

Active & Vibrant

Sustainable Spaces & Places

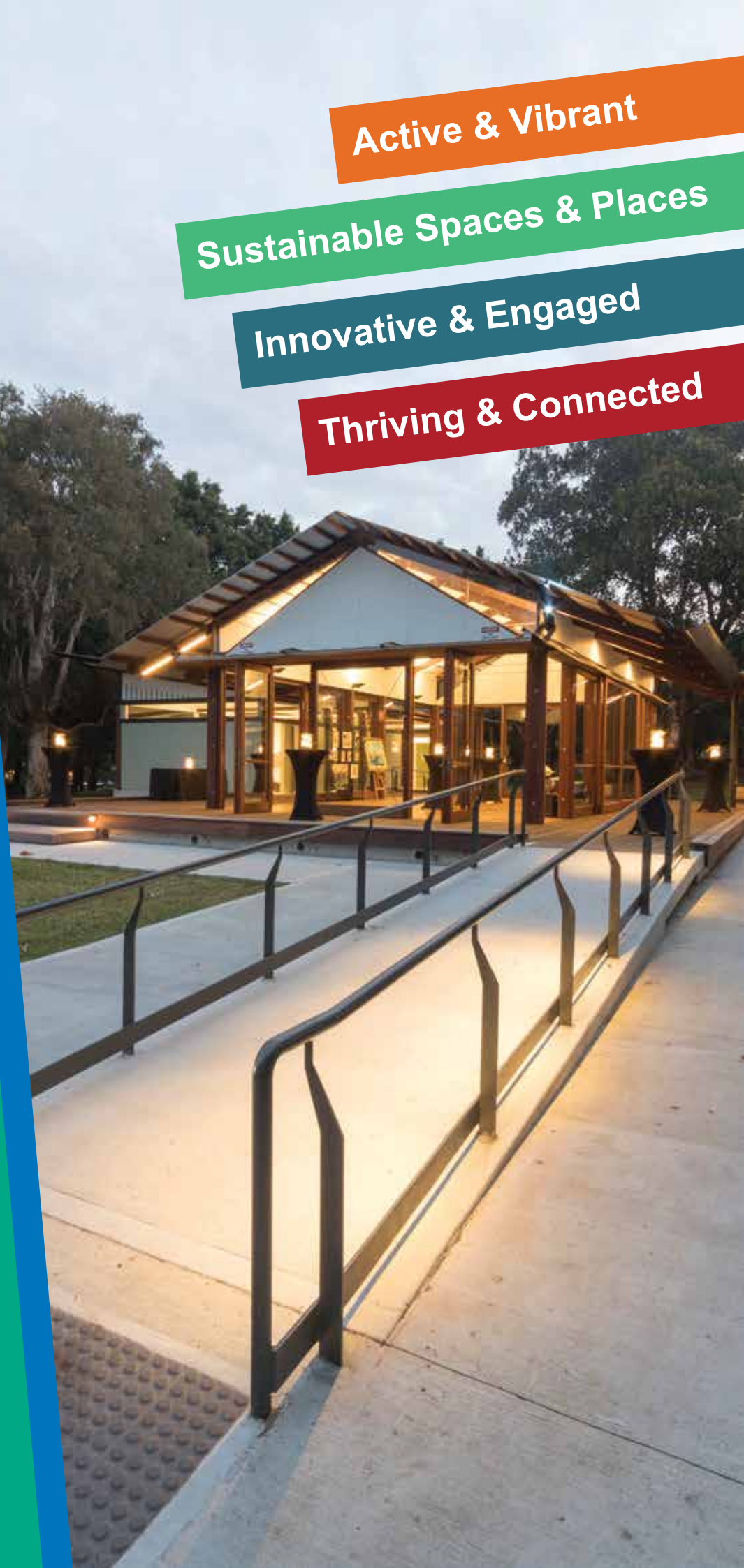
Innovative & Engaged

Thriving & Connected



State of the Bay

ANNUAL REPORT 2016-2017



Contents

4	Mayor's Message
5	Councillors
7	General Manager's Message
8	Council Officers - Executive
9	Council's Organisational Structure
10	The City of Canada Bay
11	Integrated Planning and Reporting Framework
13	REPORT ON PROGRESS
15	Theme 1: Active and Vibrant
39	Theme 2: Sustainable Spaces and Places
61	Theme 3: Innovated and Engaged
81	Theme 4: Thriving and Connected
99	SUSTAINING OUR ENVIRONMENT State of Environment Report
149	OTHER REPORTING REQUIREMENTS
163	FINANCIAL STATEMENTS
166	General Purpose Financial Statements
173	Notes to Financial Statements
197	Special Schedules

The State of the Bay provides an Annual Report on how the Council has progressed towards achieving FuturesPlan20, the Community Strategic Plan.

It is prepared in accordance with the Local Government Act 1993, section 428(3) and regulation 217 of the Local Government (General) Regulation 2005.

To obtain a copy:

- www.canadabay.nsw.gov.au
- Phone to request a copy (02) 9911 6555
- Visit the Civic Centre at
1a Marlborough Street, Drummoyne
- Email: council@canadabay.nsw.gov.au

Photo front cover: The Conservatory, Cabarita Park.

Photo this page and next: The Connection, Rhodes.





City of
Canada Bay

State of the Bay

ANNUAL REPORT 2016-2017



Councillor Helen McCaffrey
Mayor

Mayor's Message

For Council, 2016-2017 has seen great progress relating to the provision of infrastructure and services to our community, as well as the continuing challenge of a proposed merger with our neighbours Strathfield and Burwood Councils.

The continuing work on St Lukes sportsfields and the opening of The Connection in Rhodes and The Conservatory in Cabarita Park were three major infrastructure projects that Council achieved for the community. In addition, the Council is very proud to have endorsed the Disability Inclusion Action Plan that outlines what the Council will do to ensure that access and inclusion are embedded in every component of Council's business.

Throughout 2016-2017, the Council continued to prepare for the proposed merger with Burwood and Strathfield Councils. This involved identifying common strategic directions and operations in all Councils, developing information systems, reviewing assets and services and developing a combined corporate strategy. As of 30 June 2017, a decision had not been made as a court challenge against the merger, submitted by Strathfield Council, was still pending.

In June 2017, the NSW Government announced that local government elections would be held on 9 September 2017 for all those councils that had not merged.

The first task of the new Council will be to develop a new Community Strategic Plan to identify the aspirations and priorities of the community for the next 10 or more years. I am proud to say that the City of Canada Bay is in an excellent position to continue to provide quality infrastructure and services for the future.

I would like to thank my fellow Councillors and staff for all that has been achieved, not only over this past year, but over the five year term of this Council.

A handwritten signature in black ink that reads "Helen McCaffrey".

Helen McCaffrey

Photo: The Conservatory, set within Cabarita Park, provides indoor and outdoor spaces for community programs and functions.



Councillors



Tanveer Ahmed



Mirjana Cestar



Tony Fasanella



Neil Kenzler



Michael Megna



Marian Parnaby



Pauline Tyrrell

The City of Canada Bay has nine elected Councillors, including a Mayor elected by popular vote. Throughout 2016-2017, one position was vacant following the resignation of Councillor Tsirekas in June 2016. No bi-election was held due to the proposed merger proposal.

Under normal circumstances, NSW local government elections are held every four years. With a merger pending, the scheduled election to be held in September 2016 was held over until September 2017.





HISTORY

CE

1900s - First public...
 1910s -...
 1920s -...
 1930s -...
 1940s -...
 1950s -...
 1960s -...
 1970s -...
 1980s -...
 1990s -...
 2000s -...
 2010s -...
 2020s -...



Photos: Council's Disability Inclusion Action Plan, adopted in June 2017, sets out details of how Council will work towards making the City of Canada Bay more accessible for people with disability.

General Manager's Message

I am very pleased to present the 2016-2017 State of the Bay Annual Report for the City of Canada Bay. This report, relating to the 2016-2017 Operating Plan, outlines Council's performance over the past 12 months.

The Council ended the year in a strong financial position, an outstanding achievement considering the significant projects that were delivered for our community during the year.

Some of the major capital works achieved throughout the year included:

- The completion of the \$21 million community precinct, The Connection, Rhodes, which consists of Learning, Meeting and Event Spaces as well as a cafe/restaurant and outdoor recreational areas
- The \$1.1 million cultural meeting space, The Conservatory, in Cabarita Park, which is available for hire by the community
- Amenities and lighting upgrades and a disability access pathway at St Lukes Ovals
- The upgrade of both Drummoyne and Cabarita swimming centres
- The new Edwards Park playground
- Major renovations to Livvi's Place playground
- Five Dock streetscape upgrade from Henry Street to Lyons Road.

Whilst we ended the year not knowing if the merger with Burwood and Strathfield Councils would proceed, I am confident that we are well placed to face any challenges in the future.

With Council elections to be held 9 September 2017, I would also like to take this opportunity to thank the Mayor and Councillors for their dedicated leadership over the past five years. It's been a remarkable period that has seen our population grow by over 12,000 people with Council providing infrastructure and services to all of the community.

I would also like to thank our dedicated staff for their efforts and professionalism in achieving our goals in 2016-2017 despite being under the constant threat of amalgamation. Their commitment to the community of Canada Bay during this uncertain time is commendable.



Gary Sawyer



Gary Sawyer
General Manager

Council Officers – Executive

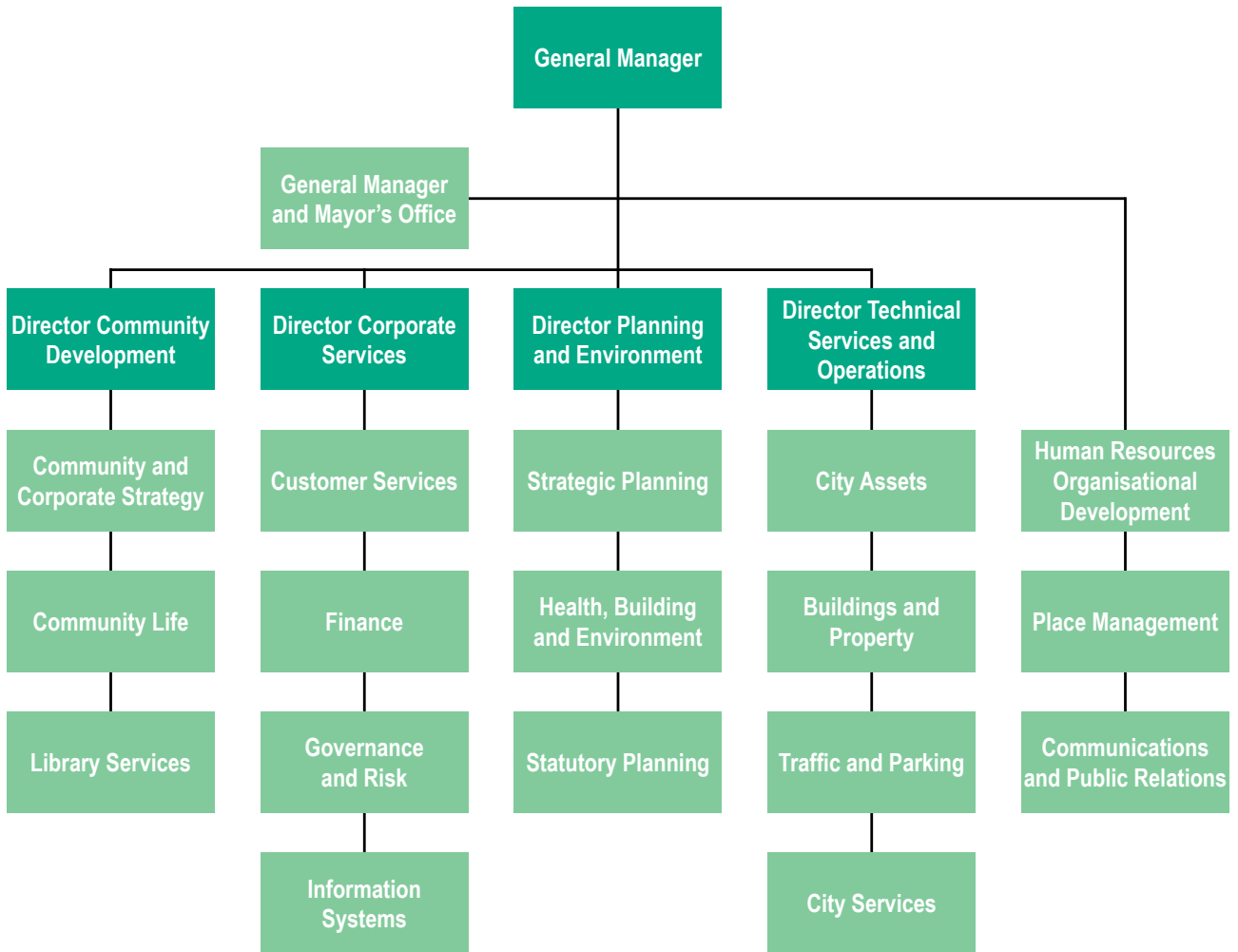


Council's Organisational Structure

The City of Canada Bay has dedicated staff committed to delivering the actions set out in the 2013-17 Delivery Plan and 2016-2017 Operating Plan.

The Executive with Departmental Managers oversee policy, strategic direction and overall management of day to day operations.

The structure outlined below was current throughout the year.



The City of Canada Bay

The City of Canada Bay is located in the inner-west of Sydney, about 6 to 12 kilometres from Sydney's centre. The City is bounded by the Parramatta River in the north and east and Parramatta Road, Homebush Bay and Bicentennial Park on the south and west.

The City of Canada Bay includes the suburbs of Abbotsford, Breakfast Point, Cabarita, Canada Bay, Chiswick, Concord, Concord West, Drummoyne, Five Dock, Liberty Grove, Mortlake, North Strathfield, Rhodes, Rodd Point, Russell Lea, Strathfield (part) and Wareemba.

The City is predominantly residential with significant commercial and industrial areas. It covers 20 square kilometres and includes many parks, reserves and foreshores.

The traditional owners of the area are the Wangal clan of the Dharug Aboriginal people with European settlement dating from 1793. From this time, land was mainly used for farming until residential growth took place during the late 1800s and early 1900s, helped by industrial growth.

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 88,000 at the 2016 Census. The population is forecast to grow to 120,761 by 2036. 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.

Community Participation

Council works closely with the community to ensure that appropriate information and opportunities to participate in Council's decision making processes are provided. To support this, Council has a Communication Policy and a Community Engagement Policy which guide how Council officers ensure this can occur.

Council also supports a number of advisory committees formed under s355 of the *Local Government Act 1993*, which enables engagement with the community on a range of council functions. These Committees include:

- Access Committee
- Community Associations Committee
- Sustainable City Committee
- Rhodes Residents Committee
- Traffic Committee.

Council Services

Council provides a range of Services through which it carries out its operations. These services are:

- Building Certification and Compliance
- Civic and Community Event Program
- Community Advocacy
- Community Engagement and Capacity Building
- Community Planning
- Community Programs
- Community Transport
- Cultural Development
- Customer Services
- Customer Services Facilities
- Emergency Management
- Environmental Management
- Executive Services and Councillor Support
- Governance of Council
- Library Services
- Management and Implementation of Non-infrastructure Assets
- Management and Operation of Buildings
- Management and Operation of Information and Technology Services
- Management and Operation of Marine Structures
- Management and Operation of Recreation Facilities
- Management and Operation of Roads
- Management and Operation of Stormwater Assets
- Management of Council Communications and Public Relations
- Management of Council Finances
- Management of Council Human Resources and Organisational Development
- Oversight of Council Corporate Strategy
- Oversight of Council Procurement
- Parks and Playgrounds
- Place Management
- Property Services
- Public Health Management
- Recognition Programs
- Regulatory Functions
- Programs and Facilities for Children
- Programs and Facilities for Families
- Programs and Facilities for Seniors
- Statutory Planning
- Strategic Planning.

Integrated Planning and Reporting Framework

The Council is required under the Local Government Act to adopt an Integrated Planning and Reporting Framework which takes into consideration social, economic, environmental and governance considerations. This process and the strategic and operational plans are outlined in the diagram below and are explained in the following.

FuturesPlan20

FuturesPlan20 was first developed in 2008 and again reviewed in 2012-2013 using extensive community consultation. The processes used to develop the Plan set the vision for the community for the next 20 years. FuturesPlan20 identifies four key themes:

1. Active and Vibrant
2. Sustainable Spaces and Places
3. Innovative and Engaged
4. Thriving and Connected.

FuturesPlan20 also identifies Goals and Directions for the achievement of the community's vision.

Delivery Plan 2013-2017

The Council's Delivery Plan 2013-2017 responds to the Goals and Directions set out in FuturesPlan20.

The Delivery Plan provides direction and actions for four years aligned to the Council's four year election cycle. It is the key Plan that guides Council's strategic direction and allocation of resources.

Operating Plan 2016-2017

This Council's Operating Plan identifies key programs and projects to be undertaken throughout the financial year as well as a snapshot of capital works to be completed over the life of the Delivery Plan. In turn it includes the detailed actions and activities to be undertaken to work toward the goals outlined in FuturesPlan20.

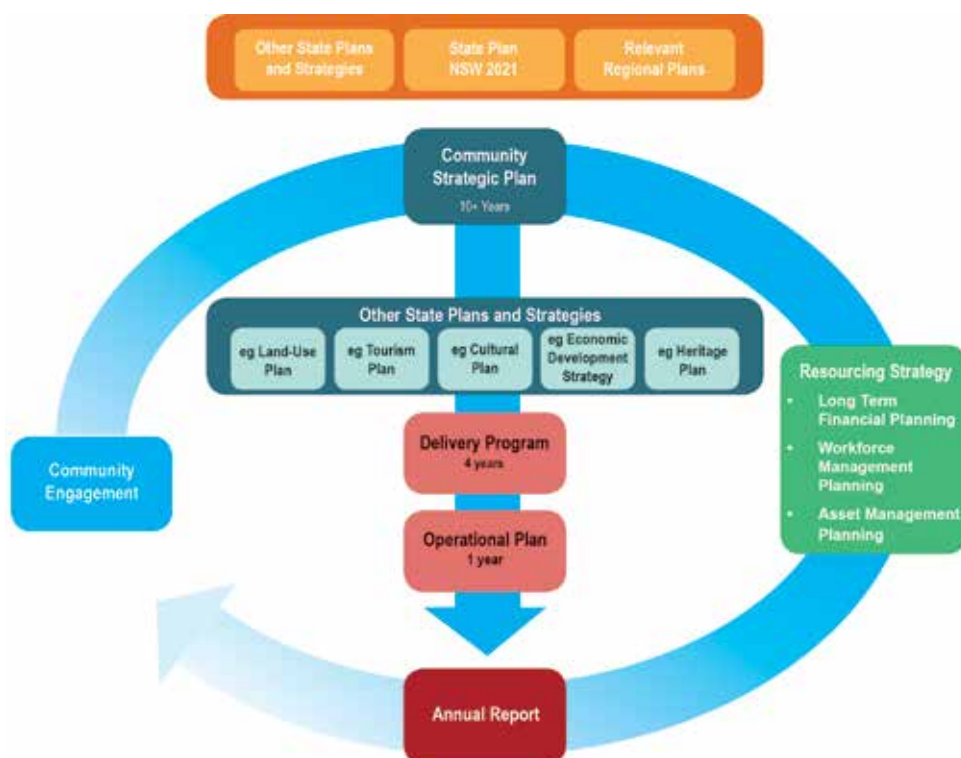
It also details Council's budget and Council's revenue policy.

Resourcing the Plans

The Council is also required to identify ways that it will resource these plans and it does this by developing an overarching Resourcing Strategy that includes a Long Term Financial Plan, an Asset Management Plan and a Workforce Management Plan.

Measuring the Plans

The Delivery Program and annual Operational Plan are monitored through half yearly, annual and at the end of each Council term as well as quarterly and yearly financial reports to Council.







Report on Progress

This State of the Bay Annual Report provides a report on the Council's progress towards implementation of the 2013-2017 Delivery Plan and 2016-2017 Operating Plan with reference to the Themes set out in FuturesPlan20 (the Council's Community Strategic Plan).

How to read the plans




The pages following are divided into the four themes arising out of FuturesPlan20.

1. Active and Vibrant
2. Sustainable Spaces and Places
3. Innovative and Engaged
4. Thriving and Connected.

Highlights on how the Council has achieved progress throughout the year are provided followed by a comprehensive analysis of achievements against the 2013-2017 Delivery Plan and 2016-2017 Operating Plan.

Total Projects = 328*

Status of Projects

-  Completed = 50
-  Ongoing = 304
-  Deferred = 6

*Note: Parts of some projects were completed and parts ongoing.

Photos from previous page: Council strives to provide a range of facilities that cater to people of all ages and ability whether they be playgrounds for young children, access ramps to buildings or skateparks for youth.





Theme 1: Active and Vibrant

An active and vibrant city that captures the energy, diversity, pride and potential of its community. It should be a place where there are strong community relationships, good social support and healthy residents. People should be able to enjoy a range of cultural and social opportunities, recreation facilities and be actively involved in the life of their City.

No.	Goals	Directions
AV1	I feel a sense of health and wellbeing	We will access projects and programs that improve health and wellbeing
AV2	There are places for me to participate in sport and other outdoor recreation	We will support a range of local recreation facilities
AV3	There are services that meet my needs	We will provide and advocate for accessible and relevant services
AV4	I have a great lifestyle and feel part of an active and vibrant community	We will create and foster a range of local opportunities which encourage community connection and celebration
AV5	I feel like I belong and my story is celebrated	We will celebrate our established and emerging communities
AV6	I have awareness and respect for local Aboriginal heritage and culture	We will support a range of programs to encourage awareness of local Aboriginal culture
AV7	I live in a creative City, inspired by diverse cultures and innovative ideas	We will champion opportunities for involvement in arts, culture and lifelong learning

Total Projects = 89

Status of Projects



Completed = 20



Ongoing = 69



Deferred = 0

Photo: Young people enjoy the many playground facilities at Livvi's Place in Timbrell Park following its upgrade, which included the childrens' bike track.



Highlights

Health and Wellbeing

Livvi's Place playground, including the childrens' bike track were upgraded and are being enjoyed by hundreds of children.

Council coordinated or supported many **sporting events that encouraged health and well-being**. Some of these were: four Matador Cup cricket games, the Governor-General's XI cricket game, Women's Big Bash League practice and cricket matches at Drummoyne Oval, four National Rugby Championship matches at Concord Oval, Kings of Concrete National Skate Competition at Five Dock Skate Park with approximately 250 people in attendance.

The **Youth Drop-in Program** at Five Dock Library now attracts over 30 young people each session. A range of activities is provided in a safe environment.

Council inspected **590 food premises** and continued to target poor performers and repeat offenders to ensure improved hygiene standards of food premises. The Scores on Doors program, which rates food premises, encouraged good food hygiene.



Recreation

As Part of the **St Lukes and Cintra Park Master Plan**, the following works were completed: St Lukes Oval amenities upgrade, St Lukes Oval score board, lighting upgrades at St Lukes 1 and St Lukes Oval, disabled access path to amenities in St Lukes 2, construction of St Lukes North amenities' shell with fitout to be undertaken by the sporting association in 2017-2018.

Both **Cabarita and Drummoyne Swimming Centres** were awarded the coveted Royal Life Saving 5-Star Water Safety Partner Accreditation.

Five Dock Leisure Centre continued to run at a profit. The gymnastics program received a Gymnastics NSW award which recognised the Centre as the third largest club in NSW.

Planning for the **Concord Community and Recreation Precinct** commenced and Council endorsed a vision for the redevelopment of Concord Oval, with this vision now known as Inner West Central. Funding was identified by the Greater Sydney Commission and Council is working with key stakeholders to identify specific design requirements.



Community Services

The **Victoria Avenue and Wellbank Children's Centres** operated at 100% capacity with high levels of satisfaction from clients. The outdoor areas of both Centres received upgrades.

Photos top to bottom: Playground equipment at Livvi's Place playground is enjoyed by many children; both Five Dock and Concord Libraries continue to provide educational and recreational opportunities; Livvi's place cafe is a social enterprise which provides training for people with disability.

The **Disability Inclusion Action Plan** was adopted by Council in June 2017. The plan identifies actions for Council to undertake that will remove barriers that people with disability experience in their day-to-day lives.

The Connection, Rhodes, was completed in October 2016 and officially opened in January 2017. Many activation events were held in The Learning and Event Spaces, and The Meeting Space has regular hirers who run programs for the community. The Event Space is now booked out well in advance.

Belonging

In Five Dock, **street banners** were created by young people, **artwork** by Thylacine was commissioned for the Lyons Road entry point and 12 **façades** were improved.

Connection and Celebrations

Anzac Day ceremonies were held at three sites, Drummoyne, Concord and Five Dock and the **Queen Elizabeth II Memorial upgrade** was completed.

Community connections were encouraged with a **Child-friendly Business Guide for Five Dock**.

Cultural Awareness

11 **citizenship ceremonies** were held with 630 people becoming Australian citizens. The top three countries represented were China, United Kingdom and India.

Ferragosto Festival and **Concord Carnival** continued to grow with over 130,000 people attending the events. Surveys show that over half the people in attendance live in the local area.

A Creative City

Public artworks at The Connection and in the **Five Dock town centre** were completed. Artist's talks and walks around the artwork featured at both sites and drew large groups of people to hear first hand about the mostly local stories that inspired their development..

Multiple services and programs were provided at **Concord and Five Dock Libraries** including the Home Library Service, Author Talks, the Youth Space, Children's Story Time and School Holiday Programs.

The Learning Space at The Connection, Rhodes, now coordinates a number of story-times, provides free wi-fi, 3D Printing, IKEA Saturday Family Drop In and the Ruby Robot Club.







Photos top to bottom: Meg and Thomas Keneally featured at an author's talk at Five Dock Library in April 2017; Chiswick Baths celebrated 60 years in November 2016; residents enjoy Cinema Under the Stars in Chiswick.












Active and Vibrant 1

Goal: I feel a sense of health and wellbeing

Direction: We will access projects and programs that improve health and wellbeing

AV1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Let's Play Strategy	Support the implementation of the Let's Play Strategy through renewal, promotion and activation of parks and playgrounds.	As Part of the St Lukes and Cintra Park Master Plan, the following works were completed: St Lukes Oval amenities upgrade, St Lukes Oval score board, lighting upgrades at St Lukes 1 and St Lukes Oval, disabled access path to amenities in St Lukes 2, construction of St Lukes North amenities' shell with fitout to be undertaken by the sporting association in 2017-2018.	Ongoing 
2	Let's Play Strategy	Complete construction of Edwards Park and Rothwell Park Playgrounds in conjunction with building renewals for the parks' amenities buildings.	Sibbick Park playground renewal was completed. Council determined to re-investigate all potential playground sites in Rothwell Park and to re-consult with the community.	Ongoing 
3	Let's Play Strategy	Undertake further investigation and potential feasibility planning for the provision of additional facilities at Livvi's Place, Five Dock.	Council completed playground upgrades and renewals inclusive of the childrens' bike track at Livvi's Place.	Completed 
4	Community Garden	Provide ongoing support for Community Gardens.	Chiswick Community Garden was constructed and is being enjoyed by the community.	Ongoing 
5	Support early intervention programs for at-risk groups	Operate Youth Outreach Program at Five Dock Library.	Attendances remained high for the Youth Drop In with over 30 young people attending each session. Expression of Interest was advertised to operate the Youth Outreach program at Five Dock Library for the next two years, and the Wesley Mission was recruited to commence in July 2017.	Ongoing 
6	Public health protection program	Investigate public health related complaints. Provide education to the community and take action against risks.	All 149 complaints lodged with Council relating to public health were investigated and action taken where appropriate.	Ongoing 










AV1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
7	Food Safety Surveillance Strategy	<p>Undertake inspections of food businesses (fixed, mobile and temporary) and take action against risks.</p> <p>Provide education to Food Shop Proprietors regarding potential risks associated with food preparation and food borne illness and how to eliminate that risk.</p> <p>Promote 'Scores on Doors' in food shops to increase compliance levels.</p>	<p>590 food premises, plus 116 re-inspections, were undertaken in accordance with the inspection roster.</p> <p>Council's 'poor performers program' continued to target repeat offenders.</p> <p>Council continued to highlight the 'Scores on Doors' program on its website.</p>	<p>Ongoing</p> 
8	Legionella Management Strategy	<p>Undertake inspections of regulated systems (cooling towers and warm water systems) and take action against risks.</p>	<p>All 55 registered cooling towers were inspected by Council and deemed compliant.</p>	<p>Ongoing</p> 
9	Skin Penetration Surveillance Strategy	<p>Undertake inspection of businesses undertaking skin penetration activities (beauty treatments and tattooing) and take action against risks.</p> <p>Provide education to skin penetration proprietors regarding the risks associated with skin penetration and how to eliminate them.</p>	<p>41 skin penetration premises were inspected in accordance with the inspection roster. All premises inspected were compliant.</p>	<p>Ongoing</p> 
10	Deliver wellbeing programs through Council facilities	<p>Support activities and programs that will benefit health and wellbeing in the community.</p>	<p>The following events were conducted or supported: four Matador Cup cricket games, the Governor-General's XI cricket game, Women's Big Bash League practice and cricket matches at Drummoyne Oval, four National Rugby Championship matches at Concord Oval, Kings of Concrete National Skate Competition at Five Dock Skate Park with approximately 250 people in attendance, 2017 Youth Week that saw the co-ordination of a skate workshop for 20 people at Five Dock Skate Park, 2017 Seniors Festival through the co-ordination of the Seniors Festival Brochure that showcased local events.</p> <p>Local community and elite sport clubs were supported to use Concord and Drummoyne Ovals.</p>	<p>Completed</p> 







AV1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
11	Develop relevant partnerships with other organisations	Participate in interagencies, collaborative bodies, advisory committees and networks as appropriate.	<p>The Access Committee and Drummoyne Oval Event Advisory Group were supported.</p> <p>Council participated in the Inner West Disability Forum, Inner West Youth Alliance, Inner West Community Care Forum, Concord Men's Shed Management Committee and the Child and Family LGA Forum.</p> <p>Council collaborated, where appropriate, with external bodies including Greater Sydney Commission, Office of Sport, PCYC, Sydney Motorway Corporation and Burwood Council.</p>	Ongoing 
12	Support Senior Citizens Centres in the local community	Provide support for the Senior Citizen Centre Management Committee and support the provision of services and programs to people in the community.	<p>Co-ordination continued for the Concord Senior Citizen Advisory Committee meetings. The update of the Management Plan and Terms of Reference for the Committee were finalised.</p> <p>Inner West Service Providers were invited to Advisory Committee meetings to foster better connections between the Centre and service providers.</p>	Ongoing 
13	Work with local schools to share facilities	Work with the Department of Education to identify opportunities at local schools and shared use of school facilities.	An audit was prepared to identify school needs and opportunities for both Council and school use of community and recreation facilities.	Ongoing 
14	Positive Ageing Strategy	Ensure outstanding actions are included in the future review of community needs and align planning processes with the Community Strategic Plan.	<p>A review of the access audit priorities was undertaken to identify capital projects for implementation in 2017-2018 and a capital works budget for access improvements to building was established.</p> <p>A review of Council, State and Federal plans, relating to positive ageing, was undertaken as part of the Community Strategic Plan research phase.</p> <p>The Seniors' Services Directory was updated.</p>	Completed 
15	Child and Family Needs Study	Continue to support activities and programs that address areas of need and align future planning processes with the Community Strategic Plan.	<p>A review of Council, State and Federal plans, relating to children and families, was undertaken as part of the Community Strategic Plan research phase.</p> <p>Child and Family information on the website was updated including the Playground Quick Reference Guides.</p>	Completed 





Active and Vibrant 2





Goal: There are places for me to participate in sport and other outdoor recreation








Direction: We will support a range of local recreation facilities

AV2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Deliver Municipal Landfill Subsidence Program projects	Implement Remediation Action Plan and review environmental factors for municipal landfill cap for Powells Creek Reserve sports field 2.	Powells Creek Sports Field 2 remediation was completed.	Completed 
2	Deliver Sports field Lighting Upgrade Program projects	Construct sports field lighting for Majors Bay Reserve.	Sports field Lighting for Majors Bay Reserve was completed.	Completed 
3	Implement park improvement capital works projects	Implement priority park improvement projects as per approved capital works budget and Asset Management Plan.	Golf Ball safety fencing was installed in Massey Park Golf Course.	Completed 
4	Manage marine structures maintenance program	Maintenance programs prepared and issued to City Services for action.	Marine Maintenance was performed on Taplin, Bayview and Rhodes Boat Ramps.	Completed 
5	Manage marine structures renewal program	Design and construct environmental seawalls on the foreshores in accordance with Asset Management Plan for seawalls.	Renewal of environmental seawalls was completed in Wire Mill Park, Werrell Reserve, Walton Lane, Preston Avenue and at Uhrs Point.	Completed 
6	Manage parks maintenance program (active and passive areas)	Maintenance programmes prepared and issued to City Services for action.	Maintenance programs for playgrounds and parks were completed.	Completed 
7	Manage parks renewal program (active and passive areas)	Complete construction of Edwards Park and Rothwell Park Playgrounds in conjunction with building renewals for the parks' amenities buildings.	Edwards Park Playground was completed. Consultation relating to the Rothwell Park playground was undertaken, which resulted in the need for Council to reinvestigate all potential playground sites and to re-consult about its location.	Ongoing 
8	Deliver new or expanded facilities in parks as opportunities arise	Deliver new or expanded facilities in parks ongoing as required.	Rhodes Foreshore Park was designed and tendered. Construction will commence in August 2017.	Ongoing 
9	Let's Play Strategy	Complete construction of Edwards Park and Rothwell Park Playgrounds in conjunction with building renewals for the parks' amenities buildings.	Edwards Park Playground was completed. Rothwell Park playground was consulted. Council will reinvestigate all potential playground sites and re-consult about its location.	Ongoing 

AV2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
10	Manage marine structures maintenance program	Manage individual marine maintenance projects on a case-by-case basis once designs are completed.	Seawall repair was implemented in Five Dock Bay, near the Bayswater Street boat ramp and at Uhrs Point, Rhodes.	Ongoing 
11	Manage marine structures renewal program	Manage Individual marine renewal projects on a case-by-case basis once designs are completed.	Maintenance work was carried out on the seawall at Wire Mill Park, Abbotsford. Renewal work was carried out on a 12 metre section of the seawall at Uhrs Point, Rhodes, due to a major wall collapse. A new design was implemented that incorporated a launch ramp with dual stairs to facilitate easier water vessel launching.	Ongoing 
12	Manage parks maintenance program (active and passive areas)	Implement Parks maintenance programs as individual projects are commissioned. This is for both Active and Passive parks.	St Lukes 2 & 3 were rebuilt as a result of WestConnex occupying the fields. The works included levelling the fields, new drainage and irrigation and the turf wicket removed and replaced with a synthetic wicket. Powells Creek 2 went to tender for a full rebuild consisting of laser levelling of the field, new irrigation, new synthetic field including concrete and re-turfing. Works commenced in June 2017.	Ongoing 
13	Manage parks renewal program (active and passive areas)	Parks renewal programs are implemented as individual projects are commissioned. This is for both Active and Passive parks.	No park renewal projects were undertaken.	Ongoing 
14	Operate Five Dock Leisure Centre	Operate multi-purpose sport and recreation facility.	Overall the Five Dock Leisure Centre maintained its strong financial performance resulting in another significant surplus. The gymnastics program received a Gymnastics NSW award which recognised the Centre as the third largest club in NSW. The Biggest Workout was held in March in partnership with Concord Repatriation and General Hospital. A Group Fitness open day was held in May to introduce new classes to the community. A tender was issued to replace all the equipment in the Health Club.	Ongoing 
15	Operate Cabarita Swimming Centre	Manage contractual relationship with operator ensuring WHS and financial risks are managed. Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.	The Centre was awarded the coveted Royal Life Saving 5-Star Water Safety Partner Accreditation. A community open day was held on 11 December. Safety was improved by installing a poolside defibrillator and providing free cardiopulmonary resuscitation workshops for the community.	Ongoing 

AV2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
16	Operate Drummoyne Swimming Centre	<p>Manage contractual relationship with operator ensuring WHS and financial risks are managed.</p> <p>Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.</p>	<p>The Centre was awarded the coveted Royal Life Saving 5-Star Water Safety Partner Accreditation. Olympians Brooke Hanson and James Magnussen launched the Drummoyne Swimming Centre open day, marking the commencement of the new swimming season.</p> <p>Safety was improved by installing a poolside defibrillator and providing free cardiopulmonary resuscitation workshops for the community.</p> <p>The Centre received upgrades including: building repainting, art mural installations, a child's hopscotch space, and deckchairs which are popular.</p>	Ongoing 
17	Operate Barnwell Park Golf Course	<p>Manage contractual relationship with operator ensuring WHS and financial risks are managed.</p> <p>Implement the recommendations of the operational review.</p> <p>Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.</p>	<p>Participation increased by over 7%.</p> <p>Activities and improvements included:</p> <ul style="list-style-type: none"> • Australia's best junior golfers in the U.S. Kids Golf Trans Tasman Cup was hosted in May • The Inner West's only FootGolf facility was launched • A new fleet of skate caddies was introduced. • A new golf pro was appointed • Two new practice nets were installed • Kids clinics were run three times per week • The public amenities were refurbished • A defibrillator was installed to increase on-course safety. 	Ongoing 
18	Operate Massey Park Golf Course	<p>Manage contractual relationship with operator ensuring WHS and financial risks are managed.</p> <p>Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.</p>	<p>A new Director of Golf was appointed by Massey Park Golf Club to look after the pro-shop operations.</p> <p>Safety was improved with the installation of a defibrillator.</p>	Ongoing 
19	Administration of bookings for recreation facilities	<p>Coordinate seasonal and on-off use of sporting fields, coordinate use of parks by personal trainers, administer all other bookings as appropriate.</p>	<p>Five-year licences for 28 winter and 27 summer sporting groups were completed with formal sign off by the Mayor, General Manager and the Department of Lands.</p>	Ongoing 




AV2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
20	Develop Rhodes Community Precinct	Develop program of community activities. Identify users and partners to provide content for the centre in partnership with The Connection Management Team.	<p>Events undertaken at The Connection in Rhodes included:</p> <ul style="list-style-type: none"> • Christmas at the Connection, a crafting and carolling event in partnership with the Sianvet Korean Church • A function to thank stakeholders who contributed to The Connection's development • Place Leaders Asia Pacific Awards recognising excellence in place leadership, projects and processes • Art @The Connection showcasing the artworks around the precinct • Vivid Ideas, including the Place Leaders Asia Pacific Conference, Affordable Housing Workshop, the Great Place Debate and support for Sartorial and Parksify digital art commissions. Over 400 people participated in the events. 	<p>Completed</p> 
21	Rhodes Peninsula Open Space Plan of Management and Masterplan	Deliver activation programs in parks across the peninsula.	<p>Activation projects delivered included the following:</p> <ul style="list-style-type: none"> • The community garden was launched in Hoskins Reserve • An arts program was run in the foreshore park on Homebush Bay • Local diversity and culture was celebrated at the annual Rhodes Moon Festival • Markets were trialled and a Christmas tree was installed in Union Square adjacent to Rhodes Station • Footpath decals and cul-de-sac markers were installed as part of a wayfinding project • The Wayfinding Strategy and Masterplan for the Homebush Bay Circuit was developed and launched in partnership with the Sydney Olympic Park Authority and the City of Parramatta • Council supported the Lunar New Year celebrations by sponsoring Communities for Communities in Rhodes Foreshore Park, the Bilbergia Bennelong Bridge Run and organised Rhodes Bike event (which was cancelled due to rain) and the Rhodes Art Walk as part of Vivid Ideas. 	<p>Ongoing</p> 
22	Rhodes Peninsula Open Space Plan of Management and Masterplan	Implement dog off-leash signage as approved.	No signage work was undertaken, however, a number of dog poo-bag dispensers were repaired following constant vandalism and the bags stolen.	<p>Ongoing</p> 
23	Rhodes Peninsula Place Plan	Implement the Rhodes Peninsula Place Plan.	A focus was put on activation of The Connection as part of delivering the Rhodes Peninsula Place Plan.	<p>Ongoing</p> 

AV2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
24	Barnwell Park Golf Course Master Plan	Align future planning with the Parramatta Road Urban Transformation Program and the Concord Community and Recreation Precinct Strategy and Master Plan.	Work on the Concord Community and Recreation Precinct Strategy was ongoing.	Ongoing 
25	Massey Park Golf Course Master Plan	Review the Massey Park Golf Course Management and Master Plans.	The review was put on hold pending the outcome of the Council's proposed merger.	Ongoing 
26	Recreation planning	Implement priority actions as outlined in the Recreation Facilities Strategy and align future planning processes with the Community Strategy Plan.	The Drummoyne Oval Precinct Business Plan was completed and the implementation of the capital works and new infrastructure prioritisation program commenced. Advice was provided on increasing or introducing active use of local open space areas including Charles Heath Reserve, Henley Park and Majors Bay Reserve, in order to accommodate current and projected demand.	Ongoing 
27	Accessibility Action Plan for Parks, Open Spaces and Facilities	Engage with key stakeholders in the development of a Disability Inclusion Action Plan.	A comprehensive community and stakeholder engagement program was conducted for the development of the Disability Inclusion Action Plan. Over 150 people provided input. A final plan was adopted by Council on 6 June 2017 with a launch planned for July 2017.	Completed 
28	Recreation Plan	Ensure outstanding actions are included in the future review of recreation needs and align planning processes with the Community Strategic Plan.	A Register of Recreation Open Space was compiled with the information being used to analyse recreation needs as part of the Community Strategic Planning process, and to identify areas of possible future under-supply.	Ongoing 
29	Site specific plans of management	Work with state government and key stakeholders to realise the full potential of Concord Oval and the wider Concord Community and Recreation Precinct.	Planning for the Concord Community and Recreation Precinct commenced and Council endorsed a vision for the redevelopment of Concord Oval, with this vision now known as Inner West Central. Funding was identified by the Greater Sydney Commission and Council is working with key stakeholders to identify specific design requirements.	Ongoing 
30	Recreation Facilities Strategy	Review and update the active open space priority matrix and align with annual planning and budget processes.	A framework for a Recreation Plan was developed along with a strategy to engage with internal, local and regional stakeholders. Relevant industry and local research was completed.	Ongoing 







Active and Vibrant 3


Goal: There are services that meet my needs

Direction: We will provide and advocate for accessible and relevant services

AV3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Develop Rhodes Community Precinct	Complete construction of community facility.	Construction of The Connection, Rhodes, was completed on the 7 October 2016.	Completed 
2	Provide direct services for children and families	Operate the Wellbank Children's Centre.	<p>The Centre maintained 100% occupancy.</p> <p>The Centre was named a finalist in the Australian Family Early Education and Care Awards 'Service of the Year' and two staff members were listed as finalists for individual awards.</p> <p>The Central Park Sports Fair was conducted. Over 150 families attended.</p> <p>Families attended 14 centre events and celebrations.</p> <p>The children went on 22 excursions into the local community and engaged in 13 incursions at the centre to extend their learning.</p> <p>An independent audit of the outdoor environment was completed by Kidsafe.</p>	Ongoing 
3	Provide direct services for children and families	Operate the Victoria Avenue Children's Centre.	<p>The Centre operated at 100% occupancy.</p> <p>The Centre was rated as 'exceeding' in all aspects of the National Quality Standards.</p> <p>A new website was launched.</p> <p>100% parental satisfaction was achieved with management, leadership and the curriculum offered.</p> <p>The Centre partnered with Sydney Olympic Park on Murama, a pilot program providing Aboriginal youth leaders the opportunity to plan and present a variety of experiences aimed to promote and enhance children's knowledge and appreciation of Aboriginal culture.</p> <p>Excursions were held to the Sydney Opera House, Circular Quay, Aunt Wendy's Mob, Wellbank Children's Centre, Tree Top Adventure Park and to the local post office, train station and Bicentennial Park.</p> <p>Kidsafe completed an independent audit of the outdoor environment.</p> <p>The Centre partnered with the University of Sydney on their Teaching Interaction, Communication and Literacy (TICL) project.</p>	Ongoing 

AV3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
4	Develop Rhodes Community Precinct	Operate The Connection, Rhodes.	<p>Construction was completed and the building handed over in October 2016. Trial events were held and hosted in December and normal operations commenced on 3 January 2017.</p> <p>The official open day was held on 21 January 2017 with over 3,000 people attending.</p> <p>There were 22 regular hirers, and an average of 85 events per month. Regular hirers accounted for 54% of all events held in The Meeting Space. Regular hirers include karate, calligraphy, dance classes, playgroup (Playgroup NSW plus a playgroup for Mandarin speakers), early childhood music classes, yoga, and meditation.</p> <p>Plans were progressed towards attracting more educational activities for older people as well as associations that support disadvantaged groups.</p> <p>Over 200 one-off events were held including for private individuals, businesses, groups and associations, not-for-profit organisations, and in-house use.</p> <p>Conferences held included the Place Leaders Asia Pacific conference and Concord Repatriation General Hospital's Biology of Aging conference.</p> <p>A number of free community events were facilitated as part of Revel in Rhodes including Cinema in the Amphitheatre, Badminton, hula-hooping and several workshops.</p> <p>Council departments hosted events including Jazz on the Deck Sundays in January, Biggest Workout in March, Rhodes Fire Brigade open day in May, sustainability programs for children and the community at various times and a number of events as part of Vivid Ideas.</p> <p>Council partnered with Concord Repatriation and General Hospital to facilitate a number of support groups.</p> <p>The restaurant completed its fit-out and opened in mid May 2017 and have received positive customer reviews.</p> <p>Positive feedback was received from customers about the location, facilities, equipment and the venue in general.</p>	<p>Ongoing</p> 



AV3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
5	Accessibility Action Plan for Parks, Open Spaces and Facilities	Engage with key stakeholders in the development of a Disability Inclusion Action Plan.	Comprehensive community and stakeholder engagement was conducted for the development of the Disability Inclusion Action Plan. Over 150 people provided input and the final plan was adopted by Council on 6 June 2017. Plans for a launch in July were underway.	Completed 
6	Positive Ageing Strategy	Ensure outstanding actions are included in the future review of community needs and align planning processes with the Community Strategic Plan.	A review of the audited access priorities was undertaken to identify capital works projects for implementation in 2017-2018. A capital works budget for access improvements to buildings was established. A review of Council, State and Federal plans relating to positive ageing was undertaken as part of the Community Strategic Plan research phase. The Seniors Services Directory was updated.	Completed 
7	Child and Family Needs Study	Continue to support activities and programs that address areas of need and align future planning processes with the Community Strategic Plan.	A review of Council, State and Federal plans relating to children and families was undertaken as part of the Community Strategic Plan research phase. Child and Family information on Council's website was updated, including a review and update of the Playground Quick Reference Guides.	Ongoing 
8	Operate the Access Committee	Support and operate the Access Committee.	Regular Access Committee meetings were held and ongoing administrative support and policy guidance was provided. The Access Committee's Terms of Reference were updated. The Access Committee's Christmas barbeque was held during the lead up to the International Day for People with Disabilities.	Ongoing 
9	Advocate for other tiers of government to provide local services	Advocate for local services and infrastructure from local, state and federal providers. Provide strategic advice to Council on industry and/or legislative proposals or reforms which may influence local services and infrastructure.	On behalf of the Access Committee, discussions were held with the Department of Health regarding the inadequacy of bus services to Concord Repatriation and General Hospital and a letter was sent to the Minister for Transport and the local Member of Parliament. A petition was also conducted in partnership with the Committee. Submissions on the Crown Lands Act inquiry, the Sydney Olympic Park Masterplan review and Rhodes East planning were prepared. Meetings regarding the NSW Family and Community Services Targeted Early Intervention Reform were attended.	Ongoing 
10	Provide funding for the Drummoyne Community Centre	Maintain a co-ordinated relationship with Drummoyne Community Centre and oversee funding, service delivery and other areas of support as outlined in the Statement of Intent.	Ongoing advice and support was provided to Drummoyne Community Centre including assistance with a yearly planning session. The Statement of Intent was updated and funding was provided in line with the Statement.	Ongoing 





AV3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
11	Deliver grants programs to support local services	Deliver the Community Grants Programs and provide support for other grant initiatives.	The Community Grants Program was co-ordinated, expenditure was recommended to Council and the awards night organised. The delivery of the Club Grants program was co-ordinated and supported. Grants network meetings were attended to inform improvements to grant processes.	Ongoing 
12	Deliver grants programs to support local services	Deliver Schools Small Environmental Grants Program.	Small Environmental Grants for Schools were awarded to seven schools in the area.	Ongoing 
13	Provide direct services for children and families	Support Early Childhood Health Centres.	Council staff met regularly with staff from the Early Childhood Health Centre at Victoria Avenue Community Precinct to share information and organise joint projects.	Ongoing 
14	Community Facilities Resourcing Strategy	Continue to support activities and programs that address areas of need and align future planning processes with the Community Strategic Plan.	Key actions in the Community Facilities Resourcing Strategy were considered as part of planning for the development of Inner West Central, Rhodes Recreation Centre and other future facilities.	Ongoing 

Active and Vibrant 4

Goal: I have a great lifestyle and feel part of an active and vibrant community

Direction: We will create and foster a range of local opportunities which encourage community connection and celebration



AV4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Implement Council's community and civic event program	Stage regular citizenship ceremonies.	630 residents received citizenship in 11 ceremonies held between July 2016 and June 2017. The top 3 countries people immigrated from were China, 17%, United Kingdom, 16%, and India, 10%.	Ongoing 
2	Implement Council's major event program	Deliver major events program for 2016-17: Ferragosto and Concord Carnival. Develop communication plans for all events.	Over 100,000 people attended Ferragosto Festival in Five Dock, over half of whom live in the local area. 85% rated the event as excellent or good, with the most-liked aspects being the atmosphere, food, community spirit and culture. Over 160 stalls, including 12 sponsors and 14 local businesses participated. About 30,000 people attended Concord Carnival and enjoyed a family day out. There were 88 stalls with many offering an activity on the day.	Ongoing 




AV4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
3	Implement Council's community and civic event program	Manage event production of: Australia Day, Anzac Day, Mayoral Golf Day, Mayoral Bowls Day.	Australia Day, held at The Connection, Rhodes, was successfully delivered as were Anzac Day celebrations.	Ongoing 
4	Deliver awards programs to recognise local achievers	Support and promote Australia Day Citizens of Year Award ceremony.	Citizens of the Year were referenced in stories throughout Youth Week and to promote community initiatives.	Ongoing 
5	Sustainable Event Policy	Monitor sustainable event policy.	The Sustainable Event Policy was updated in line with Council's policy position on reducing single-use plastic bags, including not having them at Council-run events.	Ongoing 
6	Rhodes Peninsula Place Plan	Develop and implement Revel in Rhodes 2016 program.	The Summer Revel in Rhodes program, an annual celebration of the arts, coding, gaming and creative practice was expanded with a focus on activating The Connection and working with community stakeholders.	Ongoing 

Active and Vibrant 5

Goal: I feel like I belong and my story is celebrated

Direction: We will celebrate our established and emerging communities

AV5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Library Services Strategic Plan	Implement project based on Acoustics Report if, or when, grant application is successful.	A Public Library Infrastructure grant application was unsuccessful for acoustic remediation at Five Dock Library and Council will now fund the project in 2017-2018.	Ongoing 
2	Library Services Strategic Plan	Improve communication and promotions through implementation of the communication and engagement strategy.	<p>Library e-newsletters for special interests were sent out to target groups including for Vivid Ideas, Comic-conversation and School Holidays at The Learning Space.</p> <p>Instagram continued to be a popular social media tool to engage with the library community. Instagram training enabled photos to be posted during events to maximise publicity.</p> <p>The promotion of the new library self check-in and returns focussed on the benefits of new technology and improved customer service.</p> <p>New branded material was purchased to promote library services including on library bags, USBs with e-resource content and a pull up banner to use at pop-up Library events.</p> <p>Fresh content for the Libraries' What's On page on Council's website was provided.</p>	Ongoing 


AV5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
3	Refresh Drummoyne	Implement Christmas decoration program. Provide support to Chamber activations.	Christmas trees were installed in Drummoyne, Five Dock, Majors Bay Road, Concord, and Rhodes. Christmas themed banners were hung on existing poles in nine town centres and Christmas decorations were put up at The Connection, Childcare Centres and the Civic Centre. Litter bin wraps were installed in eight town centres.	Ongoing 
4	Five Dock Town Centre Strategy	Implement high priority actions in adopted Plan (see capital program for expenditure). Support Chamber of Commerce activation program for businesses and entry marker artwork.	Works completed in Five Dock town Centre included: <ul style="list-style-type: none"> • La Piazza Paralante (Italian Talkative square), assemblages featuring audio stories of over 20 local Italian migrants, installed on lightpoles in Fred Kelly Place • Fit Five Dock, a mural celebrating an active community, installed on a wall at the rear of the Five Dock Hotel • A 16 metre wide mural by the artist Mulga with caricatures from his children's book, completed on a wall facing the Waterview street carpark • What's for dinner, a tile mural featuring architectural styles and celebrating multi cultural diversity from round the world, installed adjacent to Fred Kelly Place • Façade improvement program, completed on 16 mainstreet business facades • The Canadian Connection by Fintan Magee, a still-life painting exploring how objects and our relationship to the natural environment connect us with history • Our Foodie Heritage by Gabby Malpas and Kate O'Connor, a digital mural exploring the food centric history of the Five Dock area • Reformers by Thylacine, Alexandra Gillespie and Shaun Kirby's sandstone and bronze sculpture about the convict trail, installed on the corner of Lyons Road and Great North Road. 	Completed 
5	Create opportunities to meet and form networks within communities	Develop and maintain partnerships with community and other stakeholders groups as required.	A number of meetings were held with community members regarding various community and recreation issues and participation in inter-agency meeting occurred. The Stakeholder data base was updated.	Ongoing 





AV5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
6	Establish and build relationships and partnerships with community leaders	Participate in interagencies, collaborative bodies, advisory committees and networks as appropriate.	The Access Committee, Drummoyne Oval Event Advisory Group and the Recreation Internal Working Group where co-ordinated. Staff participated in the Inner West Disability Forum, Inner West Youth Alliance, Inner West Community Care Forum, Concord Men's Shed Management Committee and the Child and Family LGA Forum.	Ongoing 
7	Community Harmony Strategy	Ensure outstanding actions are included in the future review of community needs and align planning processes with the Community Strategic Plan.	A review of Council's, State and Federal plans relating to diversity was undertaken as part of the Community Strategic Plan research phase.	Ongoing 
8	Riverside Cultural Scoping Study	Initiate Brays Bay Reserve project to improve links and content for Ship Building Memorial.	Consultants were engaged to undertake the Parramatta River WWII boat building guided video walking tour and app. Discussions were held with the Kokoda Track Memorial Walkway Board to establish the Pacific Campaign Walk and improve links to the ship building memorial, Living Memory.	Ongoing 

Active and Vibrant 6

Goal: I have awareness and respect for local Aboriginal heritage and culture

Direction: We will support a range of programs to encourage awareness of local Aboriginal culture




AV6	Actions 2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Riverside Cultural Scoping Study	Complete The Connection artworks.	Leading Australian artist Brook Andrew completed In Motion, which integrates The Connection's four buildings with their waterfront setting. The artist also completed the themed art rugs. Renowned Chinese artist Lu Xinjian installed two works, Wired Space and City DNA/Canada Bay in The Connection's digital resource centre The Learning Space. The mural Aqueous Rhodes upgraded the appearance of the Sydney Water facility adjacent to The Connection. Wooden toys were fabricated by the Concord Men's Shed for use in The Learning Space.	Completed 




AV6	Actions 2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
2	Public Art Strategy	Develop public artworks in Five Dock and Rhodes.	<p>Cultural activities and artworks completed included:</p> <ul style="list-style-type: none"> • Canada Bay Stories, a program of snapshot videos featuring City stakeholders and Council officers • Hidden Gems, a series of videos exploring Rhodes, Chiswick, Five Dock, Concord West • A catalogue of Canada Bay Realia • A program of Signal Box murals in Rhodes • Sea, Sediment and Surrounds on the Chiswick Community Centre • A mural reflecting the long history of the Drummoyne Swimming Centre and an activation program introducing colour and furnishings • Two murals, reflecting the themes of water and history, on Cabarita Park picnic shelter • The Canadian Connection by Fintan Magee, a still-life painting exploring how objects and our relationship to the natural environment connect us with history • Our Foodie Heritage by Gabby Malpas and Kate O'Connor, a digital mural exploring the food centric history of the Five Dock area • Reformers by Thylacine, a sandstone and bronze sculpture on the corner of Lyons Road and Great North Road by Alexandra Gillespie and Shaun Kirby, about the convict trail • Artwork on Roads and Maritime Services' signal boxes at Five Dock and Concord West • Aqueous, a Sydney Water project • Dancing Ladies and DNA of Rhodes. 	Ongoing 
3	Canada Bay Cultural Plan	Develop oral histories projects in Concord West and Rhodes East.	<p>Videos were completed on Jeanette O'Hara, Dame Edith Walker Estate/Yaralla and Concord West Shopping Village.</p> <p>My tours app about Yaralla were completed and published.</p>	Completed 
4	Community services planning	Develop a register of community planning documents to support the ongoing review and analysis of this information.	A register of Council strategies and plans was prepared. This register was regularly updated as new planning documents were developed.	Completed 
5	Aboriginal Cultural Heritage Study	Maintain collaborative relationships with the Metropolitan Local Aboriginal Land Council and other Aboriginal people/groups.	Funding was provided to support NAIDOC Week activities.	Ongoing 

Active and Vibrant 7

Goal: I live in a creative City, inspired by diverse cultures and innovative ideas

Direction: We will champion opportunities for involvement in arts, culture and lifelong learning

AV7	Actions 2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Manage Concord Library	<p>Manage all aspects of operation of library services provided onsite.</p> <p>Coordinate day to day maintenance of the library.</p> <p>Contribute recommendations to the Council maintenance schedule for major maintenance items.</p> <p>Renew furniture in library.</p>	A budget bid for architectural lighting at Concord Library was submitted and approved for installation in 2017-2018.	Ongoing 
2	Manage Five Dock Library	<p>Manage all aspects of operation of library services provided onsite.</p> <p>Coordinate day to day maintenance of the library.</p> <p>Contribute recommendations to the Council maintenance schedule for major maintenance items. Renew furniture in library.</p>	The lighting upgrade was completed and new furniture purchased. Planning commenced for remodelling the returns area.	Completed 
3	Provide a range of services and programs within local libraries	<ul style="list-style-type: none"> - Monitor collection usage patterns. - Adjust acquisitions to ensure that collection content and formats will satisfy current and future community expectations (see capital program for expenditure). 	<p>The children's collection was reviewed and a focus put on replacing the series that have been used extensively.</p> <p>New early literacy toys were introduced to children's programs to show play strategies to children and their parents and carers.</p> <p>A stocktake process was undertaken at Concord and Five Dock Libraries to more accurately reflect current collection levels.</p> <p>Staff contributed to the State Library of NSW Fiction Health Check that will be used as a benchmark for identifying gaps in Fiction collections for future purchasing.</p>	Ongoing 

AV7	Actions 2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
4	Provide a range of services and programs within local libraries	<p>Work with local Senior's groups to promote and expand Home Library Service.</p> <p>Provide an ongoing program of author talks, workshops, information sessions, exhibitions, children's and young adult programs.</p> <p>Review events and programs to ensure they are targeted for our community.</p> <p>Explore partnerships with community groups and other organisations to deliver programs.</p> <p>Co-ordinate programs and events with Community and Corporate Strategy Team.</p>	<p>Author Talks, attracting on average 50 participants per session, were held on a range of topics from food, politics, media and more.</p> <p>The Youth Space continued to draw regulars with numbers growing to an average of 45 at Concord and 30 at Five Dock.</p> <p>A successful poetry workshop was held, in partnership with Word Travels, at Five Dock and a poetry slam at Concord. Three contestants went on to represent Canada Bay in the final Sydney slam.</p> <p>A Home Library Services' flyer was developed.</p> <p>Pop-up libraries continue to be held at community events to promote e-library resources.</p> <p>Popular Tech Savvy Seniors sessions were run in English, Mandarin and Italian languages to promote digital literacy for seniors.</p> <p>A monthly Greek friendship group, that meets for conversation and coffee, was established at Concord Library to reduce social isolation for older members of the community.</p> <p>New craft groups were established at Concord Library – Concord Community Quilting Group and the Art and Craft Social Mums' Group.</p>	Ongoing 
5	Use technology to delivery contemporary library services	<p>Monitor and improve the use of technology to ensure systems are used to their maximum benefit for library procedures and processes as well as to ensure ease of access to library collections and services for the community.</p> <p>Work with Information Services to replace RFID equipment and implement automated returns shelves.</p>	<p>New Smartblade shelves were installed at Concord Library. The new technology resulted in a reduction in staff rostered to public desks and enabled more staff to work at The Learning Space.</p>	Ongoing 
6	Library Services Strategic Plan	<p>Implement library services and programs at The Connection.</p> <p>Implement staffing and programming plans for the eResource Centre at Rhodes.</p> <p>Monitor and adapt services and programs at the eResource Centre to ensure community needs and wants taken into account.</p>	<p>An open day at The Learning Space on 21 January 2017 attracted over 3000 visitors.</p> <p>Regular programs included 3D Printing, IKEA Saturday Family Drop In and the Ruby Robot Club.</p> <p>Vivid Ideas events and seminars were held, with a highlight being the Human Friendship Robot Ball.</p> <p>Multicultural storytimes were held in The Learning Space, with large attendances for the Chinese and Korean sessions.</p>	Ongoing 






AV7	Actions 2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
7	Library Services Strategic Plan	<p>Assess library collections against State Library standards.</p> <p>Develop and implement a program to improve collection standards when measured against State Library standards.</p> <p>Improve remote access to collections, services and knowledge.</p> <p>Implement a training program to expand and maintain staff knowledge of services, collections and technology.</p>	<p>A stocktake was undertaken at Concord and Five Dock Libraries to more accurately reflect current collection levels.</p> <p>Pop-up libraries continued to be held at community events to promote e-library resources, e.g. Moon Festival at Rhodes, Concord Carnival and Henry Lawson 150 Years event at Abbotsford.</p> <p>Staff refresher training included Reference Interview, The Young Person as a Library User, the Child as a Library User, search strategies, e-books and e-magazines, digitised newspapers and family history resources.</p>	Ongoing 
8	Provide a range of services and programs within local libraries	<p>The Connection - Implement staffing and programming plans for the e-resource Centre at Rhodes.</p> <p>Monitor and adapt services and programs at the e-resource Centre to ensure community needs and wants are taken into account.</p>	See AV7-6.	Ongoing 
9	Engage in regional partnerships to improve local cultural opportunities	Develop a partnership program to deliver cultural development outcomes.	<p>Partnerships were established with businesses in Five Dock and Concord West to undertake six artworks.</p> <p>Murals were completed at Majors Bay Reserve in partnership with the Concord Falcons (baseball) and Concord RSL.</p> <p>Partnerships with Sydney Water and Roads and Maritime Services saw the completion of utility box artworks in Rhodes.</p>	Ongoing 
10	Provide opportunities to participate in cultural pursuits	Offer cultural projects in Rhodes and through libraries.	<p>Concord Library poetry slam video project was completed.</p> <p>As part of the summer Revel in Rhodes, photography workshops were completed, a book club was supported and storytime in the park was developed.</p> <p>Digital Gallery curation by DeLUX delivered Parksify and Sartorial exhibitions and workshops with the community were supported.</p> <p>Henry Lawson Poetry Day was held and banners were hung.</p> <p>Art walks were held in Five Dock and Rhodes.</p> <p>Comic conversations and hero's street art project was supported.</p>	Ongoing 
11	Rhodes Peninsula Art Plan	<p>Initiate Brays Bay Reserve project.</p> <p>Complete The Connection artworks.</p> <p>Work on Station Precinct opportunities for public art.</p>	<p>The restoration of the Tulloch Memorial was completed.</p> <p>Parramatta River WWII boat building guided video walking tour and app was nearing completion.</p> <p>Plans for consulting on the Homebush Bay Circuit (pedestrian and cycling) project were underway.</p>	Ongoing 



Photo: Five Dock Art Walk, held in May 2017, attracted many people who were keen to listen to the artists talk about the mostly local stories that inspired the development of the artworks.

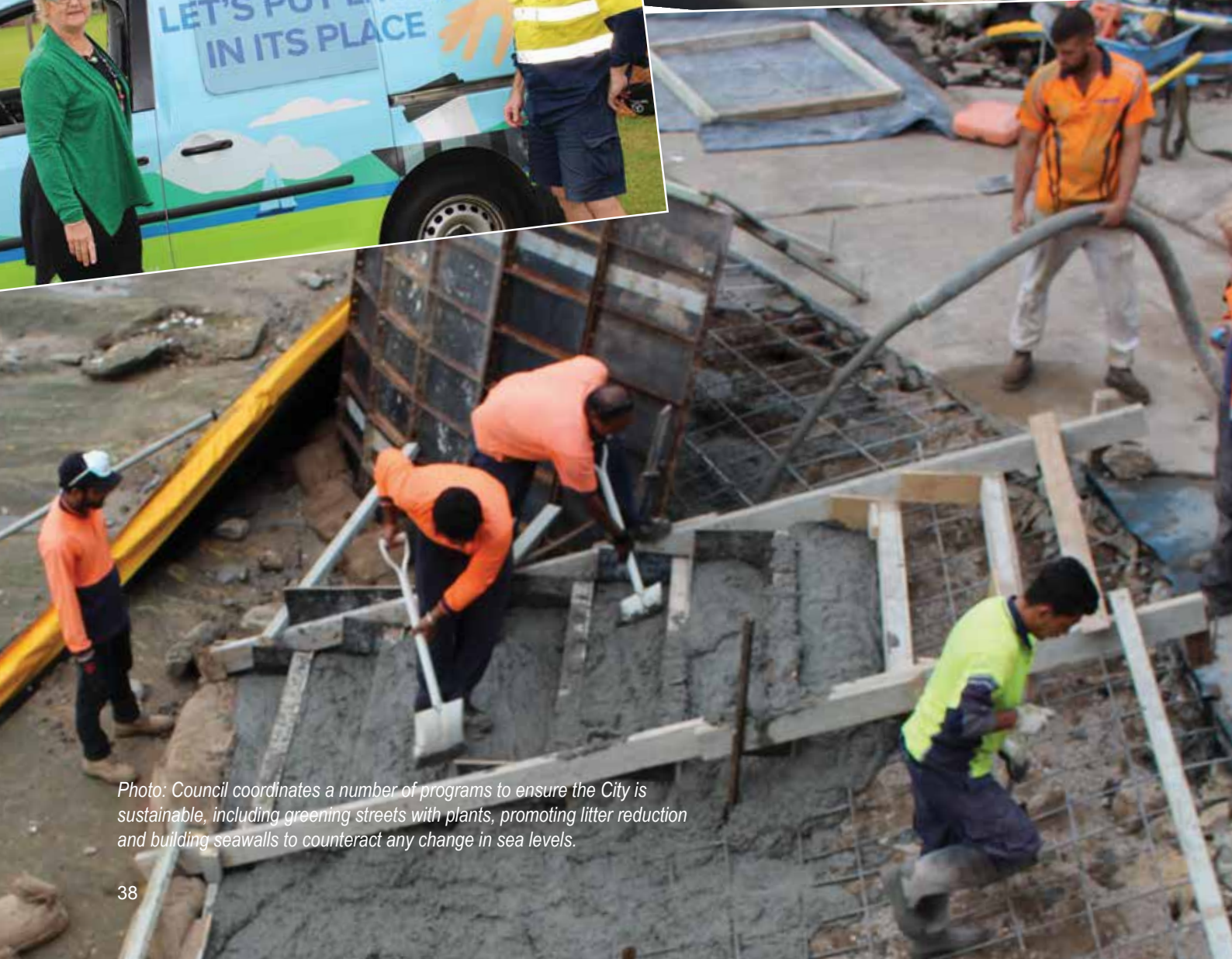


Photo: Council coordinates a number of programs to ensure the City is sustainable, including greening streets with plants, promoting litter reduction and building seawalls to counteract any change in sea levels.



Theme 2: Sustainable Spaces and Places

A City of sustainable spaces and places is one whose residents recognise and act on their collective responsibility to protect their environment and to preserve it for future generations. It is a city where natural assets are cherished and where the built environment is equally critical in creating a sense of identity, history and community. The buildings, streets, public open spaces and natural environment are all safe, protected and well cared for.

No.	Goals	Directions
SSP1	I am proud of and value my City's natural environmental assets	We will facilitate and protect the environmental, cultural and social value of open spaces and foreshore areas
SSP2	I have access to a biologically diverse natural environment near where I live	We will protect and enhance biodiversity
SSP3	I know what I can do to help the environment and make active day to day choices to support environmental sustainability	We will inspire residents and business to be environmentally sustainable
SSP4	I live in a clean, healthy local environment	We will maintain and enhance streets and open spaces and operate an effective sustainable waste service
SSP5	I feel safe and comfortable using community spaces	We will support projects and programs that address crime and safety and contribute to a safe community
SSP6	My City has attractive streets, village centres and public spaces	We will enhance our local shopping centres, community spaces and residential streets and the infrastructure required to service them
SSP7	My City has attractive landscapes with sustainable development and where heritage is conserved	We will encourage sustainable design and conserve and celebrate local heritage

Total Projects = 84*

Status of Projects



Completed = 6



Ongoing = 79



Deferred = 1

*Note: Parts of some projects were completed and some ongoing.



Highlights

Protecting the Environment

Council undertook water use audits at 17 sportsfields and two golf courses to maximise water savings from the **Water for our Community** stormwater harvesting irrigation system.

The implementation of works identified in the **Cabarita Park Plan of Management** saw the completion of **The Conservatory**, a cultural meeting hub in the middle of the park, and picnic shelters upgraded on the east and west foreshores.

Biodiversity

Over 550 hours of work was carried out by volunteers as part of the **Bushcare Program** including at Prince Edward Park, Lovedale Place, Sisters Bay, Quarantine Reserve, Cabarita Park and Fig Tree Bay Reserve.

Yaralla Bushcare Volunteer Group successfully completed over 200 hours of work using \$30,000 of grant funds from Greater Sydney Local Land Services.

Dog Saves Bird! signs, were designed by children from the Abbotsford Public School. The signs aimed to appeal to dog walker's who may not be aware that dogs off leads may scare away Bar-tailed Godwits, which migrate from the northern hemisphere. Seven signs were placed at various intervals between Halliday Park in Five Dock and Henry Lawson Park in Abbotsford.

Environmental Sustainability

Council renewed **street and park lighting** with LED technology to reduce CO² emissions in Majors Bay Road shopping village and Concord and Five Dock Libraries. Solar lighting was also installed in Cintra Park, Wire Mills Park, Prince Edward Park and along the seawall in Exile Bay.

Community Gardens were implemented at Concord Community Centre and Blackwell Point Reserve. Rhodes Park Community Garden was under development with the community stakeholders.

The Council continued to coordinate a range of programs that encouraged **household and business recycling**.

- Since the commencement of Wasteless in the Bay, over 25,000 commitments, from residents in over 4,000 households, have been made.
- Council opened a community recycling centre in November 2016 and collected over 16 tonnes of problem waste material from 672 residents.
- Council has developed and distributed 16 videos in five languages through youtube and a MyWaste app, both of which provide educational information on recycling and reducing waste to landfill.

Photos: Council coordinates many programs to raise awareness of the value of the natural and built environment including a Treading Lightly nature art for children, composting workshops at Concord community garden and working with businesses to encourage recycling.

Healthy Local Environment

Council concentrated on **renewing many stormwater drains** which included inspections, pipes and pit renewals, pipe relining, culvert structural relining and lintel retrofitting to prevent localised flooding as a result of grates becoming clogged with leaf debris and litter.

Implementation of the **Litter Strategy** commenced on such things as mapping bin locations, school education, a baseline survey to identify litter-related behaviour and attitudes, Hit Us With Your Litter Shot competition and a project that reviewed bin management at the back of business premises.

Over 10% of residents received targeted waste education including 11 programs through digital platforms, face-to-face and correspondence. As well waste and recycling information was delivered to all households.

A Safe Community

1,226m² of **graffiti** was removed from 266 sites. This was a reduction of more than 50% on the previous year.

In excess of 1,295 **swimming pool inspections** were undertaken with 767 Compliance Certificates issued.

Crime Prevention Through Environmental Design requirements were included with the Rhodes West Development Control Plan, including a requirement to consider the installation of CCTV.

Attractive Public Spaces

Council provided comprehensive responses to two major Sydney metropolitan proposals:

- The **Central District Plan**, which sets out future directions for the Sydney metropolitan area between Homebush Bay and the coast and between Parramatta River and Botany Bay
- The **Parramatta Road Corridor Urban Transformation Strategy**, which sets out future plans to accommodate another 30,000 people between Homebush Bay and Taverners Hill.

Working cooperatively with the Department of Planning and Environment on planning for the future of **Rhodes East**, technical studies were completed relating to traffic/transport, contamination, affordable housing, urban design, public domain, community/social infrastructure and feasibility.

Sustainable Design and Heritage

Many stories about the **history and heritage of the City of Canada Bay** were interpreted and celebrated in a number of ways including through an exhibition recording the history of the Drummoyne Amateur Swimming Club, Tell Us Your Story that captured local stories and the 150th anniversary of the birth of Henry Lawson.





Photos: Recycling stormwater for use on sporting fields, Clean-up Australia Day activities and Lets Put Litter in its Place are some of the programs coordinated by Council to promote the sustainability of the environment.










Sustainable Spaces and Places 1

Goal: I am proud of and value my City's natural environmental assets

Direction: We will facilitate and protect the environmental, cultural and social value of open spaces and foreshore areas

SSP1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Implement local responses to climate change	Construct foreshore infrastructure that is adaptive to sea level rise increases.	Council completed foreshore seawall upgrades at Wire Mill Park, Timbrell Drive, Werrell Reserve, Walton Lane and Preston Avenue. The structures were constructed in a manner that allows them to be raised and strengthened further as sea level rise occurs.	Ongoing 
2	Implement local responses to climate change	Embed climate change actions into Council's Asset Plans and Strategies.	Council embedded climate change actions into all of Council's Asset Management Plans. Actions include: Renewal of Council's street lighting system with LED technology, trading in energy saving certificates, recycling and providing a beneficial use for 100% of materials from the roads program, reusing 200 mega litres of recycled water per year to irrigate sportsfields and golf courses, using recycled toner cartridges in Council's road program, the use of white asphalt in Concord West Village to lower ambient temperatures by two degrees. This last project won the 2016 AAPA National Award for pavement innovation.	Ongoing 
3	Water for our Community	Continue to manage the harvesting system to ensure compliance with the Australian Guidelines for Recycled Water.	Council undertook continuous testing to ensure the community health and safety associated with the Water for Our Community stormwater harvesting irrigation system was compliant with the Australian Guidelines for Recycled Water.	Ongoing 
4	Canada Bay Water Security Master Plan	Implement water savings programs at key Council operated sites.	Council undertook water use audits at 17 sportsfields and two golf courses to maximise water savings from the Water for Our Community stormwater harvesting irrigation system. Council implemented continuous monitoring at the Council depot and leak detection at all key operational sites. Audit and system improvement plans were underway at Drummoyne Oval and Campbell Park. Works at Campbell Park will be undertaken in conjunction with the construction of the new Campbell Park amenities building.	Ongoing 

SSP1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
5	Generic Plan of Management	Review Generic Plans of Management as required.	Wangal Park Plan of Management has been adopted with works programmed for 2017-2018. The following St Lukes and Cintra Park Master Plan works were completed: sportsfield lighting to meet the Australian Standard at St Lukes 1 and Oval, refurbishment of amenities at St Lukes 2 and Oval including disabled access and provision of new amenities at St Lukes Park North and at St Lukes Oval. The St Lukes Oval scoreboard was completed.	Ongoing 
6	Site specific plans of management	Complete site specific Plans of Management as required.	Wangal Park Plan of Management was exhibited for community comment. St Lukes and Cintra Park Master Plan was prepared.	Ongoing 
7	Noxious weed control	Respond to reported incidences of noxious weed growth within both private and public areas.	Council actively promoted noxious weed awareness and provided relevant information on Council's website. No incidents of noxious weeds were reported.	Ongoing 
8	Parks Availability Program	Implement Parks maintenance activities to ensure the parks meet user requirements. This is for both Active and Passive parks.	Programmed maintenance such as aeration of sports fields, replacement of heavily worn turf areas and spread of fertilisers was carried out to ensure the sportsfields were in the best possible condition and to ensure they endured the winter season sporting program. Irrigation was rolled out to active open space locations, including both golf courses, which resulted in significant field performance improvements.	Ongoing 
9	Customer Services	Provide wet weather usage communication service.	Council continued to work with the sporting groups to provide updated information online for all parents to access.	Ongoing 
10	Environmental protection program	Investigate environment related complaints, provide education to the community and take action against risks.	380 environmental related complaints were investigated and appropriate action taken for breaches in accordance with the Compliance and Enforcement Policy and relevant legislation.	Ongoing 
11	Contaminated Land Policy	Assess development proposals on contaminated land and manage contaminated land.	41 Development Applications were assessed for issues relating to contaminated land. The Sustainability and Environmental Health Team continued to manage contaminated land.	Ongoing 

SSP1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
12	Site specific plans of management	Implement Plan of Management works at Cabarita Park (see capital program for expenditure, including development of the Cabarita Park Conservatory).	<p>Plan of Management actions achieved included:</p> <ul style="list-style-type: none"> The Conservatory, in Cabarita Park, was opened in May A morning tea was hosted for the community The artwork, Reflection, was launched with the community A grant was received for CCTV and other community safety initiatives A hopscotch was installed A LED sign was installed to communicate key messages Expressions of Interest were called for community use Picnic shelters on the east and west foreshore areas of Cabarita Park were upgraded, including painting, electrical upgrades, artwork, paving, barbecues and furniture. 	Ongoing ➤
13	Local Planning Strategy	Review strategic planning initiatives against the objectives and actions contained within the Canada Bay Local Planning Strategy	Submitted Planning Proposals, including for Concord West, Rhodes, Drummoyne and Five Dock were assessed against the adopted Local Planning Strategy.	Ongoing ➤




Photos: A tour of the Yaralla Bushcare program area was part of Council's Treading Lightly and Bushcare programs.

Sustainable Spaces and Places 2

Goal: I have access to a biologically diverse natural environment near where I live






Direction: We will protect and enhance biodiversity







SSP2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Support the Parramatta River Estuary Coastal Zone Management Plan	Implement the Parramatta River Estuary Coastal Zone Management Plan subject to grant funding.	A grant funding application was unsuccessful. Council continued to pursue grant funds.	Ongoing 
2	Bushcare Program	Undertake annual maintenance programs.	Bushcare volunteers carried out over 550 hours of works at Prince Edwards Park, Lovedale Place, Sisters Bay, Quarantine Reserve, Cabarita Park and Fig Tree Bay Reserve. At Cabarita Park a new area was identified and erosion control was being implemented in preparation for maintenance and planting.	Ongoing 
3	Estuarine Vegetation Management Plan	Undertake annual maintenance programs.	Dog Saves Bird! signs, were designed by children from the Abbotsford Public School. The signs aimed to appeal to dog walker's who may not be aware that dogs off leads may scare away Bar-tailed Godwits, which migrate from the northern hemisphere. Seven signs were placed at various intervals between Halliday Park in Five Dock and Henry Lawson Park in Abbotsford.	Ongoing 
4	Queen Elizabeth Park Bushcare Plan	Undertake annual maintenance programs.	70 people registered for National Tree Day to be held in July 2017, with Queen Elizabeth Park to be the location. Liaison occurred with 11 local schools about tree day. Council provided plants and advice.	Ongoing 
5	Yaralla Bushcare Plan	Undertake annual maintenance programs.	10 new volunteers were recruited as a result of publicity from the Yaralla Festival, Concord Carnival, Bayside Bushcare News, Council's website and e-news publications. The Greater Sydney Local Land Services grant for \$30,000 was completed by April 2017. Approximately 200 hours were undertaken on the site.	Ongoing 





Sustainable Spaces and Places 3

Goal: I know what I can do to help the environment and make active day to day choices to support environmental sustainability

Direction: We will inspire residents and business to be environmentally sustainable

SSP3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Community Energy Efficiency Program	Develop and implement plans and programs.	Energy saving projects were completed at the Majors Bay Road Shopping Village, Concord Library and Five Dock Library. Solar Lights were installed in Cintra Park, Wire Mills Park, Prince Edward Park and along the seawall in Exile Bay.	Ongoing 
2	Climate Change Adaptation Plan	Incorporate Climate Change Adaptation Plan into designs of Council's renewal and capital works programs.	New bus shelters provided shade and encouraged use of public transport. Upgraded cycleways on the Bay Run encouraged cyclist patronage. Updating building and street lighting to LED technology was undertaken. The construction of rain gardens assisted to cool and increase ground moisture.	Ongoing 
3	Climate Change Mitigation Plan	Incorporate Climate Change Mitigation Plan into designs of Council's renewal and capital works programs.	The Victoria Avenue road pavement was renewed with white asphalt to reduce the ambient temperature by two degrees to encourage local residents to walk to their local shopping village and stay longer and connect with other locals. This application of road pavement to address the urban heat island effect won the 2016 Australian Asphalt Pavement Association State and National Awards for Pavement Innovation.	Ongoing 
4	Community Garden Policy	Facilitate the development of community gardens.	Community Gardens were implemented at Concord Community Centre and Blackwell Point Reserve. Rhodes Park Community Garden was under development with the community stakeholders.	Ongoing 
5	Operate a sustainable Council fleet	Ensure plant and equipment selections include CO ² emissions, fuel consumption and operational suitability.	All plant and equipment selections took into account CO ² emissions, fuel consumption and operational suitability. The fleet is being replaced with 4 cylinder vehicles that have much lower fuel consumption and CO ² emissions.	Ongoing 

SSP3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
6	Greenhouse gas reduction programs	Implement Council Greenhouse Action Plan and monitor greenhouse gas emissions and continue to research opportunities for increased renewables.	The Sustainability Team continued to monitor greenhouse gas emissions through the Envizi platform. Council's top ten sites consumed 1,244,770 kWh at a cost of \$236,035. <ul style="list-style-type: none"> 1. Concord Library 2. Civic Centre 3. Concord Oval 4. Cabarita Pool 5. Five Dock Leisure Centre 6. Five Dock Library 7. The Connection 8. Drummoyne Oval 9. Drummoyne Pool 10. Depot. 	Ongoing 
7	Undertake community and business education programs	Deliver the Schools Environmental Education Program and Sustainable Childcare Network.	Eight meetings were held with a total of 120 educators at 25 schools and childcare centres.	Completed 
8	Undertake community and business education programs	Work with local residents to conduct a resident E Waste Recycling Day, support Clean Up Australia Day, conduct a Household Chemical Clean Out Day. Conduct Treading Lightly Workshops and run other environmentally themed workshops.	A household chemical clean-out day was organised in November 2016, with a total of 1,109 people attending to drop off 38.2 tonnes. An e-waste recycling days were held in February 2017 and May 2017, with a total of 920 people participating. Council continued to support Clean Up Australia Day with 583 volunteers participating in March 2017. The Community Recycling Centre, since opening in November 2016, collected 16 tonnes of problem waste material from 672 residents. The WasteLess in the Bay workshop series delivered eight workshops to 200 residents. Council ran eight Treading Lightly workshops with 135 attendees.	Completed  Ongoing 
9	Undertake community and business education programs	Work with local businesses to conduct a Commercial E Waste Recycling event and the Sustainable Business Program.	Council finalised the BinTrim grant with the project meeting all milestones. 172 businesses were recruited, resulting in an increase of 865.8 tonnes of recycling.	Completed 
10	Undertake community and business education programs	Develop communication and promotional materials including Bulk Household Collection education materials, Sustainable Living Ezine, Resource Recovery and Waste collection calendars and other education materials.	All standard brochures, education materials, including bin stickers, bin bay signs, calendars and bulk household collection notices were reviewed and delivered to residents. All programs were advertised on the web, via e-zines and through social media newsletters.	Ongoing 

SSP3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
11	Undertake community and business education programs	Deliver community awareness programs on resource recovery and waste minimisation.	<p>Since the launch of WasteLess in the Bay, which aims to reduce waste to landfill and increase recycling, over 25,000 commitments from residents, within 4,000 households, have been made.</p> <p>Over 3,500 WasteLess in the Bay kits have been provided to residents who committed.</p> <p>A further 16 videos, created in five languages were uploaded to youtube and were viewed by more than 320 households.</p> <p>Over 1,700 residents have downloaded Council's MyWaste app.</p> <p>446 residents attended a WasteLess in the Bay 'food matters' workshop or a 'reuse matters' repair cafe session.</p> <p>Approximately 1,223 community members participated in the garage sale trail in October 2016 as either a shopper or seller with 60 reported sales and 1,115 reported shoppers. There were 8,720 items listed for reuse at the sales/stall.</p>	Ongoing 
12	Facilitate the Sustainable City Committee	Facilitate regular meetings and seek to achieve outcomes.	Meetings were held with the Sustainable City Committee every two months. The Committee ran a project, targeting single use coffee cups, that engaged over 60 businesses.	Ongoing 
13	Resource recovery trial projects	Offer half price residential compost bins, Reverse Contamination Management, trial the use of recycling bags in unit developments, mattress recycling, offer 360L recycling and garden organics bins and 660L Cardboard/ Paper only bins.	<p>Council continued to be part of the Compost Revolution program that offers compost bins and worm farms to residents at 50% off the recommend retail price. A further 49 households joined, bringing the total to 297 households involved in composting or worm farming. Over 82 tonnes of food waste was diverted from landfill, saving 130 tonnes of CO² emissions. The program is funded through a regional grant coordinated by Southern Sydney Region Organisation of Councils.</p> <p>A further 13 free 660L recycling bins were delivered to units in Rhodes Peninsula, and 10 delivered to the Chiswick area.</p> <p>Free 240L recycling bins (single unit dwellings) and 660L recycling bins were offered to single unit and multi unit dwellings.</p>	Ongoing 
14	Sustainable Food Strategy	Implement programs to support the Sustainable Food Strategy.	<p>Council continued to run workshops and produce e-newsletter articles.</p> <p>Council continued to support community gardens with the opening of the Rhodes Community Garden in September 2016 and was working on two new gardens.</p> <p>A project, Cookluck, was run in partnership with the Youth Food Movement to encourage the avoidance of food waste. 60 local residents were engaged including hosts and guests.</p>	Ongoing 

SSP3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
15	Environmental Strategy	Implement the actions within the Environmental Strategy and report on the actions delivered throughout the year through a yearly summary report including tracking against targets.	<p>Council continued to utilise the Envizi platform for environmental reporting and undertook environmental initiatives where appropriate.</p> <p>Council's fuel emissions reduction target of 10% by 2023 was met.</p> <p>Council commenced a strategy review including target reporting which will be released in September 2017.</p>	Ongoing ➤



Photos from top to bottom: Over 60 businesses were engaged in promoting reusable coffee mugs to reduce the number of single use coffee mugs going to landfill. A representative from the Refugee Council gave a talk to school children on how famine and drought relating to climate change has forced some people to seek refuge in Australia.

Sustainable Spaces and Places 4









Goal: I live in a clean, healthy local environment






Direction: We will maintain and enhance streets and open spaces and operate an effective sustainable waste service







SSP4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Civil design services	Provide design services to deliver the capital works program.	Design services were provided to facilitate the delivery of Council's \$30 million capital works program. Designs completed included the St Lukes Masterplan works, Yarralla Street renewal, Timbrell Drive/Bay Run and Preston Avenue seawall.	Ongoing ➔
2	Manage network of street lighting	Provide ongoing support for the Southern Sydney Region Organisation of Councils street lighting improvement program. Provide ongoing administration of the level of service contract with AUSGRID.	Southern Sydney Region of Councils and Council have achieved an agreement on pricing to implement LED lighting technology as the default light replacement. Changing over to LED lighting technology will achieve power savings of up to 70%. Council began generating and trading energy savings certificates, which will generate income to accelerate the change over to LED technology.	Ongoing ➔
3	Manage stormwater and drainage maintenance program	Develop annual maintenance programs.	Council regularly inspected its pit and pipe networks to remove blockages and repair damaged pits.	Ongoing ➔



Photo: Council is steadily replacing problem trees and repairing footpaths to ensure the safety of the community.

4	Manage stormwater and drainage renewal program	Develop annual renewal programs.	The following stormwater drainage systems were renewed: St Georges Crescent, Moore Street, Colane Street, Indra Street, Inverary Street, Alexandra Street, intersection of Flavelle and Davidson Streets, Day Street pit, Ian Parade and Wellbank Street culvert structural lining, Edwards Park pipe clearing, pit at 54a and 56 George Street, pipes and pits at 279 Great North Road and at the rear of 51 St Albans Crescent in Wymston Parade, pipe relining at 21 Cavell Avenue and 4a Denham Street, from Myall to Wilga Street, from Wilga to Nirranda Street, 97 Broughton Street, Therry Street to Brett Park beside 70-72 Day Street.	Ongoing 
5	Maintain and cleanse local streets	Implementation of additional service options to address the parked-out areas, subject to approved additional funding. Implementation of new equipment to overcome access issues.	Cleansing Services included a 2-weekly sweeping program. Council engaged a contract service sweeper in May to supplement the heavy leaf drop period that characterises this time of the year.	Ongoing 
6	Manage stormwater and drainage maintenance program	Continue inspection of a percentage of the drainage system via CCTV. Identify any deteriorated sections of pipework, and implement appropriate repairs. Inspect known problem locations periodically, clean if required and action to remove issue.	Tranmere and Therry Streets drainage were completed. Stormwater drainage pits that were previously constructed without concrete lintels had their lintels retro-fitted, which prevented the occurrence of localised flooding that results from grates becoming clogged with leaf debris.	Ongoing 
7	Manage stormwater and drainage renewal program	Undertake annual renewal programs (see capital program for expenditure).	Pipe re-lining works included: George Street, Cavell Avenue, Myall to Wilga Streets, Wilga to Nirranda Streets, Broughton and Nicolas Streets, Wymston Parade and Therry Street to Brett Park.	Ongoing 
8	Street Tree Priority Program	Undertake works in accordance with priority listing for the removal of undesirable tree species (see capital program for expenditure).	Work commenced on all the trees listed for removal and remediation work. Some locations were still in progress due to inclement weather and will be completed early in 2017-2018.	Ongoing 
9	Waste management advice	Assess and provide comments for Waste Management Plans of relevant DA Lodgements.	39 Development Applications were assessed and comments provided to the Statutory Planning Team.	Ongoing 
10	Operate waste, recycling and garden organics collection/disposal program	Deliver recycling, garden organics, waste and bulk household collection services. In this regard a trial of on call bulk household collections for MUDs to commence in Rhodes.	Council delivered waste services on a weekly basis and recycling/organics on a fortnightly basis. All waste, recycling, garden organics and bulk household waste collection services were delivered in accordance with contract requirements.	Ongoing  Deferred 









11	Operate waste, recycling and garden organics collection/ disposal program	Deliver resource recovery of recyclables, garden organics, mattresses, e-waste, metals and whitegoods, and disposal of residual wastes.	Approximately 19,000 tonnes of waste was sent to landfill and recovered were 8,000 tonnes of recycling, 4,790 tonnes of garden organics, 3,951 mattresses and 55 tonnes of metal and whitegoods. 28 kilograms of batteries, 353.5 kilograms of gas bottles, 900 kilograms of oil based paint and 1071.5 kilograms of water based paint were recycled through the Community Recycling Centre.	Ongoing 
12	Operate waste, recycling and garden organics collection/ disposal program	Manage collection and processing contracts at a local and regional level.	Council continued to manage the waste and disposal contracts together with the regional recycling processing contract.	Ongoing 
13	Operate waste, recycling and garden organics collection/ disposal program	Monitor the performance of the Waste Hotline.	Monthly waste education and contamination management reports were submitted to Council and regular waste education meetings were held quarterly. The WastEd Time schools education program reached over 340 school students across seven local schools or centres. Over 2,000 contamination management letters were sent to residents. Annual waste education and contamination management reports were received. Contamination management reports were received daily and assessed monthly. 18,563 calls were received by the Waste Hotline. Hotline services were delivered in accordance with contractual obligations.	Ongoing 
14	Operate waste, recycling and garden organics collection/ disposal program	Undertake community education on waste management and recycling.	The Resource Recovery and Waste Management Team engaged in face to face education with 7,024 residents through 11 programs. 1,679 residents were engaged via three different digital platforms. 2,375 residents received targeted correspondence. This equates to 10% (11,078) of residents receiving education. In addition 37,000 waste and recycling booklets/ calendars were delivered, 74,000 bulk household collection service notifications were delivered and 9,000 web page views were counted per month.	Ongoing 
15	Operate waste, recycling and garden organics collection/ disposal program	Deliver waste and recycling service to all Council events and private events conducted on Council land.	300 waste, plus 300 recycling bins, were delivered and serviced at five major events including Ferragosto, Concord Carnival, Rhodes Moon Festival, Chinese New Year and the opening of the Connection, Rhodes. A total of 218 recycling, plus 218 waste bins, were delivered and serviced at 36 private events held on Council land.	Ongoing 



16	Operate waste, recycling and garden organics collection/ disposal program	Manage administrative and oversight requirements of waste contracts including application forms for additional services, handling of complaints regard to contractor services, investigating and inspecting issues in the field and reconciling all invoices for payment.	All actions were undertaken on a daily basis as required.	Ongoing 
17	Deliver WaSIP Program activities as funded by NSW Government program	Develop programs and submit Better Waste and Recycling Fund Action Plans to the Environmental Protection Agency and deliver projects funded.	Projects were implemented in line with grant funding allocated for litter education and infrastructure, illegal dumping and enforcement, waste minimisation and resource recovery and waste compliance.	Ongoing 
18	Waste Management Strategy	Develop and implement a strategy that responds to the NSW Government's funding programs and waste diversion rate targets.	Council continued to develop education programs, aligned with the NSW Government's State Strategy, to educate the community about recycling and reducing waste.	Ongoing 
19	Integrated Littering Plan	Adopt litter Strategy including targets and deliver implementation plan.	A Litter Strategy was adopted and implementation commenced with 31 actions completed including: <ul style="list-style-type: none"> • Bins were mapped using GIS • School education commenced • A new litter branding for Council was created • A baseline litter behaviour and attitude survey was conducted with 335 respondents • Various communications about litter were provided on social media, on Council's website and in the sustainable living e-newsletter • Hit Us With Your Litter Shot competition was conducted • A funded project reviewing bin management at the back of business premises was delivered. 	Ongoing 
20	Rhodes Peninsula Place Plan	Consider waste collection services and minimisation strategies specific to the needs of the Rhodes community and deliver community education campaign focusing on dog ownership and being a good neighbour (including information translated into community languages).	Council engaged with 557 residents, whose first language was either, Chinese, Korean or Hindi, at the Chinese New Year celebrations, Rhodes Moon Festival, and the opening of The Connection. Council paid three translators to be at each event. 16 recycling and waste minimisation videos, created in five languages, reached an additional 320 households. Local residents with dual languages star in the videos.	Ongoing 
21	Rhodes Peninsula Place Plan	Support the resource program and love food hate waste programs and Bin Trim roll out.	Community-created artworks for footpaths were developed and were being rolled out across the City. A video of the Love Food Hate Waste dinner program in Five Dock was completed and published to encourage businesses and residents to recycle more.	Ongoing 

Sustainable Spaces and Places 5

Goal: I feel safe and comfortable using community spaces

Direction: We will support projects and programs that address crime and safety and contribute to a safe community



SSP5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Operate a graffiti removal service	Operate graffiti removal service and promote graffiti hotline and graffiti prevention information to the community (including emerging communities in Rhodes).	Council's graffiti removal service attended to both public and private locations to ensure that all incidents of graffiti were addressed promptly. 266 incidents, covering a combined area of 1,226m ² were reported and attended to.	Ongoing 
2	Emergency services management and liaison	Maintain updated databases on evacuation facilities and oversee other requirements as necessary. Provide space and support for SES at Council facilities.	Liaison and support was offered to State Emergency Services as well as involvement in planning for possible emergency situations that may arise.	Ongoing 
3	Regulate compliance to ensure community safety	Conduct local law and parking enforcement services.	The Law Enforcement and Parking Team continued to provide daily monitoring and took action where breaches were detected.	Ongoing 
4	Regulate compliance to ensure community safety	Provide animal management services which includes promotion of micro-chipping and the reduction of euthanasia rates.	The Law Enforcement Team continued to provide animal management services ensuring compliance with the Companion Animals Act, 1998. Council utilises the Blacktown Council Holding Facility. 18 dogs and five cats were impounded.	Ongoing 
5	Regulate compliance to ensure community safety	Offer a cost effective and efficient building inspection and compliance service.	The Building Services Team continued to provide an effective building inspection and compliance service in accordance with Council's Compliance and Enforcement Policy.	Ongoing 
6	Regulate compliance to ensure community safety	Undertake fire safety audits, inspections and certificates.	31 fire safety audits were undertaken to ensure compliance with legislative provisions.	Ongoing 
7	Regulate compliance to ensure community safety	Investigation and resolution of unauthorised works and use.	Investigation of unauthorised works and use was undertaken on a daily basis in accordance with Council's Compliance and Enforcement Policy. 1,099 incidents were investigated.	Ongoing 
8	Regulate compliance to ensure community safety	Undertake inspections of swimming pool facilities (public, private and semi-public), take action against risks and issue certificates as required. Provide education to the community regarding swimming pool safety.	Council's Swimming Pool Inspection Program was undertaken in accordance with the adopted policy with 1,295 inspections undertaken with 767 Compliance Certificates issued.	Ongoing 





SSP5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
9	Community Safety and Crime Prevention Plan	Implement priority actions as outlined in the Community Safety and Crime Prevention Plan.	<p>The evaluation report for 'Lock it Up' mail box lock project, held in Rhodes and Liberty Grove, was completed.</p> <p>A grant from the NSW Government for a retail safety project targeting local area theft was applied for with Burwood Local Area Command.</p> <p>Burwood and Canada Bay community safety precinct meetings were attended.</p>	Ongoing 
10	Facilitate the creation of community gardens	Support the development of future community garden sites across the City.	<p>The Rhodes Community Garden was opened in September 2016.</p> <p>Council was in the process of developing a community garden in Drummoyne and was working with Inner West Neighbour Aid to establish a community/therapy garden at Rhodes Park.</p>	Ongoing 







Sustainable Spaces and Places 6


Goal: My City has attractive streets, village centres and public spaces

Direction: We will enhance our local shopping centres, community spaces and residential streets and the infrastructure required to service them

SSP6	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Provide street and footpath cleansing services	Maintain footpath and street areas and clean at frequencies commensurate with usage.	Council maintained a 2-weekly sweeping cycle for all streets. In addition, shopping centre locations were assigned cleaning regimes based on commercial activity and pedestrian traffic.	Ongoing 
2	Facilitate and regulate development	Assess and process construction, building, occupation and complying development certificates and deliver education program addressing environmental building options, alterations and additions and complying development.	Applications were assessed in a timely manner in accordance with relevant legislation including: 50 construction certificates, 22 complying development certificates, 87 occupation certificates and 43 building certificates.	Ongoing 

SSP6	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
3	Facilitate and regulate development	Assess and process planning applications.	<p>The on-line booking system for the duty planner service was operational for 12 months and significantly reduced the number of enquiries not related to planning matters. This system returned the duty planner service to five days per week, which requires planners to work the duty roster more frequently, but new system efficiency improvements are mitigating this impact.</p> <p>The service had a high participation rate and was well used by the public, resulting in more efficient and timely responses to planning enquiries and reduced pressures on staff.</p> <p>Income from Development Application pre lodgements and written advice on Exempt/Complying Development continued to be generated.</p> <p>The increase in the number of planning applications caused delays in processing times.</p> <p>There were eight Land and Environment Court appeals.</p>	Ongoing 
4	Rhodes Peninsula Place Plan	Involve stakeholders in the assessment process to ensure incorporation of CPTED principals in Rhodes area and encourage developments to install CCTV on entry/exit points to residential buildings (specifically car parks).	Crime Prevention Through Environmental Design requirements were included within the Rhodes West Development Control Plan, including a requirement to consider the installation of CCTV. Where possible, requirements for CCTV were included in negotiated Voluntary Planning Agreements.	Completed 
5	Prepare a Master Plan for Leeds St and other land in Rhodes East	Prepare background studies and master plan for Rhodes East in partnership with Department of Planning & Environment.	<p>Council worked cooperatively with the Department of Planning and Environment on investigations for the priority precinct in Rhodes East.</p> <p>Technical studies were completed in relation to traffic/transport, contamination, affordable housing, urban design, public domain, community/social infrastructure and feasibility.</p> <p>Feedback from staff and Councillors was provided to the Department of Planning and the Environment as plans for Rhodes East were developed.</p>	Ongoing 
6	Station Precinct Rhodes Urban Renewal	Respond to any future Planning Proposal for the Station Precinct, Rhodes.	<p>Following the preparation of a master plan and community consultation, new development controls were introduced, in December 2015, for land known as Station Precinct, Rhodes.</p> <p>Two Planning Proposals were under assessment for land in the Station Precinct. The applications sought additional density to that in the adopted master plan.</p>	Ongoing 




SSP6	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
7	Station Precinct Rhodes Urban Renewal	Prepare a detailed public domain plan, including pedestrian, traffic and transport plans, for Walker St and the other streets surrounding the Station Precinct in Rhodes.	Consultants were engaged to prepare detailed public domain plans, which will be used to inform future civic works and improve the quality of public spaces around the Station Precinct in Rhodes. A concept public domain plan was prepared and detailed designs finalised.	Ongoing 
8	Administer developer contributions plans	Review contribution payments for S94, S94A and S93F agreements and forecast contribution payments to determine likely income.	Development contributions were monitored weekly. The Canada Bay Development Contributions Plan was updated to reflect local works identified in Rhodes East. The revised plan will be exhibited concurrently with draft planning documents for Rhodes East.	Ongoing 
9	Facilitate and regulate development	Assess and process Section 149 Planning Certificates.	2,297 Planning Certificates were issued.	Ongoing 
10	Assess and process Planning Proposals	Review strategic planning initiatives against the objectives and actions contained within the Canada Bay Local Planning Strategy and report to Council in a timely manner.	The Planning Proposal for 2, 2A and 4 Rothwell Avenue, Concord West, was endorsed by Council and submitted to the Department of Planning and Environment for gazetting. The Planning Proposal for 25 George Street, Concord West, received Gateway Determination from the Department of Planning and Environment. The Planning Proposal for 63-69 Victoria Road, Drummoyne, received Gateway Determination from the Department of Planning and Environment. The Planning Proposal to change controls applying to certain land on Waterview Street, Five Dock, received Gateway Determination from the Department of Planning and Environment. The Planning Proposal for 7 Concord Avenue, Concord West, was refused by Council due to concerns relating to flooding.	Ongoing 
11	Preparation of Planning Studies	Prepare Planning Studies on a case by case basis to provide an evidence base for decision making.	An Urban Design Report was prepared to assess the suitability of rezoning certain land on Waterview Street in Five Dock. Studies in relation to affordable housing and sustainability were prepared to inform planning in Rhodes East.	Ongoing 
12	Undertake a Housing Study	Prepare a local response to the District Plan released by the Department of Planning & Environment.	The Central District Plan was released by the Greater Sydney Commission in November 2016. The Plan was reviewed and Council endorsed a submission to the Greater Sydney Commission.	Completed 
13	Undertake the Five Dock Urban Design Study	Continue the implementation of the Five Dock Town Centre revitalisation.	A Planning Proposal to change controls for land on Waterview Street was endorsed by Council for submission to the Department of Planning and Environment and a Gateway Determination was received.	Ongoing 

SSP6	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
14	Oversee Parramatta Road Urban Renewal	Provide strategic planning advice to Council in relation to the Parramatta Road Transformation Strategy and associated precinct planning.	<p>The Parramatta Road Strategy was released in November 2016. In December 2016, Council resolved to work cooperatively with Burwood and Strathfield Councils to implement the Strategy and undertake the necessary background studies.</p> <p>Expressions of Interest were issued for consultants to prepare a traffic/transport assessment and an urban design study. A select tender was then issued and preferred consultants nominated to undertake the projects.</p>	Ongoing 
15	Oversee Concord West Industrial Lands Urban Renewal	Prepare Planning Proposals and Development Controls in accordance with the Concord West Master Plan.	<p>The Concord West Master Plan was prepared to inform the rezoning of certain industrial land in Concord West. Following a review of Council's decision to defer rezonings in this precinct, applications were progressing subject to compliance with the adopted Master Plan.</p> <p>A Planning Proposal for the rezoning of land at 25 George Street, Concord West, received Gateway Determination from the Department of Planning and Environment.</p> <p>A Planning Proposal for the rezoning of 2, 2A and 4 Rothwell Avenue was endorsed by Council for submission to the Department of Planning and Environment for gazetting.</p> <p>A Planning Proposal for the rezoning of land at 7 Concord Avenue, Concord West, was refused by Council due to concerns in relation to flooding.</p> <p>A Planning Proposal for the rezoning of land at 3 King Street, Concord West, was endorsed by Council for submission to the Department of Planning and Environment for a Gateway Determination.</p>	Ongoing 
16	Development Control Plans	Review the Canada Bay Development Control Plan.	The Canada Bay Development Control Plan was revised to improve the format and controls within the document.	Completed 
17	Canada Bay Section 94A Plan	Prepare of a new S94A Plan for Canada Bay, inclusive of a revised works schedule.	A revised s94A Works Schedule was prepared and discussed with the Executive team with the intention of preparing a report to Council in late 2017.	Ongoing 

Sustainable Spaces and Places 7

Goal: My City has attractive landscapes with sustainable development and where heritage is conserved

Direction: We will encourage sustainable design and conserve and celebrate local heritage

SSP7	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Manage local studies collection	<p>Catalogue Local Studies collection.</p> <p>Expand oral history and digitisation programs focusing on Rhodes.</p> <p>Foster continuing partnership with City of Canada Bay Museum.</p> <p>Develop volunteer program for assisting with digitising and cataloguing local studies material.</p>	<p>The cataloguing of the City of Canada Bay realia project was completed. Real objects included, for example, awards, certificates and plaques. Items can now be accessed through the Library's catalogue. An exhibition was held, to coincide with the Olympics, recording the history of Drummoyne Amateur Swimming Club.</p> <p>The 'Tell Us Your Story' project, to capture local stories from Canada Bay residents, was launched during Heritage Week.</p> <p>The Library trainee helped digitise local studies materials to improve community access.</p> <p>The Henry Lawson 150th Anniversary was celebrated with exhibitions and author talks.</p> <p>The Local Studies Librarian gave a history talk at Concord Museum on Canada Bay and World War II.</p>	Ongoing 
2	Heritage advisory service	Provide free advice to the public and the review of development applications and projects for Council.	<p>The Heritage Advisory Service is a successful program run to support the conservation of local heritage. The Heritage Advisor provided the following services:</p> <ul style="list-style-type: none"> • Development Applications reviewed, 91 • Site inspections, 33 • Maintenance and minor works, 28. 	Ongoing 
3	Local heritage assistance program	Promote and administer Heritage Assistance Program, provide funding for eligible projects and administer progress of projects and report outcome to Council and NSW Heritage Branch.	The City of Canada Bay operated a Local Heritage Assistance Fund to encourage conservation work. Applications were invited for heritage items and contributory buildings in Heritage Conservation Areas.	Ongoing 





Theme 3 Innovative and Engaged

An innovative and engaged city one served by an effective local council that works with its community to balance the needs of its many and diverse stakeholders. It is a city where collaboration and two-way flow of information between council and residents is transparent; where community infrastructure is prioritised and where community celebration is valued.

No.	Goals	Directions
IE1	I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council	We will openly communicate and collaborate clearly to respond to local issues
IE2	I know where to find the services I need and feel comfortable in accessing them	We will promote local services in a variety of ways
IE3	I know about events in the community and feel welcomed and encouraged to participate	We will promote local events in a variety of ways
IE4	My City is well managed and my needs are met through high quality services and well maintained facilities and infrastructure	We will be innovative and apply good governance to meet community expectations and legislative obligations

Total Projects = 93

Status of Projects



Completed = 19



Ongoing = 69



Deferred = 5

Photo top: The Mayor, Helen McCaffrey, joined a big group of people at a robot workshop at The Learning Space, The Connection, Rhodes.

Photo bottom: The Council hosted the Biggest Morning Tea at The Conservatory in Cabarita Park.

Both buildings were completed and officially opened in 2017.



Highlights

Communication and Collaboration

Council's **Customer Services Team** participated in the National Local Government Customer Service Benchmarking Program and was ranked first in a number of contact areas with the community.

Council's website received 240,000 visitors, 44 per cent of whom were viewing the website for the first time.

Social media communications continued to grow with 16 channels achieving a following of over 8,000 people.

Significant resources were committed to getting the **Pokemon Go location in Rhodes shut down** after thousands of people converged on the peninsula and disrupted the lives of residents. Council won a Mumbrella CommsCon Award for managing the issues the phenomenon created.

Promotion of Services

Council continued to commit to **informing the Community** of its services including through the media, websites, newsletters such as the Bayside Brief and Good Living@Rhodes, development of Apps, and through social media. For example, major promotions were developed for the Disability Inclusion Action Plan and the opening of The Connection, Rhodes, and The Conservatory, Cabarita.

Promotion of Local Events

A new **What's on** site was launched in April to improve access to Council run and supported events.

Council processed approximately **15,000 bookings for the use of parks and sports fields**. This included for sports groups, filming, social recreation, events and ceremonies and other recreational activities carried out by the community throughout the year.

With over 6,000 new people moving into Rhodes in the past five years, the **Place-based Team** worked extensively with Rhodes Place Committee to ensure the community and businesses were involved in the development of the peninsula.



Innovation, Good Governance, Continuous Improvement

The **2016-2017 Rate Levy** was issued in July 2016 and amounted to \$50.9 million, comprising new financial year' charges of \$50.2 million. Collections to the end of June 2017 were in line with expectations and amounted to \$50.3 million.

The 30 June 2017 **Statement of Investments** realised cash and investments of \$90.6 million. By comparison, at 30 June 2016, cash and investments were \$87.9 million. Projected cash and investment balances were expected to reduce to around \$70 million by 30 June 2017 in line with drawing down on reserves to fund the completion of major capital works which included The Connection, Rhodes, and the Five Dock public domain upgrade. Additional Developer Contributions and the advance payment of half of the 2017-2018 Financial Assistance Grant contributed to the better than forecast result.

In June 2017, the NSW Government announced that **local government elections** would be held in September 2017 for all those councils that had not merged. This instigated planning for the next **Community Strategic Plan** to be developed following the elections.

Throughout 2016-2017, the Council continued to prepare for the **proposed merger** with Burwood and Strathfield Councils. This involved identifying common strategic directions and operations in all Councils, developing information systems, reviewing assets and services and developing a combined corporate strategy. In May 2016, Strathfield Council submitted a court challenge against the merger and as of 30 June 2017, the challenge was still pending.











Photos this page and previous: Face-to-face customer services and consultation with the community are high priorities for Council, whether in the Council's administration building or at the many festivals and events that Council attends to promote the programs and projects it is involved in.







Innovative and Engaged 1




Goal: I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council

Direction: We will openly communicate and collaborate clearly to respond to local issues

IE1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Office of the Mayor	Undertake administrative and other support as required.	Administrative and governance support for the Mayoral Office, including Councillors, was provided.	Ongoing 
2	Support and liaise with community representative groups	Coordinate Community Associations working group.	Four Community Association meetings were held with representatives from Kendall Inlet, Pelican Point, Liberty Grove, Breakfast Point and Edgewood in attendance.	Ongoing 
3	Website maintenance and management	Annually review and manage website content . Provide training for new users. Provide quarterly website statistics. Provide statistics to other departments when requested. Provide training for new content managers.	The Council's website is updated with new and revised information twice weekly. A new 'What's on' website was launched in April and saw 2,000 visitors by the end of June. The website had over 240,000 visitors, 44 per cent of whom were viewing the website for the first time.	Ongoing 
4	Council brand development and management	Develop corporate identity and update and monitor corporate guidelines.	A framework for Council's branding and collateral was developed, pending the proposed merger.	Ongoing 
5	Develop and implement a online communication strategy	Manage and evolve Council's social media platforms to promote Council activities. Manage communications reporting tools to track effectiveness of social media and online tools. Update content plan for over-arching social media and provide as template for other departments. Monitor social media policy. Oversee publication of online newsletters.	Council's social media presence continued to build with Council running over 16 social media channels across various platforms. This achieved a following from over 8,000 people. Council's corporate facebook page grew steadily with over 4,400 followers. With the changes to facebook, Council now pays to boost posts and its page to ensure residents receive Council news.	Ongoing 

IE1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
6	Communication Strategy	<p>Audit and update Council's three-year Communication Strategy.</p> <p>Develop and implement 12-month communication plan to promote positive corporate stories.</p> <p>Manage and implement all corporate communication including newsletters, media releases, social media, media responses.</p> <p>Provide communication tools for internal staff to promote projects and initiatives to wider community.</p>	<p>Over 150 media releases were distributed and informed Council's website news and social media feeds.</p> <p>BaysideBrief was delivered quarterly to all residents except those in Rhodes.</p>	Ongoing 
7	Rhodes Peninsula Place Plan	<p>Deliver GoodLiving@Rhodes (quarterly).</p> <p>Manage communication for the Connection.</p> <p>Maintain the @Rhodes website.</p>	<p>The augmented reality game, Pokemon Go, had a major impact on Rhodes with thousands of people converging on the peninsula. Significant resources were dedicated to managing the number of people, and in making approaches to Niantic to remove the site from their game, which occurred. The Communications team won a Mumbrella CommsCon Award for Best Issues Management and was highly commended in the Local Government Awards.</p> <p>Communications support was provided for the opening of The Connection. This included developing a sponsorship agreement with IKEA, a new website, communication material, promotion for both the opening events and ongoing requirements, and event support.</p> <p>The GoodLiving@Rhodes newsletter was delivered quarterly to 10,000 Rhodes' residents and the monthly e-news was sent to over 1,000 subscribers.</p>	Ongoing 
8	Complaint handling and resolution	Manage complaint resolution as per Council policy.	Council received 258 complaints, 47% of these were resolved within the required timeframe.	Ongoing 


IE1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
9	Provide customer service facilities	Provide customer service centres, call centres and temporary centres as required. Provide administrative support to relevant departments of Council on applications and inquiries made via Customer Services.	Council's Customer Service team was successful at the National Local Government Customer Service Annual Awards held in October 2016 and received: <ul style="list-style-type: none"> Highly Commended for Customer Contact Excellence Award Finalist for the Customer Service Team of the Year. Council's Customer Service team participated in the National Local Government Customer Service Benchmarking Program and was ranked first in the following areas: <ul style="list-style-type: none"> First contact resolution at 97% compared to the average of 75.1% Phone abandonment rate of 0.84% Answering phone calls in set target time at 91% Customer Service productivity Technology Multilingual customer service staff Training hours for Customer Services Officers, Coordinator and Team Leader. 	Ongoing 
10	Manage Council meetings and provide support to Councillors in fulfilling their role	Ensure council meetings are conducted in accordance with legislative and other requirements and support services are provided to Councillors as per Council policies.	18 Council meetings were held during the reporting period. All meetings were held in accordance with legislation and Council's Code of Meeting Practice.	Ongoing 
11	Manage Council meetings and provide support to Councillors in fulfilling their role	Coordinate catering for Council functions and meetings.	Catering was provided for each formal Council event throughout the year.	Ongoing 
12	Rhodes Peninsula Place Plan	Maintain Rhodes Website and App.	The Rhodes website was no longer supported by the company.	Deferred 
13	Rhodes Peninsula Place Plan	Promote the Rhodes ferry wharf and new bus routes.	The proposed Rhodes ferry wharf and new bus routes were considered as part of the Rhodes East redevelopment project that was developed in collaboration with the Department of Planning.	Ongoing 
14	Engage residents, ratepayers and other stakeholders in decision making about Council resources and other issues	Co-ordinate and support community engagement activities that identify community needs.	The Community Engagement Policy was reviewed. A draft Community and Stakeholder Engagement Strategy was prepared for the Community Strategic Plan. This document will be finalised with the new Council. Advice on community engagement was provided to internal staff.	Deferred 



IE1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
15	Review and apply recommendations of 2012 Citizens' Panel	Progress outcomes of the Policy Panel in line with Council directions.	This action was deferred pending the outcome of the proposed Council mergers.	Ongoing 
16	Provide customer service facilities	Provide customer service centres, call centres and temporary centres as required. Provide administrative support to relevant departments of Council on applications and inquiries made via Customer Services.	Council, through multiple channels of communication, made approx 219,000 connections including: <ul style="list-style-type: none"> • Contact centre, 142,845 • Counter, 17,819 • Contact us, 9,844 • Live chat, 2,618 • E-service, 3,936 • Online appointments, 1,820 • Remote site, 282 • Request management, 40,179. 	Ongoing 
17	Provide customer service facilities	Provide customer service centres, call centres and temporary centres as required. Provide administrative support to relevant departments of Council on applications and inquiries made via Customer Services.	Council continues to promote and improve channels of communication and enable ease of transaction by offering more points of contact for payments and application processing with residents. This has led to the following increases from the previous year. <ul style="list-style-type: none"> • E-services, 42.9% • Online appointments, 20.9% • Request management, 15.9% • Email queue, 35.4%. 	Ongoing 

Innovative and Engaged 2

Goal: I know where to find the services I need and feel comfortable in accessing them

Direction: We will promote local services in a variety of ways

IE2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Communication and Public Relations	Regularly update communication plans to reflect service provision. Ensure key messages about services included in communication tools where appropriate.	Support was provided for booking over 150 advertisements and designing new websites for Children's Services, Five Dock Leisure Centre and for the proposed Council merger. Communications for the consultation process for the Disability Inclusion Action Plan was provided.	Ongoing 





IE2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
2	Develop a marketing strategy for Council's facilities and services	Oversee communication plans for key projects, facilities and services. Include good news stories in all CPR schedules.	Communications plans were developed and implemented for major Council projects including: the development of the Disability Inclusion Action Plan, Matador Cup Cricket events, Kings of Concrete skate event at Five Dock Skate Park, Hidden Gems videos, the Litter Strategy and The Connection, Rhodes. Council's news continued to be delivered through the weekly Mayoral Column, the website, Bayview Brief and printed and electronic newsletters.	Ongoing 
3	Support community groups that provide local services	Review and maintain the LINC'S Community Information database.	The LINC'S data base is regularly updated, with information on local organisations and is made available on Council's website.	Ongoing 

Innovative and Engaged 3

Goal: I know about events in the community and feel welcomed and encouraged to participate

Direction: We will promote local events in a variety of ways







IE3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Support local community-led events	Oversee and deliver Council's Community Sponsorship Program.	The Community Event Sponsorship program was delivered with 16 recipients receiving both financial assistance and significant in-kind support. The Sponsorship and Donations Policy and guidelines were updated to tighten the reporting requirements.	Ongoing 
2	Communication Strategy	Develop communication plans for Council events to promote to local community and wider audiences.	The upgraded Drummoyne Oval was promoted through the Matador BBQ Cricket matches as a way of encouraging other sports bodies to book the top-class facility. A new 'What's on' website was launched to make it easier for the community to find events run and supported by Council. Events sponsored by Council received promotional support through Council media channels.	Ongoing 







IE3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
3	Work with and support local sporting associations	Facilitate summer and winter sporting forums, training and other communication and support.	<p>Council continued to work with sporting groups, organisations, residents and the general public by providing various channels of communication for enquiries relating to sporting fields and open space areas. This communication included: on-line 24/7 access, quarterly newsletter, Internet updates, community consultation, awareness of community grants and government funding and sporting forums. These initiatives provided opportunities for sporting groups and organisations to work with staff within Council to provide information on strategies relating to management of sports fields, assets and open space recreational areas.</p> <p>Council processed approximately 15,000 bookings for parks and sports fields during the period July 2016-June 2017. This number represents the total number of days, nights and weekends that bookings were held across all the LGA parks for sports groups, filming, social recreation, events and ceremonies and other recreational activities throughout the year.</p>	Ongoing 
4	Support local community-led events	Support street parties in the local community.	Council continued to provide support for Christmas street parties by providing each application with a traffic management plan, funds for Council to provide qualified staff for closures of streets, barriers and support required for each application. Each year Council receives excellent feedback from the community expressing their gratitude. During 2016, 11 applications were received and processed.	Ongoing 
5	Rhodes Peninsula Place Plan	Work in partnership to utilise private and commercial spaces for public activation and a shared village atmosphere.	<p>Ongoing partnerships were developed through the Rhodes Place Committee.</p> <p>Council sponsored the Lunar New Year event which had 20 stalls and 4000 people.</p> <p>Billbergia Bennelong Bridge Run attracted 2000 people.</p> <p>Mirvac utilised open space and Ikea partnered and sponsored programs at The Connection valued at over \$12,000.</p> <p>Ikea hosted a pop-up in Union Square and supported the Bike Day with provision of free bikes which were fashionably customised and raffled for charity.</p> <p>Park Run Rhodes continued to use Bicentennial Park and Rhodes Foreshore.</p> <p>A partnership was established with Sydney Olympic Park Authority and the City of Parramatta to deliver the Homebush Bay Circuit Wayfinding Strategy and Master Plan. The project was funded by the Roads and Maritime Services and Council and is valued at over \$120,000.</p>	Ongoing 
6	Support local community-led events	Support local community-led events.	Customer Services were provided at Ferragosto Festival and Concord Carnival where information on Council's key projects was disseminated.	Ongoing 







Innovative and Engaged 4











Goal: My City is well managed and my needs are met through high quality services and well maintained facilities and infrastructure








Direction: We will be innovative and apply good governance to meet community expectations and legislative obligations






IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Integrate service delivery with operational planning and reporting	Oversee the operation of Council's Executive Services division.	Strategic reviews and work plans of Managers and staff aligned with Operating Plan.	Ongoing 
2	Integrate service delivery with operational planning and reporting	Oversee council mergers during transition process.	Representatives from Canada Bay, Burwood and Strathfield Councils collaborated, through working groups, on preparing for the proposed merger of the Councils.	Completed 
3	Manage Council's finances in accordance with Long Term Financial Plan	Regular reviews of savings, efficiencies and revenue opportunities.	The auditor's report for the year end 30 June 2016 confirmed Council's finances were ahead of Local Government Industry Indicators across the six key benchmarks.	Completed 
4	Participation in Local Government NSW and Southern Sydney Regional Organisation of Councils	Be involved in projects and programs as appropriate.	Southern Sydney Region Organisation of Councils General Managers' meetings were attended and policy direction meetings for affiliated Councils were participated in.	Ongoing 
5	Integrate service delivery with operational planning and reporting	Oversee the operation of Council's Corporate Services Division.	All areas of operations of Corporate Services Division were completed satisfactorily.	Completed 
6	Integrate service delivery with operational planning and reporting	Oversee Corporate Services priority actions relating to Council merger.	Representatives from Canada Bay, Burwood and Strathfield Councils collaborated, through working groups, on preparing for the proposed merger of the Councils.	Completed 
7	Procurement management	Oversee best practice procurement across the organisation.	The strategic oversight of Council's procurement activities included: <ul style="list-style-type: none"> Facilitation of training in procurement modules Providing advice and direction to staff Making staff aware of Southern Sydney Region of Councils, Local Government Procurement and other contracts Ensure probity plans are included for all tenders and review as required Review contract variation procedures. 	Ongoing 







IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
8	Integrate service delivery with operational planning and reporting	Oversee operation of Council's Community Development division.	<p>Key outcomes of the Community Development division included:</p> <ul style="list-style-type: none"> The Connection, Rhodes, commenced operations in December and activities included an open day on the 3 January 2017 and an official opening on the 21 January 2017. Meeting and event spaces were available for the public and The Learning Space programs were delivered including school holiday activities, the Vivid Ideas program and recurring programs The Library Services upgrade to RFID equipment to implement self-return system was completed and some staff were re-allocated to The Learning Space A range of events were co-ordinated at Drummoyne Oval and other recreational open spaces A number of community groups and committees, both internal and external were co-ordinated or supported Council's Disability Inclusion Action Plan was developed and adopted by Council following community consultation Input was provided into Inner West Central Precinct project control group. 	Ongoing 
9	Integrate service delivery with operational planning and reporting	Oversee Community Development's priority actions relating to Council merger.	<p>Representatives from Canada Bay, Burwood and Strathfield Councils collaborated, through working groups, on preparing for the proposed merger of the Councils including for corporate, library and community planning.</p> <p>A draft combined Delivery Plan and Operating Plan was developed for Burwood and Canada Bay with Strathfield included.</p> <p>Recommendations for fees and charges, policies and procedures were developed for the proposed merged library services.</p>	Ongoing 
10	Develop and manage FuturesPlan20 Alliance Program	Co-ordinate Council's response to the Fit for the Future program.	Co-ordination of response was undertaken.	Completed 
11	Integrate service delivery with operational planning and reporting	Integrate service delivery as required.	All areas of operations of the Planning and Environment Division were completed satisfactorily.	Ongoing 
12	Integrate service delivery with operational planning and reporting	Oversee Planning and Environment's priority actions relating to Council merger.	Representatives from Canada Bay, Burwood and Strathfield Councils collaborated, through working groups, on preparing for the proposed merger of the Councils.	Ongoing 
13	Integrate service delivery with operational planning and reporting	Oversee operation of Council's Technical Services and Operations Division.	All areas of operations of Technical Services and Operations Division were completed satisfactorily.	Ongoing 








IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
14	Integrate service delivery with operational planning and reporting	Oversee Technical Services and Operations' priority actions relating to Council merger.	Representatives from Canada Bay, Burwood and Strathfield Councils collaborated, through working groups, on preparing for the proposed merger of the Councils.	Ongoing 
15	Manage Council's workforce in accordance with Workforce Management Strategy	Continue to review impacts on staffing levels and supply due to external influences and local challenges.	Regular meetings were held between Human Resources and managers to discuss and support needs relating to staffing.	Ongoing 
16	Manage Council's workforce in accordance with Workforce Management Strategy	Upgrade and develop HRIS technology to support efficient reporting.	<p>Development continued of the Learning Management System.</p> <p>Reports were made available for Learning and Development Activities.</p> <p>The roll-out of the Employee Self Services module was 90% completed for administrative staff allowing leave to be applied for and approved online.</p> <p>The implementation of the Scout recruitment system was completed with all recruitment requests, approvals and candidate management now done online.</p> <p>The Technical Services and Operations team now enter daily timesheets into the payroll system which allows for more accurate reporting on assets maintenance undertaken and to be schedule.</p> <p>Reports were developed for Management to review and update expired licences and certifications necessary for Workplace, Health and Safety compliance.</p>	Ongoing 
17	Manage Council's workforce in accordance with Workforce Management Strategy	Develop a collaborative and cooperative culture through engagement of staff in supporting and living our corporate values.	No development activity was undertaken due to pending Council merger.	Deferred 
18	Manage Council's workforce in accordance with Workforce Management Strategy	Target training for skill gaps and labour shortages via a needs assessment of all positions and the development of roles based training programs.	<p>A review of mandatory certification requirements for positions was completed.</p> <p>Training was arranged for staff who did not have current licences and/or compliance certificates.</p>	Completed 
19	Manage Council's workforce in accordance with Workforce Management Strategy	<p>Promote participation in performance review processes and high performance initiatives.</p> <p>Develop talent management strategy that addresses mentoring, succession planning and career development.</p>	<p>Performance reviews and high performance assessments were undertaken.</p> <p>The Talent Management Strategy was put on hold due to the proposed Council merger.</p>	Deferred 









IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
20	Manage Council's workforce in accordance with Workforce Management Strategy	Maintain leadership development program incorporating business improvement training, values based management and project management.	Coursework for Project Management Accreditation was arranged and completed. Human Synergistics prebrief and debrief sessions were completed with coordinators.	Ongoing 
21	Manage Council's workforce in accordance with Workforce Management Strategy	Participate in the Organisational Effectiveness survey for 2016.	Information was provided to the Organisational Effectiveness Survey and the review of outcomes was completed.	Completed 
22	Manage Council's workforce in accordance with Workforce Management Strategy	Actively manage claims and rehabilitation to ensure timely return to duty and minimisation of cost.	The Recover at Work program was developed and rolled out.	Completed 
23	Manage Council's workforce in accordance with Workforce Management Strategy	Promote the availability of the Employee Assistance Program to staff and investigate opportunities to enhance Council's capacity to manage staff wellbeing.	The contract with the Employee Assistance Provider was renewed and a workshop and individual consultations held. A monthly newsletter on various health and wellbeing topics was distributed to staff.	Completed 
24	Workforce Management Strategy	Develop a new Workforce Strategy which integrates with other resourcing strategy documents as part of next Integrated Planning cycle.	Work commenced on a draft Workforce Resourcing Strategy that is consistent with the NSW Local Government Workforce Strategy.	Ongoing 
25	Document management and records	Develop systems to ensure information access legislation is complied with and maintain Records Management and Disposal Policy.	257 Access to Information Applications were completed, with 95% of these applications for information relating to properties for either presale or renovations. Records were disposed of in accordance with Council's Records Management Disposal Policy.	Completed 
26	Risk and insurance management	Manage ongoing processing of claims. Coordinate use of Echelon to manage public liability claims on behalf of Council.	64 Public Liability Claims were received, 29 were denied, 5 were paid and 30 remained active.	Ongoing 
27	General governance requirements	Manage Council's legislative compliance register, process and reporting program.	Council subscribed to the Local Government Legal Legislative Compliance Database.	Ongoing 
28	Business Continuity Plan	Conduct annual review of Business Continuity Plan and relevant sub plans.	The Information Systems Subplan was reviewed in conjunction with Echelon Australia. The Business Continuity Plan review was deferred due to the proposed pending Council merger.	Deferred 
29	Fraud Risk Assessment Strategy	Maintain Council's Fraud Risk Assessment Strategy and operate Audit and Risk Management Committee.	Internal audits were completed for child care centres, GST and cash management.	Completed 





IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
30	Integrated Risk Management Plan	Maintain and review Integrated Risk Management Plan and develop controls to minimise risks identified in the Plan.	The Integrated Risk Management Plan was maintained and reviewed.	Ongoing 
31	Records Strategic Plan	Complete actions identified in Records Strategic Plan schedule.	Actions in the Records Strategic Plan undertaken included staff training, particularly in Property and Rating, scanning of Complying Development Certificates and archived Development Applications.	Ongoing 
32	Manage Council's workforce in accordance with Workforce Management Strategy	Continue to upgrade WHS procedures in line with Legislative requirements.	Workplace, Health and Safety procedures, relating to incident investigations, were created in the Property and Rating system. Procedures were aligned with risk management principles.	Ongoing 
33	Manage Council's workforce in accordance with Workforce Management Strategy	Maintain current healthy lifestyle programs including Staff Health Fair.	A Staff Health Fair was conducted with 247 people in attendance. Guest speaker, former Olympic champion and media personality, Lisa Curry, spoke about the importance of exercise, general good health, mindfulness, wellbeing and the importance of never giving up. A Work, Health and Safety Awareness Campaign was formulated to encourage good health and wellbeing.	Ongoing 
34	Manage Council's workforce in accordance with Workforce Management Strategy	Undertake prioritised recommendations of WHS gap analysis.	Updated and reviewed Safe Work Method Statements and Standard Operating Procedures across the organisation. Updated evacuation signs at appropriate work sites. Implemented workflows for incident reporting and sign off.	Ongoing 
35	Manage Council's finances in accordance with Long Term Financial Plan	Maintain discretionary and non-discretionary reserves.	Actual income, to 30 June 2017, of \$106 million exceeded the projected annual Operating Income of \$88.5 million. Actual expenditure of \$66 million (excluding depreciation) compared favourably to projected Operating Expenditure (excluding depreciation) of \$71.9 million.	Ongoing 
36	Manage Council's finances in accordance with Long Term Financial Plan	Manage Council's rating system.	The 2016-2017 Rate Levy was issued on 12 July 2016 and amounted to \$50.9 million, comprising new financial year' charges of \$50.2 million. Collections to the end of June 2017 were in line with expectations and equated to 98.4% of the levy, which amounted to \$50.3 million. Work was completed for collecting the Fire and Emergency Services Property Levy (FESL) on behalf of the State Government. All non-government land was categorised into either Residential, Public Benefit, Industrial or Commercial. Details were communicated to all Land Owners in April 2017. The State Government subsequently deferred the introduction of the Levy.	Ongoing 

IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
37	Manage Council's finances in accordance with Long Term Financial Plan	Administration of accounts payable and accounts receivable.	<p>The Accounts Payable and Accounts Receivable operational team operated to Service Standards.</p> <p>An audit of the Accounts Payable function indicated a good level of compliance with the Procurement Policy and Procedures across the organisation, with the Finance team supporting regular training and reporting.</p> <p>The Accounts Receivable area supported business units with invoicing and collections.</p> <p>Aged Debtors were managed according to the Debt Recovery Policy.</p>	Ongoing 
38	Manage Council's finances in accordance with Long Term Financial Plan	Manage investment of funds.	<p>The 30 June 2017 Statement of Investments amounted to cash and investments of \$90.6 million. By comparison, at 30 June 2016, cash and investments amounted to \$87.9 million. Projected cash and investment balances were expected to reduce to around \$70 million by 30 June 2017 in line with drawing down on reserves to fund the completion of major capital works which included The Connection, Rhodes, and the Five Dock public domain upgrade.</p> <p>Additional Developer Contributions and the advance payment of half of the 2017-2018 Financial Assistance Grant contributed to the better than forecast result.</p>	Ongoing 
39	Long Term Financial Plan	Annually update Long Term Financial Plan.	<p>The Independent Pricing and Regulatory Tribunal announced on 27 November 2016 an allowable rate increase of 1.5% for 2017-2018. This was approximately 0.5% less than projections and required adjustments to the 2017-2018 operational budget and long-term forecasts.</p> <p>Long-term financial forecasts were updated to reflect the adopted 2017-2018 budget.</p>	Ongoing 
40	Manage Council's Finances in accordance with Resourcing Strategy	Provide financial support across organisation including preparation of management reports and external statutory reporting.	<p>The Annual Financial Statements were presented to Council for the 2015-2016 financial year by 30 November 2016 as required by the Local Government Act.</p> <p>Financial management reports were produced on a monthly basis for review by Executive with quarterly budget reviews presented to Council for the periods ending September 2016, December 2016 and March 2017.</p>	Ongoing 
41	Manage Council's Finances in accordance with Resourcing Strategy	Review overarching Resourcing Strategy Long-term Financial Plan as part of new IPR process.	<p>The Long-term Financial Plan was reviewed in line with the preparation of the 2017-2018 Operating Budget.</p> <p>The overarching Resourcing Strategy including financial management, asset management and workforce planning will be reviewed in line with the next Delivery Program.</p>	Ongoing 

IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
42	Rhodes Peninsula Place Plan	Support the work of the Rhodes Place Committee.	The Rhodes Place Committee members contributed to communications, programs and sponsorship, including the delivery of funding for Rhodes and Cabarita Park programs and projects and collaborations in shared events as part of Summer Revel in Rhodes.	Ongoing 
43	Information technology services	Complete migration to new Information Technology Services and develop associated Information Systems Strategy.	The Business Systems (TOP) project was completed within the financial and business scope. The Human Resources /Payroll Employee Self Service module was rolled out to all indoor staff. Some components of the system, that were originally planned were postponed pending the proposed merger of Council. These included mobility options for assets and work orders, corporate performance planning and an upgrade to The ECM document management system.	Completed 
44	Complete the replacement of Council's information systems	Deliver Information Systems service to the organisation including special projects to support Councils merging.	Extensive pre-work was undertaken, with Burwood and Strathfield Councils, relating to merging the three Council's information systems. This work included: the establishment of network links between the three councils, the commissioning and ongoing design of an interim website and URL management, consultant engagement, email and system configuration, network planning and the compilation of core system and contract details and the development of an interim staff intranet and website.	Ongoing 
45	Review demographic data as it becomes available	Revise demographic data. Provide information to key stakeholders in line with 2016 census and update information on Council's website.	Population forecasts were updated and included on Council's website. Community Profile information will be updated on Council's website following the release of 2016 Census data from 27 June 2017.	Ongoing 
46	Integrate service delivery with operational planning and reporting	Co-ordinate the review and update of Council's Integrated Planning and Reporting documentation including: Delivery Plan, Operating Plan, 6 Monthly Progress Reports, Quarterly Reports and Annual Report and provide corporate planning support.	Planning and reporting documents developed included: <ul style="list-style-type: none"> Annual Report 2015-2016 6 month Progress Report detailing the achievements of the Council from July - December 2016 Annual Operating Plan 2017-2018 Data input for the Local Government Performance Excellence Program. Ongoing support was provided to the management team.	Ongoing 
47	Develop and manage FuturesPlan20 Alliance Program	Review FuturesPlan20 and co-ordinate development of a new Community Strategic Plan in partnership with key stakeholders.	Following advice from the Office of Local Government that Council elections will be held in September 2017 preparations began to update the Community Strategic Plan. A Project Plan and draft Community and Stakeholder Engagement Strategy were prepared.	Ongoing 

IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
48	Manage buildings renewal program	Oversee the Five Dock Leisure Centre - Crèche Upgrade. Oversee the Five Dock Leisure Centre - Gymnastics Hall Fan Upgrade. Oversee the Five Dock Leisure Centre - Staff Offices Upgrade.	The crèche upgrade and gymnastics fan projects were completed. The upgrade of the staff office upgrade was ongoing.	Ongoing 
49	Manage buildings renewal program	Oversee the Wellbank Children's Centre Playground Upgrade.	Wellbank's yard for 2-5 year olds was upgraded. This gave the children and staff a connection to the environment, which enabled the children to actively take responsibility for their ecological footprint through care of the vegetable garden, worm farm and compost bin.	Completed 
50	Manage buildings renewal program	Oversee the Victoria Avenue Children's Centre Playground Upgrade.	The \$55,000 upgrade of the outdoor yard was completed in November 2016 and provided additional natural elements to promote exploration.	Completed 
51	Sustainable Procurement Strategy	Work on tenders and run a pilot project. Develop Green Office Policy.	A Green Office Policy was developed.	Completed 
52	Geographic information systems	Maintain and develop spatial and property data systems to support Council planning and decision making.	Mapping services were provided to staff to assist with planning and decision making. New map layers created within the period included for land that is wholly or partly affected by the coastal management zone. Council's property system was regularly updated to include new land and street address information.	Ongoing 
53	Manage buildings maintenance program	Develop and implement annual building maintenance programs.	120 items were completed as part of the building maintenance priority program.	Completed 
54	Manage buildings renewal program	Develop and implement annual building renewal programs.	Works undertaken as part of the Building Renewal Program included the replacement of 25% of the pool tiles at Cabarita Swimming Centre and a portion of the Five Dock Leisure Centre's roof. Public toilets were upgraded in Russell Park, Battersea Park and Bayview Park.	Ongoing 
55	Property Strategy	Undertake priority task contained within the Property Strategy in regular consultation with Councillors.	Disposal of surplus properties on George Street, Concord West, and Hilly Street/Edwin Street, Mortlake, were completed. A contract for sale of 231 Victoria Road, Drummoyne was executed. An Expression of Interest for Waterview Street and Kings Road redevelopment was drafted ready for release to the open market. The redevelopment of 283 Concord Road progressed with Development Application plans prepared ready for lodgement.	Ongoing 

IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
56	Property Strategy	Negotiate the acquisition of 36 Leicester Avenue, in order to progress planning strategy outcomes included in the Strathfield Triangle DCP.	Council resolved not to proceed with the purchase of 36 Leicester Avenue.	Completed 
57	Management of Council venues for hire	Manage properties and leasing of Council investments properties, community facilities, footpath dining, advertising spaces and operational buildings.	Council's leased properties continued to be managed as required. Rental arrears tracked below 1% which was below the industry standard of 3%.	Ongoing 
58	Manage buildings renewal program	Construct The Conservatory and Rothwell Park amenity building, and investigate new amenities for Campbell Park.	The construction of The Conservatory in Cabarita Park was completed and formally opened and quickly became popular with hirers. The Rothwell Park amenities building was completed in June 2017. A Construction Certificate was applied for, with the Campbell Park amenities to be put out for tender in 2017-2018.	Completed 
59	Manage buildings renewal program	Implement property sales and purchases as a result of reviews to the LEP relating to changes to Parramatta Road and Westconnex projects.	A portion of Council's property at 10 Thornleigh Street, Concord, was sold to Roads and Maritime Services for road widening for WestConnex. Discussions continued for the acquisition of land, not needed for WestConnex, that will consolidate Council's existing land holdings.	Ongoing 
60	Manage Council's assets in accordance with Asset Management Strategy	Review overarching Resourcing Strategy - Asset Management Plan as part of new IPR process.	A draft overarching Resourcing Strategy - Asset Management Plan was prepared for review.	Ongoing 
61	Manage Council's assets in accordance with Asset Management Strategy	Implement asset management improvement strategies to address gaps in knowledge and operation.	Asset Management Plans were updated with the outcomes of the new gap analysis that was performed to document improvements that were achieved and to prepare new strategies to address improvements required.	Completed 
62	Asset Management Strategy	Update and implement sub-plans and programs.	All Asset Management Plans were reviewed and updated ready for implementation.	Ongoing 
63	Development of income generating civil works projects	Refine process for approval of driveways to incorporate with DA approval process.	A Development Application approval process for driveways was reviewed and put in place to ensure an efficient and commercially competitive service.	Ongoing 

IE4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
64	Manage fleet and plant replacement program	Implement replacement program with adopted principles of greenhouse gas emission and resale value.	<p>Council's backhoe/front-end loader and FLOCON (asphalt) truck were planned for replacement at a combined net outlay of \$400,000.</p> <p>Council's passenger bus was planned for replacement and will be fitted with a wheelchair lift at a total cost of \$150,000.</p> <p>To assist in containing maintenance costs, Council purchased tyre fitting and balancing equipment for the workshop that enables mechanics to fit and balance tyres at the depot.</p>	Ongoing 
65	Manage buildings maintenance program	Conduct periodic inspection to assist in refining the preventative maintenance program.	<p>Building defects inspections were performed to facilitate program maintenance work in Council's buildings.</p> <p>Traffic facility preventative maintenance work commenced, with 3 packages of work completed.</p>	Ongoing 
66	Fleet management	Operate Council's Fleet Management activity to ensure that the fleet is maintained at a cost-effective level.	<p>All plant and vehicle selections were based on CO² emission levels, fuel efficiency and resale values.</p> <p>All vehicle and plant repairs and servicing were carried out at the depot, with only specialist work being outsourced.</p> <p>Vehicles with poor resale value, like the Holden Commodore, were deleted from the leaseback list.</p>	Ongoing 
67	Manage buildings renewal program	Implement as defined by Manager Building and Property.	Renewal program works were carried out at: Drummoyne and Cabarita Pools, Five Dock Leisure Centre, Concord Senior Citizens Centre, Concord Community Centre, Quarantine Park Cottage and public toilets at various locations.	Ongoing 



Theme 4

Thriving and Connected

A thriving and connected city has successful local economic development and is served by well-functioning transport and roads. People in a thriving and connected city can get around easily in a variety of ways and have access to prosperous village centres and exciting destinations. A thriving and connected city enjoys a range of employment, educational and residential options for its residents.

No.	Goals	Directions
TC1	My City has a range of housing options	We will encourage and support the provision of a diverse range of housing stock which responds to changing needs
TC2	I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City	We will develop, enhance and promote walking and cycling facilities in the area
TC3	I can get where I need to go safely without too much delay	We will maintain local roads and footpaths to ensure they are safe and accessible and lobby for better road networks
TC4	I have good day to day public transport options which take me to the places I need to go	We will use and lobby for public transport and sustainable transport options
TC5	I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need	We will use local shopping centres
TC6	I am able to expand my skills and strengths while still working close to home	We will nurture opportunities for local employment, education and skills development
TC7	I live in a city with attractive tourist destinations	We will create and maintain sustainable tourism destination
TC8	I have access to local businesses of a high quality, global standard	We will develop and support business parks and large enterprises based in our area

Total Projects = 62

Status of Projects

 **Completed = 5**

 **Ongoing = 57**

 **Deferred = 0**

Photo: The Connection, Rhodes, completed in October 2016 and officially opened in January 2017 provides accessible places and spaces for learning, meetings and events.



Highlights

Housing Options

The **affordable housing portfolio** increased to 27 dwellings. The properties were let and ran at 100% occupancy.

Council worked with the Department of Planning and Environment on investigations for the **priority precinct in Rhodes East**. Technical studies were completed for traffic/transport, contamination, affordable housing, urban design, public domain, community and social infrastructure and feasibility.

The **Concord West Master Plan** was prepared to inform rezoning of certain industrial land in Concord West.

Walking and Cycling

The **Bay Run between Dobroyd Parade and Arthur Street** was completed which created a separated cycle and pedestrian path for the Canada Bay side of the Bay Run.

Safe and Accessible Road Networks

12,455m² of **footpaths** were reconstructed and 554m of kerb and guttering was laid in association with road paving upgrades.

Council continued to liaise with **WestConnex** regarding the management of construction impacts on the local road network. In addition comments were also provided on the **Parramatta Road Urban Transformation Strategy** that will see over 30,000 people move into new housing along the Road between Homebush and Taverers Hill over the next 20 years. Major changes may occur relating to road usage and public transport.

The **Road Safety Program** saw an additional 200 child car seat restraints purchased, five pedestrian safety workshops about falls prevention run and 30 Look Out Before You Step Out stencils installed.

Better Public Transport

Council upgraded another **20 bus stops** to ensure they are accessible for people with a disability.



Photos top to bottom: Speed awareness signs encourage drivers to slow down, the Bay Run now has a separated cycling and pedestrian path on the Canada Bay section, and The Learning Space at The Connection, Rhodes provides a variety of activity areas.

The **Station Precinct Master Plan** and draft plans for Rhodes East were prepared with consideration given to encouraging the use of public transport over the use of private vehicles, encouraging active transport through the provision of a high quality public domain and reducing on-site car parking in locations close to the train station.

Village and Shopping Centres

The **Great North Road** streetscape upgrade was completed adjacent to the business premises in the northern section of the Five Dock shopping village. This work transformed and revitalised the village by providing outdoor dining areas, shade, under grounding of overhead cables, decorative lighting, landscaping and art.

Place activations took place in Chiswick and Concord West and included facade improvement, public art installations, celebration of the 60th anniversary of the Chiswick baths, movies under the stars and installation of bike racks, Christmas decorations and play equipment.

Local Employment, Education and Skills

Council worked closely with businesses throughout the City to ensure **shopping and business hubs** could be as active as possible.

An extensive communications and place activation program was coordinated to attract people to use and hire **The Connection, Rhodes**, which opened in January 2017. By June, many of the event and meeting spaces were booked out well in advance.

Sustainable Tourism

A suite of **Hidden Gems videos** was completed and made available on Council's website and a **tourism cycling project** was commissioned for Rhodes, Concord West and Five Dock.

Business Parks and large Enterprises

A **Back to Business** grant was received and an event hosted that was attended by 100 local business owners.






Photos top to bottom: Street enhancement w Dock have greatly enhanced the streetscape




Thriving and Connected 1

Goal: My City has a range of housing options

Direction: We will encourage and support the provision of a diverse range of housing stock which responds to changing needs

TC1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Property Strategy	Manage Council's affordable housing property portfolio in accordance with the Property Strategy.	Affordable housing units were purchased at 44 Westbourne Street, Drummoyne, in May 2016, and at 85 Lyons Road, Drummoyne, in August 2016. This brought the portfolio up to 27 dwellings. The affordable housing portfolio was managed in accordance with the Affordable Housing Policy and Property Strategy Principles.	Ongoing 
2	Administer Council's Affordable Housing Program	Oversee implementation of Council's Affordable Housing Policy and business plan by appointed Community Housing Manager.	Following a tender process, the tenant management was contracted to a new provider, Bridge Housing. The affordable housing units operated at 100% occupancy.	Ongoing 
3	Support initiatives which assist housing and accommodation diversity	Prepare a detailed Affordable Housing Plan for the western side of the Rhodes peninsula.	An Affordable Housing Evidence Report and Program were prepared to enable affordable housing to be provided as part of future development in Rhodes East. This information was provided to the Department of Planning and Environment to inform future planning in this area.	Ongoing 
4	Support initiatives which assist housing and accommodation diversity	Prepare a local response to the District Plan released by the Department of Planning & Environment.	The Central District Plan was released by the Greater Sydney Commission in November 2016. Council provided a submission to articulate local concerns and opportunities in relation to future dwelling and employment growth in the area. Following the finalisation of the Central District Plan, Council will update the Local Planning Strategy to respond to relevant objectives and actions in the Plan.	Ongoing 
5	Support higher density development close to services, centres and amenities	Continue to implement the objectives and actions of the Local Planning Strategy	All Planning Proposals were assessed against the objectives and actions contained within the Local Planning Strategy. Planning Proposals processed included: <ul style="list-style-type: none"> • 25 George Street, Concord West • 2, 2A & 4 Rothwell Street, Concord West • Waterview Street, Five Dock • 7 Concord Avenue, Concord West • 63-69 Victoria Road, Drummoyne • 3 King Street, Concord West. 	Ongoing 











TC1	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
6	Coordinate major planning developments in emerging precincts	Prepare Planning Controls for Concord West, the Station Precinct, Rhodes East and the Parramatta Road corridor.	<p>The Concord West Master Plan was prepared to inform the rezoning of certain industrial land in Concord West. Planning Proposals for the rezoning of land were submitted by landowners and, where consistent with the Master Plan, are being progressed by Council.</p> <p>The Station Precinct Master Plan facilitated development adjacent to the railway station in Rhodes. The Master Plan was implemented through the rezoning of land in December 2015. Council reviewed Planning Proposals in accordance with the requirements of the adopted Master Plan.</p> <p>Council worked cooperatively with the Department of Planning and Environment on investigations for the Priority Precinct in Rhodes East. Technical studies were completed for traffic/transport, contamination, affordable housing, urban design, public domain, community/social infrastructure and feasibility. Feedback from staff and Councillors was provided to the Department as plans were developed.</p> <p>The Parramatta Road Urban Transformation Strategy was released in November 2016. Council worked cooperatively with Burwood and Strathfield Councils to implement the Strategy. This work involves the preparation of background studies to inform the rezoning of land, development controls and funding for community facilities and infrastructure.</p>	Ongoing 



Thriving and Connected 2

Goal: I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City

Direction: We will develop, enhance and promote walking and cycling facilities in the area

TC2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Undertake necessary capital works to complete Bay Run	Seek grant funding opportunities to upgrade the Bay Run and construct the Bay Run between Dobroyd Parade and Arthur Street, Five Dock.	The Bay Run between Dobroyd Parade and Arthur Street was completed. This completed a separated cycle and pedestrian path for the Canada Bay side of the Bay Run.	Completed 

TC2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
2	Manage cycleway renewal program	Develop annual renewal programs ensuring the inclusion of water bottle refill stations in capital works projects as appropriate and possible (see capital program for expenditure).	Water refill bottle sites were installed in Berger Memorial Park, Livvi's Place, Edwards Park and on the Bay Run at Thompson Street.	Ongoing 
3	Manage footpath maintenance program	Develop annual maintenance programs.	Council implemented a footpath hazard reduction program targeting high use areas such as shopping centres. Council used footpath grinding to eliminate trip hazards.	Ongoing 
4	Manage footpath renewal program	Develop annual renewal programs ensuring the inclusion of water bottle refill stations in capital works projects as appropriate and possible (see capital program for expenditure).	Council has undertaken footpath renewal in Lyons Road, South Street, Tranmere Street, Cavendish Street, Queen Street, Hospital Road, Flavelle Street and McDonald Street.	Ongoing 
5	Review and update Council's Pedestrian Access and Mobility Plan	Provide accessible public transport infrastructure	The Pedestrian Access and Mobility Plan was reviewed and a strategy developed to prioritise the upgrading of access to 20 bus stops.	Ongoing 
6	Pedestrian Access and Mobility Plan	Develop and implement maintenance program.	Priorities included the upgrade of 20 bus stops and the grinding of trip hazards on footpaths leading to bus stops.	Ongoing 
7	Manage cycleway maintenance program	Develop annual maintenance programs.	Work was implemented based upon requests for maintenance work.	Ongoing 
8	Manage footpath maintenance program	Undertake annual maintenance programs and respond to community requests.	An asphalt footpath was constructed in Goddard Park. Footpath grinding works were done around Drummoyne Public School, Plunkett Street, Thompson Street, Broughton Street, Rawson Avenue and Henley Street.	Ongoing 
9	Manage footpath renewal program	Undertake annual renewal programs (see capital program for expenditure).	Footpaths were renewed in Lyons Road, South Street, Tranmere Street, Cavendish Drive, Queen Street, Hospital Road, Flavelle Street, McDonald Street, Cavendish Street and Glen Ormand Avenue.	Ongoing 
10	Manage cycleway maintenance program	Undertake annual maintenance programs and respond to community requests.	Maintenance issues were addressed following notification by community members.	Ongoing 
11	Manage cycleway renewal program	Undertake annual renewal programs (see capital program for expenditure).	No cycle-ways were renewed.	Ongoing 








TC2	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
12	Collaborate with neighbouring areas on connected cycleways	Undertake a communications campaign in partnership with Bay Bug to inform the community about improvements to cycleway connections and public transport links to surrounding areas.	Liaison with BayBUG regarding cycle matters continued on a regular basis. 2016 Bike Week event was organised at Rhodes to coincide with the new Bennelong Bridge and The Connection opening. Planning commenced, in conjunction with the Place Management and Sustainability teams, for a cycle information event to be held in September 2017. BayBUG will be invited to participate.	Ongoing 
13	Canada Bay Bike Plan	Implement the actions in the Bike Plan review.	New cycle refuge and cycle lanes were installed in Rider Boulevard, Rhodes, in order to assist in reducing the use of the Rhodes foreshore path by faster cyclists. A wayfinding plan was developed and signs were progressively installed across the LGA. Cycle linemarking was installed in Llewellyn Street. The upgrade of the Bay Run between Iron Cove Creek and Arthur Street was completed and reopened to the public. Cycle line marking was installed in Hospital Road, Fremont Street and Killoola Street, Concord. Work commenced with Sydney Water on the construction of Powell's Creek shared path. Cycle access to Timbrell Park shared path and the Bay Run was reviewed. Design work commenced for improving cycle crash history on the intersection of Ingham Avenue and Barnstaple Road.	Ongoing 





Thriving and Connected 3








Goal: I can get where I need to go safely without too much delay






Direction: We will maintain local roads and footpaths to ensure they are safe and accessible and lobby for better road networks


TC3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Rhodes capital works program	Complete Rhodes Peninsula traffic and road safety projects as per Council's capital works program (see capital program for expenditure).	Council implemented 40 km/hour speed zones in West Rhodes using speed humps and speed monitoring signs to assist drivers to maintain safer road speeds. Council commenced the design of traffic, pedestrian and cycling upgrades adjacent to the Station Precinct in Gauthorpe, Walker, Mary and Marquet Streets.	Completed 

TC3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
2	Rhodes capital works program	Construct and complete the Rhodes Community Precinct, The Connection, and the Foreshore Park.	The building of The Connection, Rhodes, was completed in October 2016. Council incorporated the community's comments into the design of Foreshore Park with construction programmed for 2017-2018.	Ongoing 
3	Rhodes capital works program	Prepare a costed scope of works addressing provision of traffic calming and traffic management facilities to reduce traffic speed in Rhodes to enable a 40km speed limit over the entire western part of the peninsula. (Implementation subject to Rhodes Section 94 Plan funding)	Council implemented 40 km/hour speed zones in West Rhodes using speed humps and speed monitoring signs to assist drivers to maintain safer road speeds.	Completed 
4	Manage kerb and gutter maintenance program	Develop annual maintenance programs.	Kerb and gutter maintenance was performed to ensure that they were maintained in a functional condition.	Ongoing 
5	Manage kerb and gutter renewal program	Develop annual renewal programs.	26 streets received kerb and gutter renewal works prior to the road resurfacing programme: Ludgate Street, Kingston Avenue, Loch Marie Street, Richards Place, Patterson Street, Wilga Street, Gallipoli Street, Station Street, Cross Street (Concord), Shipley Avenue, Consett Street, Crane Street carpark, William Street (Concord), Plunkett Street, Stuart Crescent, Mepunga Street, Harrowbrook Avenue, Hamilton Street, Heath Street, Alton Avenue, Northcote Street, Bertram Street, Lea Avenue, Myalora Street, Killoola Street and York Avenue.	Completed 
6	Manage road maintenance program	Develop annual maintenance programs.	Council undertook road maintenance to address minor failures and ensured that the road pavements were maintained in a functional condition.	Ongoing 
7	Manage road renewal program	Develop annual renewal programs.	28 streets and a carpark received road pavement renewal works: Ludgate Street, Kingston Avenue, Loch Marie Street, Richards Place, Patterson Street, Wilga Street, Gallipoli Street, Station Street, Cross Street (Concord), Shipley Avenue, Consett Street, Crane Street Carpark, William Street (Concord), Plunkett Street, Stuart Crescent, Mepunga Street, Harrowbrook Avenue, Hamilton Street, Heath Street, Alton Avenue, Northcote Street, Bertram Street, Lea Avenue, Myalora Street, Killoola Street, York Avenue, Hampden Road shoulders, Tulloch Avenue, Hospital Road, Brent Street and Braddon Street.	Completed 
8	Manage traffic facilities and roadside assets maintenance program	Develop annual maintenance programs.	Maintenance was performed to ensure that traffic facilities were maintained in a functional condition.	Ongoing 

TC3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
9	Manage traffic facilities and roadside assets renewal program	Develop annual renewal programs.	Council redesigned the intersection of Sibbick Street and Bay Road to improve pedestrian and traffic safety. Pedestrian facilities were designed for Wellbank Street to improve the safety of pedestrians crossing into Edwards Park. This work will be performed in 2017-2018.	Ongoing 
10	Manage road maintenance program	Undertake annual maintenance programs and respond to community requests.	Programmed maintenance and renewals of footpaths was undertaken in Goddard Park, Cavandish Street, Queen Street, Glen Ormond Avenue and on Henley Marine Drive bike path. Path renewals was undertaken in Lyons Road and Tranmere Street. Path grinding works occurred in Concord Road, Currawang Street Boronia Street, Moala Street, Colane Street, Great North Road, East Street, Garfield Street, Lancelot Street, Scott Street, West Street, Henry Street, Newcastle Street, Wareemba Street, Kirrang Street, Gartfern Avenue, Halley Street, Gildea Street, Charles Street and Pine Avenue. Road maintenance works were also carried out within the City either through requests or programmed maintenance works.	Ongoing 
11	Manage road renewal program	Undertake annual renewal programs (see capital program for expenditure).	Renewal programs were formulated to coincide with the road re-sheeting program. This ensured that gutters were renewed prior to road pavement renewal, thereby avoiding any damage to the fresh pavement work. Programs were developed and implemented for the following categories of work: <ul style="list-style-type: none"> • Footpaths: Lyons Road (various locations), South Street, Tranmere Street, Cavendish Drive, Queen Street, Hospital Road, Flavelle Street and McDonald Street. In total, 2,455m² of path was reconstructed • Kerb and guttering: Tennyson Road, Northcote Street, Harrabrook Avenue, Brent Street, Station Street, Great North Road, York Avenue, Stuart Crescent, Trafalgar Street and Consett Street. In total, 544m of kerb and guttering was reconstructed • Road renewal program: a new bus stop slab at 212 Great North Road. Other renewal work was implemented as part of the Road Resheet Program. 	Ongoing 
12	Manage traffic facilities and roadside assets maintenance program	Undertake annual maintenance programs and respond to community requests.	Traffic islands were reconstructed at the intersection of Patterson Street and Addison Avenue, Concord. This followed cable-laying by AUSGRID. Five traffic calming devices were installed in Rhodes West. Kings Bay speed cushions, a bus zone landing at Nullawarra Avenue and Rider Boulevard bus stop were completed.	Ongoing 

TC3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
13	Manage traffic facilities and roadside assets renewal program	Undertake annual renewal programs (see capital program for expenditure).	Rider Boulevard cycle link was completed.	Ongoing 
14	Manage kerb and gutter maintenance program	Undertake annual maintenance programs and respond to community requests.	Kerb edging at Rider Boulevard was completed.	Ongoing 
15	Manage kerb and gutter renewal program	Undertake annual renewal programs (see capital program for expenditure).	11 streets had kerb and gutter renewal works completed: Stuart Street, Kingston Avenue, Northcote Street, Harrabrook Avenue, William Street, Station Street, Henley Marine Drive, York Avenue, Wilga Street, Bay Street and Sibbic Street. These works were associated with the road re-sheet program and were carried out prior to the implementation of the roads program.	Ongoing 
16	Oversee street tree management program	Implement annual maintenance requirements and respond to customer requests.	Inspections were conducted on street trees, based upon complaints received, to assess whether pruning or removal was warranted. Required actions were implemented.	Ongoing 
17	Customer Services	Administrate Resident Parking Scheme requirements (street and park permits).	There was an increase of 94% in the number of resident parking permits issued, which was due to new streets being added to the resident parking scheme and the revised policy requiring annual renewal of permits.	Ongoing 
18	Strategic traffic investigation, management, advocacy and response	Support the Canada Bay Traffic Committee and implement works as required (see capital program for expenditure).	All Traffic Committee resolutions were implemented including: <ul style="list-style-type: none"> • Designs for the construction of blisters to assist cyclists and pedestrians crossing Wellbank Street whilst on the Concord shared path • Design and construction of 40km/hour speed limit in Rhodes in high pedestrian activity areas. • The purchase of speed radar display units to be installed at strategic locations in the Rhodes Peninsula • Design and reconstruction of the Council carpark and laneway off Wellbank Street, Concord. 	Ongoing 
19	Strategic traffic investigation, management, advocacy and response	Review Council's traffic management strategies.	The Parramatta Road Urban Transformation Strategy was reviewed and comments provided. A Road and Public Space Occupation Policy was drafted. Speed radar display units were purchased and installed as part of an education campaign to remind drivers not to speed. Council liaised with WestConnex regarding the management of construction impacts on the local road network.	Ongoing 




TC3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
20	Manage resident parking schemes	Implement Resident Parking Policy.	<p>Amendments to the Area 1 (Drummoyne) Resident Parking Scheme were implemented.</p> <p>The Policy was amended to specifically exclude boat trailers from obtaining permits to park in residential streets.</p> <p>The review of Concord West Resident Parking Scheme near Concord Hospital was commenced.</p>	Ongoing 
21	Local Government Road Safety Program	Implement all grant funded activities.	<p>The Occupant Restraint Program continued with an additional 200 restraints purchased.</p> <p>Five pedestrian safety workshops about falls prevention, called Stepping on, were facilitated at Concord Repatriation and General Hospital.</p> <p>A Supervisor of Learner Drivers Workshop was facilitated at Wood Stock Community Centre in Burwood and at Concord Library.</p> <p>30 Look Out Before You Step Out stencils were installed and an additional 67 purchased.</p> <p>Cycle improvement works were implemented in Rider Boulevard, Rhodes, with Roads and Maritime Services' funding.</p>	Ongoing 
22	Develop a city-wide Parking Management Strategy	Implement actions from Parking Strategy as approved.	<p>Improvements to parking management along the railway line in Rhodes were investigated.</p> <p>A review was carried out of parking restrictions in Concord West town centre.</p> <p>Parking arrangements were reviewed relating to the planned wharf upgrades at Chiswick, Abbotsford and Cabarita.</p> <p>Liaison took place with various community associations regarding Free Parking Agreements.</p>	Ongoing 
23	Rhodes Peninsula Place Plan	Review parking arrangements on the western side of the rail line in Rhodes.	<p>A trial of parking sensors was commenced outside The Connection, Rhodes.</p> <p>Parking restrictions were installed in the newly opened section of Shoreline Drive outside The Connection.</p> <p>Ongoing monitoring occurred of parking arrangements in Rhodes West.</p> <p>A review was undertaken of the proposed public domain design and parking arrangement around the Station Precinct in Rhodes.</p>	Ongoing 
24	Rhodes Peninsula Place Plan	Monitor user behaviour on the shared paths in Rhodes.	<p>A Wayfinding Strategy, along the foreshore path in Rhodes, was developed.</p> <p>Improvements were carried out on Rider Boulevard to assist in providing an alternative route for faster cyclists and to reduce conflict between pedestrians and cyclists.</p> <p>User behaviour was monitored on the newly constructed shared paths around The Connection and at the right turn cycle bay in Rider Boulevard.</p>	Ongoing 




TC3	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
25	Strategic traffic investigation, management, advocacy and response	Coordinate alterations to urban environment as it relates to traffic and transport as a result of the impacts of the WestConnex construction and operation as well as the Parramatta Road corridor.	<p>Council liaised with the WestConnex Traffic Team to discuss staging, implementation and any traffic concerns.</p> <p>The Parramatta Road Urban Transformation Strategy was reviewed and commented upon.</p> <p>Council worked with Inner West Council to produce a study on the advantages of light rail along the Parramatta Road Corridor to accommodate the forecast increase in population.</p>	Ongoing 

Thriving and Connected 4

Goal: I have good day to day public transport options which take me to the places I need to go

Direction: We will use and lobby for public transport and sustainable transport options



TC4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Operate Council's community bus service (subject to outcomes of review being undertaken)	Operate Council's community bus service.	<p>Patronage increased in the six months to June 2017.</p> <p>Active Adults outings operated at 100% capacity. Trips were held to Mangrove Mountain, Blue Mountains Botanical Gardens, Bowral Tulip Festival, Rouse Hill House, Cumberland State Forest and an organ concert in West Pennant Hills.</p> <p>98% of customers loved the bus trips because of the social interaction and the opportunity to go to many interesting destinations.</p>	Ongoing 
2	Develop mobile device apps which promote public transport	Promote the Ferry Wharf and new Bus routes.	<p>Wharf upgrade consultations were supported.</p> <p>All Hidden Gems videos featured public transport.</p> <p>Public transport details were included on all Council apps.</p>	Ongoing 
3	Rhodes Public Transport Strategy	Incorporate transit-orientated strategies into planning for Rhodes.	<p>The Station Precinct Master Plan and draft plans for Rhodes East were prepared with consideration given to:</p> <ul style="list-style-type: none"> encouraging the use of public transport over the use of private vehicles encouraging active transport through the provision of a high quality public domain reducing on-site car parking in locations close to the train station. <p>Council worked cooperatively with the Department of Planning and Environment to ensure that draft plans prepared for Rhodes East promote walking and cycling over local vehicle trips.</p>	Ongoing 





TC4	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
4	Promote the use of bicycles for transport	Support Bike Week events in the local community.	A Bike Week event was organised in Rhodes to coincide with the opening of the new Bennelong Bridge and The Connection. Organisation commenced for a Bike Week event to be held in Rhodes in September 2017.	Ongoing 
5	Advocate for and promote public transport in and around the area	Advocate for and promote public transport in and around the area.	A Council Transport Strategy was drafted for review. Council's interest was represented in the WestLine Partnership and lobbying continued for a light rail link to Strathfield and Rhodes. Council worked with Inner West Council to undertake a feasibility study into light rail along Parramatta Road. Liaison continued with Roads and Maritime Services regarding their proposed upgrade of Chiswick Wharf. The transport implications of the Rhodes East Planning Proposal were commented upon.	Ongoing
6	Advocate for and promote car share schemes in and around the area	Advocate for and promote car share schemes in and around the area.	Additional car-share spaces were installed and monitored. A Car-Share Permit Scheme was implemented and fees revised.	Ongoing 
7	Develop transport access guides for all Council facilities	Complete Transport Access Guides (TAGs) for Five Dock area and Rhodes Peninsula.	A Transport Access Guide (TAG) was developed for The Connection, Rhodes, and a TAG was being developed for the Community Recycling Facility at the Five Dock Council Depot.	Ongoing 


Thriving and Connected 5

Goal: I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need

Direction: We will use local shopping centres

TC5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Property Services	Provide property based advice and support to other sections of Council.	Property advice and support was regularly provided to the Executive Team, Technical Services and Operations Division and other sections within Council.	Ongoing 
2	Streetscape and shopping centre improvement works	Complete Great North Road streetscape upgrade from Henry Street to Lyons Road, Five Dock.	The Great North Road Streetscape upgrade was completed adjacent to the business premises in the northern section of the Five Dock shopping village. This work transformed and revitalised the village by providing outdoor dining areas, shade, under grounding of overhead cables, decorative lighting, landscaping and art. It is a show piece of art, lighting and landscaping and instils a great sense of community pride.	Ongoing 



TC5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
3	Streetscape and shopping centre improvement works	Undertake bus stop DDA compliance prioritised works (see capital program for expenditure).	22 bus stops were audited and upgraded to improve accessibility and promote increased community usage of public transport. The following streets received bus stop accessibility improvements: ten stops in Lyons Road, two in Lyons Road West, one in Victoria Road, six in Hampden Road, two in Tennyson Road and one in Bayswater Street.	Ongoing 
4	Promote local purchasing to support local businesses	Develop place plan promotions for local business.	Hidden Gems videos and My Tours apps for each City precinct were developed and feature local businesses. Other initiatives included: <ul style="list-style-type: none"> • Five Dock art walk • Place score research • Majors Bay Road Easter promotion • My tours apps promoted to local businesses. 	Ongoing 
5	Support business-led programs in village centres and work in partnership with property owners to develop villages centres	Work with local businesses to engage them in the delivery of local place-based activities.	The e-newsletters have featured businesses in Rhodes, Concord West and Chiswick. Marketing training was offered to all businesses and attended by 45. A Back to Business Week grant was received and an event hosted for 100 businesses. Support for the local Chamber of Commerce was provided.	Ongoing 
6	Place management programs for emerging and established precincts	Implement banner, bubbler and bike rack programs and implement Christmas decorations program.	New banners were designed and installed across the City including for Ferragosto, Christmas and the 150th anniversary of the birth of poet, Henry Lawson, in 1867.	Ongoing 

TC5	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
7	Prepare place making studies for local neighbourhoods	Implement Chiswick Place Plan and Concord West Action Plan	<p>Some of the outcomes in Chiswick included:</p> <ul style="list-style-type: none"> • Splash, a celebration of the 60th anniversary of the Chiswick baths, attended by 500 • Movies under the stars in Lysaght Park, attended by 400 people and led by Chiswick Community Activities Group • Acquittal of Chiswick Liveable Communities grant • Public artwork installation, Sea, Sediment and Surrounds and Picnic and Play • Our Chiswick, a quarterly newsletter was published with subscriptions increasing • A partnership was established with Sydney Water to sponsor artwork • The Salsa Anniversary was celebrated and gained publicity • The hidden play project was completed • Hopscotch sets were installed to encourage families to visit <p>Fundraising for Chiswick Community Activities Group was supported.</p> <p>Some of the outcomes in Concord West included:</p> <ul style="list-style-type: none"> • Concord West Retail Precinct Action Plan was launched • Creative marketing and a business seminar was attended by 45 people • The Concord West façade improvement program was launched • Bike racks on Queen Street were installed • Bench seats were installed as part of a trial to improve amenity for the increasing number of visitors to a local cafe • Christmas decorations were installed in partnership with local business owners, with 15 participating • An artist was commissioned for a mural at 17 Victoria Avenue • The Concord West façade improvement program had six participants working on façades • A mural was installed on the C3 Education wall creating a bold entry statement • A loading zone was created to support business operations • The program achieved recognition with a Local Government Excellence Award • Tree fairy lights were renewed • Our Village quarterly newsletter was published. 	Ongoing 

Thriving and Connected 6

Goal: I am able to expand my skills and strengths while still working close to home

Direction: We will nurture opportunities for local employment, education and skills development

TC6	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Develop and implement the Doing Business in Canada Bay program	Deliver the economic elements of Chiswick, Concord West, Five Dock and Rhodes Place Programs.	See TC5/7.	Ongoing 
2	Develop local programs with registered training organisations	Work with a range of agencies to encourage paid use of The Connection.	Opportunities at The Connection were promoted in e-newsletters and Good Living @Rhodes newsletter. The Place Leaders Asia Pacific annual awards night was hosted at The Connection. Over 400 people participated in 20 Vivid Ideas' events at The Connection. The Concord Repatriation and General Hospital conference was held at The Connection.	Ongoing 

Thriving and Connected 7

Goal: I live in a city with attractive tourist destinations


Direction: We will create and maintain a sustainable tourism destination

TC7	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Promote natural areas within the city to attract visitors	Implement Colours of Canada Bay Visitor program. Create 'Place' tourism videos.	The suite of Hidden Gems videos was completed and made available on the website. There were 700 views since their launch in October. A cycling tourism project was commissioned for place programs in Rhodes, Concord West and Five Dock. Artwalks in Rhodes and Five Dock were hosted and featured on the ABC.	Ongoing 
2	Support Kokoda centenary celebrations taking place at the Kokoda Track Memorial	Support Kokoda centenary celebrations taking place at the Kokoda Track Memorial.	Annual ANZAC Day commemorations were held. A grant, in partnership with Concord RSL, for tuck pointing the Concord War Memorial, was received.	Ongoing 

Thriving and Connected 8

Goal: I have access to local businesses of a high quality, global standard

Direction: We will develop and support business parks and large enterprises based in our area

TC8	2013-17 Delivery Plan	2016-17 Operating Plan Activities	Achievements	Status
1	Support new and established corporate enterprises providing local employment	Implement Invest in Canada Bay program.	A Back to Business grant was received and an event hosted that was attended by 110 local business owners.	Ongoing 
2	Analyse the impact of the WestConnex proposal on business opportunities on Parramatta Road and surrounding areas	Monitor developments and announcements about the WestConnex program and advise local businesses and support their preparation.	The Parramatta Road Urban Transformation Strategy was launched and businesses informed through Chamber of Commerce meetings.	Ongoing 





Sustaining Our Environment

STATE OF THE ENVIRONMENT REPORT
September 2012 – June 2017



Executive Summary

The State of the Environment (SoE) report is a mandatory requirement within the annual reporting framework.

The SoE report provides a detailed breakdown on Council adopted environmental targets. The reporting period for the SoE is the same as the annual report however all measurable figures used in this report are from 1 July 2012 to 30 June 2016 to ensure that data reporting is accurate and we have used a complete data set.

In 2014 Council adopted an Environmental Strategy which included a number of targets to reduce Council emissions including:

- Reduce greenhouse gas emissions by 35% based on 11/12 levels by 2023.
- Reduce energy consumption by 30% based on 11/12 levels by 2023
- Replace 30% of traditional energy supply with alternative renewable sources by 2030.
- Reduce fuel consumption by 10% based on 11/12 levels by 2023
- Increase the waste diverted from landfill to 75% by 2021/22
- Reduce emissions from paper consumption by 10% based on 11/12 levels by 2023
- Reduce potable water consumption by 50% based on 11/12 levels by 2023.

The targets set clear goals for environmental improvement throughout our City and are split into measurable figures or measurable actions.

Measurable figures are calculated using Council's utility consumption data which is tracked through an online environmental data management tool to determine Council's progress against the adopted targets.

In the past 5 years, Council has met two of its stated targets including:

- Maintaining a reduction of 10% in emissions from diesel and ethanol across the fleet through a number of significant changes implemented by fleet services
- Decreased emissions from paper consumption resulting in a 89% decrease (from 19.3 to 2.3 tonnes per year) across the reporting period as carbon neutral paper was rolled out across Council.

Council has committed to reduce greenhouse gas emissions by 35% based on 2011/12 levels by 2023. Over the reporting period, we had started to decrease our emissions through a number of key energy efficiency projects in 2013/14. However, with an increase in electricity usage at a number of our facilities and sporting fields due to increased demand, this has in turn led to us only achieving a 1% decrease over the reporting period. On a positive note, the emissions per resident (based upon emissions from gas and electricity) have decreased from 0.045 to 0.039 tonnes of CO₂e/resident/year, a reduction of 12%.

Energy consumption across the City has increased by 15% overall since 2011/12 which includes consumption from gas and electricity.

A 4% increase in electricity can be explained through a number of new or upgraded facilities including the addition of the water treatment plant, the new Victoria Avenue Childcare, Drummoyne Oval and our libraries. The 38% increase in gas consumption can mostly be attributed to Drummoyne Pool, where there has been a change in the lease arrangement and therefore practices.

It is interesting to note that electricity consumption from Ausgrid-owned street lighting has reduced by 7% up to the end of 2015/16 (and 18% up to the end of 2016/17). This is due to a retrofit program which is being carried out using energy efficient LED fittings.

To address energy and emissions moving forward, Council has formed an internal energy management group which will assist in driving implementation of the Greenhouse Action Plan. Council is also committed to developing an energy security plan for the City and has joined a Sydney Southern Regional Organisations Councils (SSROC) program to mitigate energy issues. Monitoring will continue to occur across Council operations with further management reporting to encourage a continued focus on our targets.

Council's target is to replace 30% of traditional energy supply with alternative renewable sources by 2030. This forms part of a regional target adopted through a renewable energy masterplan. In 2011/12 we only had 1% of Council's electricity supplied via renewable sources and in 2016/17 this has increased to 4% since the installation of a 99.4kW system at The Connection, Rhodes. Moving forward, in 2018 Council is installing 4 new solar arrays at the water treatment plant, Concord Library, Concord Community Centre and Depot which should move us to around 13%.

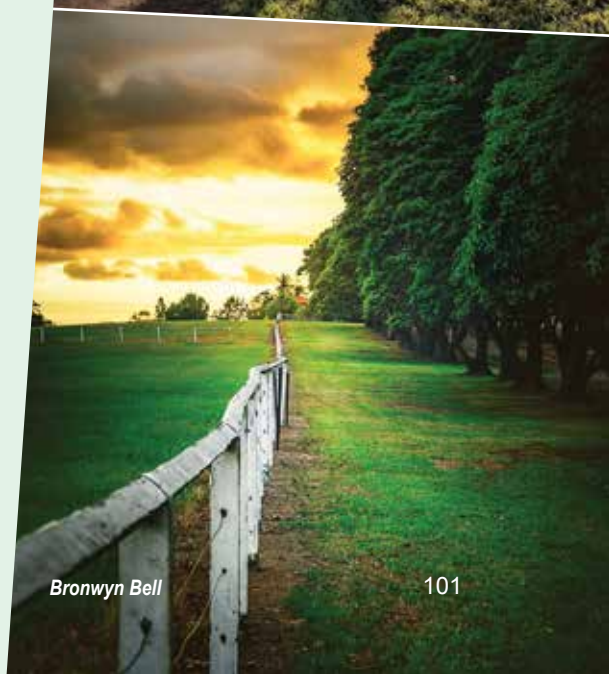
Council adopted the ambitious NSW target of diverting 75% of waste from landfill by 2021/22. The greatest diversion of waste from landfill can only be achieved by utilising modern and advanced waste processing technologies as alternatives to landfill. However, when Council tendered for this service/these technologies in 2015, we received no responses for any of these options as the marketplace was at capacity.



Ann Hodgson



Amy Carter



Bronwyn Bell



Ann Hodgson



Currently the diversion rate is the percentage of the total waste stream diverted from disposal. The diversion rate for 2016-17 is 41%. Council will continue to implement the successful 'Wasteless in the Bay' education program to the community and look for innovative ways to meet the adopted target.

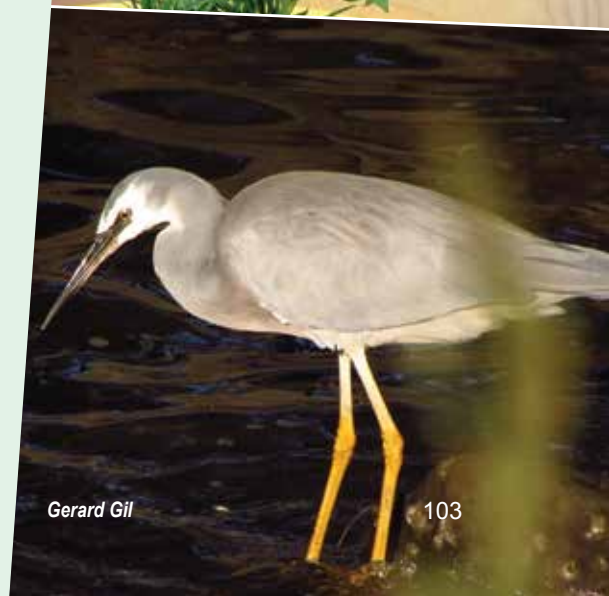
The second half of the report uses qualitative elements to report Council's achievements from 1 July 2012 to 30 June 2017. This includes the headings measurable actions – Council and Community focused.

Some of the highlights outlined in the measurable actions - Council section include:

- A number of grant programs to address biodiversity in the area including mangrove projects, bush regeneration and conservation projects
- A range of unique projects to promote cultural and historical significance and assist in the preservation of over 500 heritage listed items and 20 heritage conservation areas such as 'Memory' a 3D projection artworks, Wangal Wall an indigenous artwork and Neighbourhood Stories audio histories
- The development of a leading practice Manual for Climate Change Adaption, in conjunction with the Australian Centre of Excellence in Local Government.
- The implementation of the Water for Our Community water recycling project
- Installed a sustainable road on Victoria Avenue, Concord West which included installing white asphalt to help reduce the heat of the road pavement and overall ambient temperature

Some of the highlights outlined in the measurable actions – Community section include:

- The adoption of a renewable energy masterplan and 'Our Energy Future' community solar program to encourage solar installations across the City. This has seen an increase of 98% of electricity exported to the grid from renewable sources as compared to 2011/12
- The implementation of the 'Our Living River Initiative to make the Parramatta River Swimmable by 2025' and key schools programs to highlight the issues in our catchment
- The adoption of a litter strategy and implementation of an extensive proactive litter program
- Opened a community recycling centre in Five Dock for household problem wastes items
- The delivery of a number of public transport enhancement projects, upgrades to walking and cycling paths and community education projects
- The delivery of an extensive community engagement program to the community across a variety of topics including business programs to over 380 businesses which has delivered environmental improvement including a diversion of waste to landfill of over 1,500 tonnes each year.



Summary of Awards

Award	Awarded by	Project
2013 Highly commended	Institute of Public Works Engineers Australia	Diverted 8,000 tonnes of concrete, asphalt, sand, soil and rubble from landfill for car park reconstructions and through sending to a recycling facility for re-use
2013 Highly commended	Institute of Public Works Engineers Australia	Tiny Tag Leak reduction project
2013 Winner – NSW Sustainable Cities	Keep Australia Beautiful NSW	Sustaining our Environment program
2013 Winner – NSW Heritage Award	Keep Australia Beautiful NSW	'Our local heritage' - neighbourhood stories
2013 Winner – National Water Conservation	Keep Australia Beautiful Sustainable Cities National Award 2013	Water for our Community, resourcewise, water savings plan
2013 Highly commended – Heritage and Culture	Keep Australia Beautiful Sustainable Cities National Award 2013	'Our local heritage' - neighbourhood stories
2013 Highly commended - Young Legends	Keep Australia Beautiful Sustainable Cities National Award 2013	Sustainable Schools Network
2014 Finalist in the Local Government Arts and Culture Award	LGSA Arts and Culture	Community litter education through engaging environmental art installations
2014 Winner Litter Reduction Award	Keep NSW Beautiful 2014	Stop Litter in the Bay
2014 Finalist Sustainable Procurement Award	LGSA Environmental Excellence Awards	Continual improvement to procedures and purchasing
2015 Excellence in the Environment Winners Local Sustainability City of Canada Bay (Division C)	LGSA Environmental Excellence Awards	Overall commitment to sustainability
2015 Winner Waste Less Recycle More Award	Keep NSW Beautiful	WasteLess in the Bay
2015 Overall Metropolitan Sustainability Award Winner - Community Action and Wellbeing Award 2015 Highly Commended for Dame Phyllis Frost Litter Prevention Waste Management & Resource Recovery	National Keep Australia Beautiful	Overall commitment to sustainability
2015 Local Government Procurement Professional Award	Local Government Procurement	Water For Our Community
2015 Stormwater NSW – Excellence in infrastructure	Stormwater NSW	Water For Our Community

Award	Awarded by	Project
2015 LGNSW Excellence in the Environment	Local Government NSW	Water For Our Community
2015 Blue Star, Sustainable Cities Award for Metro Sydney	Keep NSW Beautiful	Overall commitment to sustainability
2015 Finalist	National Keep Australia Beautiful Award	Overall commitment to sustainability
2015 Winner	Place Leadership Award From Place Leaders Asia Pacific	Place approach
2016 Finalist	NSW Local Government Excellence Awards	Bin your Butts
2016 Winner KNSWB	Keep NSW Beautiful – Blue Star Metro Awards	Winner for Hey Tosser! Litter Reduction Award for Putting Litter in its Place
2016 NSW Local Government Excellence Awards	Finalist in the category of Excellence in Environmental Leadership & Sustainability	'Bin your Butts'
2016 KNSWB Blue Star	Sustainability Metro Awards	Winner for 'Hey Tosser!' Litter Reduction Award for Putting Litter in its Place
2016 IPWEA	Engineering Excellence Awards	'Water for our Community', environmental initiative
2016 Australian Asphalt Pavement Association State and National Awards for Pavement Innovation	Australian Asphalt Pavement Association State and National Awards for Pavement Innovation	Concord West Shopping Village White Asphalt to reduce heat sink.
2017 Winner Local Government Professionals NSW Awards	Local Government Professionals NSW Awards	Concord West Village – White Roads project



External Funding Allocations

External funding is an important indicator of the relevance of projects and programs on the broader scale. During 2012-2017, Council was successfully awarded more than \$7.35 million in funding for environmental projects.

As a result of the positive outcomes and impacts, some programs initially funded by external sources have been able to continue with funding allocated from Council.

Summary of environment funding received 2012-2017

Program/project	Awarded by	Project	Amount
Reclamation	Arts NSW	Creative research project with an environmental theme	\$40,000
Community Energy Efficiency Program (CEEP)	Department of Resources Energy and Tourism	Community facility energy efficiency project	\$720,000
National Urban Water and Desalination Plan	Department of Sustainability, Environment, Water, Population and Communities	Water security for Councils facilities	\$1.895 million
WaSIP	Environmental Protection Authority	Deliver a suite of environmental projects and programs in line with WaSIP requirements	\$937,470
Estuary Management Program	Office of Environment and Heritage	Mangrove protection	\$22,500
NSW Environmental Trust Program	Office of Environment and Heritage	Native habitat recovery in the Parramatta River	\$99,000
Caring for our Country Sustainable Environments Cumberland Plain and Estuaries	Greater Sydney Local Land services	Yaralla Bush Rehabilitation Project	\$30,500
NSW Climate Change Fund	Office of Environment and Heritage	Water security– stormwater harvesting	\$936,600
Litter Prevention	NSW Environmental Protection Authority	Stop Litter in the Bay	\$29,155
Litter Prevention	NSW Environmental Protection Authority	Litter prevention projects – Cabarita Park, Rhodes, Concord	\$56,026
Litter Prevention	NSW Environmental Protection Authority	Regional Hot Coal Litter Prevention Project	\$124,000
Fox Control Program	Office of Environment and Heritage	Bush regeneration	\$1,147
Iron Cove Saltmarsh Habitat Seawall	Department of Primary Industry	Mangrove protection	\$8,000

Program/project	Awarded by	Project	Amount
Butt Out	NSW Environment Protection Authority	Retail litter prevention	\$26,026
Community Drop-off Centre – Construction	NSW Office of Environment and Heritage	Construction of Community Drop-off Centre	\$155,582
Community Drop-off Centre – Construction	NSW Environment Protection Authority	Construction of Community Drop-off Centre	\$20,000
Eat Taste Create	NSW Environment Heritage	Love Food Hate Waste Program	\$24,129
North Strathfield Rail Underpass Tree Planting	NSW Transport	Bush regeneration	\$17,732
BinTrim	NSW Environment Protection Authority	Waste Solutions for Sustainable Business	\$134,510
Yaralla Bushcare Rehabilitation		Bush regeneration	\$30,000
Council Litter Prevention – Round 3	NSW Environment Protection Authority	Back of Business	\$38,850
Mind Our Mangroves	NSW Environment Trust	Mangrove education	\$19,750
Home Power Savings Program 2013	Office of Environment and Heritage	Education and promotion of home power savings program	\$3,000
Local Heritage Advisory Service and Assistance Funding	Office of Environment and Heritage	Consultancy local heritage advice and small local conservation projects	\$16,000
Waste Less, Recycle More	NSW Environmental Protection Authority	Funding aimed at increasing recycling rates and reducing waste to landfill	\$438,462
BINTRIM	NSW Environment Protection Authority	Business waste reduction funding aimed at increasing business recycling rates	\$126,800
Love Food Hate Waste - Business	NSW Environmental Trust	Business food waste reduction grant for Rhodes	\$38,470
Compost revolution	NSW Environmental Trust	Deliver a regional education program via an online portal and subsidise compost bins to residents who complete the workshop	\$998,555
RID Squad	NSW Environment Protection Authority	Implementation of a regional RID Squad with 5 surrounding Councils	\$350,000
Wood Smoke Reduction Grant 2014	NSW Environment Protection Authority	Wood smoke reduction	\$15,000



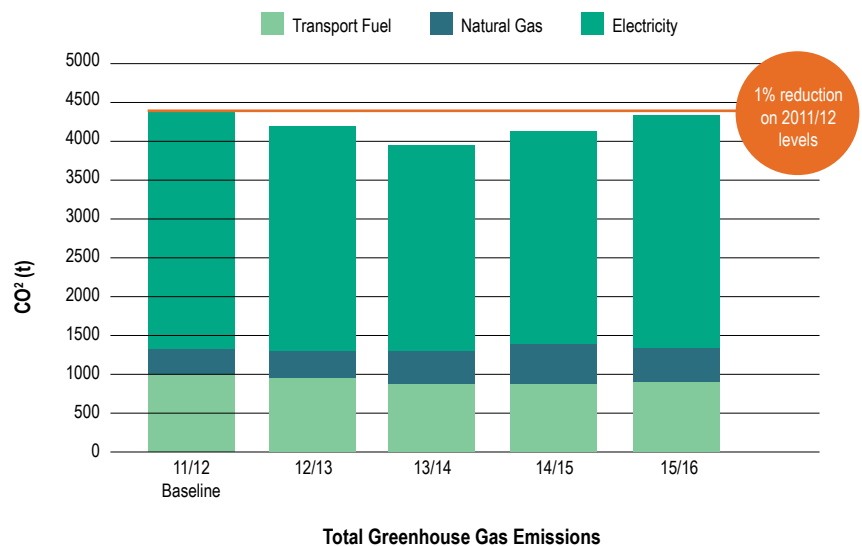
Target Summary

In 2014 Council adopted environmental targets which allow Council to track and improve environmental progress. The targets set clear goals for environmental improvement throughout our City and are split into measurable figures or measurable actions. Measurable figures uses Council's utility consumption data which is tracked through an online environmental data management tool to determine Council's progress against the adopted targets.

Outlined below are Council's adopted quantitative targets, a graphical representation of progress and a short statement relating to the graph, which interprets the data.

Council is reporting on its targets against the baseline year of 2011/12 using data until 30 June 2016 as this is the most current and complete dataset that Council has to ensure each year is compared equally.

Target: Reduce greenhouse gas emissions by 35% based on 2011/12 levels by 2023.



Emissions have steadily decreased from 2011/12 to 2013/14 which was mainly due to a decrease in electricity usage facilitated by the implementation of energy efficiency projects.



In 2014/15 there was an increase in emissions from natural gas due to increased consumption at two Council swimming pools, along with a slight increase in emissions from electricity across a number of sites.



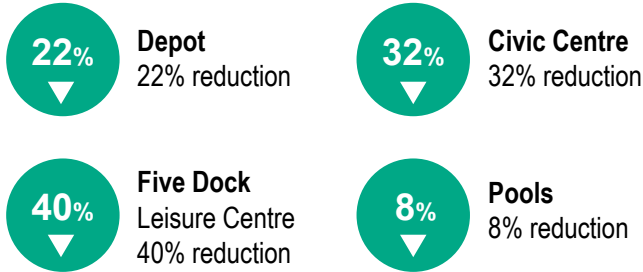
In 2015/16 we have seen a considerable increase in emissions from electricity due to increased consumption at sporting ovals and the addition of new facilities such as the water treatment plant and Victoria Avenue childcare centre.



Emissions from fuel declined initially to meet our 10% reduction target and have since plateaued.



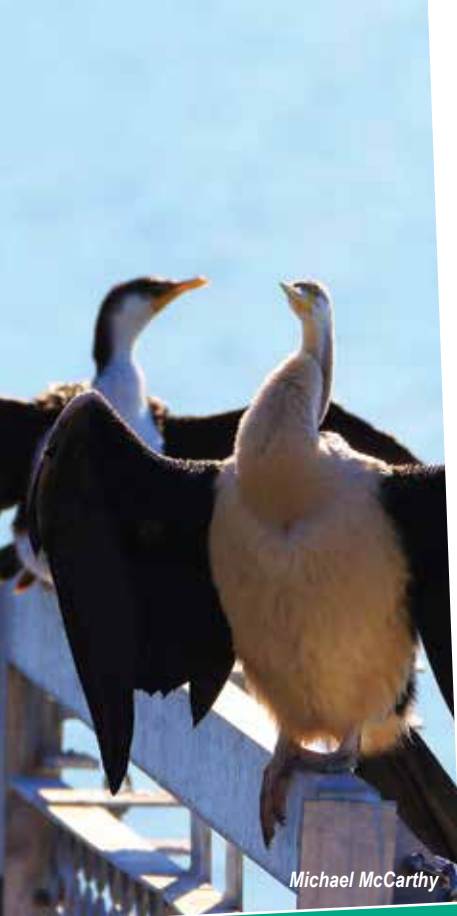
Electricity: There have been significant reductions in electricity consumption in some areas due to the Community Energy Efficiency Program (CEEP), upgrades and other efficiency projects, for example:



All of these savings have been offset by increases in electricity consumption in other areas. This includes the addition of new facilities at Victoria Avenue Childcare, the Cintra Park Water Treatment Plant and increased usage at sporting ovals (37% increase overall), in particular at Drummoyne Oval where there is more than a 700% increase in usage. Libraries have also increased electricity usage by 20% since the baseline year. We expect usage at the libraries to reduce in coming years as new energy efficient lighting were installed at both sites in late 2016. Overall electricity consumption, excluding usage from Ausgrid-owned street lighting, has increased by 4% compared with the baseline year.

It should be noted that the population in the Local Government Area (LGA) has increased by 12,252 residents in the five years between 2011 and 2016. During this period the emissions per resident (based upon emissions from gas and electricity) has decreased from 0.045 to 0.039 tonnes of CO₂e/resident, a reduction of 12%.





Michael McCarthy

Target: Reduce energy consumption by 30% based on 2011/12 levels by 2023

When we talk about energy for reporting purposes, this includes energy consumed from electricity and gas.

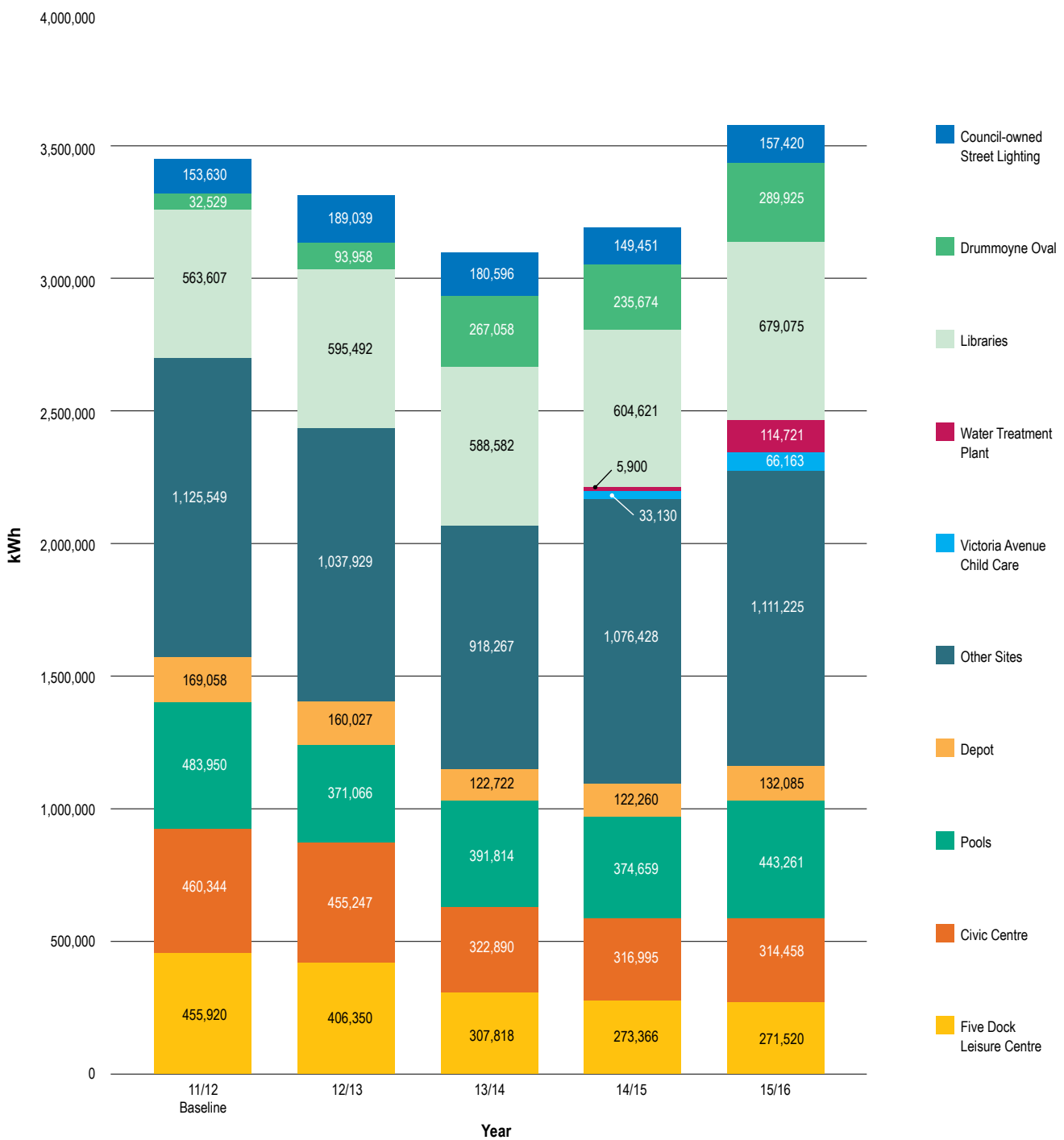
Both a 38% increase in gas usage and a 4% increase in electricity usage since the baseline year have resulted in an overall increase in energy consumption of 15%. To further explain this, the graphs below show an explanation of gas and electricity usage over the measurement period.

The graph below shows a break up of annual electricity usage for Council facilities from the base year 2011/12 to 2015/16.

Annual Energy Consumption by Energy Source



Annual Electricity Usage by Facility

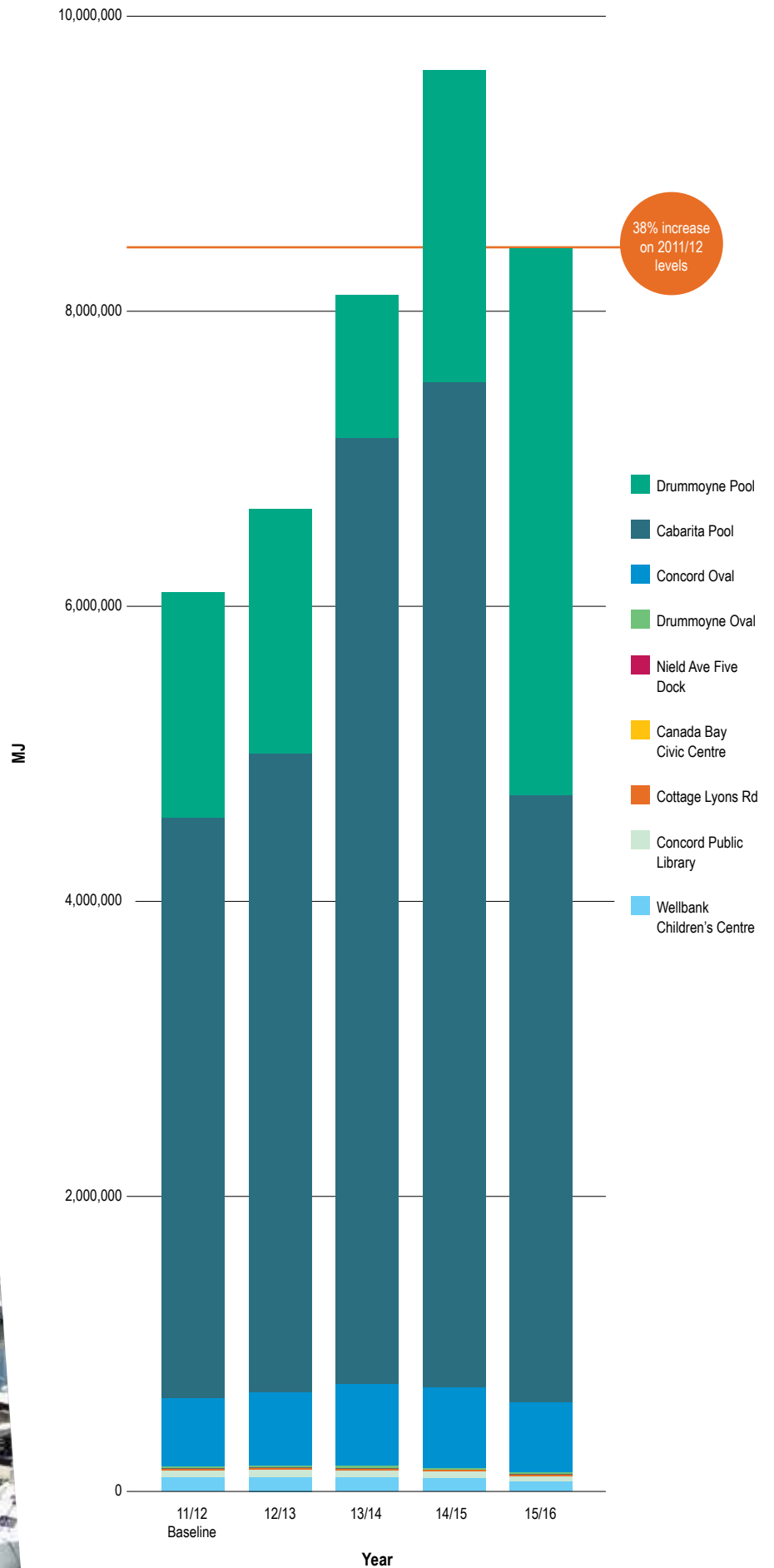


It is interesting to note that although Council is using more electricity than in the baseline year, its emissions from electricity have reduced slightly. This is because the 'emissions factor' for electricity generated in NSW has reduced over time. That is the average amount of CO₂e produced when generating a kWh of electricity has reduced as the proportion of electricity generated from renewable sources increases.

The properties with the largest electricity consumption have changed since 2011/12. We have seen the introduction of the water treatment plant and Victoria Avenue Childcare and have seen a considerable increase in usage at Drummoyne Oval and our libraries. There has been a considerable decrease at the Civic Centre, Depot and Five Dock Leisure Centre since the introduction of the CEEP program.

It is encouraging that electricity consumption from Ausgrid-owned street lighting has reduced by 7% up to end of 2015/16 (and 18% up to end of 2016/17). This is due to a retrofit program which is being carried out using energy efficient LED fittings.

Annual Gas Consumption

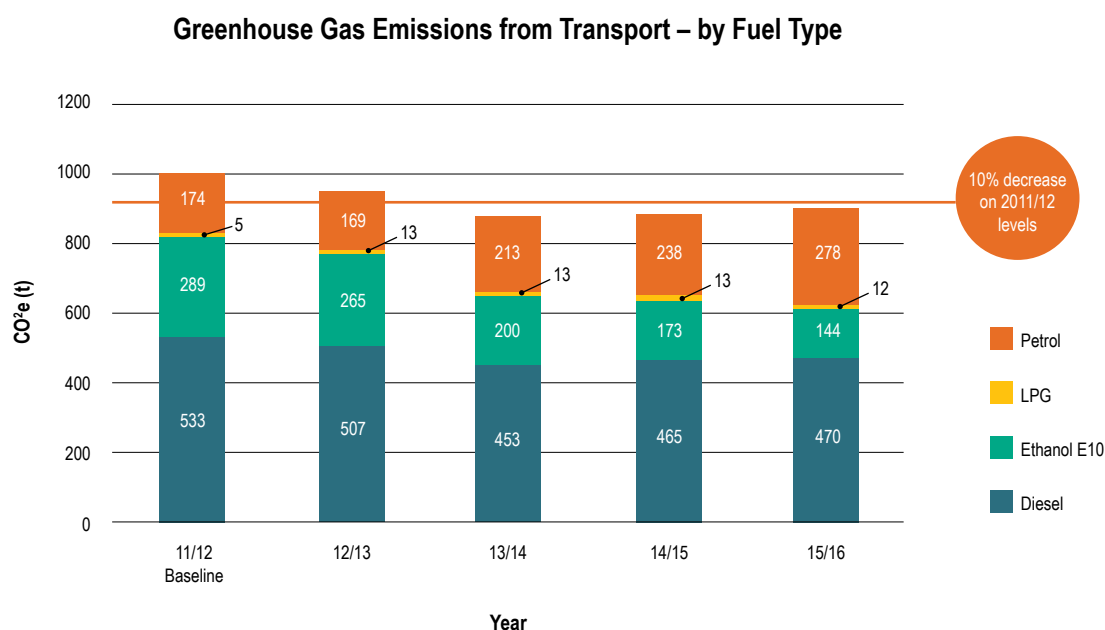


Gas consumption has increased by 38% compared to the baseline year. As can be seen from the graph above, almost all of this increased consumption was at Drummoyne Pool.

Gas consumption increased at Drummoyne Pool and decreased at Cabarita since changing our leasing arrangements at the pools. It should be noted that the first 6 months of 2016/17 showed a 28% reduction in gas usage at Drummoyne Pool.

In 2016 Council established thresholds for water and electricity consumption at both pools, and will be setting a threshold for gas usage for the coming season. Performance with regard to these thresholds will influence Council’s decision to continue with the current lessee or put the lease out for tender when the current lease expires.

Target: Reduce fuel consumption by 10% based on 2011/12 levels by 2023



Emissions from transport fuels have been steadily declining since 2011/12, with Council meeting its target in 2013/14 and maintaining this level through to 2017.

There has been a considerable decrease in emissions from diesel and ethanol across the fleet coupled with a number of significant changes implemented by fleet services over the past five years which have contributed to the decrease in emissions from fuel consumption by 10% including:

- Shift from six cylinders to four cylinder vehicles – Council is continuing to renew its fleet with more fuel efficient vehicles with only seven six cylinder vehicles remaining out of a fleet of 85 lease back vehicles and 40 operational vehicles
- Fleet diversification - our fleet now includes a hybrid electric/diesel truck, two electric carts and the addition of a hybrid Camry. We are also currently trialling a diesel Subaru Outback as this variant uses less fuel and has lower emissions
- In 2014, Council also undertook a biodiesel trial at Massey Park Golf Course in an attempt to reduce emissions. The trial, whilst moderately successful was discontinued due to a range of factors including price uncertainty and an ease of permanent installation.

Renewable Energy: replace 30% of traditional energy supply with alternative renewable sources by 2030

Council is currently working towards an ambitious target to increase renewable energy by 30% for Council operations. From 2011/12 to 2015/16 Council has increased its energy derived from renewable sources to 13,324kWh/year produced by Council solar systems. This represents around 1% of Councils traditional supply which has been replaced. In 2016/17 to date, this has increased to 4% since the installation of a 99.4kW system at The Connection, Rhodes.

Council also has a portfolio of solar installations included in the 2016/17 capital works program which will significantly increase the renewable energy produced by Council facilities.

Waste: increase the waste diverted from landfill to 75% by 2021/22

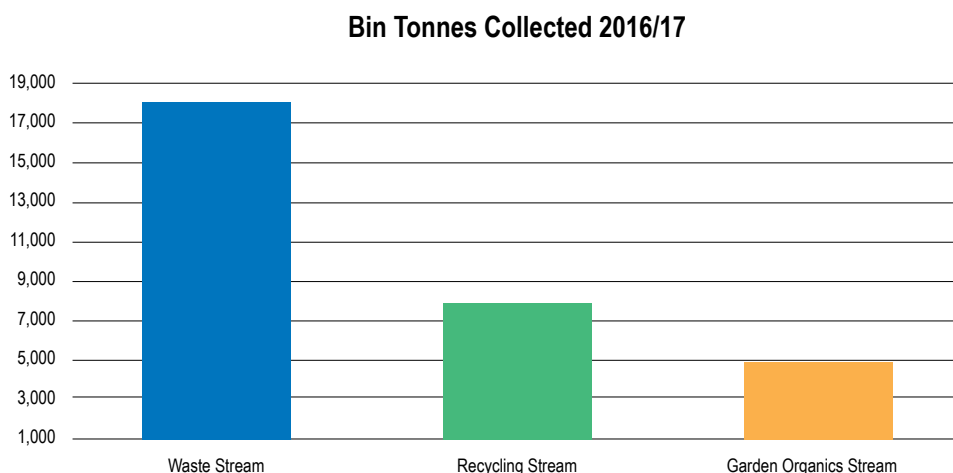
Council is currently working intensively towards an ambitious NSW target of diverting waste from landfill by 75% by 2021/22. The greatest diversion of waste from landfill can only be achieved by utilising modern and advanced waste processing technologies as alternatives to landfill.

Council tendered for these services in 2015, however received no responses for any of these options as the marketplace was at capacity. In the absence of a waste processing option, Council embarked on a major community awareness and education program in an effort to reduce waste to landfill and increase recycling, discussed in further detail within this report.

The diversion rate is the percentage of the total waste stream diverted from disposal. The diversion rate for 2016/17 is 41%.

The recycling (recovery) rate is the amount of material recovered as a percentage of overall consumption. The recycling rate for 2016-17 is 74%.

The total tonnes of waste collected have reduced by approximately 500 tonnes between 2015/16 to 2016/17 which can be attributed to the WasteLess in the Bay community education program, see the below graph.

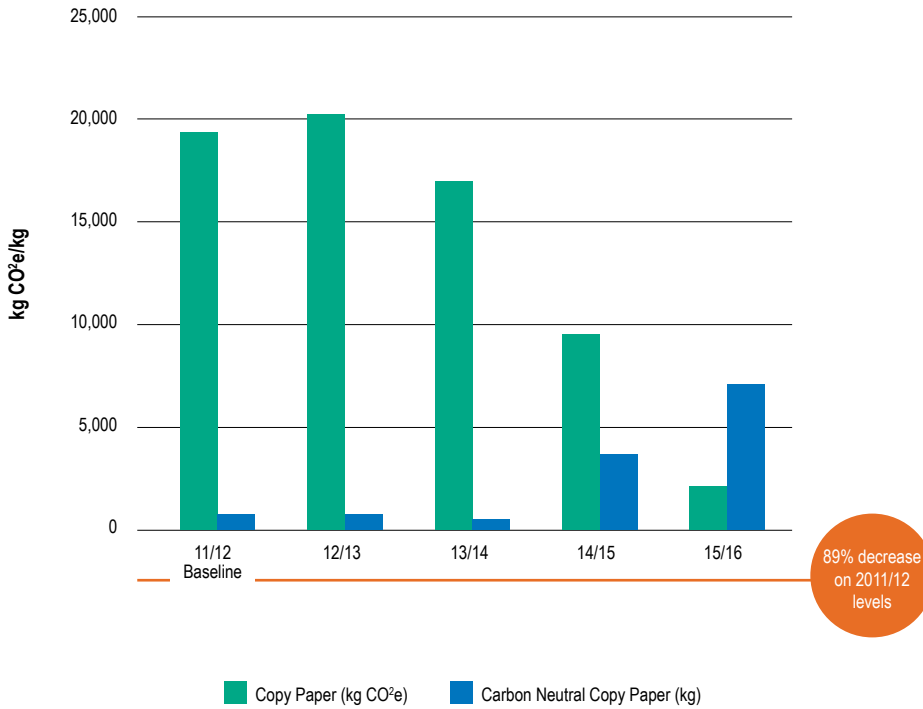


The total tonnes from 2016/17 can be compared historically, see the below table. The total tonnes of garden organic and recycling streams that have been collected and processed have remained consistent over the last 3 years. It is evident that waste to landfill is reducing despite the increasing population and number of households within the LGA.

Waste Stream	2016/17	2015/16	2014/15
Waste	18,431.80	19,083.28	18,418.13
Recycling	7,946.62	7,976.43	8,248.73
Garden Organics	4,874.44	5,192.18	5,121.9
Bulk Household Waste	2,320.89	2,799.32	1,873.28

Paper: Reduce emissions from paper consumption by 10% based on 2011/12 levels by 2023

Annual Emissions from Paper Consumption



A Council policy was launched in 2015 encouraging the use of carbon neutral, 100% recycled paper across the organisation to replace our standard copy paper. The graph above shows how our emissions from paper consumption reduced by 89% (from 19.3 to 2.3 tonnes per year) over the measurement period as the adoption of the carbon neutral paper was rolled out across Council.

Due to the program Council has met its target, however, Council is currently investigating other ways to reduce paper consumption.



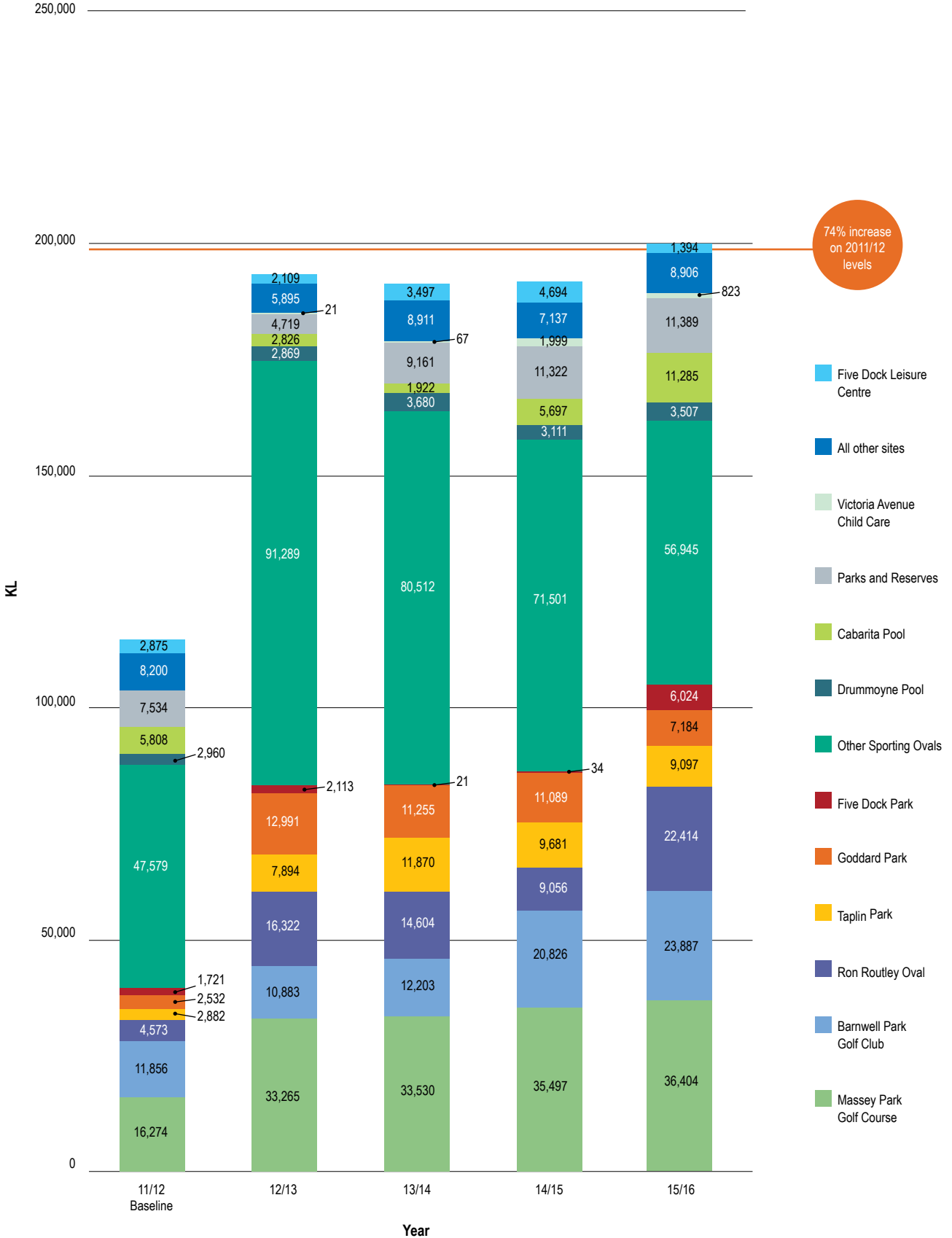
Joel Mesas



Joel Mesas

Target: Reduce potable water consumption by 50% based on 2011/12 levels by 2023

Annual Water Usage by Facility



Potable water consumption has increased by a total of 74% or 84,464KL since the baseline year as can be seen from the graph and table above. There have been large increases in usage at golf courses (114% increase) and sporting ovals (71%). Usage at pools has increased by 69% and parks and reserves have seen a 51% increase. The only facility to show a marked decrease in usage since the baseline year is Five Dock Leisure Centre, where usage has decreased by 52% (1,480KL. 1KL=1 thousand Litres).

It should be noted that the baseline year of 2011/12 had particularly high rainfall, 36% greater than the Sydney long term average.

The average water usage in the 5 years leading up to the baseline year of 2011/12 was 5% higher than the baseline year, demonstrating that the baseline year was reasonably representative of Council's normal level of water consumption 121,039KL compared to 114,795KL in 2011/12.

In the period since the baseline year we have experienced a number of large leaks at some of our sites. These have since been fixed, but would have accounted for considerable increases in usage ranging from 6,000KL to 23,000KL.

An explanation for the increased water usage at our sporting ovals is due in part to a new practice in managing the fields that began around 4 years ago; during the Feb-March period the fields are over-sown with rye grass. This process requires a considerable amount of watering to allow the seeds to germinate. This practice builds resilience in the turf, meaning that it can sustain increased usage and requires less renovation at the end of the winter sports season.

Our ovals and outdoor courts provide sporting facilities to around 35 local clubs and sporting organisations (approximately 24,000 participants in 2011) and have been maintained and enhanced to cater to these groups increasing memberships. A 2013 Recreation Facilities Strategy predicted that projected population increases as well as increases in participation would bring about a 26% increase in demand for sporting ovals and outdoor courts between 2011 and 2031. A survey of our sporting clubs indicates that they have already seen an average increase of 24% in the number of members and a 23% increase in the number of teams that they field during the five years since 2011. Council has met this increased demand by increasing the maintenance of existing fields (including increased watering) and adding new sporting fields at St Lukes North, Goddard Park, Lysaght Park and Taplin Park.



Future water savings

In the first year of operation the Water for our Community Cintra Park water treatment plant has harvested over 250,000KL of stormwater for irrigation. The stormwater is taken from a stormwater canal beside Concord Oval, filtered, disinfected and then pumped via 4.9km of underground pipeline to 15 playing fields and our two golf courses (220 hectares of open space).

Our playing fields are in the best condition they have been in years. Locations such as Edwards Park have seen increased usage, which is a huge benefit to our community and local sporting clubs. The grounds are soft and provide a better playing surface to prevent injuries. We have secured a sustainable source of water to irrigate our open spaces making us resilient to drought. By keeping our fields well irrigated we are also reducing the ambient temperature of these sites.

Water harvesting began to be rolled out in February 2016. The impact of this is shown only partially in the above data. A review of water usage data in the first 6 months of 2016/17 shows that over 6,000KL less potable water was used on the golf courses compared with the long term average usage for these months.

St Luke's North, our newest playing field, is irrigated and was established with 100% recycled water. In the first 6 weeks alone we used 14,000KL of recycled water at this site, which would have otherwise been potable water use.





Thomas Buckwalter



Measurable Actions – Council Focused

In lieu of a quantitative or measurable target, in this section of the report we have outlined the qualitative elements under a variety of key headings which link to the ‘Sustaining our Environment’ Environmental Strategy and are primarily Council rather than community focused. It is recognised that all Council activities directly affect the community and in some cases could be reported in either section.

Biodiversity

Target: Deliver projects which protect the biodiversity of our natural areas

Protecting and enhancing biodiversity is essential for the long-term sustainability of nature and our way of life. Despite the small size, isolation and relatively degraded condition of the City of Canada Bay's natural environment, the area retains a surprisingly diverse range of plants (flora) and native animals (fauna).

Throughout the reporting period, Council has been very active in the area of biodiversity with the following actions being undertaken;

Adoption of the Parramatta River Estuary Coastal Zone Management Plan in 2013, which was approved by the NSW Minister for Environment in 2016

Coordinated the Native Habitat Recovery within the Parramatta River Catchment Program which saw the regeneration of 39,500 m², an improvement of 50,000 m² of vegetation corridor and 17,000 new plants

Council received a grant of \$99,000, in July 2013 from the NSW Environmental Trust. Run in collaboration with other River Councils, Sydney Olympic Park Authority and Birdlife Australia, saw Native Habitat Recovery programs implemented in the Parramatta River catchment. The following outcomes:

- Eight awareness presentations made to 359 council staff, volunteers, other stakeholders and community members
- 37 publicity articles potentially reaching over 2,300,000 people via newsletters, print, online, TV, radio, social media and two short videos
- 54 council staff trained in “biodiversity awareness”, with 38,352 m² regenerated
- Planting of over 20,308 native plants, weeding and monitoring by contractors, council staff and volunteers
- 19 sites monitored by Birdlife Australia
- Clear actions for the future baseline native bird data site monitoring
- Strengthened working relationships across the councils.

- Provided mangrove Protection, supported by the Office of Environment and Heritage's Estuary Management Program, with the following outcomes:
 - A brochure was developed and distributed to local residents
 - A mangrove information session was held with 25 residents attending
 - A mangrove nursery has been established with a total of 200 mangrove seedlings produced to be used in future restoration projects. A "Mangrove Conservation Plan", four interpretative signs and a communications plan and education policy supporting the project were developed and implemented 475 m² of saltmarsh has been protected by mangrove removal in a valuable saltmarsh environment.
- Delivered the Flora and Fauna Report, a strategy to achieve the protection and conservation of Canada Bay's native fauna and flora habitats. The information is being integrated with existing environmental restoration initiatives and has significantly increased the knowledge base of Canada Bay's Biodiversity Inventory.
- Created a Nature Strip Policy in response to Council's Sustainable City Committee. The policy, which was successfully tested by a local resident who built a pilot nature strip garden as a case study for the wider community, identifies opportunities for nature strip gardening.
- Facilitated over 45 volunteers who put in over 950 hours annually in taking care of native bushland as part of Bushcare Groups. Figtree Reserve (Chiswick), Quarantine Reserve (Abbotsford), Lovedale Reserve (Rhodes) and Prince Edward Park (Cabarita) all received regular attention and changes are now evident with native grasses, shrubs and trees starting to flourish.
- Implemented three funding grants worth \$78,500 awarded from the Greater Sydney Local Land Services for work undertaken by the Yaralla (Concord West) and Queen Elizabeth Park (Concord) bushcare groups. This funding focused on the protection of the endangered ecological community known as the Sydney Turpentine Ironbark Forest bushland remnant.
- Each year, Council organises National Tree Day events, the first being a schools Tree Day event which averages 10 schools and around 600 new plants planted annually. The second is a Council run day which averages 80 attendees where over 1,000 plants, trees, shrubs and grasses are planted in July each year.
- Established a Bush Tucker garden at Wellbank Children's Centre through a successful Coles Junior Landcare Garden Grant, allowing the educators at the Council run facility to create an active learning space for the children.
- A Fox Management Program was implemented in partnership with other Sydney Councils to manage the impacts of foxes. Fifteen southern Sydney Councils have come together to develop a regional and coordinated approach to fox management to address these problems. The project studied the behaviour of urban foxes, engaged local communities and mapped the distribution of foxes in southern Sydney enabling fox control to be undertaken at strategic locations.
- The Mind Our Mangroves project is a 2 year NSW Trust funded campaign to address vandalism and poor public perception of mangroves in Canada Bay which was launched in early 2017. The project will deliver:
 - Eight photography and eight walking tour workshops to raise local awareness and educate the community about the function of mangroves in maintaining aquatic ecosystem health: providing habitat for juvenile fish, producing organic litter as an integral part of the food chain, acting as coastal kidneys buffering strong tides and filtering nutrients, pollutants and sediment and sequestering carbon dioxide from the atmosphere.
 - Commission artists to work with children from two public schools to design public art about mangroves which will be displayed in passive foreshore parks.





Culture and Heritage

In addition to our commitment to ongoing programs including the Local Heritage Assistance Fund, Local Heritage Awards Program and offering a free advisory service, we have cultivated a range of unique projects to activate community interest, promote cultural and historical significance and assist in the preservation of over 500 heritage listed items and 20 heritage conservation areas. These projects include:

- Neighbourhood Stories – audio histories celebrating North Strathfield Shopping Village, past and present
- Riverside Cultural Scoping Study – examined shoreline’s Indigenous and new settler history
- Observatory – sculpture using traditional weather techniques from Victorian era
- Annual NAIDOC week celebrations
- Reclamation – creative research project Cabarita Park
- ‘Growing Up in Canada Bay’ – photographic exhibition
- Innovations and Inventions in Canada Bay – exhibition
- Canada Bay Stories – over 40 video community stories
- The Italian Talking Poles – a public installation in Five Dock tracking the Italian migrants settler’s heritage
- *Wangal Wall* – a 50 meter long artwork celebrating indigenous history and the Mullet Festival which occurred in Rhodes every four years prior to colonisation
- The Serpent – public art which recognises Aboriginal cultural heritage on the Bay Run
- In Motion – also celebrates indigenous histories and weaves through The Connection site
- *Reformers* – a sculpture marking and recording name of the convict gang who built the Great North Road at Five Dock
- Memory – 3D projection artworks celebrating the heritage and culture of Cabarita Park projected for two hours nightly onto a fig tree
- Thirty murals installed across the City celebrating memories and place-many in partnership with local businesses who have provided the spaces
- Maintained and developed a local studies collection
- Supported a volunteer run City of Canada Bay Museum with property and professional advices.

Council has continued to recognise the contributions of the ANZACs each year, with an emphasis in 2015 on the Centenary of the ANZAC landing in Gallipoli. Significant projects as part of the Centenary included:

- Restoration of the Queen Elizabeth Park War Memorial - the compilation of a list of around 2,000 local men and women who served in the First World War
- Redevelopment of the Five Dock War Memorial
- Restoration of the Rhodes War Memorial – located at the Rhodes railway station
- Moved the Berger Memorial back to Berger Park in Rhodes from Concord
- Improvement to the Kokoda Track Memorial Walkway along both river foreshores and through open space – this also happened in 2016. On 19 April 2015, 100 years after the day ANZACs landed at Gallipoli, a special service was held at The Kokoda Track Memorial Walkway involving over 4,000 people and an interactive temporary artwork
- Delivered a schools program and short video project called 'More Than Just a Name', which engaged school students to research local service men and women who served in World War One to produce 56 videos commemorating their service
- Upgrading street sign blades and the installation of pavement plaques in Lirylea Estate at Russell Lea, where key battles from WWI such as Mons, Reims, Liege are recognised.

Council has invested in cultural facilities over this period. Of particular note are:

- The Connection - an innovative multi-purpose community precinct which has operated since December 2016. Located on the Rhodes foreshore, it integrates indoor and outdoor spaces to provide venues, services and programs for the City's growing population. Entirely funded by developer's contributions through voluntary planning arrangements, it incorporates ecologically sustainable design to deliver state of the art spaces.

The Connection includes four buildings:

- The Learning Space – a reimagined library, a new take on a paperless library with a dedicated digital gallery, accessible maker technology, digital image and sound studio, study spaces and classrooms
 - The Event Space – a multi-purpose community hall with outdoor terrace
 - The Meeting Space – a multi-purpose, configurable community space and meeting rooms with a purpose built children's area; and
 - a restaurant and café.
- The Conservatory – an adaptable arts and cultural facility designed with community collaboration to enable a range of cultural pursuits, including workshops, classes and exhibitions. It consists of a multi-purpose hall, courtyard with outdoor seating, storage, public toilets, kitchen, and food truck facilities. This was funded partially through a restricted developer contribution and section 94. The building is innovative, using recycled timber framing and smart glass, the design ensures vistas across the iconic Cabarita Park are maintained. Environmental features include reliance on natural heating and cooling, shade and rain water tanks to service the amenities.

Cultural Events

Connecting our community is a critical role for Council and, with our partners we have attracted over 140,000 people annually to a range of events:

- Ferragosto (NSW premier Italian festival)
- Rhodes Moon Festival & Lunar New Year
- NAIDOC Week
- Concord Carnival
- VIVID ideas 2016
- Chiswick Splash celebrating 60 years of the river pool 2016
- Cinema events across the City (in the park, movie club, sustainability film club and foreign language movies).



Resource Efficiency

Target: Increase the number of goods and services procured in accordance with our sustainable procurement guidelines compared with sustainable choice data

Council continues to procure goods in accordance with the Sustainable Procurement Guidelines and Policy. In October 2012, the City of Canada Bay won the LGSA Environmental Excellence Awards for 'Overall Winner and Category C Winner for Sustainable Procurement'.

The Sustainable Procurement Policy and Guidelines have been integrated into an overarching Procurement Policy helping to embed sustainable practices into staff procedures. The Implementation Plan together with our Sustainable Event Management Policy, Sustainable Fleet Policy and staff training has created a culture of sustainable practices including:

- Offsetting major events
- Annual supplier survey for environmental credentials
- Indoor/outdoor staff event check lists
- Staples Automatic EarthSaver product substitution
- Sustainable Choice members
- Refurbishing infrastructure instead of replacing
- Recycling of oil filters and tyres
- Reuse of road base
- Biodiesel generator for annual Ferragosto festivals.

In 2012, Council became a member of the Sustainable Choice program and through this membership implemented a number of actions to improve our performance in sustainable procurement. These include:

- The creation of a pilot internal sustainable procurement team to drive the initial policy implementation
- Staff training for key procurement staff to encourage more sustainable procurement
- Commencing a review of the tendering process to include sustainable purchasing guidelines and assessment weighting.

We also commenced a trial of 50% recycled copy paper and 100% recycled and carbon neutral copy paper in 2014 which lead to a full scale rollout of carbon neutral, 100% recycled paper within Council seeing an 89% reduction in emissions from paper consumption.

Council's Infrastructure and Technical Services teams actively look for innovative ways to procure goods. A few examples of innovative and creative solutions include:

- Diverting over 8,000 tonnes of road renewal waste such as concrete, asphalt, sand, soil and rubble from landfill and using the material for car park reconstructions. This includes Concord Oval, Crane Street, Cintra



Park Tennis Court, Ron Routley Oval, Massey Park Golf Course and reusing the recycled road base for projects such as for the foundation of the Water For Our Community water tanks.

- Partnering in 2016 with Downer EDI to produce and install a sustainable road on Victoria Avenue, Concord West. The project included installing white asphalt to help reduce the heat of the road pavement by eight degrees Celsius and the overall ambient temperature in the village by two degrees Celsius. The new pavement incorporates 40% of recycled asphalt and utilises 8,000 toner cartridges from printers and photocopiers, which is 20% of cartridges used in the City of Canada Bay. Furthermore, the pre-existing asphalt was recycled locally to construct the new St Lukes Park North in Concord.

In 2017 Council participated in the Electronic Sustainable Spend Tracking and Measurement Tool Pilot Program with several other NSW Councils. This was an initiative of State Government, trialling ways to track, measure and report on general purchases, through some minor software enhancements to our Technology One platform. The findings of the pilot showed that a one-size-fits-all technology solution was not possible due to Council's different methods of procuring.

Climate Change

Implement projects which achieve climate change adaption and mitigation

In 2014, Council adopted a Greenhouse Action Plan (GAP) which outlines how the City can contribute to climate change mitigation by increasing energy efficiency and improving technology to reduce greenhouse gas emissions.

The mitigation of greenhouse gas emissions, achieved by improved energy management, efficiency and technology, goes hand in hand with financial savings. With gas, fuel and electricity prices predicted to continue rising, along with a growing population increasing demand for services and a number of planned new facilities, energy demand and its cost is set to increase. This gives a strong incentive to reduce costs, which can be achieved with the reduction of emissions.

Since the implementation of the strategy, Council has implemented the following actions:

- Quarterly reporting on progress towards achieving targets
- Water and energy reports sent to all managers of facilities
- Monitoring of top ten consuming sites
- Setting of thresholds for lease contracts to encourage energy and water management
- Assessing facilities' energy consumption to prioritise energy audits at seven sites.
- Since 2012, Council has implemented a number of infrastructure projects with a focus on energy efficiency and management practices for infrastructure and facilities. This includes the installation of:





Maria Poulos



Chris Dallarmi

- Variable speed drives at Drummoyne Pool with estimated savings of \$3,450 per annum and greenhouse gas savings of 16 tonnes of CO₂e per annum
- Energy efficient LEDS in Council buildings and facilities, and upgraded heating, ventilation and cooling systems. Sub-metering was installed at top consuming energy sites to improve management. These initiatives saw savings of \$110,000 per year
- A 9.36 kW solar system at Concord Senior Citizens Centre, upgraded lighting at Cabarita Swimming Centre, Concord Senior Citizens Centre, Concord Community Centre, HVAC and lighting upgrades as part of the CEEP program, which has seen considerable decreases in consumption at the Civic Centre, Depot and Five Dock Leisure Centre.

In 2014, we also developed a leading practice Manual for Climate Change Adaption, in conjunction with the Australian Centre of Excellence in Local Government.

Internally, we have developed a program which identifies the key climate risks that the local government area will face in the medium to long term whilst also assessing the impacts that climate may have on Council assets, services, infrastructure and the community.

From the creation of this program, projects such as the following have been implemented:

- A capital works program in Concord West which led to cooling of up to 15 degrees of ambient temperatures and two degrees of pavement surfaces, extending usage on hot days
- A 20 year projection for upgrading the 12.3 km of seawalls within the Council area which saw seawalls in the Abbotsford, Chiswick, Iron Cove Bay, Exile Bay and Rodd Point areas upgraded with an expenditure of \$700,000.



Water

In July 2012, we adopted a new Water Efficiency Plan (WEP) which identified high water consumption assets and infrastructure and recommended strategies to increase water efficiency and reduce overall usage.

The following activities were implemented:

- Irrigation landscape efficiency initiatives were introduced to reduce the irrigation demand of sports fields and ovals. They included wetting agents, thatch cutting (implemented at Concord Oval) and soil aeration (implemented at Queen Elizabeth Park, Goddard Park, Cintra Park, St Lukes Park, Concord Oval, Taplin Park, Drummoyne Oval and Powells Creek Reserve). These initiatives improved water infiltration into the soil profile, thus reducing water requirements.
- The following hardware was installed to reduce water consumption in Council's amenity buildings and offices:
 - AAA rated showerheads (installed at 6 public locations, Council's works depot and Civic Centre)
 - AAA rated urinal cisterns (at 5 public locations and Council's works depot and Civic Centre)
 - AAA dual-flush cisterns (at 6 public locations and Council's works depot and Civic Centre)
 - Tap aerators (at 6 public locations and Council's works depot and Civic Centre).

It is estimated that these features have saved 1.64ML (ML=1 million litres) of water per year.

Council installed an irrigation management system which is programmed to irrigate fields and open space efficiently, according to need rather than by static schedule. For example, planned irrigation is automatically cancelled if rainfall is forecast. Additionally, alarms are activated if a site's water consumption or use pattern changes.

Established in 2012, Council has an active leak reduction program using a number of Tiny Tag flow meters and data analysis software to monitor the water use of major sites within the area. A list was compiled of 60 assets that are council's biggest water users and the sites are regularly monitored. Analysis of the data shows if any baseflow is present (often representing a leak) or if the patterns of usage have changed. In the first year of the program, it is estimated that the program resulted in water savings of over 4ML.

Council also has a number of water reuse projects across the City which were implemented including:

- The Cintra Hockey Project, which takes run-off from the field (which has an artificial playing surface) and harvests it before it undergoes filtration and UV treatment. The recycled water is then re-used for irrigation. During optimum conditions the system can recycle over 75% of the water used on the field. The system saves an estimated 9ML of water per year. This was moved to the new hockey facility in early 2017.
- The Powells Creek Water Reuse Scheme collects stormwater from the Powells Creek Reserve car park using grassed swales. The water is then filtered by passing through special permeable pipes which remove contaminants. After this the water is then filtered further using sand filtration before stored and available to be used to irrigate the playing fields. The system saves an estimated 2ML of water per year.
- The Drummoyne Oval Stormwater harvesting project was implemented in 2012 to save up to 8ML of potable water annually. The system collects storm water from the Bayswater St catchment, treats it so it is suitable for use as uncontrolled spray irrigation and stores it in two 250,000 litre tanks for use on Drummoyne Oval and Taplin Park playing fields. This project is temporarily out of action.
- The Council Depot Rainwater Recycling Scheme, installed in 2012, harvests rainwater from the roof of several depot buildings and reuses it in misting sprinklers to reduce dust within the depot yard, to clean works vehicles and to water plants in the depot nursery.
- The Water for Our Community Project is an outstanding example of a big picture, forward thinking project, showing leadership in Local Government by securing an independent source of water and demonstrating how the Sustaining Our Environment Program reaches across all Council divisions. One of the largest stormwater harvesting projects in metropolitan Sydney, the project produces around 180 ML per year of recycled water for the irrigation of 15 sporting fields and 2 golf courses reducing our reliance on potable water. This improves water security and ensures local sports fields are able to be effectively maintained in the face of increasing demand and wear. See above for further details.



Measurable actions – Community Focused

Outlined below are the community focused qualitative targets that Council has adopted. The community targets provide key areas for Council to focus programs and projects on each year. The target makes us answerable to the community in how we are helping our community in these areas to make a more sustainable City.

Energy and Renewable Energy

Target: Report on consumption

Target: Report on residential solar generated electricity to the grid compared to 2009/10

In 2013, Council adopted the Our Energy Future: Renewable Energy Master Plan which brings together eight pioneering councils in southern Sydney and the Institute for Sustainable Futures to identifying a range of practical and cost effective actions and delivery models for significantly increasing the uptake and deployment of renewable energy across the residential, business and government sectors in the participating local government areas. At this time, Council also adopted a target to replace 30% of traditional energy supply with alternative renewable sources by 2030. This is another example of how the City of Canada Bay actively collaborates across the region and supports new technology.

As a result of this, Council has implemented programs to support this including Our Solar Future, an initiative of eight Councils in the southern Sydney region which aimed to increase the proportion of energy consumed in the area that is derived from renewable sources. As part of the project, a website was developed which formed a one stop shop for residents to purchase solar panels, heat pumps and hot water through a trusted and reputable supplier which had been vetted by an independent body (the Australian Technology Association).

The vision for the project is to see an increase in the use of renewable energy across the area by residential, business and government sectors. This resulted in the Our Solar Future Project which was launched in December 2014. The City of Canada Bay actively participated in a campaign to promote this service in 2015 to our residents with seven of our residents installing solar installations.

After this campaign finished, an evaluation was carried out and the feedback indicated that the program was fairly labour intensive compared to the uptake and a varied model should be investigated moving forward. This has seen the creation of Our Energy Future, the new free energy service which was launched in June 2017.

In 2015/16 FY the electricity exported to grid was 2574 MWh compared to 40MWh in 2009/10. Residential solar has increased by 98%.

In 2013, Council promoted and supported the NSW Governments Home Power Savings Program which delivered 318 audits to residents in a free program for eligible residents. By participating in the program, households received an in-home power assessment by an energy expert, power savings kit and personal power savings action plan for their premises.

In 2014, we ran a solar energy speed dating event which was attended by 11 residents and in 2017 we ran 2 workshops targeting energy and renewable energy with 43 residents attending. Although feedback from residents indicates that energy and energy prices are a key concern, we have had to cancel a few workshops in previous years due to low attendance.

In 2016 Council participated in a Sydney Southern Regional Organisation of Councils (SSROC) pilot project with Urban EP for the development of an online tool that helped to heat map Council roof spaces. The mapping tool provided calculations of cost benefit and the prioritisation of solar panel installations.

Council also supported a carbon reduction and capacity building project in partnership with Parkes Shire Council which saved approximately 13 tonnes of CO₂e p.a. The major focus of the project was to reduce greenhouse gas emissions through carbon management projects using shared resources and skills where necessary. The long-term goal is to enable greenhouse gas reduction through renewable energy projects, facilitate carbon sequestration through tree planting activities and ultimately to increase Parkes Shire Council's capacity to effectively implement principles of environmental sustainability in all future projects. Parkes delivered the following outcomes as part of the program:

- Revolving Energy Fund and solar installation at Peak Hill
- Revolving Energy Fund and solar installation at Trundle
- Revolving Energy Fund and solar installation at Tullamore
- Community tree planting and Sustainable School Network.

Water

Target: Report on consumption levels and deliver community engagement

In 2016/17 City of Canada Bay residences used an average of 192KL of water each year, as compared with a Sydney-wide average of 202KL. This represents a 2% increase on usage since 2013/14.

Launched in December 2014, the Parramatta River Catchment Group - Our Living River Initiative attracted great attention within and beyond the City. The mission, to make the River swimmable again by 2025, gained momentum with increased support from Sydney Water and the Environmental Protection Authority which saw the introduction of the Riverkeeper Project.

Since its launch, Council has hosted two community events to celebrate the river, one in 2015 at Bayview Park, Concord, and another in 2016 to celebrate the upgrade of facilities at the Chiswick tidal baths.

In 2016 and 2017 Council participated in two 'Get the Site Right' campaigns initiated by the Parramatta River Catchment Group. 'Get the site right' is a month-long campaign that targets erosion and sediment control on commercial and residential building sites across Sydney, as well as major infrastructure projects. It also aims to raise awareness about the effects of sediment run-off on our waterways, and highlight the important role developers and the community can play in improving water quality and protecting surrounding environments by maintaining their building sites and reporting pollution incidents.

In October 2016 and May 2017, Council conducted over 20 construction site visits to check compliance with sediment control requirements. As a result, Council issued 11 warnings and just under \$40,000 in fines.

Throughout the reporting period, Council has run a number of water education programs with students through its Sustainable Schools Network. This has included workshops delivered by a number of leading environmental education and advocacy groups including Keep NSW Beautiful (KNSWB) and Take 3.

We have delivered over 15 water focused workshops through Keep New South Wales Beautiful (KNSWB), including Drip Drop Splash, which focuses on the water cycle and strategies to conserve and share our water supply, and Catchment Action, where the harmful actions that affect water quality and biodiversity are



explored. In 2013/14 five schools participated with the delivery of seven classes to 160 students and in 2014/15 four schools participated, involving four classes and 90 students.

Council has also worked with Take 3, a not-for-profit organisation that aims to raise awareness of plastic pollution by encouraging each visitor to the beach, waterway or...anywhere to simply take 3 pieces of rubbish with them when they leave and dispose of it thoughtfully.

In 2014, Take 3 delivered a presentation to students about marine creatures and the impact litter is having on our waterways and then Council worked with the schools to develop action plans in their schools to reduce litter.

In 2016, Take 3 once again delivered an incursion about litter and the threat litter poses for marine life. Students then utilised this knowledge to create an anti-litter campaign called 'Project Dolphin', and became school advocates for marine creatures - in particular the dolphin. The program increased student knowledge of beach litter, threats to marine creatures and human activities that will help protect these animals. Each school received \$250 to fund their campaigns. The students then created a short presentation or video and presented it in front of all the schools who participated.

Litter

Target: Deliver litter prevention actions to increase the amenity of the area by decreasing litter

Outlined below are the actions which have been undertaken in the area of litter over the last five years. Each of our projects has been designed using a model that incorporates education, enforcement, infrastructure, cleansing and evaluation however, the projects below have been divided into their key areas as adopted in our Litter Strategy to showcase our achievements.

Strategy and Management

In 2012, Council developed its first litter action plan which aimed to determine the extent and impact of littering in Canada Bay. It aimed to identify strategies including education, enforcement, incentives, infrastructure (signs, bins, recycling facilities), and services to reduce the incidence of littering. It also aimed to develop an integrated approach to litter prevention, including a community education campaign.

In 2016, Council adopted a litter strategy and implementation plan which provides a five year direction for preventative litter action across the City. The key theme of the strategy is to move Council to a proactive and preventative delivery program through the delivery of litter prevention actions and ongoing maintenance programs to increase the amenity of the area.

As part of this strategy development, Council has developed a target to reduce litter by 50% in hotspot areas by 2021. The key objectives are to; raise the profile of litter, shift the focus to “prevention” rather than “clean-up”, ensure litter initiatives are locally relevant but support regional and state initiatives, increase community pride, increase litter enforcement, and ensure effective evaluation and measurement is implemented.

Regional Litter Strategy – Our Places: Recreation and Retail – a Litter Prevention Plan for the Southern Sydney Region 2016-2021 was developed in conjunction with the 16 member councils of the SSROC. A Litter Prevention Plan working group was established to oversee the preparation of this plan on behalf of the group of councils. The plan was then endorsed by Council with the goal to implement some regional projects.

Council funded 10 preschool marine education incursions for around 300 children delivered by ‘Splash Into’. The incursion offered an opportunity for children to learn about marine animals and the impact of litter in our waterways.

Council has incorporated litter education into schools and ran art design workshops to engage the youth in our community on the topic. This has seen the creation of a local Concord High School Art Project which promoted the “don’t litter” message and designed footpath stickers which were placed across the City.

In the winter of 2016 Council launched the Hit Me With Your Bin Shot competition through local schools, sports facilities and businesses. The project aimed to engage teenagers on the subject of litter in a fun and active way: pick up a piece of litter, video your best trick shot trying to get that piece of litter in the bin and post it online.

Infrastructure and Cleansing

Bin Your Butts – this project has achieved a staggering reduction of littered cigarette butts across Rhodes Town Square and Majors Bay Road, Concord – with a reduction of 87% of littered cigarette butts across the sites. Following the success of the trial, 15 new butt bins were installed across the City. Since January 2015, almost 380,000 or 212kg worth of butts have been collected.

We have continued to roll out cigarette butt infrastructure which encourages recycling. Across the City, we now currently have 30 butt bins and floor stickers which direct people to do the right thing. As infrastructure has been rolled out, we have also engaged street performers such as the “Aussie Butlers” to help promote the butt bins at three hot spot sites.

In 2016/2017 Canada Bay teamed up with the City of Canterbury Bankstown and Waverly Council in a SSROC, NSW Environmental Protection Authority (EPA) grant funded project to reduce litter at transport hubs. Canada Bay installed a total of five new bins, partially replacing old infrastructure. All the bins plus a shop window were wrapped in bright and clear litter messaging. Four sites were high pressure cleaned during the night even removing old chewing gum and one site had council staff doing litter picking in the surrounding greenery. The average reduction in litter across all five sites was 84% for weekends and 56% for weekdays.

Council implemented a ‘Back of Business’, EPA litter prevention grant for three carparks within the City. Through this grant we provided education on litter and enforcement to 33 businesses and engaged directly with 62 community members about the issue. Businesses with bins backing onto the carparks received an info pack with ‘nifty nabbers’ litter pickers, posters and bin stickers, educating on correct use of waste bins in order to stop litter occurring from overfull bins or bins without lids. The project saw a 65% increase in business awareness litter. Warning Letters under the Protection of the Environment Operations (POEO) Act were sent out to seven businesses.

In developing the litter action plan, we completed an audit of over 500 bins assessing their type, condition, requirements for upgrades and putting the location into an updated Geographic Information System (GIS) layer. This project has resulted in the purchased of 30 new bins to upgrade aging and dated infrastructure and enhance our public litter bins. There has also been a successful business case for the appointment of an additional labourer to increase the efficiency of the bin servicing by having two staff per compactor.

Education and Communication

‘Stop Litter in the Bay’ is an EPA grant funded project that was implemented in Cabarita Park and ‘The Bayrun’. As part of the project, interactive chalk art litter messages were installed around the bay, onsite signage was placed at both sites including bilingual signage where identified, infrastructure upgrades were undertaken in Cabarita Park, and a schools education program was delivered. This resulted in a 40% reduction of litter on site in the audited area, a 100% reduction of discarded heat beads, 50% reduction of discarded cigarette butts and a 20% increase in onsite litter awareness.



Mortlake Public School students participated in a 'Healthy Waterways, Litter Education Workshop' where students learnt about native flora and fauna that keep waterways healthy. At the workshops the students learnt about the impacts of litter and pollution on local native habitat and were then asked to use their creative skills to illustrate what they had learnt. The result of this was an upcycled mosaic tile art installation at Cabarita Park.

A Take 3 litter related film event, 'Bag It - Is your life too plastic?' saw 60 local residents attend a film night on the effects of plastics in the ocean. This film promotion was linked to the Stop Litter in the Bay project. Tim Silverwood hosted a discussion and screening of the award-winning documentary 'Bag It'.

In 2015, the Sustainable City Committee (SCC) designed messaging for a water refill station sticker which was installed in 10 locations across the City and aimed to raise awareness of the issue of plastic bottles in our waterways, instead prompting users to refill.

Council partnered with Abbotsford Public School to run a litter art project called 'Litterarti'. The project was facilitated by Marrickville's The Bower Reuse Centre and involved 48 students from the school's Student Representative Council ranging from kindergarten to year six. The students collected specific items prior to the workshop, using litter and collected objects to create a large 'streetscape mural'. This mural was displayed at Concord Carnival before being permanently attached to a wall at the school.

During 2015/16, Council engaged KNSWB EnviroMentors program to deliver Litter Reduction workshops. Council funded eight primary schools, reaching over 350 students through a mobile incursion-based environmental education program. The program aimed at motivating the community to participate in simple and practical ways to reduce litter in the local environment.

In 2017, Council launched a local litter campaign, 'Lets Put Litter in its Place'. This branding has allowed consistent communication and messaging across Canada Bay with 98 footpath stickers installed, regular social media articles promoted, 20 bin wraps, and six Council trucks wrapped in the new design.

A webpage promoting Council's litter prevention projects was created to raise public awareness and interest in current and proposed projects. Currently we have 339 average visits per month to Council's Litter Prevention webpage.

Partnerships and Pride

BagLess in the Bay is the flagship program developed by the SCC. This plastic bag reduction initiative encouraged business and residents to avoid single use plastic bags, and switch to sustainable alternatives. The following outcomes were as a result of this project:

- 108 art entries received for the BagLess art competition
- 65 businesses engaged into the Five Dock Campaign
- 435 pledges signed by residents
- 650 canvas bags distributed during launch and visits at Supabarn.

Council has also worked with the SCC to tackle coffee cup waste in an attempt to reduce litter. Cafes throughout the City of Canada Bay are now displaying posters with the 'Choose Refill over Landfill', encouraging the community to opt for a reusable cup for their coffee fix.

In 2014, Council was part of a regional EPA litter grant 'Trash it don't ash it' which saw Bankstown and Rockdale engage a consultant to undertake an observational study which considered the types of issues associated with the identified sites where hot coals were an issue. In Cabarita Park and McIllwaine Park, Council worked with a bin designer to develop a hot coal bin prototype and installed five new hot coal bins in hotspot areas within the parks. These allowed users to access with ease. The project also saw the implementation of temporary multilingual signage installed.

In 2015, Council worked with Russell Lea Infants School Parent & Friend association and the Friends of Cabarita Park and Wharf (FOCPW) to implement their successful Community Litter Grants which were funded by Keep NSW Beautiful.

Russell Lea Infants School delivered a project in Sibbick Reserve which saw local infrastructure upgraded through a community planting day and a clean-up of the site. The FOCPW delivered a project in which Cabarita Park saw a community awareness day, an increase in law enforcement, signage upgrades and a local volunteer clean-up.

Council partnered with Cabarita Mortlake Venture Scouts (CMVS) who undertook the "Contextual Landscapes" project to raise awareness of the harmful effects of littering and pollution in the local area. CMVS monitored the Rivendell Foreshore Area, Bayview Park and Quarantine Park and learned about pollution reduction processes already in place. As well as learning about litter and pollution, they collected litter items and used them to create clever images that depicted anti-littering messages. A series of these images were displayed in a photography exhibition at Concord Library as part of Youth Week. This was so well received that Council also put on a separate exhibition in Five Dock Library to share these artworks with a wider audience and further spread the anti-littering messages.

Council has actively promoted the EPA's 'Report Litter from Vehicles' campaign at events, and through publications (eazines, community newsletters) and surveys, which has resulted in a 57% increase in reporting litter from vehicles since June 2016.

City of Canada Bay partnered with EPA and Community Change (disposal behaviour specialists) to develop a Council Based Cigarette Butt Disposal Tool.

Enforcement

We have also commenced a review of litter signage in Cabarita Park, a hotspot for coals, and developed a 'litter signage guideline' to ensure consistent signage is used for fines across all parks.

We have continued enforcement of littered trolleys in the Rhodes precinct with 220 trolleys collected in 2016. Council has also purchased a trolley trailer to assist with the impounding of trolleys which has led to behaviour change by Coles who have changed their trolley collection to in-house.

Evaluation and Observation

Council evaluated the trial of eight Big Belly Solar Bins. The data obtained after six months of usage showed that the solar bins are emptied 1.8 times a week on average. Regular bins need to be emptied daily on average. The data also showed there are still some improvements to be made as 18% of collections were made when the bins were not actually full. It was noted that people walk past regular bins to dispose of their rubbish in the BigBelly bins as they look attractive and are noticeable. It was decided to continue trialling the bins at the current location.

To keep track of our progress and to evaluate the effectiveness of our actions in implementing the Litter Strategy, we annually survey residents on their attitudes and behaviours concerning litter. Council has so far conducted two surveys. The first was conducted in 2016 which had 335 respondents and established our baseline. The second took place a year later with 232 respondents and measured progress.

Both surveys showed that the main reasons for City of Canada Bay residents to litter are that there is no bin nearby or that the littered item is believed to decompose. It should be noted that in both surveys over 90% of respondents reported that they hardly ever or never litter.

In both surveys about 30% of respondents think that council is not doing enough in litter prevention. The same amount of respondents believe that council is doing enough. The other respondents are not aware of Council's efforts in litter prevention.

The 2017 survey showed a slight increase in residents being aware of council's communication about litter prevention. About half of respondents indicated that they had seen council's litter strategy branding, which was launched at the start of 2017, on trucks and bins around Canada Bay.

In 2017 a higher percentage of respondents indicated that they'd be willing to report somebody littering from a vehicle following council's and EPA's efforts to promote this program.



Sustainable Food

Target: Deliver projects, programs and actions increasing community engagement in the area of Sustainable Food

In 2014 Council adopted the Sustainable Food Strategy aimed at addressing food security and the social and environmental impacts of the food system on our community through an action plan of initiatives. Since its adoption Council's community education and engagement program has had a focus on sustainable food. Initiatives include:

- A webpage dedicated to sustainable food information, related links and resources
- In 2015, Council's Concord Carnival, was themed "Farm to Plate" and included a series of related workshops, nutritious food vendors and "Snack Habitat" was engaged to run children's sustainable food education
- Thousands of packets of food growing seeds were given away at Council's festivals in 2014-2017
- Council's Treading Lightly Eco workshop series included an emphasis on food topics such as growing food, pickling and preserves and food tours aimed at promoting and supporting local farmers, organic market gardens, farmers markets and food coops
- Sustainable food initiatives promoted through our Sustainable Schools and Child Care Centre Networks – including workshops and funding for garden beds
- A children's edible garden photo competition was run in 2015 which encouraged children to get their hands in the garden
- Council engaged "Youth Food Movement" to run a trial food campaign called The Cookluck Club which aimed to empower young Australians to engage their peers about saving food. Cookluck Club achieved over 31 media mentions across print, digital and radio, from ABC Sydney to Good Food. It had a total reach of 222,697. Of the 5700+ visitors to the Cookluck Club site, 154 hosts registered Cooklucks of which 10 were in Canada Bay. Each Cookluck event influenced a total of 964 guests.

Council received two Environmental Trust grants from Love Food Hate Waste, which funded three series of the Council developed Eat Taste Create Program, which was run three times. Collaborating with local restaurateurs, a series of intimate, sustainable 'Eat Taste Create' dinners were held, to educate both business owners and diners about how to avoid food waste. Over 300 diners attended and the project was successful in teaching people new ways to avoid food waste. Attendees were encouraged to share their tips on how to avoid food waste. Over 200 tips were collected, with the best ones released in an online cook book. A short film was produced to showcase one of the events, in which diners and the chef share tips and recipes on how to reduce food waste.

A Food Trucks trial during 2015/2016 aimed to encourage activation of parks and places and open up a broader range of food and dining experiences for the public including organic options. The trial was completed but was not successful, thus was not rolled out as a permanent program.

Council has three active community gardens which are all running successfully; Concord Community Garden, Rhodes Community garden and Chiswick Community Garden with a total of approximately 50 members currently. Two further gardens are in development; Rhodes Park Therapeutic Garden in partnership with Inner West Neighbour Aid and Drummoyne Community Garden.

Council promotes the local Concord Farmers Market through the Sustainable Living e-news by including it in local food tours and facilitating cross promotion with the nearby Concord Community Garden.

Waste

Target: Increase the waste diverted from landfill to 75% by 2021/22

Target: Increase the recycling rate to 70% by 2021/22

In October 2015 Council commenced a new waste collection contract with SUEZ, this included a fleet of 11 brand new vehicles with state-of-the art technology, including 360 degree live camera viewing around the truck as well as an automated system for recording contaminated bins. Through this collection contract, Council collects over 51,000 bins every week across three waste streams: waste, recycling and garden organics. A further 750 properties have their bulk household waste collected each week.

Currently Council is working intensively towards an ambitious NSW target of diverting 75% of waste from landfill by 2021/22. The greatest diversion of waste from landfill can only be achieved by utilising modern and advanced waste processing technologies as alternatives to landfill.

Council tendered for these services in 2015, however received no responses for any of these options as the marketplace was at capacity. In the absence of a waste processing option, Council embarked on a major community awareness and education program in an effort to reduce waste to landfill and increase recycling, discussed in further detail within this report.

Waste Less Recycle More - Grant Funding

Community Recycling Centre

Council was successful in applying for a grant and received \$172,000 in 2015 from the NSW Environment Protection Authority. This enabled us to build a community recycling centre in Five Dock for household problem wastes items, such as car and household batteries, gas bottles, fluorescent globes, paint, motor and cooking oil, fire extinguishers and smoke alarms.

This centre opened in November 2016 and since its launch, 672 residents visited the centre delivering 32 tonnes of chemicals for specialist recycling (diverted from landfill), broken down as follows:

Specialist Recycling Type	Tonnes
Chemicals	16
Paints	11.3
Oil	1.9
Gas Cylinders	1
Batteries	1.8

Community Awareness and Education

WasteLess in the Bay

WasteLess in the Bay is a comprehensive branding solution, community awareness, engagement and education program focused on reinvigorating, revitalising and re-engaging the community regarding resource recovery and waste minimisation.

We are asking our community to “Commit” to WasteLess in the Bay by making one simple and achievable behaviour change. Our community can commit by completing an on-line quiz (yes or no answers only), attending a workshop or event, or by picking up a hardcopy quiz at libraries and community centres.

After making a commitment, residents receive a ‘kit’ of our functional and useful resources, custom-designed to help residents achieve their commitment with repeated daily use in the home by all members of the household. Resources will encourage: recycling correctly, returning plastic bags to shops, planning meals, compiling shopping lists and storing labelling food correctly.



Commitments, workshops and programs

The WasteLess in the Bay commitment program, launched in 2014, has resulted in more than 25,000 individual resident commitments from 4,000 households to increase recycling and reduce waste to landfill. This equates to more than 10% of all residential households in the LGA. The results up until 2015 were so commendable that Council was awarded winner of the 2015 Keep NSW Beautiful Waste Less Recycle More Award.

- Approximately 99 WasteLess in the Bay workshops were run for free for residents and over the last three years, a total of 2,000 residents were engaged face-to-face and provided education on how to reduce food waste to landfill by planning meals, storing food correctly and cooking with leftovers. A total of 96% of these attendees have committed to reduce food waste to landfill.
- Sixteen free children's workshops were attended by over 400 local children in school holidays and were themed about making art or music instruments from reused items.
- Repair Cafes were run as part of WasteLess in the Bay community engagement. A total of 72 residents attended the Bower Repair Café sessions, diverting from landfill 60% of furniture and electrical items as they were repaired for reuse.
- Compost Revolution has, since launching in October 2014, engaged 2123 residents and over 500 households have purchased either a compost bin or worm farm to further reduce their food waste. The program has diverted over 57,000 kilograms of food waste from landfill, saving over 91,000 kilograms of CO² emissions. Diverting this food waste from landfill has saved \$18,000 in disposal costs.
- Between 2014-17, our MyWaste App, which is free for residents to download on an apple or android mobile device, has been downloaded and is in use by 1,800 households. The app contains the equivalent information of Council's WasteLess in the Bay web pages and has been translated into nine languages. The App has a search facility for the recycling of items not collected in the recycling bin and a 'report a problem to Council' function across a common range of issues, including missed or damaged bins, littering, illegal dumping and pot holes to name a few.
- Council has supported the Fridge Buyback Program since 2013. This program was a residential energy savings program that provided a rebate in return for an old second fridge or upright freezer. Over the life of the program, which ended 30 June 2017, over 690 fridges were recycled, saving approx. \$205,000 in electricity costs and 5,507 tonnes of CO² emissions.
- Our 'WastEd Time' and 'kNOw Waste' education programs for local schools and childcare centres delivered free waste education lessons on reducing and avoiding waste and recycling correctly. The program promotes long-term environmentally responsible behaviour and during the period of 2013-2017, 35 schools and childcare centres and 5,800 students participated.

- Every week 51,000 residential bins are inspected as part of Councils Contamination Management program, which aims to educate residents at the source for placing incorrect items in bins, overflowing and incorrect presentation of bins. Approximately 8,000 residences received letters regarding incorrect items placed in their recycling bin and/or overflowing bins, over the past three years.
- Since 2013, a total of eight recycling stations have been provided at Council facilities and local participating schools for the recycling of mobile phones, household batteries and printer and ink cartridges.

Cartridges & toners bottles	Household batteries	Mobile phones
365kg	359kg	635kg

- Council has participated for three years in the Collection and Rehoming Service, run by an environmental charity, the Bower Reuse and Repair Centre. The service provides residents with access to custom and specialist advice about how best to reuse or recycle usable or unwanted items as a means of diverting these goods from landfill. Over the last three years, 418 residents have utilised the service which has seen the diversion of 33.5 tonnes of waste from landfill.
- The WasteLess in the Bay website has received 18,000 views each month (on average) during the period 2014-17.
- As part of the community consultation program in 2013/14, surveys were delivered to 3,200 households regarding changes to the bulk household collection service and a further 750 participants completed surveys regarding recycling and food waste.

Community Events

- Council has participated in the Clean Up Australia Day annual event since its inception over 15 years ago. Over the last three years, 978 registered volunteers have collected and removed 21 tonnes of litter and 634kg of recycling from the City's streets, parks and foreshores.
- Council holds a residential e-waste drop-off day in February each year. It is free for residents to drop off televisions, small electrical appliances and computers and other related products. Over the last five years, over 3050 residents have attended the event dropping off a total of 182 tonnes of e-waste for specialist recycling
- Council hosts the annual Household Chemical Cleanout day in October/November each year. Council hosts the event for residents of the Inner West, not only residents of the City of Canada Bay. It is free to drop off paints, oils, chemicals, gas cylinders and batteries for specialist recycling. Over the last five years, 240 tonnes of material has been dropped off by over 3887 Inner West residents.
- In 2013 and 2014, 37 participants attended tours to Reverse Garbage and The Bower Reuse Centre, Reverse E -Waste or Soft Landing Mattress Recycling facilities.

- Since 2013 Council has participated in the annual nation-wide Garage Sale Trail event, which encourages communities to host a garage sale or visit a garage sale on a pre-scheduled date. The initiative promotes buying, selling, swapping and reusing goods as an alternative to sending items to landfill. Since the program began, 1,576 residents have participated as either a buyer or a seller at 241 registered garage sales and second-hand market stalls.

Year	13/14	14/15	15/16	16/17
No. of registered garage sales & stalls	41	59	63	78

Multicultural Community Education 2014-2017

- With an increasing population from non-English speaking backgrounds, Council has expanded its culturally and linguistically diverse community education:
- Council developed and launched English, Cantonese, Mandarin, Korean and Hindi videos on Council's YouTube channel. A total of 16 videos were created in five languages which have been viewed by another 320 households
- Council engaged face to face with over 500 Chinese, Korean and Hindi speaking residents with the aid of translators at the Chinese New Year and Rhodes Moon Festival community events
- Our WasteLess in the Bay commitment quiz has been translated into six languages and been completed by over 1,000 residents.

Resource Recovery Program		Years					Explanation
		12-13	13-14	14-15	15-16	16-17	
Waste	Tonnage	16,826	17,700	18,418	19,083	18,431	Domestic Waste Management
Recycling Co-Mingled	Tonnage	8,029	8,731	8,249	7,977	7,947	Domestic Waste Management
Garden organics	Tonnage	4,415	5,125	5,121	5,192	4,874	Domestic Waste Management
Mattress recycling	No. of mattresses	3,061	4,064	2,824	2,701	2,451	Domestic Waste Management
Whitegoods and metals	Tonnage	55	55	55	55	55	Domestic Waste Management
E-waste residential	Tonnage	36	80	14.37	30.18	21	Free event for residents to recycle e-waste items such as TV's & computers
	No. of residents	830		450	950	820	
E-waste commercial	Tonnage	2.8	3.5	14.9	12	N/A	Free collection service for businesses
	No. of businesses	49	27	40	31		
Chemical cleanout	Tonnage	32.6	76.13	25	35	71.15	Free event for residents to recycle items such as chemicals, oils paints gas cylinders batteries
	No. of residents	938		850	990	1109	

Council has also developed and adopted a Regional Waste Strategy in partnership with SSROC which included a section on litter. Council has also adopted a new Litter Strategy and Action Plan for litter prevention across the City, including a target to reduce litter by 50% in hotspot areas over the next five years. Council was also part of the SSROC working group which developed the Regional Litter Strategy. Please see litter section for more information.

Transport

Target: Report on community engagement programs to increase sustainable transport use in our 2023 community

In 2014, we reviewed the bike plan with the primary aim of rationalising the existing bike route network and prioritising short and medium term works to improve and extend the network to encourage passive transport. Seven main bike routes, 17 secondary routes and a four-year priority list were identified, with funding of \$200,000 per year which was introduced in 2014/15.

Through lobbying for improved public transport services and infrastructure, there have been a number of enhancements in transport in the area including:

- Increased and improved bus, rail and ferry services to the new residential and business centres in Rhodes
- The Homebush Bay Bridge, which opened in May 2016 and now provides valuable pedestrian, cyclist and bus connections across Homebush Bay from Rhodes to Wentworth Point
- Advocacy for the light rail connection to Westmead Hospital, via Parramatta and Sydney Olympic Park and the Metro West to include a metro station with the City of Canada Bay to improve public transport availability and capacity in the LGA
- An upgrades to Rhodes, North Strathfield and Concord West Railway Stations and a new freight line that freed up capacity for passenger trains
- An upgrade to Drummoyne ferry wharf and a commitment to the upgrade of Chiswick, Abbotsford and Cabarita wharves along with the building of a new wharf at Rhodes.

There have also been a number of public transport initiatives implemented through this period including an upgrade of 61 bus shelters and built 20 new bus shelters, Transport Access Guides for Five Dock and Rhodes, New bike paths around Rhodes and the continuation of community transport services to seniors and community groups.

Council has also continued to support car-share schemes in all major town centres and high density residential areas with a total of 24 car-share spaces located on Council roads and property. We installed a free electric car fast charger in George Street, North Strathfield, at a cost of \$120,000, upgraded the public boat ramps at John Whitton Bridge Reserve, Taplin Park and Bayview Park and installed water filling stations and dog bowls on shared paths.

Council has continued to assess planning proposals in accordance with the Local Planning Strategy which seeks to increase densities in locations that have good access to public transport and services and encourage public transport orientated development to reduce reliance on private motor vehicles.



There have been 14 solar powered speed monitoring signs installed in early 2017 which remind drivers of their speed and reward compliance with a smiley face or non-compliance with a frowned face raising community awareness.

Council has worked to actively link commercial, recreational and open space areas with walking and cycling paths and footpaths, with a commitment of over \$200,000 per year on recurrent footpath maintenance and renewals and upgraded major shared pathways. This includes the following:

- Concord Shared Pathway (\$800,000), a five year project completed in 2015 connecting the parklands through Concord
- Between Five Dock and the shopping strip at Concord through Greenlees and Edwards Parks
- Five Dock Bay Foreshore Pathway (\$300,000) and Lysaght Park Pathway (\$100,000)
- The Bay Run around the foreshores of Iron Cove, with a grant of over \$2 million from Roads and Maritime Services (RMS) in 2014/15. Council also committed funds from Section 94 Contributions; and a further \$1.7 million was committed by RMS to widen the Bay Run along Henley Marine Drive in 2016
- The 4.5 metre wide, 30 metre long, Iron Cove Creek Bridge, officially opened in December 2015, with a grant of \$1.2 million from RMS
- The construction, in 2014, of the bicycle path, from north of Rhodes Railway Station to Leeds Street to link with the John Whitton Bridge Cycle Path at a cost of \$2.8 million. This also included the upgrade of the pedestrian footpath, road resurfacing and installation of new traffic lights on the corner of Leeds Street and Blaxland Road
- The shared path on Byrne Avenue between Russell Park and Lysaght Park, which completed the cycle network around Russell Lea and Chiswick in June 2014
- Between Zoeller Street and the Exile Bay foreshore path, at Massey Park Golf Course.

- Council also ran a number of community engagement activities to encourage residents to use our cycle paths and choose riding as a passive transport option including:

- Two bike maintenance workshops which were run at Concord Sports Store and Concord West Cycle world
- The promotion of Cycling Australia's 'Let's Ride' program to our schools network, a national junior riding program designed for kids which teaches them to ride safely by developing their knowledge, skills and confidence
- 'She Rides' bicycle confidence courses which Council provided part funding to five residents to complete the course
- Promoted cycling to our major events by providing allocated bicycle parking and a chance at winning a bike related prize for those who committed
- Internally, Council 'Bay BUG' cycle group organised lunch meet ups and rode in the Sydney to Gong bike ride
- Council organised in 2016 as part of Bike Week, an 'On Ya bike event' at Rhodes Connection which unfortunately was cancelled due to weather however this will be rolled out in 2017.

In 2017 the City of Canada Bay supported two post-graduate students from Macquarie University in their research project on community views and habits related to sustainable transport and assessment of the demand for electric cars. In consultation with Council the post-graduate students also conducted a feasibility study for electric vehicle recharge stations in two locations in Rhodes and Drummoyne. The project is part of an ongoing collaboration between the City of Canada Bay and Macquarie University to provide students with practice in the real world of environmental management, planning and sustainable development and being able to work with actual clients. This preliminary study into electric cars has provided us with a stepping stone for future efforts by Council to keep our city connected.

Community Engagement

Target: Report on engagement with a cross-section of our community through the delivery of environmental education, awareness and engagement programs

We have held 77 Treading Lightly workshops over the past five years, which have promoted sustainable living to 1,624 attendees. These workshops included: worm farming and composting, balcony gardening, cycling, food tours, film nights, biodiversity, bee keeping, recycled art classes, farm gate trail tour, vertical and balcony gardening, backyard biodiversity, garage sale trail weekends, and possum, bird and native bee box making.

We have continued to give our community a voice via the Sustainable City Committee, meeting six times a year to discuss local sustainability issues. The SCC has been the driver of community initiatives discussed in litter.

Council has hosted a Sustainability Hub at local festivals including Ferragosto, Concord Carnival, Rhodes Moon Festival, Luna New Year and Yarralla festival. At these events, Council promoted local issues such as solar and energy efficiency, community gardening, sustainable living tips and litter reduction.

In 2012 the Sustainable Schools Network was established. Currently 17 schools participate in the network, which meets four times a year. The network is a platform and place for the sharing of knowledge about environmental and sustainability issues and programs across local school communities and also provides professional development opportunities through workshops and guest speakers. Through the network Council has run a variety of environment education initiatives for the students such as Take 3, KNSWB EnviroMentors, litter art programs and waste education.

The Small Environmental Grants program has been running since 2012 and has funded 39 school environmental projects with a total of \$165,000. These grants have been used to implement a variety of projects from native gardens, bush tucker gardens, vegetable gardens, rainwater tanks, recycling bins, bicycle parking and outdoor learning experiences.

In 2014 Council established the Sustainable Childcare Network. The network meets three times per year and provides a place for childcare staff members to share ideas and network, gain knowledge on a wide range of environmental sustainability topics and access to resources, professional development and in-house environmental workshops especially designed for early childhood development. Childcare and professional development workshops included: Creative Composting, Emergency Evacuation, Get Your Garden Started, Indigenous Culture, Nature Play and Splash Into Marine Life.

In 2015 Council partnered with Sydney Olympic Park to deliver a pilot project, Guardians of the Future – Urban Nature Camp, with local students recruited through the Sustainable Schools Network.



The project encouraged and equipped young people to be leaders in their schools and communities and empowered and inspired efforts to protect valuable natural resources. Funding was provided to Rosebank College and Victoria Avenue Public School for student leaders to implement environmental projects at their schools.

Council has also hosted a regional community information session called Beyond the Emergency Assembly Point for 20 people facilitated by the Red Cross. The aim was to inform the community on emergency preparedness and to build the resilience of individuals, organisations and communities so they have the confidence and capacity to make good decisions before, during and after emergencies, reducing negative impacts.

Over 150 students from three collaborative Councils along with CCBC attended 'Start the Switch' program. High school students were engaged on local sustainability issues, leadership training and action projects in waste, energy or water reduction in their schools and communities and connected with the Australian Youth Climate Coalition (AYCC). This involved over 1200 volunteer hours.

Launched in March 2012, Council's ResourceWise program engages with local small to medium businesses with the aim of improving their environmental performance in energy, water and waste. The project works with a wide range of businesses, including sporting clubs, health & beauty including chiropractors, massage, podiatry and hair dressers, food including butchers and restaurants, child care and furniture shops.

Council's Sustainable Business program has made some significant wins in:

Water

- 2012 34 audits completed, \$66,139 savings identified
19,943 kL water conserved (equivalent to eight Olympic pools)
- 2013 10 audits completed, \$31,668 savings identified
9,943 kL water conserved (equivalent to four Olympic pools)

Energy

- 2012 Two audits completed, \$6,071 savings identified
25 tonnes CO² avoided (five cars taken off the road)
- 2013 Three audits completed, \$20,657 savings identified
76 tonnes CO² avoided (18 cars taken off the road)

Waste

- 2012 Two audits completed, \$6,415 savings identified
78,000 litres of waste diverted from landfill
(2 x 20 foot shipping container)
- 2013 13 audits completed, \$24,194 savings identified
2,129,304 litres of waste diverted from landfill
(64 x 20 foot shipping containers)

The EPA's Love Food Hate Waste program funded the Council developed Waste Less \$ave More Program. The program's aim was to reduce food waste by working with 18 local food based businesses to help them gain a better understanding of their food waste and to reduce that waste. A short film was made available in English, Mandarin, Korean and Cantonese showcasing six participating businesses sharing their food waste avoidance tips and ideas.

The Environment Protection Agency funded two rounds of the business waste reduction program called BinTrim in 2014 to 2017. Over 320 local businesses were engaged through waste audits and provision of action plans to assist businesses to reduce waste and increase recycling. As a result of the program businesses diverted over 1200 tonnes of waste per annum from landfill.

'Dog Saves Bird' Project (protecting Bar-tailed Godwits) is a joint Bushcare, Bird Life Australia and Abbotsford Public School P&C initiative involving 7 signs which will be placed at various intervals between Halliday Park, Five Dock and Henry Lawson Park, Abbotsford. The signs are designed by children from the Abbotsford Public School and are aimed to appeal to the better nature of dog walkers who may not be aware of the impact that dogs off leads can have for the migratory birds, Bar-tailed Godwits.

The City of Canada Bay joined the Habitat Stepping Stones Program. This program encourages residents, community centres, schools and businesses in our area to create habitat stepping stones for local wildlife.

Community Feedback on the 'State of the Environment' in Canada Bay

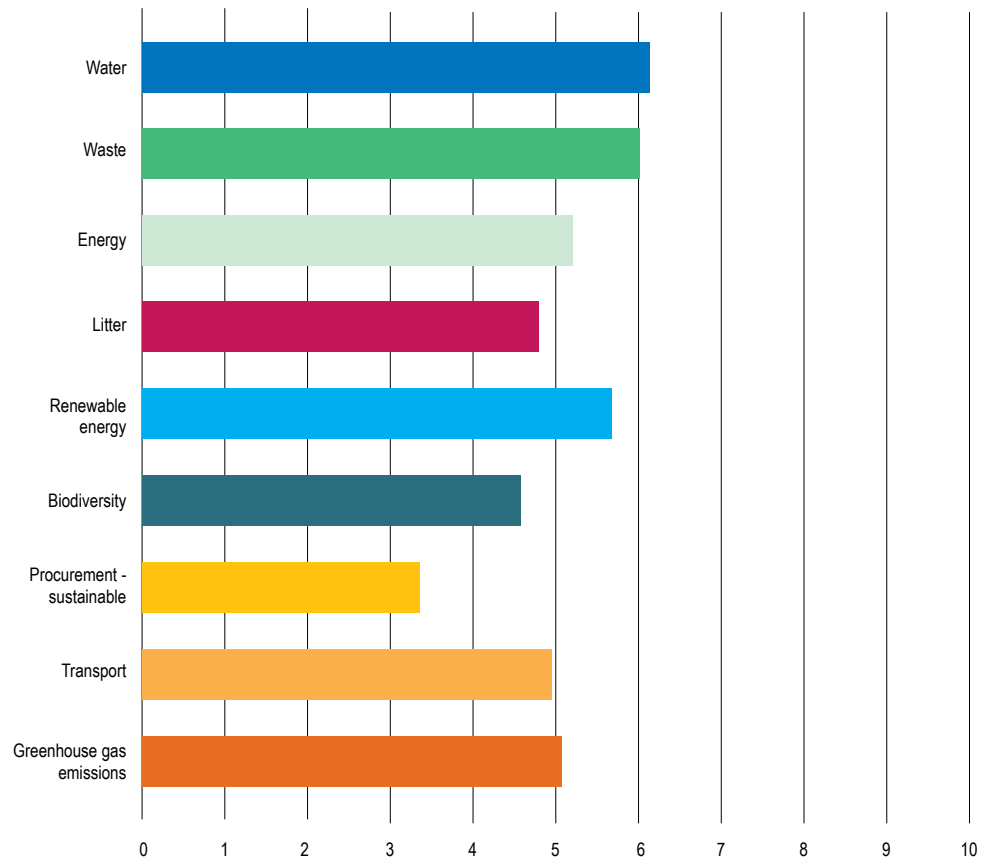
As part of the State of the Environment report Council asked residents what they value most about the area in which we live and work. Community members were invited to express their views on what they hold dear via a survey or, for the creatives, in a photography competition. These four natural assets reflect our resident's feedback.

- Clean waterways to provide habitat to mangroves and water birds and for residents to enjoy outdoor recreation and a sense of tranquillity
- Green spaces and corridors that give shelter to our native flora and fauna and that protect and enhance biodiversity
- Parks to be enjoyed by the community for play and to unwind from our increasingly busy lives
- And lastly Canada Bay's trademark foreshore. A beautiful clean foreshore that treasures our cultural heritage and social values and provides open space for everyone to enjoy.

Council also invited residents to "Have Your Say" on our Environmental Strategy. This strategy sets out Council's adopted targets, which is reportable in this document. It is clear from the results that residents are passionate about a range of environmental issues. There was a fairly even ranking of priority for these nine issues.



**Q1 Can you please rank the following environmental issues?
(1 most important 9 least important.)**



Almost 60% of respondents to 'Have Your Say' were aware that Council is working towards environmental targets. This is confirmation that the promotion and publication in our online monthly e-zine newsletter, website and other education at Festivals and workshops is effective.

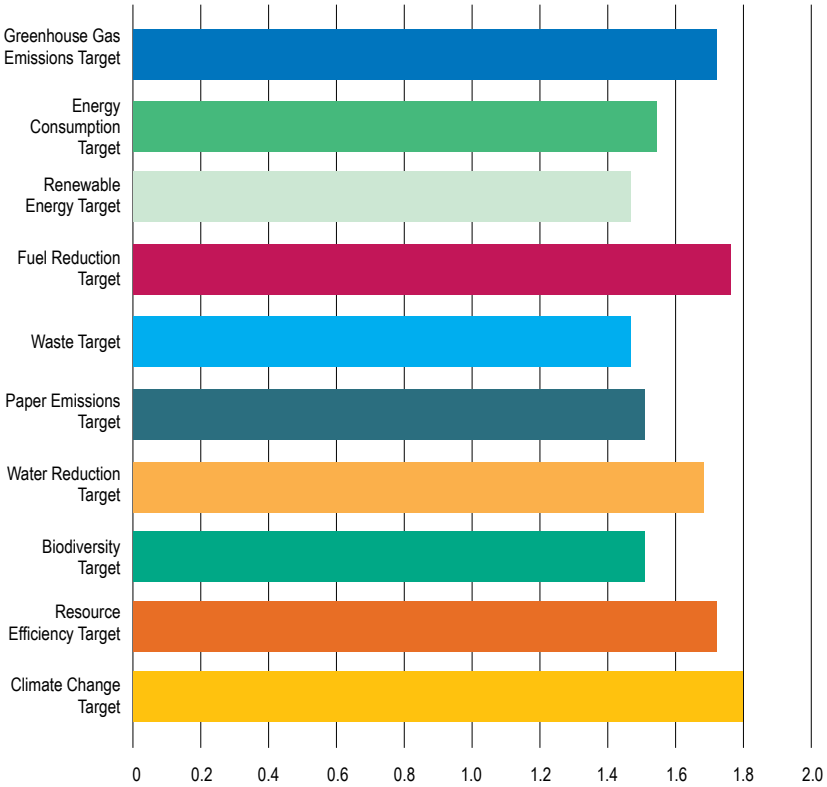
The figure below indicates Residents ranked 'Climate Change – implement projects which achieve climate change adaptation and mitigation' as the most important target for Council. Followed closely by, reducing fuel consumption, reducing greenhouse gases and improving resource efficiency.





Jim Kasif

Q2 On a scale of 1 to 5, how important do you think each of these environmental targets are?



The focus in priority of these environmental targets is also reflected in Council’s attention to these topics through our Greenhouse Action Plan and Environment Strategy. These plans include a range of actions to reduce Council’s consumption of energy and fuel. For example during 2018 Council will install photovoltaics on a number of top consuming Council sites.

Almost 80% of respondents believe that Canada Bay is ‘meeting’ or achieving ‘above expectations’ for protecting our local environment.

Showcase of Images from Council's Nature Photography Competition

Below is a selection of images from Council's Nature Photography competition which highlight some of our communities' environmental values.



Chris Dallami



Ann Hodgson



Gerard Gil



Gerard Gil



Joanna Alessi



Amy Carter

Photography Credits

The following people contributed photos to the Sustaining the Environment Report as part of the Nature Photography Competition:

Amy Carter

Ann Hodgson

Bronwyn Bell

Caden Bachell

Chris Dallami

Gerard Gil

Janice Turchini

Jim Kasif

Joanna Alessi

Joel Mesas

Maria Poulos

Matt Myles

Max Towns

Michael McCarthy

Nina Gibbs

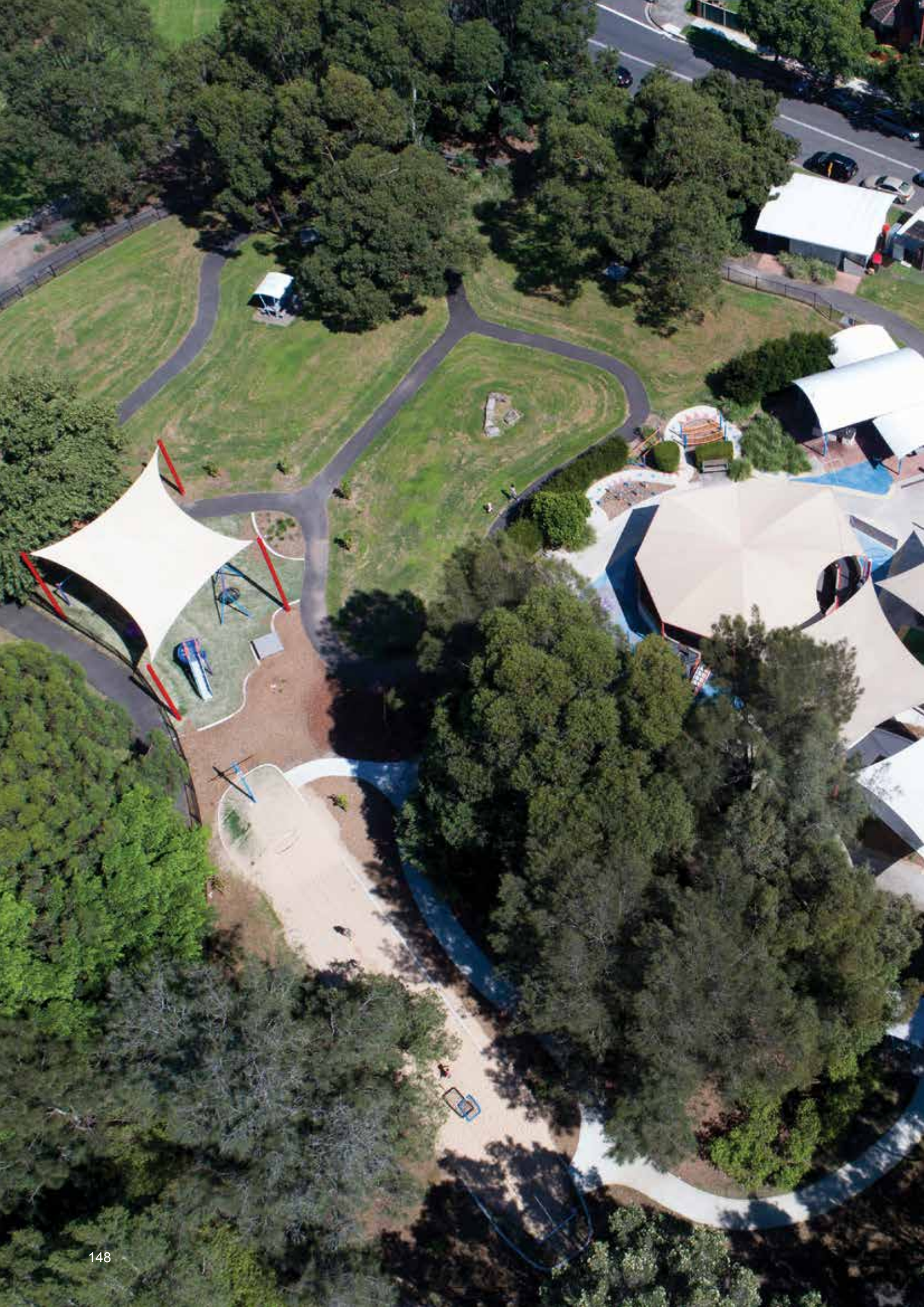
Noemie Vonthron

Rebecca Cofrancesco

Robert Lo Ricco

Thomas Buckwalter







Other Legal Reporting Requirements

The Council is required to report on a number of items as set out in the Local Government (General) Regulation 2005 including:

- Legal Proceedings
- Contracts Awarded
- Private Works and Financial Assistance
- Details of External Bodies, Companies and Partnerships
- Details of Mayoral and Councillor Fees, Expenses and Facilities
- Senior Staff Salaries
- Stormwater Levies
- Companion Animals
- Equal Employment Opportunity Management Plan.

Photo: A view over the award winning Timbrell Park all-abilities playground and Livvi's Cafe.



Legal Proceedings

Accounts relating to legal proceedings, expenses and amounts recovered are listed in the table following.

	Costs	Recovered	Net
Professional Services	\$365,561.43	\$496.00	\$365,065.43
Rating	\$57,403.70	\$59,497.70	-\$2,094.00
Statutory Planning	\$227,378.00	\$42,484.49	\$184,893.51
Total	\$650,343.13	\$102,478.19	\$547,864.94

Register of Legal Proceedings

Appeal	Address	Type	Status	Costs
Ying Cheng v CCBC (Appeal No. 226162/2016)	112 Queen Street, Concord West	Class 1 Appeal against Deemed Refusal of Development Application (DA 2016/0026) for a boarding house comprising 36 lodgers	Following further negotiations on amended plans and stormwater details through Section 34 Mediation process, matter was settled and Development Application was approved by the Court via consent orders on 21 February 2017	\$25,558
Theo Alexakis v CCBC (Appeal No. 250288/2016)	32 Sanders Parade, Concord	Class 1 Appeal against Refusal of Development Application (DA 2016/0161) for demolition of existing dwelling and construction of an attached dual occupancy	Section 34 Mediation process failed to reach a conciliated outcome. Matter proceeded to a full hearing on 13 and 14 December 2016. Commissioner handed down decision on 29 June 2017 approving the application subject to amendments to the design, reduction in height, change to pitch roof, colours and materials etc.	\$23,376
Zhong Jie Xie v CCBC (Appeal No. 333185/2016)	78 Consett Street, Concord West	Class 1 Appeal against refusal of Development Application (DA 95/2012) for new carport forward of building line and new front fence and gate	Section 34 Mediation held on 13 February 2017. Following amendments to the proposal, matter was settled and Development Application was approved by the Court via consent orders on 19 April 2017.	\$9,894
Eddie Tran v CCBC (Appeal No. 376840/2016)	27 St Georges Crescent, Drummoyne	Class 1 Appeal against deemed refusal of Development Application (DA 2016/0279) to demolish existing structures and construct an attached dual occupancy	Section 34 Mediation held on 27 April 2017. Following amendments to the proposal, matter was settled and Development Application was approved by the Court via consent orders on 24 May 2017.	\$19,163

Five Dock Properties Pty Ltd v CCBC (Appeal No. 376840/2016)	63 – 65 Ramsay Road, Five Dock	Class 1 Appeal against deemed refusal of Development Application (DA 2016/0434) to Demolish existing structures and construct a mixed use development.	Section 34 Mediation held on 11 April 2017. Following amendments to the proposal, matter was settled and Development Application was approved by the Court via consent orders on 24 May 2017.	\$9,487
Hae Sook Sung & Yeoun Il Sung v CCBC (Appeal No. 35864/2017)	2 Swan Avenue, Strathfield	Class 1 Appeal against deemed refusal of Development Application (DA 197/2013) for demolition of existing structures and construction of a boarding house comprising 20 lodgers	Section 34 Mediation held on 5 June 2017. Following amendments to the proposal, matter was settled and Development Application was approved by the Court via consent orders on 24 July 2017.	\$7,976
Huajun Investments Pty Ltd v CCBC (Appeal No. 131433/2017)	38 – 42 Leicester Avenue, Strathfield	Class 1 Appeal against deemed refusal of Development Application (DA 2016/0429) for demolition of existing structures and construction of a residential flat building comprising 70 apartments	Section 34 Mediation held on 24 August 2017. Mediation failed to reach a conciliated outcome. Hearing dates set down for 13, 14 and 15 February 2018.	\$10,000
Jiankai Developments Pty Ltd v CCBC(Appeal No. 158896/2017)	154 Wellbank Street, Concord West	Class 1 Appeal against deemed refusal of Development Application (DA 197/2013) for demolition of existing structures and construction of a boarding house comprising 22 boarding rooms	Section 34 Mediation set down for 12 September 2017.	\$0
John Drivas v CCBC (Appeal No. 139965/2017)	139965/2017	19 – 21 Lyons Road, Drummoyne	Class 1 Appeal against deemed refusal of Development Application (DA2016/0438) for demolition of existing structures and construction of a 5 storey mixed use development comprising ground floor retail and 13 residential units	\$1,487

CCBC v Regla Pty Ltd	99 Parramatta Rd, Concord	Class 4 Land & Environment Court proceedings to discontinue a prohibited use as a boarding house.	Completed. Prohibited use discontinued	\$10,373
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Private Works and Financial Assistance

Summary of details of work	Cost of work (\$)	Total amount subsidised by Council (\$)
Graffiti removal	\$38,353.80	\$38,353.80
Kokoda Track	\$34,917.30	
Small works within Canada Bay	\$4,444.55	
Total	\$77,715.65	

Contracts Awarded 1 July 2016 to 30 June 2017

Council Meeting Date	Name of Contractor(s)	Summary	Estimated Amount Payable
5/7/16	Tree Serve, Skyline Landscapes & Active Tree Services	Tender 2015/TS06 - Provision of Aboricultural Support Services	Over 2 years with option to extend another 2 years
5/7/16	Moduplay Commercial Pty Ltd	Tender 2016/TS05 – Edwards Park & Timbrell Park Playground Upgrades	600,136
5/7/16	ProjectCorp Australia Pty Ltd	Tender 2015/TS14 - Rothwell Park Amenities	1,044,540
15/11/16	REES Electrical Pty Ltd	Tender 2016/TS06 - Sportsfield Lighting Project	327,780
15/11/16	Sullivans Constructions	Tender 2016/TS09 – New Amenities Building, St Lukes North	452,497
21/3/17	Arnost Trejbal T/as ABT Construction & Fitout	Tender 2017/TS02 – Amenities Building Upgrade – St Lukes Oval Concord	138,600
16/05/17	Turf Drain	Tender 2017/TS03 - Powells Creek Reserve Field No. 2 Remediation	250,977

Details of External Bodies, Companies and Partnerships

(a6) a statement of all external bodies that during that year exercised functions delegated by the council.

Council does not have any external bodies such as county councils exercising functions delegated by Council. Community management committees report through Council's own Meetings.

(a7) a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council (whether alone or in conjunction with other councils) held a controlling interest during that year.

There are no controlled entities in the financial statements for 2016-17. Council has significant influence over the following entities but do not consolidate due to their immaterial value and nature: Drummoyne Community Centre. Council has developed a partnership agreement with Drummoyne Community Centre to ensure flexibility in the ongoing provision of community services. Council provides financial and in-kind support to the Centre that enables the delivery of priority projects.

(a8) a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council participated during that year.

The City of Canada Bay is a member of Southern Sydney Region Organisation of Councils (SSROC) in association with fifteen (15) other Sydney Councils. The role of SSROC is to undertake projects that cross council boundaries achieving results that will contribute to the sustainability of member councils and their communities. The focus includes the environment, transport, procurement, waste, library services and planning.

Contributions and Grants

Contributions and Grants	Amount
Barricades-Street Parties	\$2,024.57
School Grants	\$11,250.00
Community Grants	\$61,280.00
Community Events	\$80,000.00
Drummoyne Community Centre	\$107,697.00
Community Fundraising Events	\$21,429.38
Individual Grants	\$2,450.00
Five Dock RSL	\$35,000.00
Heritage Assistance	\$22,227.29
Total	\$343,358.24

Details of Mayoral and Councillor Fees, Expenses and Facilities

Councillor Fees and Expenses	2016/17
To Mayor	\$45,666.75
To Councillors	\$149,556.69
Total Fee Payments	\$195,223.44
Expenses and Facilities	
Computers, Phones and Associated Equipment	\$15,845.00
Telephone Calls	\$972.06
Conferences and Seminars	\$16,228.39
Transport & Travel Costs	\$1,613.89
Training	\$0.00
Meeting Meals	\$34,233.03
Childcare	\$0.00
Total Expenses and Facilities	\$68,892.37
Delegations and Visits	
Interstate Visits	\$2,888.19
Overseas Visits	\$0.00
Accompanying Spouse Expenses	\$0.00
Total Delegations and Visits	\$2,888.19

Senior Staff Salaries

The total remuneration packages, prior to July 2017, for the General Manager was \$325,666, and for the four Directors was a total of \$949,992.

Stormwater Levies

Funds	Amount	
SWMC Reserve Balance as at 30 June 2016	\$335,266.30	
Stormwater Management Charge	\$721,387.83	
Total Funds Available	\$1,056,654.13	A
Stormwater projects	Amount	
Stormwater Management	\$112,026.03	
Stormwater Relining	\$152,615.64	
Water for Community Internal Loan Repayment	\$212,000.00	
Massey Park Drainage Loan Repayment	\$193,738.00	
Lower Exile Bay Flood Study	\$35,875.00	
Replacement of Tonkins	\$25,545.23	
Battersea Park - Stormwater Drainage and Seepage	\$9,500.00	
Total Spent	\$741,299.90	B
SWMC Reserve Balance as at 30 June 2017	\$315,354.23	A-B

Written-off Rates and Charges

Written off rates and charges	2016/17
Rates - Pensioner Concessions	\$991,440.32
Rates - Postponements Written Off	\$3,355.56
Interest waived - postponements	\$1,524.87
Interest waived - write offs	\$696.75
Total	\$997,017.50

Companion Animals

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

Cost of companion animal management and activities for the year were:

- Blacktown pound fees - \$10,756.18
- Drummoyne Vet - \$960.

Companion Animal Education Programs

Council undertook a number of educational activities to promote responsible companion animal ownership including:

- Promoting responsible ownership at major events such as Ferragosto Festival, Concord Carnival and Rhodes Moon Festival.
- Distributing brochures at Council's Customer Service Centre, Libraries and other events.
- Speaking with dog owners at Council Parks and Reserves, reminding them of responsible ownership.
- Distributing dog carry bags for faeces collection and leads at Council Parks and Reserves.
- Council continues to utilise Blacktown Council Animal Impound Facility for impounding services. Council also actively investigates owners of animals via microchip data which has assisted in reducing rates of euthanasia.

Off Leash Areas

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

- Battersea Park (the Concord end of the park)
- Charles Heath Reserve
- Cintra Park
- Drummoyne Park (above Drummoyne Oval)
- Five Dock Park (between Bowling Club and Ingham Avenue)
- Lysaght Park (on Five Dock Bay)
- Majors Bay Reserve
- Powells Creek Reserve
- St Georges Crescent Reserve (opposite the Sailing Club)
- Timbrell Park (the western end, beyond the children's play area)
- Storey Park
- Brett Park (the flat area)
- Halliday Park (on Hen & Chicken Bay)
- Queen Victoria Reserve
- Taplin Park (western end near Thompson St).

Signage and Off Leash Areas

Actual expenditures in financial year 2016-17

Expenses and Facilities	2016-17
Five Dock Park dog off leash area drinking fountain	\$5,852.00
Five Dock Park dog off leash area plumbing works	\$8,316.00
Mill Park dog off leash area fencing	\$2,569.60
No-Dog-Allowed sign Taplin Park	\$52.80
Dog sign Halliday Park	\$52.80

Equal Employment Opportunity Management Plan

During the period 2016-2017 Council supported the workforce through a period of uncertainty relating to the proposed amalgamation and continued to promote programs relating to the ageing workforce and traineeships.

Council provided workforce statistics and analysis to the Organisational Effectiveness Survey coordinated by Price Waterhouse Coopers.

Key activities that supported Equal Employment Opportunities Management included:

- The inclusion of Human Resource Strategies in the Disability Inclusion Action Plan
- Research of a suitable provider for Workplace Behaviour Workshops
- Participation of staff in NAIDOC Week
- Ongoing provision of advice to employees on flexible work arrangements.

Analytical reports were developed for the Executive relating to Human Resources and Learning and Development (HROD) activities. The reports were used by the Executive to consider equity of access to HROD services and programs.

Public Interest Disclosures

The following report is made under Section 31 of the Public Interest Disclosures Act 1994 and is reported as required under clause 4(2) of the Public Interest Disclosures Regulation 2011.

Requirements of the Act	Council's Actions
(a) The number of public officials who have made a public interest disclosure to the public authority	0
(b) The number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following: (i) corrupt conduct (ii) maladministration (iii) serious and substantial waste of public money or local government money (as appropriate) (iv) government information contraventions (v) local government pecuniary interest contraventions	0
(c) The number of public interest disclosures finalised by the public authority	0
(d) Whether the public authority has a public interest disclosures policy in place	Yes
(e) What actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met	Policy is on website, and outlined in induction and Code of Conduct training.

Government Information (Public Access) Act

Requirements of the Act	Council's Actions
Clause 7A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.	<p>A review was carried out. Information was made publicly available.</p> <p>City of Canada Bay Proactive Release Program 2016-2017</p> <p>Council is committed to making as much information of public interest as possible publicly available free of charge or at minimal cost, for example, frequently requested information or information of public interest. Council's Access to Information page on Council's website http://www.canadabay.nsw.gov.au/access-to-information-and-policies.html outlines and gives electronic access to all information available within Council's Proactive Release Program.</p> <p>In addition Council, over the financial year, processed in excess of 600 informal Access to Information Applications with 1 formal application, reinforcing Council's commitment to the proactive release of information.</p>

<p>Clause 7(a) of the GIPA Regulation requires agencies to report on:</p> <ul style="list-style-type: none"> • How they reviewed their proactive release program to identify the types of information that could be released • What information was released as a result. 	<p>Steps that Council has taken during the year to identify information that can be released proactively.</p> <p>Council proactively releases current development applications on its online DA tracking tool at: http://www.canadabay.nsw.gov.au/development_and_planning/development_online_da_tracking_page.html</p> <p>How Council reviews its program to ensure that it remains suitable to capture the types of information that may be released proactively.</p> <p>The Manager Governance and Risk, the Team Leader Records and the Document Management Officer - GIPA, review applications (both formal and informal) on a monthly basis to ensure that all information that can be released on a proactive basis can be done so.</p> <p>Information that has been released following the review.</p> <p>Council continues to release proactively all information available on its Access to Information page at http://www.canadabay.nsw.gov.au/council_information/corporate_information/gipa_act.html.</p> <p>Additions in the past financial year include:</p> <ul style="list-style-type: none"> • Sponsorship and Donations Policy • Related Party Disclosures • Swimming Pool Barrier Inspection Program • Communication Policy • Compliance and Enforcement Policy • Fraud and Corruption Control Policy.
<p>Clause 7B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)</p>	<p>1</p>
<p>Clause 7C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)</p>	<p>1</p>

Schedule 2 Statistical information about access applications

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private Sector business	0	1	0	0	0	0	0	0	0	100%

Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	0	0	0	0	0	0	0	0	0	0%
Total	0	1	0	0	0	0	0	0	0	
% of Total	0	100%	0	0	0	0	0	0		

Note: A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table B: Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	0	1	0	0	0	0	0	0	0	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	0	1	0	0	0	0	0	0	0	
% of Total	0%	100%	0%	0%	0%	0%	0%	0%		

Note: A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%
Total	0	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Contempt	0	0%
Legal professional privilege	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	1	100

Note: More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	50%
Business interests of agencies and other persons	1	50%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	2	100%

Note: More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table F: Timeliness

	No of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	1	100%
Decided after 35 days (by agreement with applicant)	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	1	100

Note: More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	1	1	100%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	1	1	

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for reviewed	% of Total
Applications by access applicants	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	1	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	0%

THE CONNECTION

Rhodes Community Precinct

BARE WITNESS 1



THE LEARNING SPACE 2



Digital Gallery
Open Space
Digital Classroom
Studio 1
Studio 2

THE EVENT SPACE 3



Event Space 1
Event Space 2

THE MEETING SPACE 4



Meeting Room 1
Meeting Room 2
Meeting Room 3
Activity Room



Financial Statements

The Local Government Act requires that a set of audited financial statements be provided each year to the council and community following the close of the financial year on 30 June.

These statements set out the financial performance, financial position and cash flows of the council.

The statements comply with both the accounting and reporting requirements of Australia Accounting Standards and requirements as set down by the Office of Local Government. These include the:

- Statement of Income
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows.

Photo: A view of The Connection, Rhodes, which was officially opened in January 2017.

City of Canada Bay

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2017

“To create a City that is innovative, dynamic
and sustainable through active partnership
with the community and the environment”



City of Canada Bay

General Purpose Financial Statements

for the year ended 30 June 2017

Contents

1. Understanding Council's Financial Statements

2. Statement by Councillors and Management

3. Primary Financial Statements:

- Income Statement
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows

4. Notes to the Financial Statements

5. Independent Auditor's Reports:

- On the Financial Statements (Sect 417 [2])
- On the Conduct of the Audit (Sect 417 [3])

Overview

- (i) These financial statements are General Purpose Financial Statements and cover the operations for City of Canada Bay.
- (ii) City of Canada Bay is a body politic of NSW, Australia – being constituted as a local government area by proclamation and is duly empowered by the *Local Government Act 1993* (LGA).

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

- (iii) All figures presented in these financial statements are presented in Australian currency.
 - (iv) These financial statements were authorised for issue by the Council on 12 October 2017. Council has the power to amend and reissue these financial statements.
-

General Purpose Financial Statements for the year ended 30 June 2017

Understanding Council's financial statements

Introduction

Each year, individual local governments across New South Wales are required to present a set of audited financial statements to their council and community.

What you will find in the statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2017.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the primary financial statements

The financial statements incorporate five 'primary' financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses.

This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, Property, Plant and Equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's annual financial statements are required to be audited by the NSW Audit Office. In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the financial statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the Audit Report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

More information

A review of Council's financial performance and position for the 16/17 financial year over the last 5 years can be found at Note 29 of the financial statements.

City of Canada Bay

General Purpose Financial Statements for the year ended 30 June 2017

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993 (NSW)* (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and professional pronouncements, and
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these financial statements:

- present fairly the Council's operating result and financial position for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 15 August 2017.


Cr. Helen McCaffrey
Mayor


Cr. Tony Fasanella
Councillor


Mr. Gary Sawyer
General manager


Mr. Mark Wohlfiel
Acting Responsible accounting officer

City of Canada Bay

Income Statement

for the year ended 30 June 2017

Budget ¹ 2017	\$ '000	Notes	Actual 2017	Actual 2016
Income from continuing operations				
Revenue:				
50,264	Rates and annual charges	3a	50,281	49,627
13,330	User charges and fees	3b	16,199	13,709
2,161	Interest and investment revenue	3c	2,669	3,954
8,254	Other revenues	3d	20,898	8,249
4,221	Grants and contributions provided for operating purposes	3e,f	7,078	6,034
4,269	Grants and contributions provided for capital purposes	3e,f	12,497	14,220
Other income:				
–	Net gains from the disposal of assets	5	–	2,776
–	Net share of interests in joint ventures and associates using the equity method	19	–	–
82,499	Total income from continuing operations		109,622	98,569
Expenses from continuing operations				
33,262	Employee benefits and on-costs	4a	32,691	30,673
222	Borrowing costs	4b	222	248
22,841	Materials and contracts	4c	20,544	20,648
10,872	Depreciation and amortisation	4d	12,662	11,203
–	Impairment	4d	–	–
13,791	Other expenses	4e	14,013	13,895
–	Net losses from the disposal of assets	5	367	–
80,988	Total expenses from continuing operations		80,499	76,667
1,511	Operating result from continuing operations		29,123	21,902
Discontinued operations				
–	Net profit/(loss) from discontinued operations	24	–	–
1,511	Net operating result for the year		29,123	21,902
1,511	Net operating result attributable to Council		29,123	21,902
(2,758)	Net operating result for the year before grants and contributions provided for capital purposes		16,626	7,682

¹ Original budget is unaudited. Original budget as approved by Council – refer Note 16.

City of Canada Bay

Statement of Comprehensive Income

for the year ended 30 June 2017

\$ '000	Notes	Actual 2017	Actual 2016
Net operating result for the year (as per Income Statement)		29,123	21,902
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	307,098	(1,064)
Total items which will not be reclassified subsequently to the operating result		307,098	(1,064)
Amounts which will be reclassified subsequently to the operating result when specific conditions are met			
Nil			
Total other comprehensive income for the year		307,098	(1,064)
Total comprehensive income for the year		336,221	20,838
Total comprehensive income attributable to Council		336,221	20,838
Total comprehensive income attributable to non-controlling interests		–	–

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Statement of Financial Position

as at 30 June 2017

\$ '000	Notes	Actual 2017	Restated Actual 2016	Restated Actual 1-Jul-15
ASSETS				
Current assets				
Cash and cash equivalents	6a	5,516	1,924	5,922
Investments	6b	81,150	81,061	77,832
Receivables	7	6,128	6,869	7,398
Inventories	8	56	25	56
Other	8	201	303	–
Non-current assets classified as 'held for sale'	22	2,100	–	–
Total current assets		95,151	90,182	91,208
Non-current assets				
Investments	6b	4,000	5,000	3,000
Receivables	7	–	–	–
Inventories	8	–	–	–
Infrastructure, property, plant and equipment	9	1,494,884	1,170,268	1,149,415
Investments accounted for using the equity method	19	–	–	–
Investment property	14	32,920	24,046	23,367
Intangible assets	25	1,587	2,142	2,317
Total non-current assets		1,533,391	1,201,456	1,178,099
TOTAL ASSETS		1,628,542	1,291,638	1,269,307
LIABILITIES				
Current liabilities				
Payables	10	15,414	15,554	14,881
Income received in advance	10	2,385	1,270	344
Borrowings	10	463	438	412
Provisions	10	8,621	8,841	8,664
Total current liabilities		26,883	26,103	24,301
Non-current liabilities				
Payables	10	–	–	–
Borrowings	10	3,166	3,629	4,067
Provisions	10	757	391	262
Total non-current liabilities		3,923	4,020	4,329
TOTAL LIABILITIES		30,806	30,123	28,630
Net assets		1,597,736	1,261,515	1,240,677
EQUITY				
Retained earnings	20	1,141,635	1,112,512	1,090,610
Revaluation reserves	20	456,101	149,003	150,067
Other reserves	20	–	–	–
Council equity interest		1,597,736	1,261,515	1,240,677
Non-controlling equity interests		–	–	–
Total equity		1,597,736	1,261,515	1,240,677

This Statement should be read in conjunction with the accompanying Notes.

City of Canada Bay

Statement of Changes in Equity
for the year ended 30 June 2017

\$ '000	Notes	2017					2016						
		Retained earnings	Asset revaluation reserve (Refer 20b)	Other reserves (Refer 20b)	Council interest	Non-controlling interest	Total equity	Retained earnings	Asset revaluation reserve (Refer 20b)	Other reserves (Refer 20b)	Council interest	Non-controlling interest	Total equity
Opening balance (as per last year's audited accounts)		1,112,512	149,003	-	1,261,515	-	1,261,515	2,030,751	1,622,346	-	3,653,097	-	3,653,097
a. Correction of prior period errors	20 (c)	-	-	-	-	-	-	(940,141)	(1,472,279)	-	(2,412,420)	-	(2,412,420)
Revised opening balance		1,112,512	149,003	-	1,261,515	-	1,261,515	1,090,610	150,067	-	1,240,677	-	1,240,677
b. Net operating result for the year		29,123	-	-	29,123	-	29,123	21,902	-	-	21,902	-	21,902
c. Other comprehensive income		-	307,098	-	307,098	-	307,098	-	(1,064)	-	(1,064)	-	(1,064)
Revaluations: IPP&E asset revaluation rsve	20b (ii)	-	307,098	-	307,098	-	307,098	-	(1,064)	-	(1,064)	-	(1,064)
Other comprehensive income		-	307,098	-	307,098	-	307,098	-	(1,064)	-	(1,064)	-	(1,064)
Total comprehensive income (b&c)		29,123	307,098	-	336,221	-	336,221	21,902	(1,064)	-	20,838	-	20,838
Equity – balance at end of the reporting period		1,141,635	456,101	-	1,597,736	-	1,597,736	1,112,512	149,003	-	1,261,515	-	1,261,515

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Statement of Cash Flows for the year ended 30 June 2017

Budget 2017	\$ '000	Notes	Actual 2017	Actual 2016
Cash flows from operating activities				
Receipts:				
50,250			50,257	49,742
13,334			17,308	15,322
2,117			2,360	4,232
8,912			19,527	18,809
–			8,038	7,524
8,329			13,908	13,746
Payments:				
(31,894)			(32,488)	(30,417)
(22,837)			(20,189)	(22,129)
(222)			(222)	(248)
–			(7,572)	(5,804)
(13,791)			(19,698)	(18,531)
<u>14,198</u>		11b	<u>31,229</u>	<u>32,246</u>
Cash flows from investing activities				
Receipts:				
–			119,649	77,832
–			–	773
1,260			1,169	4,441
Payments:				
–			(118,738)	(83,061)
–			–	(1,154)
(12,248)			(29,279)	(34,663)
<u>(10,988)</u>			<u>(27,199)</u>	<u>(35,832)</u>
Cash flows from financing activities				
Receipts:				
Nil				
Payments:				
(438)			(438)	(412)
<u>(438)</u>			<u>(438)</u>	<u>(412)</u>
2,772			3,592	(3,998)
859		11a	1,924	5,922
<u>3,631</u>		11a	<u>5,516</u>	<u>1,924</u>
Additional Information:				
		6b	85,150	86,061
Total cash, cash equivalents and investments			<u>90,666</u>	<u>87,985</u>

Please refer to Note 11 for additional information.

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Contents of the notes accompanying the financial statements

Note	Details
1	Summary of significant accounting policies
2(a)	Council functions/activities – financial information
2(b)	Council functions/activities – component descriptions
3	Income from continuing operations
4	Expenses from continuing operations
5	Gains or losses from the disposal of assets
6(a)	Cash and cash equivalent assets
6(b)	Investments
6(c)	Restricted cash, cash equivalents and investments – details
7	Receivables
8	Inventories and other assets
9(a)	Infrastructure, property, plant and equipment
9(b)	Externally restricted infrastructure, property, plant and equipment
9(c)	Infrastructure, property, plant and equipment – current year impairments
10(a)	Payables, borrowings and provisions
10(b)	Description of (and movements in) provisions
11	Statement of cash flows – additional information
12	Commitments for expenditure
13	Statement of performance measures:
13a (i)	Local government industry indicators (consolidated)
13a (ii)	Local government industry graphs (consolidated)
14	Investment properties
15	Financial risk management
16	Material budget variations
17	Statement of developer contributions
18	Contingencies and other liabilities/assets not recognised
19	Interests in other entities
20	Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors
21	Financial result and financial position by fund
22	'Held for sale' non-current assets and disposal groups
23	Events occurring after the reporting date
24	Discontinued operations
25	Intangible assets
26	Reinstatement, rehabilitation and restoration liabilities
27	Fair value measurement
28	Related party disclosures
Additional council disclosures	
29	Financial review
30	Council information and contact details

n/a – not applicable

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the Local Government Act 1993 (NSW) and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity for the purpose of preparing these financial statements.

(i) New and amended standards adopted by Council

AASB124 – Related Parties accounting standard adopted in this year's financial statements.

(ii) Early adoption of standards

Council did not early adopt any accounting standards.

(iii) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of property, plant and equipment and investment property.

(iv) Significant accounting estimates and judgements

Council did not exercise any significant accounting estimates and judgements in the preparation of these financial statements.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material

adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) Estimated fair values of investment properties
- (ii) Estimated fair values of infrastructure, property, plant and equipment.

Significant judgements in applying the Council's accounting policies Council's accounting policies

Impairment of Receivables

Council has made a significant judgement about the impairment of a number of its receivables in Note 7.

(b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Councils activities as described below.

Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable. Revenue is measured on major income categories as follows:

(i) Rates, annual charges, grants and contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenue when the Council obtains control over the assets comprising these receipts. Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Control over granted assets/contributed assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at reporting date, the unused grant or contribution is disclosed in Note 3(g).

The note also discloses the amount of unused grant or contribution from prior years that was expended on Councils operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

(ii) User charges and fees

User charges and fees (including parking fees and fines) are recognised as revenue when the service has been provided or when the penalty has been applied, whichever first occurs.

(iii) Sale of infrastructure, property, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

(iv) Interest

Interest income is recognised using the effective interest rate at the date that interest is earned.

(v) Rent

Rental income is accounted for on a straight-line basis over the lease term.

(vi) Dividend income

Revenue is recognised when the Councils right to receive the payment is established, which is generally when shareholders approve the dividend.

(vii) Other income

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

(c) Principles of consolidation

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Councils Consolidated Fund unless it is required to be held in the Councils Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Five Dock Leisure Centre
- Wellbank and Victoria Ave Childcare Centres

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (NSW) (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with the trusts relating to those monies.

Trust monies and property subject to Councils control have been included in these reports.

Trust monies and property held by Council but not subject to the control of Council have been excluded from these reports. A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

(d) Leases

Leases of property, plant and equipment where Council, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the leases inception at the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

of finance charges, are included in other short-term and long-term payables.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the assets useful life and the lease term if there is no reasonable certainty that Council will obtain ownership at the end of the lease term.

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases where Council is a lessor is recognised as income on a straight-line basis over the lease term.

(e) Impairment of assets

Intangible assets that have an indefinite useful life or are not yet available for use are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the assets carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an assets fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

(f) Cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

(g) Inventories

(i) Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour, and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(ii) Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

(h) Non-current assets (or disposal groups) held for sale and discontinued operations

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets; assets arising from employee benefits; financial assets; and investment properties that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of de-recognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

(i) Investments and other financial assets

Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss; loans and receivables; held-to-maturity investments; and available-for-sale financial assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date that are classified as non-current assets.

Loans and receivables are included in other receivables (note 8) and receivables (note 7) in the Statement of Financial Position.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

Receivables are generally due for settlement within 30 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Councils management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale.

Held-to-maturity financial assets are included in noncurrent assets, except for those with maturities less than 12 months from the reporting date, that are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date.

Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset.

Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Changes in the fair value of other monetary and nonmonetary securities classified as available-for-sale are recognised in equity.

Impairment

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a loss event) and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity investments classified as available-for-sale, a significant or prolonged decline

in the fair value of the security below its cost is considered an indicator that the assets are impaired.

Assets carried at amortised cost

For loans and receivables the amount of the loss is measured as the difference between the assets carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial assets original effective interest rate.

The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Council may measure impairment on the basis of an instruments fair value using an observable market price.

Collectability of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired.

The amount of the impairment allowance is the difference between the assets carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The amount of the impairment loss is recognised in the income statement within other expenses. When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period it is written off against the allowance account.

Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act 1993 (NSW) and Clause 212 of the Local Government (General) Regulation 2005 (NSW).

Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it, or its representatives, exercise the care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order (the Order) arising from the Cole Inquiry recommendations.

(j) Fair value estimation – financial instruments

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(k) Infrastructure, property, plant and equipment (IPPE)

Council's assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Office of Local Government. At reporting date, the following classes of IPPE were stated at their fair value:

Externally valued:

- Operational land
- Community land
- Buildings specialised/non-specialised
- Roads assets including roads, bridges and footpaths
- Stormwater drainage
- Swimming pools

Internally valued:

- Other open space/recreational assets
- Other infrastructure

As approximated by depreciated historical cost:

- Plant and equipment
- Land improvements
- Other structures
- Bulk earthworks
- Other assets

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. Council has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For all other asset classes, Council assesses at each reporting date whether there is any indication that a revalued assets carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the assets fair value and revalue the asset to that amount. Full revaluations are undertaken for all assets on a five-year cycle.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

to that asset class, the increase is first recognised as profit or loss.

Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Depreciation

Land is not depreciated.

Depreciation on other assets is calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment

Office equipment 5 to 10 years
Office furniture 10 to 20 years
Computer equipment 3 years
Vehicles 5 to 8 years
Heavy plant/road making equipment 5 to 8 years
Other plant and equipment 5 to 15 years

Other equipment

Playground equipment 5 to 15 years
Benches, seats etc. 10 to 20 years

Buildings

Buildings: masonry 50 to 100 years
Buildings: other 20 to 40 years

Stormwater assets

Drains 150 years
Culverts 150 years
Flood control structures 150 years

Transportation assets

Sealed roads: surface & pavement 30 to 100 years
Sealed roads: structure 80 to 100 years
Unsealed roads 20 years
Bridge: concrete 100 years
Bridge: other 50 to 80 years
Kerb, gutter and footpaths 80 years

Other infrastructure assets

Bulk earthworks Infinite
Swimming pools 50 years
Other open space / recreational assets 40 years
Other infrastructure 40 years

(l) Investment property

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council.

Investment property is carried at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, Council uses alternative valuation methods such as recent prices in less active markets, or discounted cash flow projections. Changes in fair values are recorded in the income statement as part of other income.

(m) Payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

(n) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility

Notes to the Financial Statements for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

(o) Borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

(p) Provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of managements best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

(q) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including nonmonetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

(ii) Other long-term employee benefit obligations

The liability for long service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the Statement of Financial Position, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation funds assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments that arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense as they become payable.

Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(r) Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

(s) Intangible assets

IT Development and Software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include external direct costs of materials and service, direct payroll and payroll related costs of employees time spent on the project.

Amortisation is calculated on a straight line basis over periods generally ranging from 3 to 5 years.

IT development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility and where Council has an intention and ability to use the asset.

(t) Crown reserves

Crown Reserves under Councils care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Councils Income Statement.

(u) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which that are recoverable from, or payable to the taxation authority are presented as operating cash flows.

(v) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

(w) Comparative figures

To ensure comparability with the current reporting periods figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(x) New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the current reporting period and which have not been applied.

As at the date of authorisation of the financial statements, the standards and interpretations listed below were in issue but not yet effective.

Effective for annual reporting periods beginning on or after 1 January 2017

- AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15
- AASB 2015-8 Amendments to Australian Accounting Standards – Effective Date of AASB 15
- AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107
- AASB 2016-7 Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities

Effective for annual reporting periods beginning on or after 13 February 2017

- AASB 2017-2 Amendments to Australian Accounting Standards - Further Annual Improvements 2014- 16 Cycle

Effective for annual reporting periods beginning on or after 13 December 2017

- AASB 2017-1 Amendments to Australian Accounting Standards - Transfers of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments

Effective for annual reporting periods beginning on or after 1 January 2018

- AASB 9 Financial Instruments (December 2009)
- AASB 15 Revenue from Contracts with Customers
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)
- AASB 2014-1 Amendments to Australian Accounting Standards (Part E)
- AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) AASB 1057 Application of Australian Accounting Standards
- AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15
- AASB 2016-6 Amendments to Australian Accounting Standards - Applying AASB 9 Financial Instruments with AASB 4 Insurance Contracts

Effective for annual reporting periods beginning on or after 1 January 2019

- AASB 16 Leases
- AASB 16 Leases (Appendix D)
- AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities
- AASB 1058 Income of Not-for-Profit Entities
- AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities

The full impact of these standards has yet to be ascertained or quantified but will range from additional and/or revised disclosures to changes in how certain transactions and balances are accounted for.

(y) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

City of Canada Bay

Notes to the Financial Statements
for the year ended 30 June 2017

Note 2(a). Council functions/activities – financial information

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(b).												
	Income from continuing operations			Expenses from continuing operations			Operating result from continuing operations			Grants included in income from continuing operations		Total assets held (current & non-current)	
	Original budget	Actual	Actual	Original budget	Actual	Actual	Original budget	Actual	Actual	Actual	Actual	Actual	Actual
	2017	2017	2016	2017	2017	2016	2017	2017	2017	2017	2017	2016	2016
Governance	–	45	78	1,463	813	1,008	(1,463)	(768)	(930)	–	33	2,409	7,426
Administration	5,007	25,298	18,300	6,541	7,919	6,063	(1,534)	17,379	12,237	600	109	148,642	140,792
Public order and safety	4,886	5,345	4,752	4,916	4,187	4,716	(30)	1,158	36	–	–	542	620
Health	187	226	194	538	526	508	(351)	(300)	(314)	–	–	105	153
Environment	15,364	16,630	16,280	19,691	18,731	19,205	(4,327)	(2,101)	(2,925)	297	386	95,822	95,981
Community services and education	2,781	2,995	2,860	5,282	5,493	5,234	(2,501)	(2,498)	(2,374)	150	160	9,576	7,548
Housing and community amenities	1,973	2,069	2,192	6,441	6,720	6,362	(4,468)	(4,651)	(4,170)	492	437	47,171	60,046
Recreation and culture	6,706	8,468	7,147	23,298	23,289	20,876	(16,592)	(14,821)	(13,729)	832	532	254,307	222,000
Mining, manufacturing and construction	570	562	527	1,281	1,215	1,283	(711)	(653)	(756)	–	–	249	308
Transport and communication	3,587	5,895	4,855	10,256	10,257	9,508	(6,669)	(4,362)	(4,653)	1,192	1,292	1,069,702	756,422
Economic affairs	153	120	340	1,281	1,349	1,904	(1,128)	(1,229)	(1,564)	10	–	17	342
Total functions and activities	41,214	67,653	57,525	80,988	80,499	76,667	(39,774)	(12,846)	(19,142)	3,573	2,949	1,628,542	1,291,638
Share of gains/(losses) in associates and joint ventures (using the equity method)	–	–	–	–	–	–	–	–	–	–	–	–	–
General purpose income ¹	41,285	41,969	41,044	–	–	–	41,285	41,969	41,044	3,986	2,779	–	–
Operating result from continuing operations	82,499	109,622	98,569	80,988	80,499	76,667	1,511	29,123	21,902	7,559	5,728	1,628,542	1,291,638

1. Includes: rates and annual charges (incl. ex-gratia), untied general purpose grants and unrestricted interest and investment income.

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2(b). Council functions/activities – component descriptions

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

GOVERNANCE

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), and legislative compliance.

ADMINISTRATION

Includes corporate support and other support services, engineering works, and any Council policy compliance.

PUBLIC ORDER AND SAFETY

Includes Council's fire and emergency services levy, fire protection, emergency services, beach control, enforcement of regulations and animal control.

HEALTH

Includes immunisation, food control, health centres etc.

ENVIRONMENT

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

COMMUNITY SERVICES AND EDUCATION

Includes administration and education; social protection (welfare); migrant, Aboriginal and other community services and administration (excluding accommodation – as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's services, including family day care; child care; and other family and children services.

HOUSING AND COMMUNITY AMENITIES

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

RECREATION AND CULTURE

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

MINING, MANUFACTURING AND CONSTRUCTION

Includes building control, quarries and pits, mineral resources, and abattoirs.

TRANSPORT AND COMMUNICATION

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

ECONOMIC AFFAIRS

Includes camping areas and caravan parks; tourism and area promotion; industrial development promotion; sale yards and markets; real estate development; commercial nurseries; and other business undertakings.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 3. Income from continuing operations

\$ '000	Notes	Actual 2017	Actual 2016
(a) Rates and annual charges			
Ordinary rates			
Residential		30,706	30,228
Business		5,228	4,882
Total ordinary rates		35,934	35,110
Special rates			
Nil			
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic waste management services		13,626	13,791
Stormwater management services		721	726
Total annual charges		14,347	14,517
TOTAL RATES AND ANNUAL CHARGES		50,281	49,627

Council has used 2015 year valuations provided by the NSW Valuer General in calculating its rates.

\$ '000	Notes	Actual 2017	Actual 2016
(b) User charges and fees			
Specific user charges (per s.502 – specific ‘actual use’ charges)			
Waste management services (non-domestic)		569	554
Total user charges		569	554
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Building regulation		344	326
Planning and building regulation		779	1,045
Private works – section 67		634	422
Registration fees		17	32
Section 149 certificates (EPA Act)		245	272
Section 603 certificates		119	142
Section 611 charges		72	79
Occupancy of public land		394	267
Hoardings		513	162
Shop inspections		173	154
Total fees and charges – statutory/regulatory		3,290	2,901

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(b) User charges and fees (continued)			
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Admission and service fees		942	722
Aged care		24	18
Child care		2,728	2,605
Golf course fees		1,430	1,446
Halls and meeting rooms		522	367
Library		29	18
Leaseback fees – Council vehicles		318	334
Leisure centre		3,123	2,860
Park rents		345	287
Parking fees		705	749
Restoration charges		2,165	841
Other		9	7
Total fees and charges – other		12,340	10,254
<u>TOTAL USER CHARGES AND FEES</u>		<u>16,199</u>	<u>13,709</u>
(c) Interest and investment revenue (including losses)			
Interest			
– Interest on overdue rates and annual charges (incl. special purpose rates)		79	82
– Interest earned on investments (interest and coupon payment income)		2,567	2,794
– Interest (other)		2	6
Dividend income		21	1,072
<u>TOTAL INTEREST AND INVESTMENT REVENUE</u>		<u>2,669</u>	<u>3,954</u>
Interest revenue is attributable to:			
Unrestricted investments/financial assets:			
Overdue rates and annual charges (general fund)		79	82
General Council cash and investments		1,970	3,073
Restricted investments/funds – external:			
Development contributions			
– Section 94		355	334
– Voluntary planning agreements		265	465
Total interest and investment revenue recognised		2,669	3,954

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(d) Other revenues			
Fair value increments – investment properties	14	10,974	–
Rental income – investment properties	14	234	242
Rental income – other council properties		1,875	1,627
Fines – building compliance		121	96
Fines – parking		4,287	3,830
Fines – other		27	17
Legal fees recovery – rates and charges (extra charges)		59	92
Legal fees recovery – other		43	2
Commissions and agency fees		5	5
Bus Shelter Advertising		811	550
Diesel rebate		18	17
North Strathfield rail underpass project		4	95
Recycling income		347	297
Rental income – affordable housing		331	295
Rental income – footpath dining		442	450
Sale of abandoned vehicles		49	32
Sales – general		28	16
Sponsorships		59	97
Waste management performance bonus		210	207
Carbon Tax Reimbursement		395	–
FESL Reimbursement		129	–
Other		450	282
<u>TOTAL OTHER REVENUE</u>		<u>20,898</u>	<u>8,249</u>

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	2017 Operating	2016 Operating	2017 Capital	2016 Capital
(e) Grants				
General purpose (untied)				
Financial assistance – general component	2,696	1,774	–	–
Financial assistance – local roads component	899	597	–	–
Pensioners' rates subsidies – general component	391	392	–	–
Other grants	–	16	–	–
Total general purpose	3,986	2,779	–	–
Specific purpose				
Pensioners' rates subsidies:				
– Domestic waste management	151	152	–	–
Community care	435	439	–	10
Economic development	5	–	–	–
Employment and training programs	25	27	–	–
Environmental projects	110	136	–	50
Environmental protection	38	–	–	–
Heritage and cultural	16	27	–	–
Library	244	237	–	–
LIRS subsidy	81	90	–	–
Planning	55	–	–	–
Recreation and culture	–	–	115	130
Sport and recreation	14	–	932	200
Street lighting	160	158	–	–
Traffic route subsidy	30	27	–	–
Transport (roads to recovery)	1,095	1,200	–	–
Transport (road safety funding)	67	66	–	–
Total specific purpose	2,526	2,559	1,047	390
Total grants	6,512	5,338	1,047	390
Grant revenue is attributable to:				
– Commonwealth funding	1,382	3,812	901	50
– State funding	5,086	1,469	31	258
– Other funding	44	57	115	82
	6,512	5,338	1,047	390

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	2017 Operating	2016 Operating	2017 Capital	2016 Capital
(f) Contributions				
Developer contributions:				
(s93 & s94 – EP&A Act, s64 of the LGA):				
S 93F – contributions using planning agreements	–	–	2,603	1,650
S 94 – contributions towards amenities/services	–	–	5,785	8,610
S 94A – fixed development consent levies	–	–	1,736	1,065
Total developer contributions	–	–	10,124	11,325
Other contributions:				
Environmental contributions	21	166	–	–
Insurance incentive scheme contribution	126	129	–	–
Other councils – joint works/services	–	10	–	–
Recreation and culture	–	–	169	1,025
RMS contributions (regional roads, block grant)	360	346	1,157	1,480
Other	59	45	–	–
Total other contributions	566	696	1,326	2,505
Total contributions	566	696	11,450	13,830
TOTAL GRANTS AND CONTRIBUTIONS	7,078	6,034	12,497	14,220

\$ '000	Actual 2017	Actual 2016
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(g) Unspent grants and contributions

Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:

Unexpended at the close of the previous reporting period	39,718	45,850
Add: grants and contributions recognised in the current period but not yet spent:	9,357	12,420
Less: grants and contributions recognised in a previous reporting period now spent:	(16,725)	(18,552)
Net increase (decrease) in restricted assets during the period	(7,368)	(6,132)
Unexpended and held as restricted assets	32,350	39,718
Comprising:		
– Specific purpose unexpended grants	851	734
– Developer contributions	31,499	38,984
	32,350	39,718

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 4. Expenses from continuing operations

\$ '000	Notes	Actual 2017	Actual 2016
(a) Employee benefits and on-costs			
Salaries and wages		25,793	23,856
Travel expenses		31	21
Employee leave entitlements (ELE)		2,705	2,737
Superannuation – defined benefit plans		403	439
Superannuation – guarantee levy		2,425	2,296
Workers' compensation insurance		496	597
Fringe benefit tax (FBT)		216	214
Training costs (other than salaries and wages)		354	222
Protective clothing		72	72
Maternity leave		91	133
Other		105	86
<u>TOTAL EMPLOYEE COSTS EXPENSED</u>		<u>32,691</u>	<u>30,673</u>
 (b) Borrowing costs			
(i) Interest bearing liability costs			
Interest on loans		222	248
Total interest bearing liability costs expensed		<u>222</u>	<u>248</u>
 (ii) Other borrowing costs			
Nil			
<u>TOTAL BORROWING COSTS EXPENSED</u>		<u>222</u>	<u>248</u>

Notes to the Financial Statements

for the year ended 30 June 2017

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(c) Materials and contracts			
Raw materials and consumables		2,422	2,035
Contractor and consultancy costs			
– Cleaning		555	470
– Contractor and consultancy costs		38	78
– Information technology		130	195
– Golf course management		215	188
– Rate payment agencies		91	102
– Swimming pool management		298	286
– Waste management		7,072	7,185
– Contractor maintenance and repairs		5,120	5,042
Contractor and consultancy costs – other contractor and consultancy costs		3,030	3,628
Auditors remuneration ⁽¹⁾		63	48
Infringement notice contract costs (SEINS)		533	393
Legal expenses:			
– Legal expenses: planning and development		224	136
– Legal expenses: debt recovery		57	94
– Legal expenses: other		369	324
Operating leases:			
– Operating lease rentals: minimum lease payments ⁽²⁾		281	386
Other		46	58
TOTAL MATERIALS AND CONTRACTS		20,544	20,648
1. Auditor remuneration			
a. During the year, the following fees were incurred for services provided by the Auditor-General:			
(i) Audit and other assurance services			
– Audit and review of financial statements: Auditor-General		63	–
Total Auditor-General remuneration		63	–
b. During the year, the following fees were incurred for services provided by the other Council's Auditors:			
(i) Audit and other assurance services			
– Audit and review of financial statements: Council's Auditor		–	48
Remuneration for audit and other assurance services		–	48
Total Auditor remuneration		63	48
2. Operating lease payments are attributable to:			
Computers		281	350
Other		–	36
		281	386

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(d) Depreciation, amortisation and impairment			
Plant and equipment		783	786
Office equipment		28	26
Furniture and fittings		71	71
Land improvements (depreciable)		532	570
Infrastructure:			
– Buildings – non-specialised		1,968	1,699
– Buildings – specialised		100	91
– Other structures		1,486	1,351
– Roads		3,981	3,268
– Bridges		61	49
– Footpaths		888	667
– Stormwater drainage		1,507	1,494
– Swimming pools		87	83
Other assets			
– Heritage collections		7	1
– Library books		360	328
– Other		101	105
Intangible assets	25	702	614
Total depreciation and amortisation costs		<u>12,662</u>	<u>11,203</u>
Impairment			
Nil			
<u>TOTAL DEPRECIATION AND IMPAIRMENT COSTS EXPENSED</u>		<u>12,662</u>	<u>11,203</u>

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(e) Other expenses			
Advertising		281	287
Agency personnel		991	1,243
Bad and doubtful debts		134	–
Bank charges		104	83
Computer software charges		1,035	769
Contributions/levies to other levels of government			
– Department of planning levy		164	160
– Emergency services levy		149	137
– NSW fire brigade levy		1,387	1,368
– Waste levy		3,065	2,832
Councillor expenses – mayoral fee		42	38
Councillor expenses – councillors' fees		152	164
Councillors' expenses (incl. mayor) – other (excluding fees above)		2	5
Donations, contributions and assistance to other organisations (Section 356)			
– Donations, contributions and assistance		480	601
Electricity and heating		863	865
Fair value decrements – investment properties	14	–	25
Fuel and oil		371	382
Insurance – excess		54	132
Insurance – premiums		1,129	1,118
Motor vehicle registrations		104	98
Postage		153	141
Printing and stationery		153	144
Strata levies		58	50
Street lighting		1,151	1,159
Subscriptions and publications		350	388
Telephone and communications		494	477
Valuation fees		113	110
Water		423	503
Other		611	616
<u>TOTAL OTHER EXPENSES</u>		<u>14,013</u>	<u>13,895</u>

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 5. Gains or losses from the disposal of assets

\$ '000	Notes	Actual 2017	Actual 2016
Property (excl. investment property)			
Proceeds from disposal – property		279	529
Less: carrying amount of property assets sold/written off		(441)	(109)
Net gain/(loss) on disposal		(162)	420
Plant and equipment			
Proceeds from disposal – plant and equipment		890	891
Less: carrying amount of plant and equipment assets sold/written off		(833)	(863)
Net gain/(loss) on disposal		57	28
Infrastructure			
Proceeds from disposal – infrastructure		–	3,021
Less: carrying amount of infrastructure assets sold/written off		(160)	(1,016)
Net gain/(loss) on disposal		(160)	2,005
Investment properties			
Proceeds from disposal – investment properties		–	773
Less: carrying amount of investment properties sold/written off		–	(450)
Net gain/(loss) on disposal		–	323
Financial assets*			
Proceeds from disposal/redemptions/maturities – financial assets		119,649	77,832
Less: carrying amount of financial assets sold/redeemed/matured		(119,649)	(77,832)
Net gain/(loss) on disposal		–	–
Other			
Less: carrying amount of Other assets sold/written off		(102)	–
Net gain/(loss) on disposal		(102)	–
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(367)	2,776

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 6a. – Cash assets and Note 6b. – investments

\$ '000	Notes	2017	2017	2016	2016
		Actual Current	Actual Non-current	Actual Current	Actual Non-current
Cash and cash equivalents (Note 6a)					
Cash on hand and at bank		1,147	–	344	–
Cash-equivalent assets ¹					
– Deposits at call		4,369	–	1,580	–
Total cash and cash equivalents		5,516	–	1,924	–
Investments (Note 6b)					
– Long term deposits		81,150	–	81,061	–
– NCD's, FRN's (with maturities > 3 months)		–	4,000	–	5,000
Total investments		81,150	4,000	81,061	5,000
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS		86,666	4,000	82,985	5,000

¹ Those investments where time to maturity (from date of purchase) is < 3 mths.

Investments were classified at year end in accordance with AASB 139 as follows:

Investments

b. 'Held to maturity'	81,150	4,000	81,061	5,000
Investments	81,150	4,000	81,061	5,000

Refer to Note 27. Fair value measurement for information regarding the fair value of investments held.

Note 6c. Restricted cash, cash equivalents and investments – details

\$ '000	2017	2017	2016	2016
	Actual Current	Actual Non-current	Actual Current	Actual Non-current
Total cash, cash equivalents and investments	86,666	4,000	82,985	5,000
attributable to:				
External restrictions (refer below)	46,073	4,000	50,124	5,000
Internal restrictions (refer below)	31,411	–	27,320	–
Unrestricted	9,182	–	5,541	–
	86,666	4,000	82,985	5,000

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 6c. Restricted cash, cash equivalents and investments – details (cont'd)

2017 \$ '000	Opening balance	Transfers to restrictions	Transfers from restrictions	Closing balance
Details of restrictions				
External restrictions – included in liabilities				
Specific purpose unexpended loans – general (A)	3,296	–	(43)	3,253
External restrictions – included in liabilities	3,296	–	(43)	3,253
External restrictions – other				
Developer contributions – general (D)	38,984	8,862	(16,347)	31,499
Specific purpose unexpended grants (F)	734	117	–	851
Domestic waste management (G)	11,775	3,404	(1,024)	14,155
Stormwater management (G)	335	721	(741)	315
External restrictions – other	51,828	13,104	(18,112)	46,820
Total external restrictions	55,124	13,104	(18,155)	50,073
Internal restrictions				
Plant and vehicle replacement	764	97	–	861
Infrastructure replacement – parking	584	465	(619)	430
Employees leave entitlement	1,706	–	–	1,706
Carry over works	2,383	2,178	(1,876)	2,685
Deposits, retentions and bonds	11,107	8,038	(7,474)	11,671
Affordable housing	1,377	638	(844)	1,171
Building reserve	524	486	(40)	970
Concord library and childcare centre	886	79	(80)	885
Concord oval	86	–	–	86
Drummoyne oval lights reserve	223	–	(4)	219
Election of councillors	300	50	–	350
Energy efficiency reserve	89	136	(25)	200
Financial sustainability	2,993	2,587	(1,783)	3,797
Five dock leisure centre	538	500	(42)	996
Investment fund	2,118	278	(169)	2,227
Massey park golf course	(14)	14	–	–
North Strathfield rail underpass	1,095	100	(320)	875
Risk management reserve	240	198	(214)	224
Strathfield triangle reserve	(384)	384	–	–
Victoria avenue childcare	133	44	(50)	127
Water for the community	140	140	–	280
Workers compensation	432	–	(5)	427
Financial Assistance Grant Advance	–	1,224	–	1,224
Total internal restrictions	27,320	17,636	(13,545)	31,411
TOTAL RESTRICTIONS	82,444	30,740	(31,700)	81,484

A Loan moneys which must be applied for the purposes for which the loans were raised.

D Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).

F Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1 (b))

G Water, sewerage, domestic waste management (DWM) and other special rates/levies/charges are externally restricted assets and must be applied for the purposes for which they were raised.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 7. Receivables

\$ '000	Notes	2017		2016	
		Current	Non-current	Current	Non-current
Purpose					
Rates and annual charges		600	106	576	–
Interest and extra charges		53	28	86	–
User charges and fees		110	–	81	–
Private works		4	–	27	–
Accrued revenues					
– Interest on investments		996	–	654	–
Government grants and subsidies		376	–	2,210	–
Loans to non-profit organisations		14	–	22	–
Net GST receivable		400	–	637	–
Employee advances		37	–	41	–
General debtors		2,089	–	1,295	–
Infringements		844	–	845	–
Property leases		371	–	260	–
Road restorations		338	–	200	–
Other debtors		–	–	1	–
Total		6,232	134	6,935	–
Less: provision for impairment					
Rates and annual charges		–	(106)	–	–
Interest and extra charges		–	(28)	–	–
Other debtors		(104)	–	(66)	–
Total provision for impairment – receivables		(104)	(134)	(66)	–
TOTAL NET RECEIVABLES		6,128	–	6,869	–
Externally restricted receivables					
Domestic waste management		372	–	196	–
Stormwater management		13	–	10	–
– Grants		376	–	316	–
Total external restrictions		761	–	522	–
Internally restricted receivables					
– Affordable housing		298	–	336	–
Internally restricted receivables		298	–	336	–
Unrestricted receivables		5,069	–	6,011	–
TOTAL NET RECEIVABLES		6,128	–	6,869	–

Notes on debtors above:

- (i) Rates and annual charges outstanding are secured against the property.
- (ii) Doubtful rates debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates and charges at 8.00% (2016 8.50%).
Generally all other receivables are non-interest bearing.
- (iv) Please refer to Note 15 for issues concerning credit risk and fair value disclosures.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 8. Inventories and other assets

\$ '000	Notes	2017		2016	
		Current	Non-current	Current	Non-current
(a) Inventories					
(i) Inventories at cost					
Stores and materials		56	–	25	–
Total inventories at cost		56	–	25	–
(ii) Inventories at net realisable value (NRV)					
Nil					
<u>TOTAL INVENTORIES</u>		<u>56</u>	<u>–</u>	<u>25</u>	<u>–</u>
(b) Other assets					
Prepayments		201	–	303	–
<u>TOTAL OTHER ASSETS</u>		<u>201</u>	<u>–</u>	<u>303</u>	<u>–</u>

Externally restricted assets

There are no restrictions applicable to the above assets.

Other disclosures

Inventory write downs

There were no amounts recognised as an expense relating to the write down of inventory balances held during the year.

Refer to Note 27. Fair value measurement for information regarding the fair value of other assets held.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 9a. Infrastructure, property, plant and equipment

Asset class	as at 30/6/2016			Asset movements during the reporting period								as at 30/6/2017		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Other movements to P&L	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	24,268	–	24,268	–	3,597	–	–	(24,051)	–	(89)	–	3,725	–	3,725
Plant and equipment	7,419	3,339	4,080	–	1,683	(833)	(783)	–	(5)	–	–	7,642	3,500	4,142
Office equipment	1,215	1,087	128	–	69	(102)	(28)	21	–	–	–	1,050	962	88
Furniture and fittings	1,221	933	288	–	41	–	(71)	23	–	–	–	1,285	1,004	281
Land:														
– Operational land	57,030	–	57,030	–	–	(250)	–	12	–	–	–	56,792	–	56,792
– Community land	133,241	–	133,241	–	–	–	–	–	–	–	–	133,241	–	133,241
– Land under roads (pre 1/7/08)	447,996	–	447,996	–	–	–	–	–	–	–	301,828	749,824	–	749,824
– Land under roads (post 30/6/08)	7,822	–	7,822	–	–	–	–	–	–	–	5,270	13,092	–	13,092
Land improvements – depreciable	15,286	4,332	10,954	797	–	–	(532)	2,950	(68)	–	–	18,967	4,866	14,101
Infrastructure:														
– Buildings – non-specialised	120,214	54,119	66,095	565	10,442	(191)	(1,968)	14,798	16	–	–	145,707	55,950	89,757
– Buildings – specialised	10,495	7,146	3,349	12	–	–	(100)	12	–	–	–	10,519	7,246	3,273
– Other structures	137,891	92,251	45,640	909	–	(45)	(1,486)	173	52	–	–	138,952	93,709	45,243
– Roads	281,570	43,933	237,637	7,106	1,624	(71)	(3,981)	1,906	(16)	–	–	292,119	47,914	244,205
– Bridges	5,960	1,382	4,578	–	–	–	(61)	–	–	–	–	5,960	1,443	4,517
– Footpaths	62,944	16,720	46,224	1,660	437	–	(888)	388	16	–	–	65,429	17,592	47,837
– Stormwater drainage	131,653	57,127	74,526	814	67	(44)	(1,507)	86	–	–	–	132,541	58,599	73,942
– Swimming pools	5,252	1,204	4,048	184	–	–	(87)	–	–	–	–	5,436	1,291	4,145
Other assets:														
– Public Art	508	1	507	–	182	–	(7)	70	–	–	–	760	8	752
– Library/books	3,968	2,868	1,100	–	419	–	(360)	10	–	–	–	4,397	3,228	1,169
– Other	1,646	889	757	–	500	–	(101)	3,602	–	–	–	5,747	989	4,758
TOTAL INFRASTRUCTURE, PROPERTY, PLANT AND EQUIP.	1,457,599	287,331	1,170,268	12,047	19,061	(1,536)	(11,960)	–	(5)	(89)	307,098	1,793,185	298,301	1,494,884

Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Refer to Note 27. Fair value measurement for information regarding the fair value of other infrastructure, property, plant and equipment.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 9b. Externally restricted infrastructure, property, plant and equipment

\$ '000

Council has no externally restricted infrastructure, property, plant and equipment.

Note 9c. Infrastructure, property, plant and equipment – current year impairments

Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 10a. Payables, borrowings and provisions

\$ '000	Notes	2017		2016	
		Current	Non-current	Current	Non-current
Payables					
Goods and services – operating expenditure		1,141	–	755	–
Accrued expenses:					
– Other expenditure accruals		2,700	–	3,692	–
Security bonds, deposits and retentions		11,573	–	11,107	–
Total payables		15,414	–	15,554	–
Income received in advance					
Payments received in advance		2,385	–	1,270	–
Total income received in advance		2,385	–	1,270	–
Borrowings					
Loans – secured ¹		463	3,166	438	3,629
Total borrowings		463	3,166	438	3,629
Provisions					
Employee benefits:					
Annual leave		2,720	–	2,590	–
Sick leave		233	–	247	–
Long service leave		5,668	757	5,947	391
Sub-total – aggregate employee benefits		8,621	757	8,784	391
Self insurance – other		–	–	57	–
Total provisions		8,621	757	8,841	391
TOTAL PAYABLES, BORROWINGS AND PROVISIONS					
		26,883	3,923	26,103	4,020
(i) Liabilities relating to restricted assets					
		2017		2016	
		Current	Non-current	Current	Non-current
Externally restricted assets					
Domestic waste management		477	–	1,119	–
Liabilities relating to externally restricted assets		477	–	1,119	–
Internally restricted assets					
Nil					
Total liabilities relating to restricted assets		477	–	1,119	–
Total liabilities relating to unrestricted assets		26,406	3,923	24,984	4,020
TOTAL PAYABLES, BORROWINGS AND PROVISIONS		26,883	3,923	26,103	4,020

¹. Loans are secured over the general rating income of Council

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 15.

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 10a. Payables, borrowings and provisions (continued)

\$ '000	Actual 2017	Actual 2016
(ii) Current liabilities not anticipated to be settled within the next twelve months		
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	6,703	5,930
Payables – security bonds, deposits and retentions	8,095	7,770
	<u>14,798</u>	<u>13,700</u>

Note 10b. Description of and movements in provisions

Class of provision	2016		2017			
	Opening balance as at 1/7/16	Additional provisions	Decrease due to payments	Remeasurement effects due to discounting	Unused amounts reversed	Closing balance as at 30/6/17
Annual leave	2,590	2,023	(1,893)	–	–	2,720
Sick leave	247	(14)	–	–	–	233
Long service leave	6,338	718	(631)	–	–	6,425
Self insurance	57	–	(57)	–	–	–
TOTAL	9,232	2,727	(2,581)	–	–	9,378

- a. Employees leave entitlements and on-costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.
- b. Self insurance provisions represent both (i) claims incurred but not reported and (ii) claims reported and estimated as a result of Council's being a self insurer up to certain levels of excess.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 11. Statement of cash flows – additional information

\$ '000	Notes	Actual 2017	Actual 2016
(a) Reconciliation of cash assets			
Total cash and cash equivalent assets	6a	5,516	1,924
Less bank overdraft	10	–	–
Balance as per the Statement of Cash Flows		5,516	1,924
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		29,123	21,902
Adjust for non-cash items:			
Depreciation and amortisation		12,662	11,203
Net losses/(gains) on disposal of assets		367	(2,776)
Non-cash capital grants and contributions		(1,882)	(270)
Losses/(gains) recognised on fair value re-measurements through the P&L:			
– Investment properties		(10,974)	25
+/- Movement in operating assets and liabilities and other cash items:			
Decrease/(increase) in receivables		569	529
Increase/(decrease) in provision for doubtful debts		172	–
Decrease/(increase) in inventories		(31)	31
Decrease/(increase) in other assets		102	(303)
Increase/(decrease) in payables		386	445
Increase/(decrease) in other accrued expenses payable		(992)	(1,492)
Increase/(decrease) in other liabilities		1,581	2,646
Increase/(decrease) in employee leave entitlements		203	306
Increase/(decrease) in other provisions		(57)	–
Net cash provided from/(used in) operating activities from the Statement of Cash Flows		31,229	32,246

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 11. Statement of cash flows – additional information (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(c) Non-cash investing and financing activities			
S94 contributions 'in kind'		1,882	270
Total non-cash investing and financing activities		1,882	270
(d) Financing arrangements			
(i) Unrestricted access was available at balance date to the following lines of credit:			
Bank overdraft facilities ⁽¹⁾		500	500
Credit cards/purchase cards		150	150
Total financing arrangements		650	650

1. The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.
Interest rates on overdrafts are interest rates on loans and other payables are disclosed in Note 15.

(ii) Secured loan liabilities

Loans are secured by a mortgage over future years rate revenue only.

(e) Bank guarantees

Council has guaranteed an amount of \$5,000 to Agility Management Pty Ltd as security for Contract Works relating to the permanent reinstatement of road, footpath and paved surfaces and associated works in NSW. This guarantee was executed on 30 September 2004.

Council has also guaranteed an amount of \$5,000 to Jemena Asset Management (4) P/L as security for Contract Works relating to the permanent reinstatement of road, footpath and paved surfaces. This guarantee expires on 5 November 2017.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 12. Commitments for expenditure

\$ '000	Notes	Actual 2017	Actual 2016
(a) Capital commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Property, plant and equipment			
Buildings		930	10,917
Plant and equipment		–	95
Recreational projects		4,504	3,027
Roads, bridges and footpaths		2,575	8,562
Stormwater drainage		145	504
Seawalls		680	–
Other		42	–
Total commitments		8,876	23,105
These expenditures are payable as follows:			
Within the next year		8,876	23,105
Total payable		8,876	23,105
Sources for funding of capital commitments:			
Unrestricted general funds		672	1,384
Future grants and contributions		142	1,736
Sect 64 and 94 funds/reserves		3,299	15,239
Unexpended grants		110	48
Externally restricted reserves		664	2,271
Internally restricted reserves		3,591	2,427
Unexpended loans		253	–
Stormwater Levy		145	–
Total sources of funding		8,876	23,105

Details of capital commitments

Capital expenditure commitments relate to projects budgetted for in 2016/17 but had not been completed by 30 June. The unexpended budget amount has been carried forward to 2017/18 to enable capital works projects to be completed.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 12. Commitments for expenditure (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(b) Finance lease commitments			
Nil			
(c) Operating lease commitments (non-cancellable)			
a. Commitments under non-cancellable operating leases at the reporting date, but not recognised as liabilities are payable:			
Within the next year		281	235
Later than one year and not later than 5 years		1,124	105
Later than 5 years		–	–
Total non-cancellable operating lease commitments		1,405	340

Conditions relating to operating leases:

- All operating lease agreements are secured only against the leased asset.
- No lease agreements impose any financial restrictions on Council regarding future debt etc.

(d) Investment property commitments

Nil

(e) Investment in joint operations – commitments

For capital commitments and other commitments relating to investments in joint operations, refer to Note 19 (c).

Notes to the Financial Statements
for the year ended 30 June 2017

Note 13a(i). Statement of performance measurement – indicators (consolidated)

\$ '000	Amounts 2017	Indicator 2017	Prior periods 2016	2015	Benchmark
Local government industry indicators – consolidated					
1. Operating performance ratio					
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions less operating expenses	<u>6,019</u>	6.99%	6.04%	3.92%	>0.00%
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions	<u>86,151</u>				
2. Own source operating revenue ratio					
Total continuing operating revenue ⁽¹⁾ excluding all grants and contributions	<u>79,073</u>	80.16%	78.86%	75.71%	>60.00%
Total continuing operating revenue ⁽¹⁾	<u>98,648</u>				
3. Unrestricted current ratio					
Current assets less all external restrictions ⁽²⁾	<u>48,317</u>	4.16x	3.50x	2.96x	>1.5x
Current liabilities less specific purpose liabilities ^(3, 4)	<u>11,608</u>				
4. Debt service cover ratio					
Operating result ⁽¹⁾ before capital excluding interest and depreciation/impairment/amortisation	<u>18,903</u>	28.64x	24.82x	21.76x	>2x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<u>660</u>				
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	<u>653</u>	1.28%	1.31%	1.57%	< 5% Metro
Rates, annual and extra charges collectible	<u>51,081</u>				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	<u>86,666</u>	12.90 mths	12.8 mths	14.4 mths	> 3 mths
Payments from cash flow of operating and financing activities	<u>6,717</u>				

Notes

⁽¹⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures and associates.

⁽²⁾ Refer Notes 6-8 inclusive.

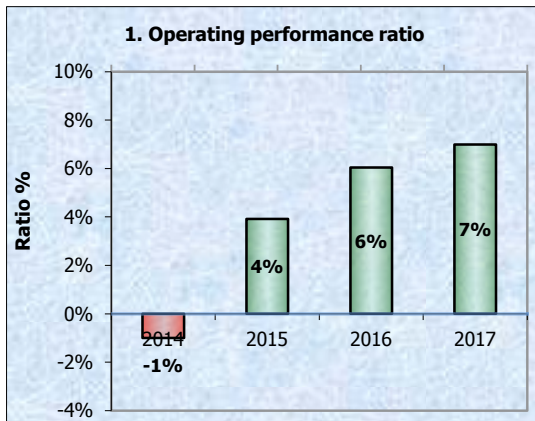
Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

⁽³⁾ Refer to Note 10(a).

⁽⁴⁾ Refer to Note 10(a)(ii) – excludes all payables and provisions not expected to be paid in the next 12 months (incl. ELE).

Notes to the Financial Statements
for the year ended 30 June 2017

Note 13a(ii). Local government industry indicators – graphs (consolidated)



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

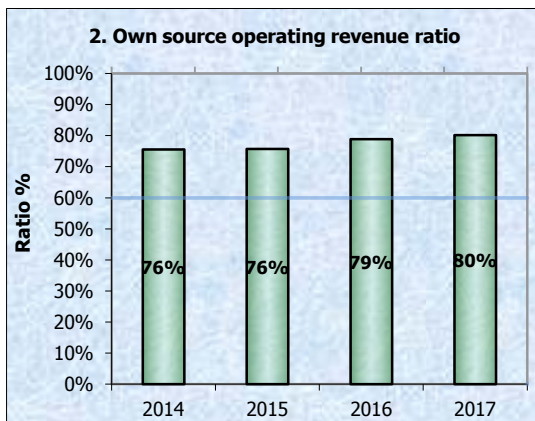
Commentary on 2016/17 result

2016/17 ratio 6.99%

The Operating Performance result was expected to be maintained at approximately 6%. The better than expected result is partly related to the \$1.2M advance payment of the 2017/18 Financial Assistance Grant.

Benchmark: Minimum $\geq 0.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

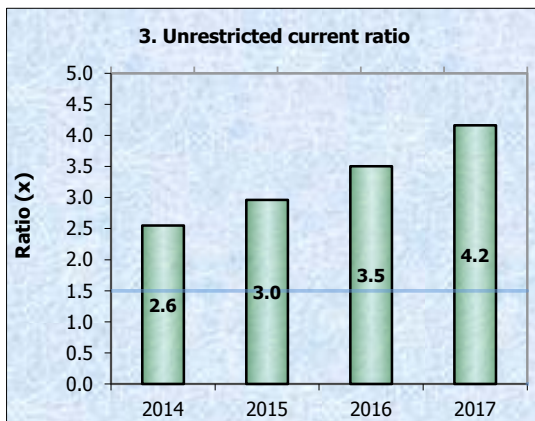
Commentary on 2016/17 result

2016/17 ratio 80.16%

This ratio measures fiscal flexibility and robustness. Financial flexibility increases as the level of own source revenue increases giving greater ability to manage external shocks or challenges. Council's above benchmark own source revenue ratio indicates a greater ability to control or manage its operating performance and financial sustainability without reliance on grants and other contributions.

Benchmark: Minimum $\geq 60.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2016/17 result

2016/17 ratio 4.16x

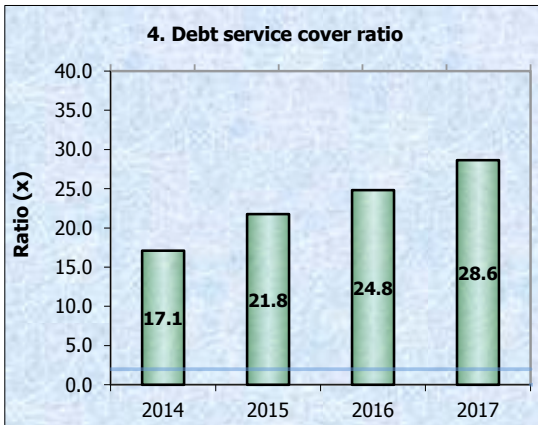
The Unrestricted Current Ratio excludes cash reserves that are restricted for specific purposes and which cannot be used to meet short term obligations for Accounts Payable and Loan Servicing costs.

Benchmark: Minimum ≥ 1.50
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark

Notes to the Financial Statements
for the year ended 30 June 2017

Note 13a(ii). Local government industry indicators – graphs (consolidated)



Benchmark: Minimum ≥ 2.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Purpose of debt service cover ratio

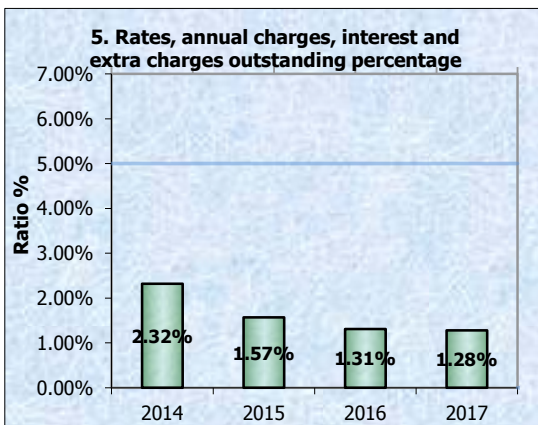
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2016/17 result

2016/17 ratio 28.64x

It is considered reasonable for Councils to maintain a Debt Service Cover Ratio of at least 2. Council has financial capacity to borrow for appropriate infrastructure projects should it be required.

Ratio achieves benchmark
Ratio is outside benchmark



Benchmark: Maximum $< 5.00\%$
Source for Benchmark: Code of Accounting Practice and Financial Reporting #25

Purpose of rates and annual charges outstanding ratio

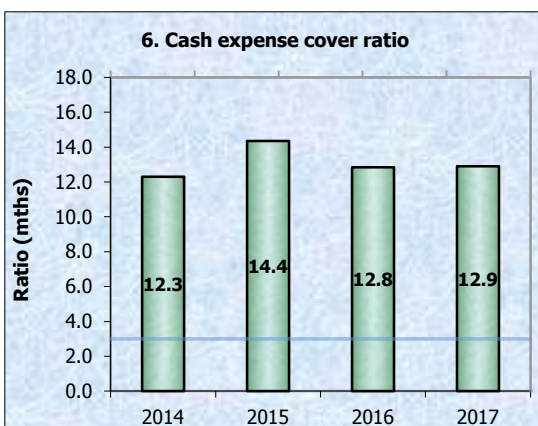
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2016/17 result

2016/17 ratio 1.28%

The result is well within Council's target of 3% and is significantly better than the industry benchmark for Urban Councils of 5%. The ratio reflects uncollected rates and charges as at 30 June of \$787K. A provision for Doubtful Rates has been established in 2016/17 in the amount of \$134K. The provision corresponds to the total amount outstanding for a number of Strata Lots considered to be of lesser value than the debt outstanding.

Ratio is within Benchmark
Ratio is outside Benchmark



Benchmark: Minimum ≥ 3.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2016/17 result

2016/17 ratio 12.90 mths

This ratio remains at approximately 5 times the minimum benchmark of 3 months and is regarded as strong. It indicates that Council could operate for 12.9 months without additional cash inflow.

Ratio achieves benchmark
Ratio is outside benchmark

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 14. Investment properties

\$ '000	Notes	Actual 2017	Actual 2016
(a) Investment properties at fair value			
<u>Investment properties on hand</u>		<u>32,920</u>	<u>24,046</u>
Reconciliation of annual movement:			
Opening balance		24,046	23,367
– Capitalised expenditure – this year		–	37
– Classified as ‘held for sale’		(2,100)	–
– Disposals during year		–	(450)
– Net gain/(loss) from fair value adjustments		10,974	(25)
– Transfers from/(to) owner occupied (Note 9)		–	1,117
CLOSING BALANCE – INVESTMENT PROPERTIES		<u>32,920</u>	<u>24,046</u>

(b) Valuation basis

The basis of valuation of investment properties is fair value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

A revaluation of investment property land and buildings was undertaken by Southern Alliance Valuers during 2017. The revaluation was completed in March 2017 with a measurement date of 30 June 2017.

Principal Valuer - Chris Stening AAPI, certified practicing valuer.

(c) Contractual obligations at reporting date

Refer to Note 12 for disclosures relating to any capital and service obligations that have been contracted.

(d) Leasing arrangements – Council as lessor

Details of leased investment properties are as follows;

Future minimum lease payments receivable under non-cancellable investment property operating leases not recognised in the financial statements are receivable as follows:

Within 1 year	246	240
Later than 1 year but less than 5 years	1,042	991
Later than 5 years	276	260
Total minimum lease payments receivable	<u>1,564</u>	<u>1,491</u>

(e) Investment property income and expenditure – summary

Rental income from investment properties:

– Minimum lease payments
 234 | 242 |

Direct operating expenses on investment properties:

– that generated rental income
 (16) | (17) |

Net revenue contribution from investment properties **218** | **225** |

plus: Fair value movement for year
 10,974 | (25) |

Total income attributable to investment properties **11,192** | **200** |

Refer to Note 27. Fair value measurement for information regarding the fair value of investment properties held.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 15. Financial risk management

\$ '000

Risk management

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	Carrying value		Fair value	
	2017	2016	2017	2016
Financial assets				
Cash and cash equivalents	5,516	1,924	5,516	1,924
Investments				
– 'Held to maturity'	85,150	86,061	85,150	86,061
Receivables	6,128	6,869	6,128	6,868
Total financial assets	96,794	94,854	96,794	94,853
Financial liabilities				
Payables	15,414	15,554	15,414	15,554
Loans/advances	3,629	4,067	3,436	3,851
Total financial liabilities	19,043	19,621	18,850	19,405

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity** investments – are based upon estimated future cash flows discounted by the current mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) '**at fair value through profit and loss**' or (ii) '**available-for-sale**' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Refer to Note 27. Fair value measurement for information regarding the fair value of financial assets and liabilities.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 15. Financial risk management (continued)

\$ '000

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2017				
Possible impact of a 1% movement in interest rates	907	907	(907)	(907)
2016				
Possible impact of a 1% movement in interest rates	880	880	(880)	(880)

Notes to the Financial Statements
for the year ended 30 June 2017

Note 15. Financial risk management (continued)

\$ '000

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2017 Rates and annual charges	2017 Other receivables	2016 Rates and annual charges	2016 Other receivables
(i) Ageing of receivables – %				
Current (not yet overdue)	0%	45%	0%	73%
Overdue	100%	55%	100%	27%
	100%	100%	100%	100%

	Rates and annual charges	Other receivables	Rates and annual charges	Other receivables
(ii) Ageing of receivables – value				
Rates and annual charges				
Current	–	2,553	–	5,177
< 1 year overdue	560	2,295	422	629
1 – 2 years overdue	45	372	116	103
2 – 5 years overdue	90	360	38	150
> 5 years overdue	11	80	–	300
	706	5,660	576	6,359

(iii) Movement in provision for impairment of receivables	2017	2016
Balance at the beginning of the year	66	66
+ new provisions recognised during the year	191	–
– amounts already provided for and written off this year	(19)	–
Balance at the end of the year	238	66

Notes to the Financial Statements
for the year ended 30 June 2017

Note 15. Financial risk management (continued)

\$ '000

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Subject to no maturity	payable in:						Total cash outflows	Actual carrying values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2017									
Trade/other payables	11,573	3,841	–	–	–	–	–	15,414	15,414
Loans and advances	–	660	660	660	660	660	1,086	4,386	3,629
Total financial liabilities	11,573	4,501	660	660	660	660	1,086	19,800	19,043
2016									
Trade/other payables	11,107	4,447	–	–	–	–	–	15,554	15,554
Loans and advances	–	660	660	660	660	660	1,746	5,046	4,067
Total financial liabilities	11,107	5,107	660	660	660	660	1,746	20,600	19,621

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities and interest rate structures.

The following interest rates were applicable to Council's borrowings at balance date:

	2017		2016	
	Carrying value	Average interest rate	Carrying value	Average interest rate
Trade/other payables	15,414	0.00%	15,554	0.00%
Loans and advances – fixed interest rate	3,629	5.60%	4,067	5.60%
	<u>19,043</u>		<u>19,621</u>	

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 16. Material budget variations

\$ '000

Council's original financial budget for 16/17 was adopted by the Council on 10 May 2016.

While the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the *Local Government Act 1993* requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Note that for variations* of budget to actual :

Material variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable budget variation, **U** = Unfavourable budget variation

\$ '000	2017 Budget	2017 Actual	----- 2017 Variance* -----	----- -----	----- -----
REVENUES					
Rates and annual charges	50,264	50,281	17	0%	F
User charges and fees	13,330	16,199	2,869	22%	F
* User charges and fees exceeded budget by \$2.9M. Council collected more fees for hoardings, occupancy of public land, restorations, FDLC and Childcare centres than originally anticipated.					
Interest and investment revenue	2,161	2,669	508	24%	F
* Interest revenue exceeded original budget by \$400K as a result of more funds being available to invest than anticipated.					
Other revenues	8,254	20,898	12,644	153%	F
* Revaluation of Investment properties resulted in a valuation increase of \$10.9M. Fair valuations for Investment properties now amount to \$32.9M					
Operating grants and contributions	4,221	7,078	2,857	68%	F
* Two instalments of the 2017/18 Financial Assistance Grant were brought forward and paid in June 2017. The advance payment of \$1.223M has been reserved for expenditure in the 2017/18 financial year.					
Capital grants and contributions	4,269	12,497	8,228	193%	F
* Developer Contributions greater than anticipated \$7.3M, grants for Recreation project \$900K greater than anticipated					

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 16. Material budget variations (continued)

\$ '000	2017 Budget	2017 Actual	2017 ----- Variance* -----		
EXPENSES					
Employee benefits and on-costs	33,262	32,691	571	2%	F
Borrowing costs	222	222	–	0%	F
Materials and contracts	22,841	20,544	2,297	10%	F
* Waste Management costs were \$1.5M less than anticipated.					
Depreciation and amortisation	10,872	12,662	(1,790)	(16%)	U
* Increase in depreciable value of assets					
Other expenses	13,791	14,013	(222)	(2%)	U
Net losses from disposal of assets	–	367	(367)	(100%)	U
* Disposal of Infrastructure assets decommissioned as a result of renewal program. The Library RFID upgrade resulted in the disposal of the existing equipment					

Budget variations relating to Council's Cash Flow Statement include:

Cash flows from operating activities	14,198	31,229	17,031	120.0%	F
* The Original Budget did not account for the favourable cash flows as detailed in the explanations provided above for "Interest and Investment Revenue", "User Fees and Charges" and "Operating and Capital Grants and Contributions."					
Cash flows from investing activities	(10,988)	(27,199)	(16,211)	147.5%	U
* Greater than anticipated purchase of Term Deposit Investments with maturities greater than 90 days.					
Cash flows from financing activities	(438)	(438)	–	0.0%	F

City of Canada Bay

Notes to the Financial Statements
for the year ended 30 June 2017

Note 17. Statement of developer contributions

\$ '000

Council recovers contributions, raises levies and enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions and levies and the value of all remaining funds which are 'restricted' in their future use.

SUMMARY OF CONTRIBUTIONS AND LEVIES

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Roads	1,438	-	-	21	-	-	1,459	-
Parking	59	-	-	1	-	-	60	-
Open space	14,879	4,473	-	265	(1,457)	-	18,160	-
Community facilities	4,094	631	-	32	(2,623)	-	2,134	-
Community infrastructure	1,636	612	-	-	(2,220)	-	28	-
Administration	139	69	-	3	(21)	-	190	-
Other	122	-	-	2	-	-	124	-
S94 contributions – under a plan	22,367	5,785	-	324	(6,321)	-	22,155	-
S94A levies – under a plan	1,739	1,736	-	31	(1,213)	-	2,293	-
Total S94 revenue under plans	24,106	7,521	-	355	(7,534)	-	24,448	-
S93F planning agreements	14,878	721	1,882	265	(8,813)	-	7,051	-
Total contributions	38,984	8,242	1,882	620	(16,347)	-	31,499	-

City of Canada Bay

Notes to the Financial Statements
for the year ended 30 June 2017

Note 17. Statement of developer contributions (continued)

\$ '000

S94 CONTRIBUTIONS – UNDER A PLAN

Contribution Plan - Canada Bay

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Open space	13,004	4,473	-	234	(1,424)	-	16,287	-
Community facilities	2,292	631	-	13	(2,003)	-	933	-
Community infrastructure	1,636	612	-	-	(2,220)	-	28	-
Administration	139	69	-	3	(21)	-	190	-
Total	17,071	5,785	-	250	(5,668)	-	17,438	-

CONTRIBUTION PLAN - Concord area (Rhodes)

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Roads	1,285	-	-	19	-	-	1,304	-
Parking	36	-	-	1	-	-	37	-
Open space	708	-	-	13	(33)	-	688	-
Community facilities	481	-	-	4	-	-	485	-
Total	2,510	-	-	37	(33)	-	2,514	-

Notes to the Financial Statements
for the year ended 30 June 2017

Note 17. Statement of developer contributions (continued)

\$ '000

S94 CONTRIBUTIONS – UNDER A PLAN

CONTRIBUTION PLAN - Concord area (Strathfield triangle)

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Roads	153	-	-	2	-	-	155	-
Parking	23	-	-	-	-	-	23	-
Open space	1,167	-	-	18	-	-	1,185	-
Community facilities	480	-	-	7	-	-	487	-
Other	122	-	-	2	-	-	124	-
Total	1,945	-	-	29	-	-	1,974	-

CONTRIBUTION PLAN - Breakfast point community enhancement

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Community facilities	841	-	-	8	(620)	-	229	-
Total	841	-	-	8	(620)	-	229	-

City of Canada Bay

Notes to the Financial Statements
for the year ended 30 June 2017

Note 17. Statement of developer contributions (continued)

\$ '000

S94A LEVIES – UNDER A PLAN

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Community facilities	1,739	1,736	–	31	(1,213)	–	2,293	–
Total	1,739	1,736	–	31	(1,213)	–	2,293	–

S93F planning agreements

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Strathfield trianlge	521	–	–	8	–	–	529	–
Rhodes general	11,551	400	1,882	87	(8,416)	–	3,622	–
Canada Bay general	1,096	321	–	145	(22)	–	1,540	–
Breakfast Point	1,710	–	–	25	(375)	–	1,360	–
Total	14,878	721	1,882	265	(8,813)	–	7,051	–

Notes to the Financial Statements
for the year ended 30 June 2017

Note 18. Contingencies and other assets/liabilities not recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government scheme, named The Local Government Superannuation Scheme - Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB 119 Employee Benefits. Sufficient information is not available to account for the Scheme as a defined benefit plan in accordance with AASB119 because the Assets in the Scheme are pooled together for all councils.

The amount of employer contributions to the defined defined benefit section of the Scheme and recognised as an expense for the year ending 30 June 2017 was \$355K. The last valuation of the Scheme was performed by Mr Richard Boyfield, FFA on 2 December 2016, and covers the year ended 30 June 2017.

However, the position is monitored annually and the actuary has estimated that, as at 30 June 2017 a deficit still exists. Effective from 1 July 2009, employers are required to make additional contributions to assist in extinguishing this deficit. The amount of additional contributions included in the total employer contribution included in the total employer contribution advised above is \$192K. Council's expected contribution to the plan for the next annual reporting period is \$319K.

The share of this deficit that is broadly attributed to Council is estimated to be in the order of \$99K as at 30 June 2017.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts.

Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 18. Contingencies and other assets/liabilities not recognised (continued)

\$ '000

LIABILITIES NOT RECOGNISED (continued):

(iv) Other Guarantees

Council has guaranteed an amount of \$5,000 to Agility Management Pty Ltd as security for Contract Works relating to the permanent reinstatement of road, footpath and paved surfaces and associated works in NSW. This guarantee was executed on 30 September 2004. Council has also guaranteed an amount of \$5,000 to Jemena Asset Management (4) P/L as security for Contract Works relating to the permanent reinstatement of road, footpath and paved surfaces. This guarantee expires on 5 November 2017.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) S94 plans

Council levies section 94/94A contributions upon various development across the Council area through the required contributions plans.

As part of these plans, Council has received funds for which it will be required to expend the monies in accordance with those plans.

As well, these plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's general funds.

These future expenses do not yet qualify as liabilities as of the reporting date, but represent Council's

(ii) S94 plans (continued)

intention to spend funds in the manner and timing set out in those plans.

(iii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

(iv) Legal Matters

Council is defending proceedings in respect of a previous judgement handed down in the Court of Appeal on 1 April 2010 regarding lease and advertising signage.

Council was previously successful in defending the claim lodged by Phoenix Commercial Enterprises however a further claim has now been lodged by the former Directors of that Company. The judgement from those proceedings was delivered in November 2015, and Council was successful in defending the claim. An appeal was subsequently lodged by the former Directors and was heard in December 2016. Council was successful in that appeal.

A number of cost orders have been granted in Council's favour concerning three related companies - Omayya Investments Pty Ltd, Omayya Holding Pty Ltd, and Arinson Pty Limited.

The matter concerns the related companies being granted easements over 1A Chapman Street. Cost assessment proceedings have commenced and a Supreme Court cost assessor appointed.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 19. Interests in other entities

\$ '000

Council has no interest in any controlled entities, joint arrangements or associates.

Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

\$ '000	Notes	Actual 2017	Actual 2016
(a) Retained earnings			
Movements in retained earnings were as follows:			
Balance at beginning of year (from previous years audited accounts)		1,112,512	2,030,751
a. Correction of prior period errors	20 (c)	–	(940,141)
b. Net operating result for the year		29,123	21,902
Balance at end of the reporting period		<u>1,141,635</u>	<u>1,112,512</u>

(b) Revaluation reserves

(i) Reserves are represented by:

Infrastructure, property, plant and equipment revaluation reserve	456,101	149,003
Total	<u>456,101</u>	<u>149,003</u>

(ii) Reconciliation of movements in reserves:

Infrastructure, property, plant and equipment revaluation reserve			
Opening balance		149,003	1,622,346
Revaluations for the year	9(a)	307,098	(1,064)
Correction of prior period errors	20(c)	–	(1,472,279)
Balance at end of year		<u>456,101</u>	<u>149,003</u>
TOTAL VALUE OF RESERVES		<u>456,101</u>	<u>149,003</u>

(iii) Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve
– The infrastructure, property, plant and equipment revaluation reserve is used to record increments/decrements of non-current asset values due to their revaluation.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

(c) Correction of error/s relating to a previous reporting period

Investment Properties

Prior to the current accounting period, Council recognised the land parcel, known as River Lane as an Investment Property.

The Fair Valuation as at 30 June 2016 was \$2.068M.

It has been determined that the asset is more appropriately classified "Land Under Roads".

A valuation for the 303.5m2 land area has been determined utilising a per meter rate of \$233.69. This rate was used in 2014 when Land Under Roads was last revalued.

As such, an amount of \$71K has been transferred to Land Under Roads commencing from 1 July 2015.

The change in accounting treatment impacts on Council's financial position for periods prior to the earliest period presented in Council's financial statements.

The opening beginning balances of relevant affected line items in the financial statements have been restated to reflect this change.

The value of Land Under Roads for 2014/15 and 2015/16 has increased by \$71K and the value of Investment Property has decreased by \$2.068M for 2014/15 and 2015/16.

Community and Operational Land

A review of all Council owned land and Crown Reserves under Council's care and control was completed during 2016/17.

The review identified land parcels that were duplicated, not recorded or incorrectly classified.

Community Land was last revalued in the financial year ending 30 June 2011 as part of the staged implementation of assets to be valued at fair value. Council opted to defer the revaluation scheduled for the year ended 30 June 2016 pending a decision of

the proposed merger with Burwood, Strathfield and Canada Bay Councils.

Community Land was valued by Council Officers for the year end 30 June 2011 at average municipal site value of \$811.77 per square metre.

This Average Municipal Site Value "valuation methodology" will be replaced by NSW Valuer General's property specific valuations to represent fair value for the revaluation of community land under Clause 31 of AASB 116.

The adjustment has been treated as a prior period error in the 30 June 2017 financial statements, based on the fact the previous year's valuation (using VG values on an average municipal site basis) did not discount the values to reflect the restricted use of the assets.

The correction of a prior period error will result in a Revaluation decrement of \$1,903,081,000.

The Asset Revaluation Reserve holds \$1,390,156,000 that was established when Community Land was last revalued in the year ending 30 June 2011.

The revaluation decrement is initially reversed against the Asset Revaluation Reserve with the balance of \$512,925,000 adjusted against Retained Earnings as at 30 June 2015.

The above errors have been corrected by restating the beginning balances of the relevant affected line items in the Statement of Financial Position for the earliest prior period presented as indicated in the table on the next page.

Land Under Roads

Land Under Roads was last revalued in the year ending 30 June 2014. The Valuation was based on the municipal average land value of \$1,108 per square meter with a 79% discount factor applied. The resulting discounted rate being \$233.69 per square meter.

To comply with AASB116, Land Under Roads Fair Valuations have been corrected as a prior period error for 2017 and now reflect the required discount

Notes to the Financial Statements

for the year ended 30 June 2017

Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

factor of 90%. The resulting discounted rate being \$110.86 per square meter.

The correction of the Prior period error will result in a Revaluation decrement of \$503,128,000.

The Asset Revaluation Reserve holds \$54,898,000 that was established when Land Under Roads was last revalued in the year ending 30 June 2014.

The revaluation decrement is initially reversed against the Asset Revaluation Reserve with the balance of \$448,230,000 adjusted against Retained Earnings as at 30 June 2015.

The above errors have been corrected by restating the beginning balances of the relevant affected line items in the Statement of Financial Position for the earliest prior period presented as indicated in the table on the next page.

(d) Voluntary changes in accounting policies

Council made no voluntary changes in any accounting policies during the year.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

	2014/15			2015/16		
	30 June \$'000	Increase / (Decrease)	30 June Restated \$'000	30 June \$'000	Increase / (Decrease)	30 June Restated \$'000
Correction of errors						
Statement of Financial Position						
IPPE	3,559,767	(2,410,352)	1,149,415	3,580,620	(2,410,352)	1,170,268
Land Under Roads pre 1/7/08	942,866	(494,870)	447,996	942,866	(494,870)	447,996
River Lane Reclassification		71			71	
LUR Revaluation based on 90% Discount of Valuer General municipal land value average		(494,941)			(494,941)	
Land Under Roads Post 1/7/08	16,009	(8,187)	7,822	16,009	(8,187)	7,822
LUR Revaluation based on 90% Discount of Valuer General municipal land value average		(8,187)			(8,187)	
Community Land –	2,035,367	(1,902,126)	133,241	2,035,367	(1,902,126)	133,241
Duplication of Investment Property		(2,483)			(2,483)	
Duplication of Operational Land		(4,931)			(4,931)	
Operational Land		(207)			(207)	
Community Land not previously recorded		22,870			22,870	
Crown Land not under Council's care and control		(14,294)			(14,294)	
Community Land Revaluation based on changed valuation basis		(1,903,081)			(1,903,081)	
Operational Land –	62,199	(5,169)	57,030	62,199	(5,169)	57,030
Transfer from Community Land		141			141	
Duplication of Community Land		(5,310)			(5,310)	
Investment Property	25,435	(2,068)	23,367	26,114	(2,068)	24,046

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2017

Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Retained Earnings	2,030,751	(940,141)	1,090,610		2,052,653	(940,141)	1,112,512
Prior Year Errors		21,014				21,014	
Change of Valuation Basis – Community Land		(512,925)				(512,925)	
Change of Valuation Basis – Land Under Roads		(448,230)				(448,230)	
Revaluation Reserves	1,622,346	(1,472,279)	150,067		1,621,282	(1,472,279)	149,003
Prior Year Errors		(27,225)				(27,225)	
Change of Valuation Basis – Community Land		(1,390,156)				(1,390,156)	
Change of Valuation Basis – Land Under Roads		(54,898)				(54,898)	

Notes to the Financial Statements

for the year ended 30 June 2017

Note 21. Financial result and financial position by fund

\$ '000

Council utilises only a general fund for its operations.

Note 22. 'Held for sale' non-current assets and disposal groups

\$ '000	2017		2016	
	Current	Non-current	Current	Non-current
(i) Non-current assets and disposal group assets				
Non-current assets 'held for sale'				
Land	2,100	–	–	–
Total non-current assets 'held for sale'	2,100	–	–	–
TOTAL NON-CURRENT ASSETS CLASSIFIED AS 'HELD FOR SALE'				
	2,100	–	–	–
			Assets 'held for sale'	
\$ '000			2017	2016

(ii) Reconciliation of non-current assets 'held for sale'

Plus new transfers in:			
–Transferred from Investment Property (Refer Note 14)		2,100	–
Closing balance of 'held for sale' non-current assets and operations		2,100	–

Refer to Note 27. Fair value measurement for fair value measurement information.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 23. Events occurring after the reporting date

\$ '000

Events that occur between the end of the reporting period (30 June 2017) and the date when the financial statements are 'authorised for issue' have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable 'authorised for issue' date relating to these General Purpose Financial Statements.

Accordingly, the 'authorised for issue' date is 12/10/17.

Events that occur after the reporting period represent one of two types:

(i) Events that provide evidence of conditions that existed at the reporting period

These financial statements (and the figures therein) incorporate all 'adjusting events' that provided evidence of conditions that existed at 30 June 2017.

(ii) Events that provide evidence of conditions that arose after the reporting period

These financial statements (and figures therein) do not incorporate any 'non-adjusting events' that have occurred after 30 June 2017 and which are only indicative of conditions that arose after 30 June 2017.

On 27 July 2017, the NSW Government announced that council mergers currently before the courts would not proceed. The City of Canada Council's pending merger with Burwood and Strathfield Municipal Councils, as a result, has been abandoned.

Note 24. Discontinued operations

Council has not classified any of its operations as 'discontinued'.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 25. Intangible assets

\$ '000	Actual 2017	Actual 2016
Intangible assets represent identifiable non-monetary assets without physical substance.		
Intangible assets are as follows:		
Opening values:		
Gross book value (1/7)	3,508	3,069
Accumulated amortisation (1/7)	(1,366)	(752)
Accumulated impairment (1/7)	–	–
Net book value – opening balance	2,142	2,317
Movements for the year		
– Purchases	147	439
– Amortisation charges	(702)	(614)
Closing values:		
Gross book value (30/6)	3,655	3,508
Accumulated amortisation (30/6)	(2,068)	(1,366)
Accumulated impairment (30/6)	–	–
<u>TOTAL INTANGIBLE ASSETS – NET BOOK VALUE</u> ¹	<u>1,587</u>	<u>2,142</u>

¹ **The net book value of intangible assets represent:**

Software and IT system development costs	1,587	2,142
	<u>1,587</u>	<u>2,142</u>

Note 26. Reinstatement, rehabilitation and restoration liabilities

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

The Council measures the following assets and liabilities at fair value on a recurring basis.

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

Level 1 - Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values:

30 June 2017	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active markets	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Investment properties	30/6/17	–	–	32,920	32,920
Infrastructure, property, plant and equipment (IPP&E)					
– Operational land	30/6/13	–	–	56,792	56,792
– Community land	30/6/17	–	–	133,241	133,241
– Land under roads	30/6/17	–	–	762,916	762,916
– Buildings (specialised and non-specialised)	30/6/13	–	–	93,030	93,030
– Roads, bridges, footpaths	30/6/15	–	–	296,559	296,559
– Swimming pools	30/6/13	–	–	4,145	4,145
– Storm water drainage	30/6/15	–	–	73,942	73,942
– Plant and equipment	30/6/15	–	–	4,142	4,142
– Office equipment	30/6/15	–	–	88	88
– Other structures	30/6/15	–	–	45,243	45,243
– Other assets	30/6/13	–	–	24,786	24,786
Total IPP&E		–	–	1,494,884	1,494,884
Total Investment Property and IPP&E				1,527,804	1,527,804

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values:

30 June 2016	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active markets	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Investment properties	30/6/13	–	–	24,046	24,046
Infrastructure, property, plant and equipment (IPP&E)					
– Operational land	30/6/13	–	–	57,030	57,030
– Community land	30/6/13	–	–	133,241	133,241
– Land under roads	30/6/14	–	–	455,818	455,818
– Buildings (specialised and non-specialised)	30/6/13	–	–	69,444	69,444
– Roads, bridges, footpaths	30/6/15	–	–	288,439	288,439
– Swimming pools	30/6/13	–	–	4,048	4,048
– Stormwater drainage	30/6/15	–	–	74,526	74,526
– Plant and equipment	30/6/15	–	–	4,080	4,080
– Office equipment	30/6/15	–	–	128	128
– Other structures	30/6/15	–	–	45,640	45,640
– Other assets	30/6/13	–	–	37,874	37,874
Total (IPP&E)		–	–	1,170,268	1,170,268
Total Investment Property and IPP&E				1,194,314	1,194,314

(2) Transfers between Level 1 & Level 2 Fair Value Hierarchies

During the year there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values

Where Council is unable to derive Fair Valuations using quoted market prices of identical assets (ie Level 1 inputs) Council instead utilises a spread of both observable inputs (Level 2 Inputs) and unobservable inputs (Level 3 inputs).

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

Notes to the Financial Statements
for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

Investment properties

Council engages external, independent and qualified valuers to determine the fair value of its investment properties. A revaluation of investment property land and buildings was undertaken by Southern Alliance Valuers during 2017.

The revaluation was completed in March 2017 with a measurement date of 30 June 2017.

Principal Valuer - Chris Stening AAPI, certified practicing valuer.

Infrastructure, property, plant and equipment (IPP&E)

Condition based assessments have been carried out on these assets to determine fair value, the rate of consumption of service potential and the residual life for valuation purposes.

Community land was revalued using Valuer Generals Valuations. Prior year figures were corrected to account for the use of Valuer General valuations which reflect the restricted use of Community Land.

Land Under Roads was revalued using the latest Valuer General's Valuation of Base Date of 1/7/16. A discounted municipal average of \$185.55 per square meter representing a discount of 90% of Municipal Average of Land Values reflects the restricted nature of Land Under Roads.

(4). Fair value measurements using significant unobservable inputs (Level 3)

a. (1)The following table presents the changes in Level 3 Fair Value Asset Classes for IPP&E:

	Operational land	Community land	Land under roads	Buildings	Roads bridges footpaths	Stormwater drainage	Plant, equip and office equipment	Other assets	Total
Opening Balance 1/7/15	57,030	133,241	455,818	63,708	280,410	73,819	4,185	81,204	1,149,415
Purchases (GBV)	-	-	-	5,858	4,582	733	1,698	22,891	35,762
Disposals (WDV)	-	-	-	(109)	-	(258)	(863)	(758)	(1,988)
Depreciation and Impairment	-	-	-	(1,790)	(3,984)	(1,494)	(812)	(2,509)	(10,589)
Revaluation	-	-	-	-	(1,064)	-	-	-	(1,064)
Transfers	-	-	-	1,777	8,495	1,726	-	(13,266)	(1,268)
Closing Balance 30/6/16	57,030	133,241	455,818	69,444	288,439	74,526	4,208	87,562	1,170,268
Purchases (GBV)	-	-	-	11,019	10,827	881	1,752	6,629	31,108
Disposals (WDV)	(250)	-	-	(191)	(71)	(44)	(935)	(45)	(1536)
Depreciation and Impairment	-	-	-	(2,068)	(4,930)	(1,507)	(811)	(2,644)	(11,960)
Revaluation	-	-	307,098	-	-	-	-	-	307,098-
Transfers	12	-	-	14,826	2,294	86	16	(17,328)	(94)
Closing Balance 30/6/17	56,792	133,241	762,916	93,030	296,559	73,942	4,230	74,174	1,494,884

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

a. (2)The following table presents the changes in Level 3 Fair Value Asset Classes for Investment Property:

	Investment Property	Total
Opening Balance 1/7/15	23,367	23,367
Purchases (GBV)	37	37
Disposals (WDV)	(450)	(450)
Depreciation and Impairment	-	-
Revaluation	(25)	(25)
Transfers	1,117	1,117
Closing Balance 30/6/16	24,046	24,046
Purchases (GBV)	-	-
Disposals (WDV)	-	-
Depreciation and Impairment	-	-
Revaluation	10,974	10,974
Transfers	(2,100)	(2,100)
Closing Balance 30/6/17	32,920	32,920

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

Investment properties

Class	Fair value (30/6/17) \$'000	Valuation technique/s	Unobservable inputs
Land and Buildings	32,920	Review of market conditions by an Independent Valuer	Estimated rental value (/m2) and rental growth (per annum)

Infrastructure, Property, Plant & Equipment

Class	Fair value (30/6/17) \$'000	Valuation technique/s	Unobservable inputs
Plant and equipment, furniture & fittings and office equipment	4,511	Cost used to approximate fair value	Gross replacement cost, useful life and residual value
Community Land	133,241	Land Values obtained from NSW Valuer General	Land Value, Land Area
Land under roads	762,916	Municipal average m2 rate of properties land values as determined by the NSW Valuer General, 90% discount rate, to reflect restricted nature of LUR.	Land Value, Land Area
Land improvements	14,101	Cost used to approximate fair value	Asset condition, remaining useful lives, residual value
Other Structures	45,243	Cost used to approximate fair value	Asset condition, remaining useful lives, residual value
Roads, bridges, footpaths	296,559	Unit rates per m2 or length	Asset condition, remaining useful lives, residual value
Stormwater drainage	73,942	Unit rates per m2 or length	Asset condition, remaining useful lives, residual value
Library books	1,169	Cost used to approximate fair value	Asset condition, remaining useful lives

(5). Highest and best use

Some Council properties, for example, Car parks, which could be redeveloped, are not currently utilised for their highest and best use. All other non-financial assets are considered to be utilised for their highest and best use.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 28. Related party disclosures

\$ '000

a. Key management personnel

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. KMP include the mayor, councillors, general manager and directors.

The aggregate amount of KMP compensation included in the Income Statement is:

	Actual 2017
Compensation:	
Short-term benefits	1,316,220
Post-employment benefits	—
Other long-term benefits	44,840
Termination benefits	148,788
Total	<u>1,509,848</u>

b. Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

There were no other transactions with KMP and their related parties.

Notes to the Financial Statements
for the year ended 30 June 2017

Note 29. Financial review

\$ '000

Key financial figures of Council over the past 5 years

Financial performance figures	2017	2016	2015	2014	2013
Inflows:					
Rates and annual charges revenue	50,281	49,627	47,525	45,367	42,924
User charges revenue	16,199	13,709	13,263	12,003	11,868
Interest and investment revenue (losses)	2,669	3,954	2,925	2,744	3,525
Grants income – operating and capital	7,559	5,728	4,855	5,605	8,515
Total income from continuing operations	109,622	98,569	99,970	91,455	90,815
Sale proceeds from I,PP&E	1,169	5,214	2,863	444	643
New loan borrowings and advances	–	–	–	5,000	–
Outflows:					
Employee benefits and on-cost expenses	32,691	30,673	28,545	28,240	27,144
Borrowing costs	222	248	270	114	51
Materials and contracts expenses	20,544	20,648	20,900	20,428	20,380
Total expenses from continuing operations	80,499	76,667	73,758	72,653	70,378
Total cash purchases of I,PP&E	29,279	34,663	17,668	20,056	16,320
Total loan repayments (incl. finance leases)	438	412	390	499	780
Operating surplus/(deficit) (excl. capital income)	16,626	7,682	8,101	1,278	2,694
Financial position figures	2017	2016	2015	2014	2013
Current assets	95,151	90,182	91,208	74,557	60,740
Current liabilities	26,883	26,103	24,301	23,771	21,433
Net current assets	68,268	64,079	66,907	50,786	39,307
Available working capital (Unrestricted net current assets)	(616)	(3,882)	4,289	1,392	1,760
Cash and investments – unrestricted	9,182	5,541	10,487	10,175	7,253
Cash and investments – internal restrictions	31,411	27,320	15,624	14,058	12,795
Cash and investments – total	90,666	87,985	86,754	70,394	55,796
Total borrowings outstanding (Loans, advances and finance leases)	3,629	4,067	4,479	4,869	368
Total value of I,PP&E (excl. land and earthworks)	840,236	811,510	781,316	750,534	733,921
Total accumulated depreciation	298,301	287,331	277,990	283,535	318,192
Indicative remaining useful life (as a % of GBV)	64%	65%	64%	62%	57%

Source: published audited financial statements of Council (current year and prior year)

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2017

Note 30. Council information and contact details

Principal place of business:

1A Marlborough Street
Drummoyne NSW 2047

Contact details**Mailing address:**

Locked Bag 1470
Drummoyne NSW 2047

Opening hours:

8:30am to 4:30pm
Monday to Friday

Telephone: 02 9911 6555**Facsimile:** 02 9911 6550**Internet:** www.canadabay.nsw.gov.au**Email:** council@canadabay.nsw.gov.au**Officers****GENERAL MANAGER**

Mr. Gary Sawyer

RESPONSIBLE ACCOUNTING OFFICER

Mr. Mark Wohlfiel

PUBLIC OFFICER

Mr. Bob Pigott

AUDITORS

Audit Office of New South Wales
Level 15, 1 Margaret St
GPO BOX 12
SYDNEY NSW 2000

Elected members**MAYOR**

Cr. Helen McCaffrey

COUNCILLORS

Cr. Tanveer Ahmed
Cr. Mirjana Cestar
Cr. Tony Fasanella
Cr. Neil Kenzler
Cr. Michael Megna
Cr. Marian Parnaby
Cr. Pauline Tyrrell

Other information**ABN:** 79 130 029 350



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

City of Canada Bay Council

To the Councillors of the City of Canada Bay Council

Opinion

I have audited the accompanying financial statements of City of Canada Bay Council (the Council), which comprise the statement of financial position as at 30 June 2017, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

In my opinion,

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been presented, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2017, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110. Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Matter

The financial statements of the Council for the year ended 30 June 2016 were audited by another auditor who expressed an unmodified opinion on that financial statement on 20 September 2016.

The Councillors' Responsibility for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, Note 2(a) and Note 16 budget variation explanations
- on the attached Special Schedules
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'R Meimaroglou'.

Renee Meimaroglou
Director, Financial Audit Services

12 October 2017
SYDNEY



Mr Angelo Tsirekas
Mayor
City of Canada Bay Council
1A Marlborough Street
DRUMMOYNE NSW 2047

Contact: Renee Meimaroglou
Phone no: 02 9275 7100
Our ref: D1726410/1707

16 October 2017

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2017
City of Canada Bay Council**

I have audited the general purpose financial statements of the City of Canada Bay Council (the Council) for the year ended 30 June 2017 as required by s415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's general purpose financial statements.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2017 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the general purpose financial statements issued under section 417(2) of the Act.

This Report primarily highlights key financial results and performance ratios relating to the Council.

INCOME STATEMENT

Operating result

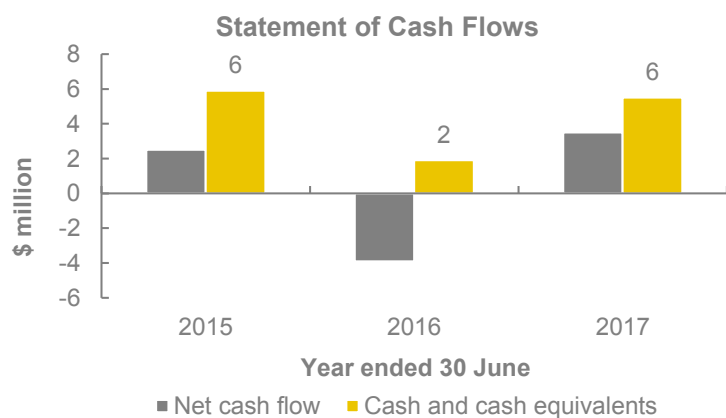
	2017	2016	Variance
	\$m	\$m	%
Rates and annual charges revenue	50.3	49.6	1.4 ↑
Grants and contributions revenue	19.6	20.3	3.4 ↓
Operating result for the year	29.1	21.9	32.9 ↑
Net operating result before capital amounts	16.6	7.7	115.6 ↑

Council's improved operating result of \$29.1 million during 2016–17 (\$21.9 million in 2015–16) is mainly impacted by the following:

- 1.3 per cent growth in rates and annual charges revenue compared to the previous year
- a fair value increment of \$11.0 million recognised in 2016–17 relating to the valuation of Council's investment properties
- increase in user charges and fees by \$2.5 million
- grants and contributions revenue reduced by \$0.7 million (3.4 per cent) from prior year mainly due to a reduction in section 94 income and RMS contributions.

STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash increased by \$4 million to \$6 million at the close of the year.
- The net cash inflow during the year of \$4 million (30 June 2016: \$4 million net cash outflow) is a result of reduced capital expenditure and improved returns from investment securities.



FINANCIAL POSITION

Cash and Investments

Restricted Cash and Investments	2017	2016	Commentary
	\$m	\$m	
External restrictions	50.1	55.1	◦ Decrease in the external restrictions is a result of a reduction in section 94 contributions received during the year.
Internal restrictions	31.4	27.3	
Unrestricted	9.2	5.5	◦ Overall increase in cash and investments.
Cash and investments	90.7	87.9	

Externally restricted cash and investments are restricted in their use by externally imposed requirements. These include unspent development contributions and specific purpose grants, unexpended loans and domestic waste charges.

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans and identified programs of works. These totalled \$31.4 million and their purpose is fully disclosed in Note 6 of the financial statements.

The Council's unrestricted cash and investments amounted to \$9.2 million, which is available to provide liquidity for day to day operations.

Debt

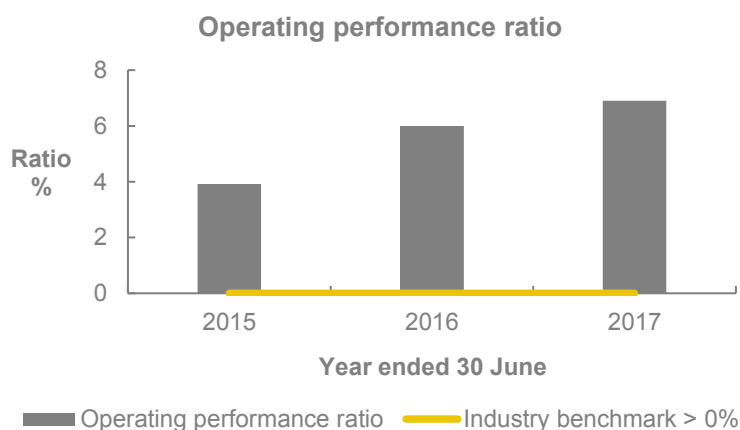
After repaying principal and interest of \$0.7 million during the financial year, total debt as at 30 June 2017 is \$3.6 million (2016: \$4.1 million).

PERFORMANCE RATIOS

The definition of each ratio analysed below (except for the 'infrastructure renewals ratio') is included in Note 13 of the Council's audited general purpose financial statements. The 'infrastructure renewals ratio' is defined in Council's Special Schedule 7.

Operating performance ratio

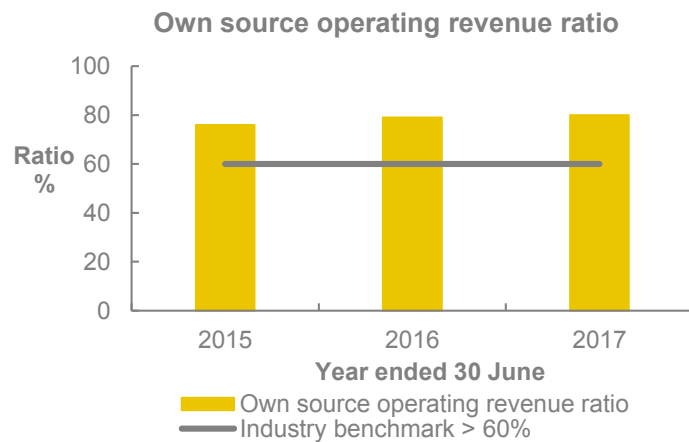
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero per cent.



Council's operating performance indicator of 7.0 per cent (6.0 per cent in 2016) exceeded the benchmark. The increase from prior year is partly due to the advance payment of the 2017-18 Financial Assistance Grant (\$1.2 million).

Own source operating revenue ratio

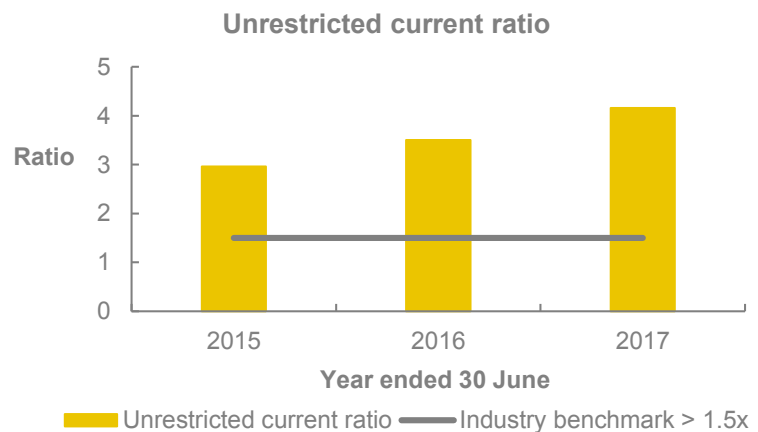
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Council's own source operating revenue ratio was 80 per cent in 2016–17 (79 per cent in 2016), exceeding the benchmark of 60 per cent.

Unrestricted current ratio

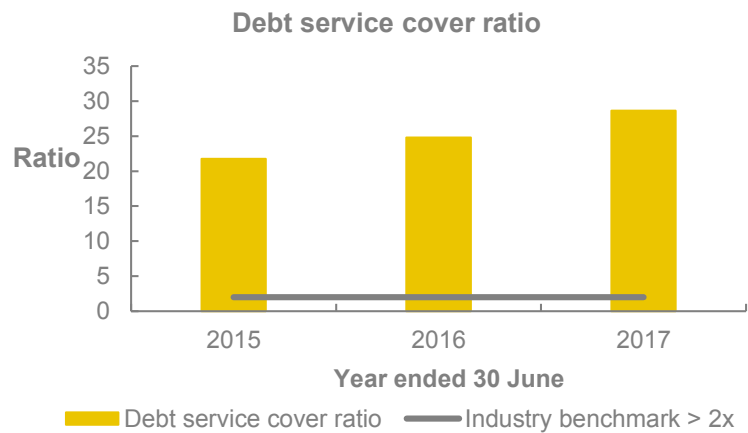
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Council's unrestricted current ratio increased to 4.2 as at 30 June 2017 (3.5 in 2016) and exceeded the benchmark of 1.5 times.

Debt service cover ratio

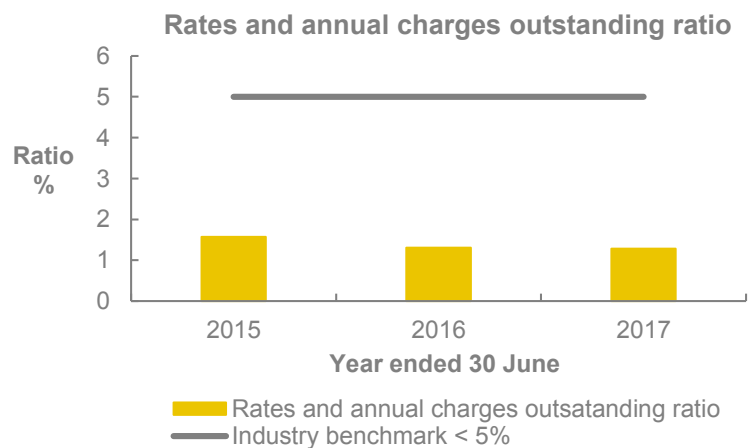
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



The debt service cover ratio for the Council as at 30 June 2017 is 28.6 (24.8 in 2016). This improvement is mainly due to Council's improved operating result before capital grants and contributions.

Rates and annual charges outstanding ratio

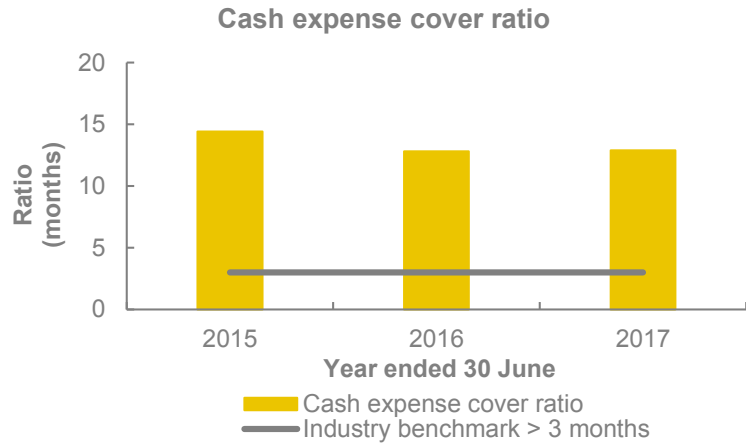
The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.



The rates and annual charges outstanding ratio stood at 1.28 per cent as at 30 June 2017 (1.31 per cent in 2016) and continues to better the industry benchmark of being below 5 per cent. Management attribute this result to actively pursuing the recovery of outstanding amounts.

Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

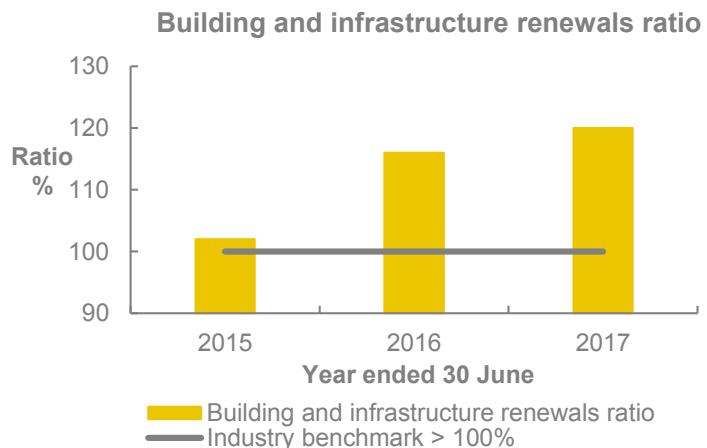


Council's cash expense cover ratio was over twelve months and continues to easily exceed the benchmark of three months.

Infrastructure renewals ratio

The 'infrastructure renewals ratio' assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by OLG is greater than 100 per cent.

This ratio is sourced from information contained in council's Special Schedule 7 which has not been audited.



Special Schedule No. 7 disclosed infrastructure renewals for 2017 represented 120 per cent (116 per cent in 2016) of the depreciation charges for those assets; exceeding the benchmark of 100 per cent.

OTHER MATTERS

New accounting standards implemented

AASB 124 'Related Party Disclosures'

Effective for annual reporting periods beginning on or 1 July 2016

AASB 2015–6 extended the scope of AASB 124 to include not-for-profit public sector entities. As a result, Council's financial statements disclosed the:

- compensation paid to their key management personnel
- nature of their related party relationships
- amount and nature of their related party transactions, outstanding balances and commitments.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial reports. The Council's:

- accounting records were maintained in a manner and form to allow the general purpose financial statements to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Renee Meimaroglou
Director, Financial Audit Services

16 October 2017
SYDNEY

cc: Mr Gary Sawyer, General Manager
Mr Gary Mottau, Chair of the Audit and Risk Committee
Tim Hurst, Acting Chief Executive of the Office of Local Government

City of Canada Bay

SPECIAL SCHEDULES

for the year ended 30 June 2017

“To create a City that is innovative, dynamic
and sustainable through active partnership
with the community and the environment”



City of Canada Bay

Special Schedules

for the year ended 30 June 2017

Contents

Special Schedules¹

Special Schedule 1	Net Cost of Services
Special Schedule 2(a)	Statement of Long Term Debt (all purposes)
Special Schedule 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993)
Special Schedule 3	Water Supply Operations – incl. Income Statement
Special Schedule 4	Water Supply – Statement of Financial Position
Special Schedule 5	Sewerage Service Operations – incl. Income Statement
Special Schedule 6	Sewerage Service – Statement of Financial Position
Notes to Special Schedules 3 and 5	
Special Schedule 7	Report on Infrastructure Assets
Special Schedule 8	Permissible Income Calculation

¹ Special Schedules are not audited (with the exception of Special Schedule 8).

Background

- (i) These Special Schedules have been designed to meet the requirements of special purpose users such as;
- the NSW Grants Commission
 - the Australian Bureau of Statistics (ABS),
 - the NSW Office of Water (NOW), and
 - the Office of Local Government (OLG).
- (ii) The financial data is collected for various uses including;
- the allocation of Financial Assistance Grants,
 - the incorporation of Local Government financial figures in national statistics,
 - the monitoring of loan approvals,
 - the allocation of borrowing rights, and
 - the monitoring of the financial activities of specific services.

City of Canada Bay

Special Schedule 1 – Net Cost of Services for the year ended 30 June 2017

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
Governance	813	45	–	(768)
Administration	7,919	15,173	10,125	17,379
Public order and safety				
Fire service levy, fire protection, emergency services	1,588	25	–	(1,563)
Beach control	–	–	–	–
Enforcement of local government regulations	2,587	5,303	–	2,716
Animal control	–	17	–	17
Other	12	–	–	(12)
Total public order and safety	4,187	5,345	–	1,158
Health	526	226	–	(300)
Environment				
Noxious plants and insect/vermin control	–	–	–	–
Other environmental protection	2,753	169	–	(2,584)
Solid waste management	11,250	15,339	–	4,089
Street cleaning	2,437	–	–	(2,437)
Drainage	2,116	401	–	(1,715)
Stormwater management	175	721	–	546
Total environment	18,731	16,630	–	(2,101)
Community services and education				
Administration and education	1,184	71	–	(1,113)
Social protection (welfare)	230	91	–	(139)
Aged persons and disabled	86	39	–	(47)
Children's services	3,993	2,794	–	(1,199)
Total community services and education	5,493	2,995	–	(2,498)
Housing and community amenities				
Public cemeteries	–	–	–	–
Public conveniences	674	–	–	(674)
Street lighting	1,683	160	–	(1,523)
Town planning	3,894	1,181	–	(2,713)
Other community amenities	469	728	–	259
Total housing and community amenities	6,720	2,069	–	(4,651)
Water supplies	–	–	–	–
Sewerage services	–	–	–	–

Special Schedule 1 – Net Cost of Services (continued)
for the year ended 30 June 2017

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
Recreation and culture				
Public libraries	4,818	314	–	(4,504)
Museums	16	–	–	(16)
Art galleries	–	–	–	–
Community centres and halls	2,049	576	–	(1,473)
Performing arts venues	–	–	–	–
Other performing arts	–	–	–	–
Other cultural services	1,208	127	–	(1,081)
Sporting grounds and venues	7,036	4,131	1,177	(1,728)
Swimming pools	1,130	46	–	(1,084)
Parks and gardens (lakes)	2,827	382	15	(2,430)
Other sport and recreation	4,205	1,677	23	(2,505)
Total recreation and culture	23,289	7,253	1,215	(14,821)
Fuel and energy	–	–	–	–
Agriculture	–	–	–	–
Mining, manufacturing and construction				
Building control	1,215	562	–	(653)
Other mining, manufacturing and construction	–	–	–	–
Total mining, manufacturing and const.	1,215	562	–	(653)
Transport and communication				
Urban roads (UR) – local	5,158	3,571	1,157	(430)
Urban roads – regional	478	–	–	(478)
Sealed rural roads (SRR) – local	–	–	–	–
Sealed rural roads (SRR) – regional	–	–	–	–
Unsealed rural roads (URR) – local	–	–	–	–
Unsealed rural roads (URR) – regional	–	–	–	–
Bridges on UR – local	–	–	–	–
Bridges on SRR – local	–	–	–	–
Bridges on URR – local	–	–	–	–
Bridges on regional roads	28	–	–	(28)
Parking areas	212	714	–	502
Footpaths	2,784	386	–	(2,398)
Aerodromes	–	–	–	–
Other transport and communication	1,597	67	–	(1,530)
Total transport and communication	10,257	4,738	1,157	(4,362)
Economic affairs				
Camping areas and caravan parks	–	–	–	–
Other economic affairs	1,349	120	–	(1,229)
Total economic affairs	1,349	120	–	(1,229)
Totals – functions	80,499	55,156	12,497	(12,846)
General purpose revenues ⁽¹⁾		41,969		41,969
Share of interests – joint ventures and associates using the equity method	–	–		–
NET OPERATING RESULT ⁽²⁾	80,499	97,125	12,497	29,123

(1) Includes: rates and annual charges (including ex gratia, excluding water and sewer), non-capital general purpose grants, interest on investments (excluding externally restricted assets) and interest on overdue rates and annual charges (2) As reported in the Income Statement

Special Schedule 2(a) – Statement of Long Term Debt (all purpose)
for the year ended 30 June 2017

\$'000

Classification of debt	Principal outstanding at beginning of the year		New loans raised during the year	Debt redemption during the year		Transfers to sinking funds	Interest applicable for year	Principal outstanding at the end of the year	
	Current	Non-current		From revenue	Sinking funds			Current	Non-current
Loans (by source)									
Commonwealth Government	-	-	-	-	-	-	-	-	-
NSW Treasury Corporation	-	-	-	-	-	-	-	-	-
Other State Government	-	-	-	-	-	-	-	-	-
Public subscription	-	-	-	-	-	-	-	-	-
Financial institutions	438	3,629	4,067	438	-	-	222	462	3,167
Other	-	-	-	-	-	-	-	-	-
Total loans	438	3,629	4,067	438	-	-	222	462	3,167
Other long term debt									
Ratepayers advances	-	-	-	-	-	-	-	-	-
Government advances	-	-	-	-	-	-	-	-	-
Finance leases	-	-	-	-	-	-	-	-	-
Deferred payments	-	-	-	-	-	-	-	-	-
Total long term debt	-	-	-	-	-	-	-	-	-
Total debt	438	3,629	4,067	438	-	-	222	462	3,629

Notes: excludes (i) internal loans and (ii) principal inflows/outflows relating to loan re-financing.

This schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017

		\$'000										
Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance ^a	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Buildings	Council Offices/ Administration Centres	-	-	450	345	6,117	16,675	8%	12%	80%	0%	0%
	Childcare Centres	-	-	68	148	3,639	8,585	3%	66%	31%	0%	0%
	Community Centres	-	-	451	549	32,638	45,366	69%	16%	16%	0%	0%
	Leased/Commercial	-	-	98	85	23,506	29,440	71%	24%	6%	0%	0%
	Operational	-	-	557	160	3,143	8,399	3%	4%	93%		0%
	Parks	134	134	1,341	951	14,916	33,466	24%	27%	48%	2%	0%
	Public Toilets	14	14	281	433	4,675	5,943	59%	2%	38%	1%	0%
	Leisure Centre	-	-	8	27	4,396	8,351	0%	100%	0%	0%	0%
	Sub-total	148	148	3,254	2,698	93,030	156,225	41.9%	25.3%	32.5%	0.4%	0.0%
	Other structures	Marine - Structures	404	404	47	12	1,826	3,297	17%	44%	15%	0%
Marine - Sea Walls		9,307	9,307	78	67	16,219	97,129	32%	8%	27%	29%	5%
Parks - Civil/Landscaping		179	179	1,713	1,805	8,718	13,420	57%	20%	18%	5%	0%
Parks - Furniture / Monuments etc		116	116	82	-	6,496	10,518	64%	21%	12%	2%	1%
Parks - Playgrounds		1	1	-	-	82	186	56%	11%	32%	2%	0%
Parks - Playing Courts		8	8	231	136	2,406	3,256	90%	5%	4%	1%	0%
Parks - Playing Fields etc		3	3	2,599	2,174	9,479	11,116	93%	5%	2%	0%	0%
Other		-	-	-	-	17	30	0%	0%	100%	0%	0%
Sub-total		10,018	10,018	4,750	4,194	45,243	138,952	42.4%	10.9%	21.9%	20.8%	4.0%

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017 (continued)

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance ^a	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of replacement cost				
								1	2	3	4	5
Roads	Sealed Roads Surface	–	–	1,604	1,591	55,153	70,659	62%	31%	6%	0%	0%
	Road Pavement	26	26	–	–	147,613	161,293	63%	30%	7%	0%	0%
	Bridges	13	13	–	–	4,517	5,960	23%	62%	14%	1%	0%
	Footpaths/Cycleways	1,650	1,650	2,105	1,768	47,837	65,429	11%	14%	67%	7%	2%
	Kerb and Gutter	1,052	1,052	122	143	29,292	44,477	7%	25%	60%	8%	1%
	Roadside Assets	–	–	796	907	3,273	3,611	88%	3%	4%	4%	2%
	Road Structures	12	12	172	12	1,239	1,951	76%	5%	17%	2%	0%
	Traffic Facilities	107	107	787	599	7,635	10,128	14%	64%	18%	3%	1%
	Other	–	–	48	5	–	–	0%	0%	0%	0%	0%
	Sub-total	2,860	2,860	5,634	5,025	296,559	363,508	44.8%	27.9%	24.4%	2.5%	0.4%
	Stormwater drainage	Drainage Reticulation	5,348	5,348	381	449	70,742	129,213	5%	22%	60%	11%
Environmental Quality Device		–	–	–	–	3,200	3,328	100%	0%	0%	0%	0%
Sub-total		5,348	5,348	381	449	73,942	132,541	7.1%	21.1%	58.3%	10.9%	2.6%
Open space/recreational assets	Swimming pools	20	20	364	406	4,145	5,436	53%	5%	41%	1%	0%
	Sub-total	20	20	364	406	4,145	5,436	52.6%	5.1%	40.9%	1.4%	0.0%

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017 (continued)

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance ^a	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost					
								1	2	3	4	5	
Land Improvements		2	2	120	86	14,101	18,967	19%	2%	79%			0%
	Sub-total	2	2	120	86	14,101	18,967	19.0%	1.7%	79.3%	0.0%	0.0%	0.0%
	TOTAL – ALL ASSETS	18,396	18,396	14,503	12,858	527,020	815,629	37.2%	22.6%	32.4%	6.5%	1.3%	1.3%

\$'000

Notes:

a Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Special Schedule 7 – Report on Infrastructure Assets (continued)
for the year ended 30 June 2017

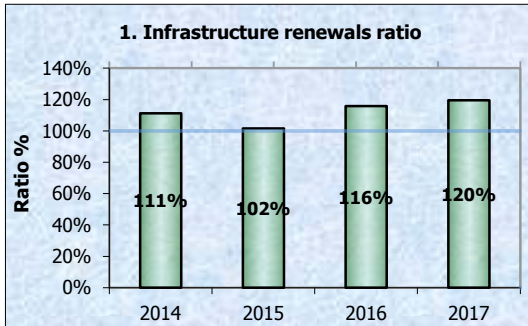
\$ '000	Amounts 2017	Indicator 2017	Benchmark	Prior periods	
				2016	2015
Infrastructure asset performance indicators * consolidated					
1. Infrastructure renewals ratio					
Asset renewals ⁽¹⁾	<u>12,047</u>	119.54%	>= 100%	115.84%	101.57%
Depreciation, amortisation and impairment	<u>10,078</u>				
2. Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	<u>18,396</u>	3.49%	< 2%	3.58%	4.94%
Net carrying amount of infrastructure assets	<u>527,020</u>				
3. Asset maintenance ratio					
Actual asset maintenance	<u>12,858</u>	0.89	> 1.00	0.96	1.07
Required asset maintenance	<u>14,503</u>				
4. Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	<u>18,396</u>	2.26%		0.00%	
Gross replacement cost	<u>815,629</u>				

Notes

* All asset performance indicators are calculated using the asset classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Special Schedule 7 – Report on Infrastructure Assets (continued)
for the year ended 30 June 2017



Purpose of asset renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

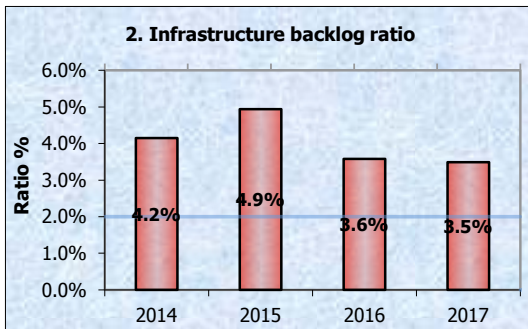
Commentary on 2016/17 result

2016/17 Ratio 119.54%

Council is continuing to renew its assets at levels in excess of benchmark

Benchmark: ——— Minimum $\geq 100.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

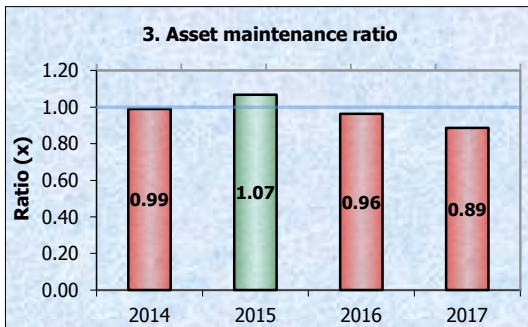
Commentary on 2016/17 result

2016/17 Ratio 3.49%

These results demonstrates the success of Council's strategy to invest in Asset renewals.

Benchmark: ——— Maximum $< 2.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

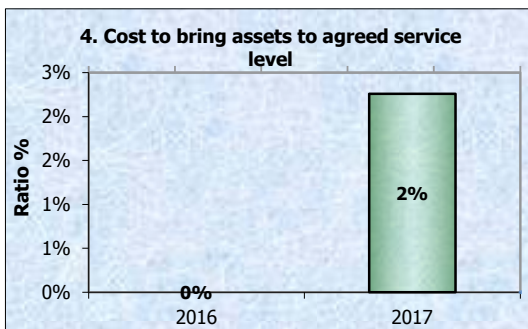
Commentary on 2016/17 result

2016/17 Ratio 0.89 x

Council's strategic asset management program is appropriately funding asset maintenance

Benchmark: ——— Minimum > 1.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of agreed service level ratio

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on 2016/17 result

2016/17 Ratio 2.26%

98% of Council's assets are to a satisfactory standard.

Special Schedule 8 – Permissible Income Calculation

for the year ended 30 June 2018

\$'000		Calculation 2016/17	Calculation 2017/18
Notional general income calculation ⁽¹⁾			
Last year notional general income yield	a	35,630	36,600
Plus or minus adjustments ⁽²⁾	b	329	272
Notional general income	c = (a + b)	35,959	36,872
Permissible income calculation			
Special variation percentage ⁽³⁾	d	0.00%	0.00%
Or rate peg percentage	e	1.80%	1.50%
Or crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%
Less expiring special variation amount	g	–	–
Plus special variation amount	h = d x (c – g)	–	–
Or plus rate peg amount	i = c x e	647	553
Or plus Crown land adjustment and rate peg amount	j = c x f	–	–
Sub-total	k = (c + g + h + i + j)	36,606	37,425
Plus (or minus) last year's carry forward total	l	5	11
Less valuation objections claimed in the previous year	m	–	–
Sub-total	n = (l + m)	5	11
Total permissible income	o = k + n	36,611	37,436
Less notional general income yield	p	36,600	37,426
Catch-up or (excess) result	q = o – p	11	10
Plus income lost due to valuation objections claimed ⁽⁴⁾	r	–	–
Less unused catch-up ⁽⁵⁾	s	–	(4)
Carry forward to next year	t = q + r – s	11	6

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916*.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Special Schedule 8 in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule No. 8

City of Canada Bay Council

To the Councillors of City of Canada Bay Council

Opinion

I have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 8) of City of Canada Bay Council (the Council) for the year ending 30 June 2018.

In my opinion, Special Schedule No. 8 of City of Canada Bay Council for 30 June 2018 is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting (LG Code) issued by the Office of Local Government (OLG), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report, and in particular the Emphasis of Matter paragraph, which describes the basis of accounting.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of Special Schedule No. 8' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the notes and explanations in Special Schedule No. 8 that instruct councils in its preparation so it complies with OLG's requirements as described in the LG Code. As a result, Special Schedule No. 8 may not be suitable for another purpose.

Other Matter

Special Schedule No. 8 of the Council for the year ended 30 June 2017 was audited by another auditor who expressed an unmodified opinion on Special Schedule No. 8 on 20 September 2016.

Councillors' Responsibility for Special Schedule No. 8

The Councillors of the Council are responsible for the preparation of Special Schedule No. 8 in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of Special Schedule No. 8 that is free from material misstatement, whether due to fraud or error.

In preparing Special Schedule No. 8, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of Special Schedule No. 8

My objectives are to:

- obtain reasonable assurance whether Special Schedule No. 8 as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on Special Schedule No. 8.

A description of my responsibilities for the audit of Special Schedule No. 8 is located at the Auditing and Assurance Standards Board website at http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Special Schedule No. 8 on any website where they may be presented
- about any other information which may have been hyperlinked to/from Special Schedule No. 8.



Renee Meimaroglou
Director, Financial Audit Services

17 October 2017
SYDNEY

City of Canada Bay

Sustainable environment

Progressive organisation

Cultural & diverse

Buoyant economy

Innovative & awarded

Active & engaged

Growing population

Enviably lifestyle

Perfect location



1a Marlborough Street
Drummoyne NSW 2047

Tel 9911 6555

Email council@canadabay.nsw.gov.au
Web www.canadabay.nsw.gov.au