Deliver technological solutions to improve service delivery and productivity	Deliver technological solutions to improve service delivery and productivity			
5.2.4.A.2 Use workforce analytics to measure impact of Workforce Management Plan annually				
	Investing in IT and data analytics			
	Review and implement strategy to capture diversity data			
	Utilise of Vault for data analytics			

5.2.4.B	Develop a program that promotes Council as an employer of choice.
5.2.4.A.3	Improve attraction and retention strategies to deliver a high performing, diverse, inclusive and engaged workforce
Measures	<ul style="list-style-type: none"> • Minimum 50% of annual identified actions completed • Staff Engagement % - sourced from the Staff Engagement Survey =/>>62% • Voluntary turn-over rate <15%

2022-2023	2023-2024	2024-2025	2025-2026
Develop a recruitment marketing strategy		Review and improve the onboarding, induction and offboarding process	
Implement relevant employment aspects of Disability Inclusion Action Plan	Implement relevant employment aspects of Disability Inclusion Action Plan	Implement relevant employment aspects of Disability Inclusion Action Plan	Implement relevant employment aspects of Disability Inclusion Action Plan
	Cultural sensitivity training		Cultural sensitivity training
	Consider new talent pools to increase diversity		
	Explore funding opportunities for traineeships and employment programs eg veterans program or disability training		
		Investigate opportunities for indigenous traineeships	

5.2.4.C	Develop and deliver a program to create contemporary and safe
5.2.4.A.5	Deliver H&SW programs
Measures	<ul style="list-style-type: none"> • Completion of Safety audit • 80% of refresher training completed annually • 100% of site inductions and onboarding completed

2022-2023	2023-2024	2024-2025	2025-2026
Develop a mental health support strategy			
Design the Accountability Framework			
		Maximize Vault capabilities	
Conduct safety audit			
	Review internal consultation mechanisms and		

2022-2023	2023-2024	2024-2025	2025-2026
	complaints handling with regards to safety		

5.2.4.D	Develop and deliver a leadership program focused on capability		
5.2.4.A.6	Deliver programs that drive capability development and knowledge		
Measures	<ul style="list-style-type: none"> • Capture knowledge management transition data through exit interviews and annual performance discussions • Completion of capability framework • Accountability framework launched 		
2022-2023	2023-2024	2024-2025	2025-2026
	Knowledge transfer program for people who are leaving – transition to retirement planning		
Deliver coaching and mentoring for managers and high potentials	Coaching and mentoring for managers and high potentials	Coaching and mentoring for managers and high potentials	Coaching and mentoring for managers and high potentials
Deliver initiatives and programs that maximise management and leadership capabilities within the organisation			
Implementation annual components of the Capability Framework	Implementation annual components of the Capability Framework	Implementation annual components of the Capability Framework	Implementation annual components of the Capability Framework
Develop and staged roll out of the accountability framework	Develop and staged roll out of accountability framework	Develop and staged roll out of accountability framework	Develop and staged roll out of accountability framework
		Conduct skills and capability gap analysis	
Explore next stage of frontline leadership and behavioural/personality profiling			

Appendix B - References

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Appendix C – Business area responses to foreseeable workforce changes

Business areas were asked to provide People & Culture with valuable insight and understanding of the foreseeable future demand for workforce skills, capabilities and capacity requirements over the next 4 years within their respective portfolio areas by responding to a series of questions.

Q) Please detail any foreseeable growth or changes in service delivery type needs in your department over the next 4 years?

Responses:

- The population of Canada Bay is growing. As the City grows and density increases, there is increasing demand for planning services.
- With increased domestic waste customers in the next 4 years there is an increase in customer requests and service levels. More DA's, more residents, more services/applications etc.
- Approach to public events is changing with a greater onus on crowd control and risk Management. Demand for more intensive town centre management and activation is creating increasing pressure on place and events staff. The complexity of engagement in our community is set to grow with climate change and the need to address these things.
- The need to employ aboriginal staff as custodians for the Aboriginal culture and heritage in the area is a desirable outcome and the increasing importance of these matters means this may be required in the next four years.
- Additional population growth and emergence of social issues following the pandemic will require additional staff resources in Community Services.
- Higher community and councillor expectations for service levels in outdoor / public domain areas.

Q) Are your current staffing levels and employment types adequate to meet future requirements? If not what changes do you require?

Responses:

- In relation to the growth in the domestic waste service, with approximately 4000 new dwellings in the next 4 years this will result in increased work for the service.
- The strategic planning team is just sufficient to fulfil statutory responsibilities. There is limited opportunity to undertake discretionary projects. It is likely that one full time additional staff member (strategic planner) will be needed in the short to medium term.
- Need to be more than one Event producer to manage the increasing complexity of the COVID inspired changes.
- The Aboriginal Cultural staffing is potentially a contract or a part time role. Place Management - can be supported by casuals or managing Councillor expectations
- Community Services requires additional staff resources to manage current workload. Additional population growth will exacerbate this situation. Additional full time, part time and casual staff will be required to manage demand for community programs and services.
- Potentially additional seasonal staff to cover service levels across open space during peak growth season (spring/summer).

Q) Please detail any foreseeable structure changes needed to meet future operational requirements?

Responses:

- Sustainability and Waste - waste service support - these hours could be increased over the next 4 years to accommodate the growth in service. Waste - There is a review which may affect position descriptions and how the team is structured and funded.
- Additional strategic planner would enable staff to keep up with the statutory obligations and reform.

-
- Dependant on growth - if an additional Children's Service is added to the current portfolio (e.g. at Rhodes Rec Centre) then an additional resource to oversee the entire Children's Services portfolio. This will impact a number of positions, position descriptions and reporting lines.

Q) What new skills and capabilities are required during the next 4 years in order to meet your strategic and operational objectives?

Responses:

- New statutory obligations requiring Council to prepare a local strategic planning statement, new development contribution plans, community participation plans, amongst other requirements, have all increased workload for the existing team.
- Review findings may require new knowledge and skill focus areas, along with food organics collection service.
- Improving online skills will continue. Particularly smart dash boards, video editing compressing skills etc. Data analytics will grow in importance and being able to analyse data effectively is a challenge for staff across the organisation who just read numbers and say we need more or this action without really understanding the data.
- Expanded Community Development skills - ability to create social connection, advocacy and networking, demographic analysis, planning and delivering programs particularly for community participation.
- Project management skills for capital program staff.

Q) Do you foresee significant staff turnover within your Department over the next 4 years? How would you minimise staff turnover?

Responses:

- No, I don't foresee considerable staff turnover. One employee is currently stuck in a project role and I want to retain her however there is currently no progression opportunities within sustainability project area so this is something to work on.
- Many staff are now at the senior level in the strategic planning team. Ensuring that work remains interesting and staff are not fatigued by too much work will be key to retaining skilled employees.
- Some turn over likely - staff at both ends of the working life and as such it is probable that some will move to promotions and some may want to wind back working time.
- Staff retirement rates in Library Services will start to increase as a result of the older demographic of this workforce. there is potential for succession planning opportunities for other staff to ensure we retain and advance highly performing staff.
- Outdoor staff - a number of people would be in retirement age bracket, if not leaving need to consider how to manage physical work capabilities.

Q) Please nominate your critical positions. Are these positions difficult to fill, retain or develop? If so, Why?

Responses:

- Senior Resource Recovery - Contracts and Strategy. Both unique positions. Strategy requires a good sound knowledge of the industry, developments in the area etc. Contracts position requires attention to details, strong communication and problem solving skills and business improvement skills.
- GIS Officers are difficult to recruit.
- Senior Strategic Planners who are prepared to take a pay cut to work in local government can also be difficult to recruit.
- Event Producer - suitably experienced candidates with a low salary and no dedicated staff are hard to find.
- Engagement coordinator is a critical role, and hard to find staff as influential as the current staff for the salary offered. Many jobs in this area in the private and state government sector earn more than our roles. These are the most technical role in the department.
- Property Manager - unique skill set, Development Manager - unique skill set and not normal to local government.

Capital projects

Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Buildings and Property	\$	\$	\$	\$
Buildings renewal	1,000,000	1,301,700	1,301,700	1,301,700
Canada Bay Civic Centre — refurbishment	540,000	1,175,000	0	0
Beaconsfield Avenue site	2,500,000	0	0	0
Annual building and facility accessibility works program	107,800	300,000	300,000	300,000
Five Dock Park amenities building renewal	0	0	300,000	3,000,000
Drummoyne Pool renewals	125,000	125,000	125,000	125,000
Cabarita Pool renewals	125,000	125,000	125,000	125,000
Design The Living Room — Livvi's Place	100,000	0	0	0
Drummoyne Pool — installation of electric heat pumps	0	336,000	0	0
Queen Elizabeth Park toilet block (Exeloo)	57,750	495,000	0	0
Public toilet — Mcllwaine Park	86,625	675,000	0	0
Design Kings Road carpark upgrade	600,000	0	0	0
10 Thornleigh Avenue Concord divestment	90,000	0	0	0
Five Dock Town Centre	50,000	0	0	0
Sustainability program (net zero by 2030) — buildings	308,922	350,000	350,000	350,000
Five Dock Library — partial interior upgrade	0	262,500	0	0
Bayview Park Toilet — design phase — knockdown and rebuild	86,625	675,000	0	0
Depot renewal	157,500	300,000	0	0
Five Dock Leisure Centre renovation	1,200,000	0	0	0
Cabarita Pool — electric heat pump	336,000	0	0	0
Affordable housing — acquisition	0	132,000	368,000	9,250,000
New public toilet	0	0	90,000	710,000
Property delivery strategy	0	8,300,000	0	0
Multi-purpose community space	0	0	220,000	1,030,000
Rhodes East — multipurpose local community venue	0	150,000	400,000	4,000,000
Concord — indoor youth facility	0	0	0	300,000
Public toilet upgrade program	0	150,000	150,000	150,000
Buildings innovation program	0	300,000	300,000	300,000
Sub-total	7,471,223	15,152,200	4,029,700	20,941,700
Fleet Services	\$	\$	\$	\$
Fleet - Vehicles (Trucks, Utes, Trailers, Mowers)	1,500,000	1,090,000	1,560,000	1,142,000
Fleet - Lease Back Vehicles (Sedans and Wagons)	1,600,000	1,744,000	1,216,000	1,688,000
Small Plant - Engineering	30,000	31,000	32,000	33,000
Small Plant - Parks & Gardens	30,000	31,000	32,000	33,000
Sub-total	3,160,000	2,896,000	2,840,000	2,896,000
Information Systems	\$	\$	\$	\$
TechOne Cloud Migration	104,520	0	0	0
Concord Oval Website and IT Support	229,445	0	0	0
Property Management Software	150,000	0	0	0
Project Management Software	100,000	0	0	0
Sub-total	583,966	0	0	0
Library and Community Services	\$	\$	\$	\$
Concord Library furniture and fittings	28,212	8,540	8,882	9,237
Five Dock Library furniture	13,620	13,965	14,322	14,760
Library audio/visual	62,298	65,418	68,035	70,757
Library books	274,825	288,590	300,134	312,139
Library periodicals	38,363	40,285	41,897	43,573
Library cataloguing and processing	111,226	116,799	121,471	126,329
The Learning Space — furniture and fittings	21,124	21,441	21,764	22,199
Replacement robot at The Learning Space	0	10,000	0	0
Making the most of Five Dock Library for the community	209,803	0	0	0
Sub-total	759,471	565,039	576,504	598,993

Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Major Projects	\$	\$	\$	\$
Redevelopment of Concord Oval	9,202,261	0	0	0
Charles Heath Reserve upgrade	3,817,022	0	0	0
Rhodes Recreation Centre	14,319,000	0	0	0
Major projects — City Services and Assets	1,730,783	1,774,053	1,818,404	1,863,864
Goddard Park crib wall remediation works	270,000	0	0	0
Concord Oval Recreation Centre fit-out	630,411	0	0	0
ROCO Oval furniture, fixtures and equipment	500,000	0	0	0
Five Dock Leisure Centre refurbishment	121,000	0	0	0
Drummoyne Shared Spaces	2,500,000	0	0	0
Barnwell Park works building renewal	380,000	0	0	0
Sub-total	33,470,477	1,774,053	1,818,404	1,863,864

Finance	\$	\$	\$	\$
Finance	1,340,615	1,173,605	791,543	826,456
Sub-total	1,340,615	1,173,605	791,543	826,456

Parks and Recreation	\$	\$	\$	\$
Annual skateboard park renewal program	150,000	0	0	0
Street tree replacement program	250,000	250,000	250,000	250,000
Wangal Reserve and Punt Park POM actions	134,503	400,000	0	0
Henry Lawson Park foreshore path	0	500,000	500,000	0
Hen and Chicken Bay foreshore upgrade	500,000	500,000	500,000	500,000
Drummoyne Oval/ Taplin stormwater re-use	20,000	301,019	0	0
Annual shade renewal program	75,257	50,000	50,000	50,000
Annual outdoor exercise equipment program	100,000	100,000	100,000	100,000
Off-leash dog area upgrades	40,000	40,000	0	0
Deakin St Foreshore Access	700,000	0	0	0
Create a swimsite at Bayview Park	588,000	0	0	0
Urban Canopy Street Tree Masterplan	80,000	80,000	0	0
Mcllwaine Park — river activation	5,137,019	0	0	0
Cabarita Park beach swim enclosure net	0	0	50,000	250,000
Urban canopy tree planting	100,000	440,000	440,000	440,000
Parks renewal program — non-playground equipment	100,000	100,000	100,000	100,000
St Lukes Oval rebuild	270,000	0	0	0
Timbrell Park POM & Masterplan	25,000	0	0	0
Timbrell Park sportsfield upgrade	1,000,000	3,200,000	0	0
Punt Park tree replacement	60,709	0	0	0
Catchment management — study and implementation	0	0	120,000	0
Playground upgrade — Queen Elizabeth Park	575,000	0	0	0
Playground accessibility improvements	227,707	150,000	150,000	150,000
Barnwell Park bridge renewal	0	0	250,000	0
Playground upgrade — WA McInnes Reserve	20,000	80,000	0	0
Playground upgrade — Maple Close Reserve	0	20,000	0	0
Playground upgrade — Chiswick Park	0	20,000	230,000	0
Playground upgrade — Central Park	0	0	20,000	280,000
Playground upgrade — Brett Park	50,000	350,000	0	0
Playground upgrade — Henry Lawson Park	0	0	0	20,000
Playground upgrade — Mcllwaine Park	0	80,000	420,000	0
Playground upgrade — Coralie Reserve	0	5,000	95,000	0
Playground upgrade — Croker Park	0	0	0	20,000
Water and wellbeing stations	0	0	120,000	0
Strathfield Triangle playground	0	0	0	50,000
Pedestrian Access Mobility Plan improvements	100,000	100,000	100,000	100,000
Urban canopy — asset management	150,000	225,000	100,000	100,000
Greening our City 2020 round 2	390,000	50,000	0	0
Livvi's Place — playground accessibility improvements	56,448	0	0	0
Mill Park half basketball court	10,000	85,000	0	0
Majors Bay Reserve Recreation Precinct	4,550,000	0	0	0
Howley Park East upgrade	1,903,826	200,000	0	0
Sub-total	17,363,469	7,326,019	3,595,000	2,410,000

Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Roads and Traffic	\$	\$	\$	\$
Annual accessibility works program (bus stop upgrades etc)	300,000	300,000	300,000	300,000
Annual capital works traffic facilities program	200,000	210,000	210,000	220,000
Annual footpath renewal program	560,000	560,000	560,000	560,000
Annual kerb/gutter renewal program	207,500	210,000	210,000	220,000
Annual regional roads program	122,000	122,000	122,000	122,000
Annual road pavement renewal program	933,800	953,000	972,000	992,000
Road resurfacing program	2,000,000	2,422,000	2,477,000	2,495,000
Roads to recovery program	400,000	400,000	400,000	400,000
The Terrace — embankment stabilisation	750,000	0	0	0
Traffic Committee initiatives	40,000	40,000	40,000	40,000
Public Domain Plan Transport Interchange at Station Precinct	0	500,000	0	0
Victoria Road, Drummoyne — public domain design	202,000	202,000	0	0
New cycle connection QEP and Burwood Park — UIAP	218,961	0	0	0
Annual bridge renewal program	153,000	0	0	0
Intersection upgrade George and Pomeroy Street	250,000	2,500,000	3,000,000	2,000,000
Strathfield Triangle public domain — construction works	0	0	200,000	4,000,000
Rhodes Station public domain construction works	0	0	1,500,000	3,000,000
Rhodes East public domain — design only	250,000	250,000	0	0
Regional cycleway upgrade — RMS grant	5,954,995	0	0	0
Canada Bay Bike Plan implementation program	200,000	200,000	200,000	200,000
Pedestrian Access Mobility Plan (PAMP)	0	125,000	0	0
Clermont Lane — parking barrier	120,000	0	0	0
Local roads heavy patching program	636,540	178,000	382,000	695,564
Greenlees Avenue — construct parking treatment near park	11,000	150,000	0	0
Wellbank Street — design car parking treatment	10,000	0	0	0
Wellbank Street — construct parking treatment	0	110,000	0	0
Phillip Street — construct car parking treatment	300,000	0	0	0
Victoria Road, Drummoyne — public domain construction	0	2,000,000	2,000,000	2,000,000
Mortlake LATM	300,000	0	0	0
Pamela Place and Brewer Street improvement works, Concord	61,200	0	0	0
Pedestrian facilities around Russell Lea Public School	450,000	0	0	0
Five Dock Park — car parking upgrade — POM action item	450,000	0	0	0
Sub-total	15,080,996	11,432,000	12,573,000	17,244,564

Aerial view of Drummoyne.



Projects	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
Drainage and Marine Structures	\$	\$	\$	\$
Drainage renewal and relining program	258,000	293,530	299,401	305,389
Annual stormwater management program	428,500	428,500	428,500	622,000
Werrell Reserve — seawall renewal	0	0	0	92,000
176 George Street raising and overland flow path	1,400,000	0	0	0
Iron Cove Seawall upgrade	1,000,000	1,340,000	0	0
Drainage — re-lining Rothwell to Rhond	0	0	400,000	0
Drainage — re-lining Crane to Beaconsfield	0	0	600,000	0
Floodplains — Powells Creek East Catchment FS, FRMS, FRM	258,978	0	0	0
Floodplains — future flood studies, FRMS, FRM	0	120,000	230,000	0
Pedestrian crossing safety improvement program	890,000	450,000	450,000	450,000
Kings Bay seawall — Barnwell Park canal outlet zone	0	0	200,000	4,261,000
Five Dock Bay seawall Denning to Thompson Street	0	258,000	3,000,000	0
Birkenhead Point seawall upgrade	607,000	0	0	0
Massey Park Landfill protection renewal	6,650,000	6,925,000	1,975,000	0
Moala Concord Hospital culvert renewal	490,000	630,000	0	0
Annual pole renewal	333,000	335,000	335,000	335,000
LED upgrade to Council public domain lights	333,000	335,000	335,000	335,000
Lyons Road East Drummoyne seawall renewal	0	0	150,000	0
Wiremills Park Timber Piles seawall renewal	0	0	0	562,000
Armitage Reserve seawall renewal	145,000	0	0	0
Gross Pollutant Trap — Moala Street	0	0	0	200,000
Gross Pollutant Trap — Currawang Street	0	0	0	250,000
Yaralla Environmental Basin	0	655,000	0	0
Sub-total	12,793,478	11,770,030	8,402,901	7,412,389
Waste and Sustainability	\$	\$	\$	\$
Bin Replacement/Refresh - Domestic Waste	0	0	0	3,500,000
Sub-total	0	0	0	3,500,000
Total	92,023,695	52,088,947	34,627,053	57,693,967



Delivery Program 2022–26 and Operational Plan 2022–23 — summary of public submissions and internal feedback

Delivery Program 2022–26 and Operational Plan 2022–23 — external submissions

Submission reference number	Summary	Extract from submission	Council officer response	Impact on Delivery Program 2022–26 and Operational Plan 2022–23 — recommendation
1	Safety concerns related to a cycle track along Patterson Street, Concord as part of the East-West Regional Cycleway plans.	Thank you for your extensive work on the future planning for Canada Bay. I can see a lot of research and ideas have been put forward and am happy with the direction with which it is going. My only concern (and has been from the beginning) is the suggestion of putting a cycle track along Patterson Street, Concord. I hope this has been addressed and disregarded as a viable route. As previously mentioned, the fact that Patterson Street down from Concord Road is a most busy section of the road. Putting a cycleway there would cause considerable stress & inconvenience for the people (majority elderly) living along that first block if our street parking is taken away. The traffic volume & speed of the peak hour traffic is already difficult to comfortably access the driveways which is why a lot of the residents park on the street. I also question the practicality of starting a cycle track at such a busy hub at the corner of Concord Road & Patterson Street which is situated right next to the overpass/M4 entrances and exits. Cyclists would have to navigate busy Parramatta Road/Concord Road to get to Patterson Street. It is my observation that most	Council is aware that there are a variety of community concerns regarding the proposed cycling facilities along Patterson Street, as part of the East-West Regional Cycleway. Council plans to liaise further with the community later this year.	No change.

		<p>cyclists in the area are heading to the Bicentennial Park area and currently use a route further towards Concord West which is more direct. It is my hope that all these considerations have been taken into account & that a new more practical route has been decided upon.</p> <p>with thanks</p>		
2	<p>Respondent expressed concerns about the document not addressing Council's Biodiversity Framework, biodiversity as a natural management, and the need for a Biosecurity Officer.</p>	<p>pages 56-57</p> <p>There is no mention of addressing Council's Biodiversity Framework</p> <p>There is no acknowledgement of urban ecology/biodiversity as a natural resource and it's subsequent management ie :</p> <p>Natural Resource/Areas Manager</p> <p>There is no capacity for a Biosecurity Officer - this is a legislative regulatory and compliance role that we currently do not fulfil</p>	<p>Biodiversity targets are set in the adopted Environmental Strategy and Canada Bay Biodiversity Framework and Action Plan.</p> <p>Biodiversity is also addressed at a higher level in the document with reference to the Our Future 2036 goals.</p>	No change.
3	<p>Submission reported there are no public indoor swimming pools in the City of Canada Bay LGA.</p>	<p>There are currently no public indoor swimming pools in the entire Canada Bay Council (CBC) LGA but 2 massively funded leisure centres (with no pool) within 2km of each other (Five Dock Leisure Centre, upcoming Concord Oval leisure centre).</p> <p>There are only 2 pools both are outdoor Olympic sized 50m pools, of which one is closed during winter (Cabarita), and there are no convenient modes of transport or arterials directly connecting the Breakfast Point and Drummoyne peninsulas.</p> <p>Cabarita, Breakfast Point, Mortlake and surrounding suburbs do not have any public aquatic/gym facility (similar to the</p>	<p>Council's Open Space and Recreation Strategy identifies that there are indoor pools available at Leichardt Park Aquatic Centre, Ryde Aquatic Leisure Centre, Sydney Olympic Park Aquatic Centre, Enfield Aquatic Centre, and Ashfield Aquatic Centre. There are no current plans to add to this provision with a public indoor pool within the City of Canada Bay.</p>	No change.

		<p>Ashfield Aquatic Centre which is fantastic) within walking or short drive distance, which does not make this an attractive location for younger families and younger professionals. Children need to learn how to swim and it won't be easy living in Canada Bay LGA. Driving 20 minutes to another council area (Ashfield) for a swim is not ideal for the community.</p> <p>I note CBC's direction towards a "connected community" and "vibrant living", and either upgrade of the Cabarita Swimming Centre to include indoor pool, learn to swim program (all year round), and gym facilities, or construction of a new one in flood prone areas (e.g. Saltwater Creek flood area in Concord), or renovation of Five Dock Leisure centre to include an indoor pool would be very beneficial to the entire community as a whole. This is directly in line with CBC's priorities for providing "open space, facilities, program" to "promote active lifestyle", especially with the trend towards working from home. This will also help bring diversity to the community, bring more activity into the community, bring life to the Cabarita Park area, rather than the general retired, Christian, white population that currently dominates some suburbs in the CBC LGA.</p> <p>Significant funds are being allocated to the Rhodes Recreation Centre, but there is no information on what this is. Sports/aquatic facilities here will not benefit any residents other than Rhodes because there is no capacity to accommodate the influx of vehicles and the high parking demand coming from outside the suburb in this over-developed high density residential area.</p>		
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4	<p>Respondent expressed concerns over the length of time it is taking to build the East-West Regional Cycleway, referring specifically to activity 4.3.1.1.</p>	<p>With regards to 4.3.1.1 Continue construction of the East-West Regional Cycleway: This has a target of June 2023, and presumably has the so-called "Concord to the Bay Cycleway" as part of it? The "Concord to the Bay Cycleway" is supposed to have "construction finished by late-2022" according to the web site. I would like to see this as a specific item if it is not actually the same thing as the East-West Regional Cycleway. I would also like to see Segment 4 of the "Concord to the Bay Cycleway" completed as soon as possible - this is a section that is very dangerous as it uses a section of Lyons Rd West that is extremely busy, has parked cars in the so-called bicycle lane, and is used by school children riding bikes to Concord High School from the eastern suburbs like Abbotsford, Wareemba and Russell Lea. There doesn't appear to be much happening with the cycleway - the last update over the past year is Council talking about a new route in Five Dock Park, with nothing actually happening in terms of construction. As mentioned above, Segment 4 is a priority and should be completed end 2022.</p>	<p>The 'East-West Regional Cycleway' is also more descriptively referred to as the 'Concord to the Bay Cycleway'.</p> <p>There have been some delays due to the complexities involved in this project, however construction is continuing to progress.</p> <p>It is currently anticipated that construction of the section along Lyons Road West will commence in late 2022.</p>	No change.
5	<p>Respondent raised concerns about ensuring existing assets are maintained, while new infrastructure is being built.</p>	<p>It's good to see the Council continuing to "improve and beautify" the present but you need to pay attention that there is also a need to maintain things that have already been developed. There has been deteriorating aspects that the list is too long to mention but maybe an audit should be done before investing more ratepayers/taxpayers moneys that seem to get to severe stages of deterioration before anything "may be" done and possibly only after someone's raises an issue.</p>	<p>Council is increasing its frequency of maintenance monitoring to ensure existing assets are reasonably maintained. Additionally, a new draft Asset Management Plan has been prepared which communicates information about local assets and prioritises and addresses asset renewal and maintenance.</p>	No change.

Delivery Program 2022–26 and Operational Plan 2022–23 — internal amendments

Subject	Amendment	Explanation
Community initiatives	Following activity added: 1.1.1.2 Deliver programs and projects identified in the adopted social plans and strategies Target: 5 Measure: Number of programs and projects delivered Responsibility: Library and Community Services	Activity added to satisfy planning and reporting requirements for relevant programs and projects.
Links to Eastern District Plan table	Add a tick in Vibrant Urban Living column for: <ul style="list-style-type: none"> E5 Providing housing supply, choice and affordability, with access to jobs, services and public transport E10 Delivering integrated land use and transport planning and a 30-minute city 	Change made to reflect Council’s work more accurately.
Strategic planning activity	Change 3.4.1.2 measure from ‘Planning Proposal finalised’ to ‘Planning Proposal submitted to DPE for finalisation’.	A more accurate and specific measure is provided.
Strategic planning activity	Change 3.4.1.3 measure from ‘Background studies completed’ to ‘Major background studies completed’.	A more accurate and specific measure is provided.
Emergency management	Resilience and adaptability strategy and activities added at 1.4.2.	Design error identified post public exhibition.
Revenue Policy	Re-inclusion of provisions under Section 610E of the Local Government Act 1993 for categories for which payment of a fee may be reduced or waived.	Design error identified post public exhibition. Provisions reflect previous year’s Revenue Policy.

Changes to Operating budget for 2022–23

	Exhibited 2022-23 Forecast	Revised Forecast 2022-23	Change	Explanation
Operational Budget				
Operating Income				
<i>Rates and Annual Charges</i>	60,456,530	60,462,030	5,500	Adjustment for Pensioner Rebates income
<i>User Fees and Charges</i>	20,557,865	20,222,948	(334,917)	<ul style="list-style-type: none"> • \$50K - Increase in Park Hire, Hall Hire • (\$150K) – Reduction in forfeited deposit income • (\$14K)- Reduction in Gas Main Fees • (\$220K) – Compliance Notification Income reduced
<i>Interest</i>	1,364,800	1,883,300	518,500	Interest rates have increased by 0.75% since the budget was prepared.
<i>Other Revenue</i>	6,731,401	6,757,851	26,450	Increase in Infringement revenue
<i>Rental Income</i>	3,511,077	3,545,569	34,492	Commercial letting of 21 Waterview St, Five Dock not anticipated when budget prepared.
<i>Grants and Contributions-Operational</i>	6,912,915	7,596,368	683,453	<ul style="list-style-type: none"> • \$280K – S7.11 operating contributions for loan repayment • \$228K, Tree Canopy grants rephased • \$75K additional grant for Ferragosto (\$150K in total for 22/23) • \$100K Statutory Planning (Faster Local Assessment Grant Program Milestone Payment in 22/23)
Total operating income	99,534,588	100,468,066	933,478	
Operating Expenses				
<i>Employee Costs</i>	41,605,286	41,999,418	394,132	Restructure and regrading

<i>Borrowings</i>	418,057	698,147	280,090	Interest repayments in line with loan draw downs in May.
<i>Materials & Services</i>	37,269,529	37,539,749	270,220	<ul style="list-style-type: none"> • -\$147K – reduction from Building and Property to fund Concord Oval position • \$91K – Increase in TechnologyOne license fee • \$206K – Increase in Tree Canopy expenditure, offset by increase in grant • \$59K – Place Management ; increase of \$75K for Ferragosto and \$16K saving for staff costs • \$60K – increase for Condition assessment/inspection of drainage infrastructure (moved from Capex)
<i>Depreciation</i>	15,379,000	15,379,000	0	No change
<i>Other Expenses</i>	5,603,164	5,656,336	53,172	<ul style="list-style-type: none"> • \$50K Estimated cost of Community waivers • \$3K – Planning reform costs
<i>Net Loss from disposal of assets</i>	0	0	0	
Total operating expenditure	100,275,036	101,272,650	997,614	
Operational result - surplus/(deficit)	(740,449)	(804,584)	(64,135)	

Changes to capital projects budget for 2022–23

Responsible Manager	Description	Exhibited Budget	Proposed Budget	Change	Explanation
Buildings and Property	101154 - Canada Bay Civic Centre-Refurbishment	\$400,000	\$540,000	\$140,000	Re-phased from 2021/22
Buildings and Property	103145 - Design The Living Room - Livvi's Place	\$840,000	\$100,000	-\$740,000	Grant funding not confirmed, committed to design only
Library and Community Services	100384 - Concord Library Furniture and Fittings	\$8,212	\$28,212	\$20,000	Delay in delivery of furniture, re-phased from 2021/22
Library and Community Services	103307 - Making the Most of Five Dock Library for the Community	\$0	\$209,803	\$209,803	New grant
Major Projects	102585 - Redevelopment of Concord Oval	\$0	\$9,202,261	\$9,202,261	Figures finalised after report to Council in April 2022
Major Projects	102686 - Charles Heath Reserve Upgrade	\$1,759,060	\$3,817,022	\$2,057,962	Re-phased from 2021/22
Major Projects	102869 - Goddard Park Crib Wall remediation works	\$0	\$270,000	\$270,000	Re-phased from 2021/22
Major Projects	103175 - Drummoyne Shared Spaces	\$1,000,000	\$2,500,000	\$1,500,000	Re-phased from 2021/22
Major Projects	103311 - Barnwell Park Park Works Building Renewal	\$0	\$380,000	\$380,000	related to Charles Heath reserve works
Finance	102587 - Finance	\$1,449,935	\$1,340,615	-\$109,320	Loan schedule updated with new loan rates
Parks and Recreation	102041 - Wangal Reserve and Punt Park POM Actions	\$430,000	\$134,503	-\$295,497	Re-phased to 2023/24
Parks and Recreation	102728 - Drummoyne Oval/ Taplin Stormwater re-use	\$321,019	\$20,000	-\$301,019	Re-phased to 2023/24
Parks and Recreation	102730 - Annual Shade Renewal Program	\$50,000	\$75,257	\$25,257	Re-phased from 2021/22

Parks and Recreation	102750 - Create a Swimsite at Bayview Park	\$0	\$588,000	\$588,000	Re-phased from 2021/22
Parks and Recreation	102761 - Urban Canopy Street Tree Masterplan	\$160,000	\$80,000	-\$80,000	Re-phased to 2023/24
Parks and Recreation	102773 - McIlwaine Park - River Activation	\$1,477,564	\$5,137,019	\$3,659,455	Re-phased from 2021/22
Parks and Recreation	102912 - St Lukes Oval Rebuild	\$0	\$270,000	\$270,000	Re-phased from 2021/22
Parks and Recreation	102913 - Timbrell Park POM & Masterplan	\$0	\$25,000	\$25,000	Re-instated
Parks and Recreation	103014 - Punt Park Tree Replacement	\$35,000	\$60,709	\$25,709	Re-phased from 2021/22
Parks and Recreation	103022 - Playground Accessibility Improvements	\$150,000	\$227,707	\$77,707	Re-phased from 2021/22
Parks and Recreation	103034 - Playground upgrade - WA McInnes Reserve	\$100,000	\$20,000	-\$80,000	Re-phased to 2023/24 ; design in 2022/23
Parks and Recreation	103045 - Playground upgrade - Brett Park	\$150,000	\$50,000	-\$100,000	Re-phased to 2023/24 ; design in 2022/23
Parks and Recreation	103097 - Urban Canopy - Asset Management	\$225,000	\$150,000	-\$75,000	Re-phased to 2023/24, and new grant
Parks and Recreation	103146 - Greening our City 2020 Round 2	\$340,000	\$390,000	\$50,000	Changes from Quarter 3 review
Parks and Recreation	103179 - Livvi's Place - Playground Accessibility Improvements	\$55,000	\$56,448	\$1,448	Re-phased from 2021/22
Parks and Recreation	103180 - Mill Park Half Basketball Court	\$0	\$10,000	\$10,000	Re-instated

Parks and Recreation	103192 - Majors Bay Reserve Recreation Precinct	\$4,450,000	\$4,550,000	\$100,000	Changes from Quarter 3 review
Parks and Recreation	103200 - Howley Park East Upgrade	\$1,200,000	\$1,903,826	\$703,826	Re-phased to meet grant timelines
Roads and Traffic	100941 - The Terrace - Embankment Stabilisation	\$740,000	\$750,000	\$10,000	Changes from Quarter 3 review
Roads and Traffic	102421 - Public Domain Plan Transport Interchange at Station Precinct	\$500,000	\$0	-\$500,000	Re-phased to future years
Roads and Traffic	102499 - Victoria Road, Drummoyne - Public Domain Design	\$404,000	\$202,000	-\$202,000	Re-phased to future years
Roads and Traffic	102685 - New Cycle Connection QEP and Burwood Park - UIAP	\$0	\$218,961	\$218,961	Re-phased from 2021/22
Roads and Traffic	102877 - Intersection Upgrade George and Pomeroy Street	\$500,000	\$250,000	-\$250,000	Re-phased to future year, pending confirmation of grant
Roads and Traffic	102880 - Rhodes East Public Domain - Design Only	\$500,000	\$250,000	-\$250,000	Re-phased to future year
Roads and Traffic	102882 - Regional Cycleway Upgrade - RMS Grant	\$5,486,802	\$5,954,995	\$468,193	Re-phased from 2021/22
Roads and Traffic	102989 - Homebush Bay Drive & Harrison Avenue Crossing Design	\$50,000	\$0	-\$50,000	Project funding not confirmed
Roads and Traffic	102993 - Clermont Lane - Parking Barrier	\$110,000	\$120,000	\$10,000	Re-phased from 2021/22

Roads and Traffic	102999 - Greenlees Avenue - Construct parking treatment near park	\$150,000	\$11,000	-\$139,000	Re-phasi to 2023/24, plans to be completed in 2022/23
Roads and Traffic	103000 - Wellbank Street - Design car parking treatment	\$0	\$10,000	\$10,000	Re-phased to 2023/24, plans to be completed in 2022/23
Roads and Traffic	103002 - Phillip Street - Construct car parking treatment	\$0	\$300,000	\$300,000	Brought forward from 2023/24
Roads and Traffic	103314 - Pedestrian facilities around Russell Lea public School	\$0	\$450,000	\$450,000	New Project
Roads and Traffic	103334 - Five Dock Park - Car parking Upgrade - POM action item	\$0	\$450,000	\$450,000	Re-phased from 2021/22; additional \$150K required
Strategic Assets and Innovation	100448 - Drainage Renewal and Relining Program	\$638,000	\$258,000	-\$380,000	Funds moved to Moala Project 103007
Strategic Assets and Innovation	102856 - Drainage - CCTV inspections	\$60,000	\$0	-\$60,000	Moved to operational budget
Strategic Assets and Innovation	102865 - Floodplains - Powells Creek East Catchment FS, FRMS, FRM	\$167,499	\$258,978	\$91,479	Re-phased from 2021/22
Strategic Assets and Innovation	102876 - Pedestrian Crossing Safety Improvement Program	\$850,000	\$890,000	\$40,000	Re-phased from 2021/22
Strategic Assets and Innovation	103007 - Moala Concord Hospital Culvert Renewal	\$0	\$490,000	\$490,000	Re-phased from 2021/22; and funds from Drainage renewal and relining program required to complete.
Strategic Assets and Innovation	103291 - Armitage Reserve seawall renewal	\$0	\$145,000	\$145,000	brought forward from 2023/24

Fees and Charges 2022–23 — external submissions

No external submissions were received related to the Fees and Charges 2022–23.