

City of Canada Bay Council

Annual Report 1 July 2005 – 30 June 2006

Attachment A

Report on Principal Activities

and

Attachment B

Report of Legal Proceedings under the EP&A Act.

Governance

PROGRAM – EXECUTIVE SERVICES

OBJECTIVE

To support the economic potential and sustainability of the organisation through the provision of:

- A skilled, professional and proficient workforce allowing for the achievement of adopted targets and programs.
- A venue management program that ensures key assets are fully maintained and utilised to the benefit of the community.

STRATEGIC ISSUES AND KEY RESPONSES

The primary focus of this program is to develop human resource systems and practices that promote a high standard of professionalism in Council's workforce and the marketing, promotion and maintenance of key function facilities within the community to ensure they are appropriately and economically utilised. Key responses associated with this program are:

- A commitment to the review and development of human resource practices that will encourage and maintain a performance based culture.
- The creation of an environment that rewards staff for excellent performance.
- A fair and consistent approach to the management of employees.
- The development of strategies to ensure economic and social gains to the community through maximum utilisation of Council's key function facilities.

Overall this program responds to continuous development by way of organisational and economically viable practices.

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PROGRAM – EXECUTIVE SERVICES

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM NO	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To create a working environment that is productive and sustainable supporting the progress of the organisation.</p>	<p>All human resource policies and strategies foster sound working relationships, support organisational performance and are consistently applied to all employees of Council.</p>	<p>HR.1</p> <p>HR.2</p> <p>HR.3</p> <p>HR.4</p>	<ul style="list-style-type: none"> • Maintain regular induction programs for new employees. • Develop a corporate learning and development plan that facilitates the continuous improvement and education of staff with respect to Council’s immediate and longer term objectives. • Implement a professional development program for supervisors. • Review Equal Employment Opportunity Management Plan. 	<ul style="list-style-type: none"> • Information on organisational constructs and policies are up to date and sessions are conducted bi-monthly ensuring that new team members are aware of their rights and responsibilities. • Assessment on the skills gaps and requirements are identified and prioritised. • Training and development and Study Assistance Policies are implemented. • An appropriate education program is adopted by Executive. • Program commences. • Management Plan is reviewed, consulted upon and new strategies implemented. 	<ul style="list-style-type: none"> • Conducted 5 Induction Day sessions over the year. • First day inductions continue to be conducted for all new staff. • Many positive comments received about the Induction Day sessions. • Information provided continually updated. • Reviews for Administrative Services and City Services Staff completed, including training plans which are being consolidated and actioned. • Training and Development policies approved and being implemented. • TAFE NSW completed 5 modules of Frontline Management training for 15 Managers/Supervisor, in June 2006. • Course content was tailored to Council requirements. • Training was accredited. • EEO Management Plan has been distributed. • Conducted ongoing consultation. • Implemented strategies.

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PROGRAM – EXECUTIVE SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM NO	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) To create a working environment that is productive and sustainable supporting the progress of the organisation.</p> <p>To ensure that key venues are economically utilised and maintained and accessible to the community.</p>	<p>(Cont.) All human resource policies and strategies foster sound working relationships, support organisational performance and are consistently applied to all employees of Council.</p> <p>Venues derive a commercial return and are utilised to capacity.</p>	<p>HR.5</p> <p>HR.6</p> <p>HR.7</p> <p>HR.8</p> <p>VC.1</p>	<ul style="list-style-type: none"> • Review Salary System structures and processes. • Conduct regular exit interviews and advise Senior Management on issues. • Provide a comprehensive employee assistance program. • Further develop a Human Resource Policy Manual which conveys fair and consistent work practices with respect to conditions of employment. • Concord Oval, Concord Community Centre and Rhodes Community Centre are assessed for commercial viability. 	<ul style="list-style-type: none"> • Recommendations on appropriateness or alternative systems provided to Executive. • 70% of staff exiting have been interviewed. • 100% response to Directors on issues that require action. • At least 5% of staff are utilising service over a 12 month period. • Manual is 100% compiled and appropriately communicated to staff. • Report to Executive provided on proposed usage and take up estimates. 	<ul style="list-style-type: none"> • Continuing discussions regarding salary systems in particular City Services system. • Recommendations from Reward and Recognition Work Group considered and consultation has commenced on changing City Services salary system. • Undertook 100% of exit interviews where staff have provided appropriate notice. • 100% issues passed on to Directors. • Approximately 5% staff utilising Employee Assistance Program (EAP). • EAP service continually being promoted and usage encouraged at information sessions and inductions etc. • Human Resources Policies and forms now available on Dataworks for all staff to access. • Report presented to Executive Team.

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PROGRAM – EXECUTIVE SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM NO	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) To ensure that key venues are economically utilised and maintained and accessible to the community.</p>	<p>(Cont.) Venues derive a commercial return and are utilised to capacity.</p>	VC.2	<ul style="list-style-type: none"> • Arrangements for all existing meeting rooms and facilities owned by Council are reviewed. 	<ul style="list-style-type: none"> • Property portfolio and evaluation is prepared. • Report to Executive Team. 	<ul style="list-style-type: none"> • All facilities have been assessed. Upgrades of facilities completed to enhance viability. These were: <ul style="list-style-type: none"> ○ Alterations completed in Concord Room, Concord Oval. ○ Upgrade of kitchen facilities at Rhodes Community Centre completed.
	<p>Access to buildings under the programs control are secured.</p>	VC.3	<ul style="list-style-type: none"> • A review of access to buildings is undertaken and recommendations are made on personnel who should maintain such access. 	<ul style="list-style-type: none"> • Report on current access to General Manager provided. • Keys to facilities are recovered, redistributed. 	<ul style="list-style-type: none"> • Completed. • Presented outcomes to General Manager for review • Installed new security in Canada Bay Civic Centre. • Introduced new system for issuing keys to groups when hiring halls.
	<p>Catering for Council functions is streamlined and accommodated.</p>	VC.4	<ul style="list-style-type: none"> • Procedure developed for ensuring that functions are catered for. 	<ul style="list-style-type: none"> • Report to Executive. 	<ul style="list-style-type: none"> • Developed and implemented procedures.
	<p>Social services such as Meals on Wheels are reflective of community requirements.</p>	VC.5	<ul style="list-style-type: none"> • Assess the possibility of co-location of Drummoyne/Concord Meals on Wheels Associations. 	<ul style="list-style-type: none"> • Consultation with Association members is undertaken. • Report to General Manager on co-location proposal. • Report to Council. 	<ul style="list-style-type: none"> • Limited opportunities to investigate co-location of services due to outcome from discussions with DADHC. Also investigating the opportunity for a HACC Capital facility with DADHC. • See also COM.17 in Community Services and Social Planning.

Governance

PROGRAM – MEDIA AND EVENTS (Previously Corporate Affairs)

Areas of accountability include communication and consultation, public relations and community events.

OBJECTIVES

To implement effective communication and consultation strategies to ensure the community is well informed of Council initiatives and has every opportunity to comment on issues of importance.

To conduct a range of community and civic events.

STRATEGIC ISSUES AND KEY RESPONSES

The City of Canada Bay has a diverse community with varied communication needs. It is therefore imperative that Council continually monitors and strives to improve communication tools, including community consultation, advertising, editorial comment, community events, exhibits and stands, brochures, newsletters and websites.

Council offers and encourages two-way communication between the organisation and the community and Council has adopted a consultation strategy that provides an effective framework for community input into the decision making process across key areas of activity.

The third Customer Satisfaction Survey will be conducted in the 2nd Quarter of 2006/07. The Customer Satisfaction Survey measures Council's performance over a range of activities and provides a series of benchmarks for comparing our performance in future surveys. These are conducted on a biennial basis so that areas identified for improvement can be incorporated in Council's Management Plan

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PROGRAM - MEDIA & EVENTS (previously Corporate Affairs)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) Facilitate effective communication with all sections of the community.</p> <p>Ensure a greater understanding of the community's needs by implementing an effective framework for community consultation.</p>	<p>(Cont.) The City of Canada Bay is viewed by residents as a good communicator and has a favourable public profile.</p> <p>Increased community satisfaction with Council's consultation and a proven consultation framework is in place.</p>	<p>(Cont.) CA.2</p>	<ul style="list-style-type: none"> • Expressions of interest sought from local newspapers. 	<ul style="list-style-type: none"> • Council community information is included in all 8 editions of the <i>Bayside Brief</i>. • Letters will be sent to The District News, The Inner Western Suburbs Courier, The Inner West Weekly and the Village Voice. • Tenders will be sought from each of the publications. • Report to the Executive Committee. 	<ul style="list-style-type: none"> • Expressions of interest completed resulting in advertising changing to include fortnightly Mayoral Columns in the Inner West Weekly and Inner Western Suburbs Courier respectively. • Development Application listings are now incorporated in the Mayoral Column in the Courier rather than the Urban life (previously District News).
		<p>CA.3</p>	<ul style="list-style-type: none"> • Service the information needs of the media and use the media as a vital communication tool. 	<ul style="list-style-type: none"> • 100% response to media enquiries to meet publication deadlines for: The District News, The Inner West Weekly, The Village Voice and the Inner Western Suburbs Courier. • Ensure local media take up 90% of media releases distributed. • Council's website is updated regularly. 	<ul style="list-style-type: none"> • All media enquiries from local and metropolitan media were dealt with within 24 hours of receiving enquiry to ensure deadlines are met. • Relationships with the media remain strong and are continually being developed to strengthen Council's position. This is demonstrated by the media is responding to 90% of Council media releases. • Website is updated on an ongoing basis.
		<p>CA.4</p>	<ul style="list-style-type: none"> • Undertake a Citizen Satisfaction Survey. 	<ul style="list-style-type: none"> • Presentation of report to Council outlining performance comparison with first survey. • Key community satisfaction scores used to measure Council's performance are included in Management Plan. 	<ul style="list-style-type: none"> • Survey scheduled for October/November 2006.

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PROGRAM - MEDIA & EVENTS (previously Corporate Affairs)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Clearly brand and promote the City of Canada Bay Council.</p> <p>Conduct a range of community events for the enjoyment of residents and visitors.</p>	<p>Increased awareness of the range of services, facilities and programs of Council.</p> <p>Residents in the City of Canada Bay enjoy access to a broad range of community events.</p> <p>Partnerships are fostered between the community and Council via community and Council events.</p>	<p>CA.5</p> <p>CA.6</p> <p>CA.7</p>	<ul style="list-style-type: none"> • Ensure Council’s Corporate Visual Standards are being met in all outgoing publications. • Review and update Council’s community events program in consultation with business groups and residents groups where appropriate. • Coordinate, produce and promote Council’s events program. 	<ul style="list-style-type: none"> • 100% of Council’s outgoing newsletters, brochures, flyers and other promotional material are monitored and proofed so they are in line with corporate standards. • Attendance at events increases on previous year’s figures • Positive feedback from visitors, local businesses and other key stakeholders received. • Source corporate sponsorship for the Concord Street Fair, Cinema in the Park, Carols at Cabarita and the Jazz & Blues Festival • Design and distribution of a Summer In Our Parks event calendar magnet. • Magnet to be distributed through the <i>Bayside Brief</i> • Regular updates of Council’s online Summer In Our Parks events calendar. 	<ul style="list-style-type: none"> • 99% of all publications, brochures and fliers are proofed and checked prior to printing and distribution. • Consulted with Concord Chamber of Commerce, Five Dock Main Street Committee, Rotary regarding the evaluation of Ferragosto, Concord Street Fair and Cinema in the Park. • Jazz Festival was moved to Brett Park in Drummoyne as maintenance works at Queen Elizabeth Park were not completed. The event was a great success and received positive feedback from visitors. \$3,000 was raised on the day for the Emergency Department at Concord Hospital. • Held Ferragosto, Cinema in the Park, Concord Street Fair, Blues and Jazz Festival • Significant local business support achieved. • All functions and events promoted through Bayside Brief, Council’s Website, Promotional literature and local businesses.

Governance

PROGRAM – CUSTOMER SERVICES

OBJECTIVE

To provide a quality and comprehensive service to the residents and ratepayers of the City of Canada Bay and beyond.

STRATEGIC ISSUES AND KEY RESPONSES

The challenge for Customer Service Centre during the next 12 months will be ongoing improvement to its services and processes. Feedback from residents and businesses, along with service level statistics, will be used to identify areas for improvement.

A review of the co-ordination between the Customer Services Centre and the four Councils departments will be conducted to streamline processes and improve efficiencies.

While technology is essential to ensure that business functions within Council are efficiently managed, it is also important that Council maintains a high standard in personal contact with its customers. This is a key goal of all Customer Services staff.

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PROGRAM – CUSTOMER SERVICES

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
Provide a high standard of service to both external and internal customers.	The City of Canada Bay is recognised as a leader in Customer Service.	CS1	<ul style="list-style-type: none"> • Monitor staffing levels to maintain service standards. Optimize staff resources/skills by rotation through counter, call centre and administration. 	<ul style="list-style-type: none"> • 90% of customers serviced within 5 minutes. • 80% of enquiries finalised at Customer Service Centre. 	<ul style="list-style-type: none"> • Average customers wait for Call Centre is 35secs. • Average customer wait time was 54 secs. • 94.05% of enquiries resolved at first point of call. • With the introduction of counter technology, Council is now able to streamline wait and transaction time to improve the quality of customer service.
Manage the ongoing development and operations of the Customer Request Management System.	Streamlined and effective business processes.	CS2	<ul style="list-style-type: none"> • Develop a multi-skilled Customer Service Team. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 1 Staff member completed Certificate 111. 2 other staff commenced, however left before completion. • Staff have been trained in all areas of Customer Service- counter/call centre/administration.
		CS3	<ul style="list-style-type: none"> • Participate in the National Customer Service Benchmarking project. 	<ul style="list-style-type: none"> • Customer expectations are met, and where possible, exceeded 	<ul style="list-style-type: none"> • Completed. • 29 Councils participated across Australia • Canada Bay achieved results in the top 10% for 2005/06 (Announced August 2006)
		CS4	<ul style="list-style-type: none"> • Ensure that all Customer Requests (CRMS), processes and transactions are delivered to standards set out in SLA's. 	<ul style="list-style-type: none"> • 90% of complaints/requests/ requests completed by specified service standards. 	<ul style="list-style-type: none"> • Completed. • Stage 1 – Introduction of Webforms in CRMS went live in December. • Introduced reporting services module for use by individual managers.
		CS5	<ul style="list-style-type: none"> • Review service level agreements with each Department to ensure that they are community-focused. 	<ul style="list-style-type: none"> • SLA's reviewed and updated by 30th June, 2006. 	<ul style="list-style-type: none"> • Completed. • All Managers have signed off on Customer Service SLA.

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PROGRAM – CUSTOMER SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) Manage the ongoing development and operations of the Customer Request Management System.</p> <p>Manage the development and operations of Council's Call Centre.</p>	<p>(Cont.) Streamlined and effective business processes.</p> <p>A quick and efficient response to all calls.</p>	CS6	<ul style="list-style-type: none"> Review business processes, procedures and forms in consultation with relevant staff. 	<ul style="list-style-type: none"> Procedures, forms reviewed and updated by 30th June, 2006. 	<ul style="list-style-type: none"> Completed. All procedures, forms reviewed as part of the SLA process with each Manager.
		CS7	<ul style="list-style-type: none"> Ensure accurate information is maintained on the Web page and in Council's community brochures. 	<ul style="list-style-type: none"> Number of complaints minimised. 	<ul style="list-style-type: none"> Streamlined the business for updating web information via the CRMS systems. Plasma screens were installed at Civic Centre and Libraries to provide in improved public consultation and communication with the community.
		CS8	<ul style="list-style-type: none"> Provide monthly reports to the Executive Management team. 	<ul style="list-style-type: none"> Reports provided last Friday of each month. 	<ul style="list-style-type: none"> Reports presented to Executive team 3rd Friday of each month. Monthly reports have been further developed in conjunction with the Executive to improve the level of reporting.
		CS9	<ul style="list-style-type: none"> Review and update Training Manual to ensure all Customer Service staff utilise the relevant CRMS features. 	<ul style="list-style-type: none"> Manual reviewed after each software update. 	<ul style="list-style-type: none"> Training Manual has been completed, reviewed and updated in line with the online training CD.
		CS10	<ul style="list-style-type: none"> Ensure calls are answered in a prompt, courteous, friendly and professional manner at all times. 	<ul style="list-style-type: none"> Positive feedback from community and staff. 80% of calls resolved at first point-of-contact. Abandoned rate – 4%. 	<ul style="list-style-type: none"> Average 94.05% of calls resolved at first point of contact. Average 1.1% abandoned rate of calls achieved.

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PROGRAM – CUSTOMER SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS								
(Cont.) Manage the development and operations of Council's Call Centre.	(Cont.) A quick and efficient response to all calls.	CS11	<ul style="list-style-type: none"> • Provide Monthly reports to the Executive Management team on call centre statistics and requests for service. 	<ul style="list-style-type: none"> • Statistics meet Council's KPI's. • Number of calls in queue. • Time waiting in queue. • % abandoned rate. 	<ul style="list-style-type: none"> • Presented reports to Executive team each month. <table border="1" data-bbox="1666 432 2069 624"> <tr> <td>Average waiting in queue time</td> <td>35 sec</td> </tr> <tr> <td>Average Agent talk</td> <td>112 Sec</td> </tr> <tr> <td>Average Clerical Time</td> <td>45 sec</td> </tr> <tr> <td>Total Average Call Handle Time</td> <td>192 Sec</td> </tr> </table>	Average waiting in queue time	35 sec	Average Agent talk	112 Sec	Average Clerical Time	45 sec	Total Average Call Handle Time	192 Sec
Average waiting in queue time	35 sec												
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Manage the development and operation of Council's Administration/Counter .	Streamlined administration processes in place and efficient service.	CS12	<ul style="list-style-type: none"> • Ensure all applications are processed accurately within agreed timeframes. 	<ul style="list-style-type: none"> • Applications completed within agreed KPI's. 	<ul style="list-style-type: none"> • 3379 Assessment applications lodged and processed. • 99% within SLA. 								
Manage the Administration of the Companion Animal Act (CAA).	Efficient administration of the Companion Animal Act	CS13	<ul style="list-style-type: none"> • Ensure accuracy of all revenue transactions and processes. 	<ul style="list-style-type: none"> • 90% accuracy. 	<ul style="list-style-type: none"> • 30,435 transactions processed. • 98% accuracy in revenue transactions achieved. 								
Promote a positive image of Customer Service within the community and organisation.	Quality customer service at all times	CS14	<ul style="list-style-type: none"> • Ensure accuracy of all transactions via the CAA Interact Database. 	<ul style="list-style-type: none"> • Monthly LGA report balanced and reconciled. • 98% lodged and processed each month. • Outstanding registrations followed up each quarter. 	<ul style="list-style-type: none"> • 12 (monthly) LGA reports completed. • 100% lodged and processed. • Reconciled & balanced reports; provided Council with \$21,082 income. 								
		CS15	<ul style="list-style-type: none"> • Review and update community brochures by liaising with relevant staff within Council and the community. 	<ul style="list-style-type: none"> • Complaints minimised. 	<ul style="list-style-type: none"> • All brochures have been reviewed and updated. • Streamlined the business for updating brochure information via the CRMS systems. 								

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PROGRAM – CUSTOMER SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS											
<p>(Cont.) Promote a positive image of Customer Service within the community and organisation.</p> <p>Use technology to improve service delivery.</p>	<p>(Cont.) Quality customer service at all times.</p> <p>Efficient business processes and services.</p>	5														
		CS16	<ul style="list-style-type: none"> • Provide quality information and displays for Council’s street fairs – Ferragosto and Concord Street Fair and corporate events. 	<ul style="list-style-type: none"> • Positive feedback from community and staff. 	<ul style="list-style-type: none"> • Completed Ferragosto and Concord Street Fair and received positive feedback from the community and staff. • Introduction of technology to provide visual display of information - a new Council project that is currently in progress. • A new lay-out for the Council marquee provided the community with better access to information available. 											
		CS17	<ul style="list-style-type: none"> • Examine opportunities to implement new technology to improve services to internal and external customers. 	<ul style="list-style-type: none"> • Improved service delivery. 	<ul style="list-style-type: none"> • Presented reports presented to Executive team each month. 											
		<table border="1" data-bbox="1668 746 2072 970"> <tr> <td>Total Number of Customers at Counter</td> <td>30,435</td> </tr> <tr> <td>Average wait time</td> <td>54 Sec</td> </tr> <tr> <td>Maximum wait time</td> <td>21:36</td> </tr> <tr> <td>Average transaction time</td> <td>5:11</td> </tr> <tr> <td>Maximum transaction time</td> <td>19:36</td> </tr> </table>	Total Number of Customers at Counter	30,435	Average wait time	54 Sec	Maximum wait time	21:36	Average transaction time	5:11	Maximum transaction time	19:36	CS18	<ul style="list-style-type: none"> • Streamline business processes within Council’s corporate software. 		<ul style="list-style-type: none"> • Review & streamlined process for introduction of Street Permits. • Introduced Webforms in the Customer Request Management System.
		Total Number of Customers at Counter	30,435													
Average wait time	54 Sec															
Maximum wait time	21:36															
Average transaction time	5:11															
Maximum transaction time	19:36															
CS19	<ul style="list-style-type: none"> • Automate processing of 149 and 603 certificates via front counter. 	<ul style="list-style-type: none"> • Automatic processing of 149 and 603 certificates. 	<ul style="list-style-type: none"> • 149 certificates completed. • Finance assessing the automatic processing of 603 certificates. 													
CS 20	<ul style="list-style-type: none"> • Complete integration of ADI and Authority, phases 1 and 2. 	<ul style="list-style-type: none"> • Phase 1 – registration of documents is automated. • Phase 2 – centralised client register in place. 	<ul style="list-style-type: none"> • Phase 1 beta testing completed. • Phase 2 beta testing rescheduled for 2nd Quarter 2006/07. 													

Governance

PROGRAM – INFORMATION SYSTEMS

OBJECTIVES

To provide and maintain business solutions and information systems to the City of Canada Bay Council, its citizens and team members.

To implement and maintain technology infrastructure that supports Council's business.

To utilise existing enterprise applications to their full potential through education programs and consolidation of systems.

STRATEGIC ISSUES AND KEY RESPONSES

As the City of Canada Bay is growing rapidly, it is necessary to develop an Information Systems program that focuses on the provision of services to citizens, through web, customer relationship management and land information systems applications, while still managing a cost effective and efficient internal Information Systems infrastructure.

To achieve this result, the Information Systems team will:

- Focus on the consolidation and increased efficiencies to be gained from optimising the use of use of enterprise applications.
- Consolidate and enhance Council's information services, both for internal and external customers through the provision of website- and intranet-based solutions.
- Enhance interfaces between key business applications such as financial, customer relationship and land management systems.
- Implement new applications, hardware and services to improve communications, productivity and reduce operational costs.
- Reduce the cost of ownership of technology through consolidation of purchasing, leasing and service contracts.

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PROGRAM – INFORMATION SYSTEMS

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Implement and maintain technology infrastructure that supports Council’s operations for the foreseeable future.</p>	<p>Existing information systems and technology are provided and maintained for use by Council team members and to inform the Community.</p>	IS.1	<ul style="list-style-type: none"> • Upgrade AXSOne Financials suite. 	<ul style="list-style-type: none"> • Timelines for implementation met. • Implementation costs within budget for the project. • Full application functionality available at live date. • Data integrity maintained throughout implementation. 	<ul style="list-style-type: none"> • Upgrade completed.
		IS.2	<ul style="list-style-type: none"> • Upgrade mapping environment to Exponare (replacing EasiMaps). 	<ul style="list-style-type: none"> • Timelines for implementation met. • Implementation costs within budget for the project. • Full application functionality available at live date. • User needs are met. • Data integrity maintained throughout implementation. 	<ul style="list-style-type: none"> • Exponare cancelled due to Masterview implementation.
		IS.3	<ul style="list-style-type: none"> • Develop and expand the usage of Council’s Land Information Systems through the provision of training. 	<ul style="list-style-type: none"> • Training is carried out to educate staff on benefits and usage of Mapinfo and related tools. • Workshops are run periodically with relevant staff to identify areas where mapping can further support the business. • Opportunities identified through workshops are realised. 	<ul style="list-style-type: none"> • Deferred because of Exponare cancellation. • Masterview implementation supersedes Exponare. • Workshop completed. • Completed.

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PROGRAM – INFORMATION SYSTEMS (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) Implement and maintain technology infrastructure that supports Council's operations for the foreseeable future.	(Cont.) Existing information systems and technology are provided and maintained for use by Council team members and to inform the Community.	IS.4	<ul style="list-style-type: none"> • Redevelop Council's web site using content management systems. 	<ul style="list-style-type: none"> • Content system is implemented. • The web site is accurate. • Relevant staff can update information on the site. • The information displayed is timely. • Council business units have input into the features and services provided. • Additional features are identified and implemented. 	<ul style="list-style-type: none"> • Project completed with website launch on 14 February 2006.
		IS.5	<ul style="list-style-type: none"> • Implement the Reporting Services suite to provide detailed enterprise application reporting to Council management and staff. 	<ul style="list-style-type: none"> • Reporting Services system is implemented. • Existing reporting is reviewed for validity with executive, managers and appropriate staff. • All existing, appropriate custom Crystal Reports are replaced with Reporting Services reports. • Ongoing reporting is performed using Reporting Services. 	<ul style="list-style-type: none"> • Completed with enhancements to system to be implemented during year.
		IS.6	<ul style="list-style-type: none"> • Design and provide training to Council staff on the use of enterprise applications. 	<ul style="list-style-type: none"> • Assessment of training needs is performed. • Training programs are designed and scheduled. • Training is provided. • Increased utilisation of Council enterprise systems by staff. 	<ul style="list-style-type: none"> • Completed. • 3 Dataworks training programs run during year. • 2 Authority training programs run during the year.

Governance

PROGRAM – CORPORATE SUPPORT (INCLUDING RISK MANAGEMENT & RECORDS)

OBJECTIVES

To ensure the efficient and effective operation of Council's administration services in support of corporate objectives.

To reduce the number of claims and manage Council's risk in a cost-effective manner.

STRATEGIC ISSUES AND KEY RESPONSES

An ongoing major task has been to implement best practice policies and procedures that will assist the organisation to meet its corporate objectives. These procedures are being refined, particularly with the introduction of new IT systems.

A program is being developed to ensure effective management, by way of commercial leases/licenses, of Council's assets to provide optimum returns. In addition, community assets are being utilised in a manner that reflects Council policy and objectives.

Risk management will continue to be an important focus for Council, given the increased levels of litigation in recent years. To this end, the development of an active risk management culture throughout the organisation will be integral to the success of this program and the progressive reduction in the net cost of claims against Council.

PROGRAM – CORPORATE SUPPORT - RISK MANAGEMENT

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Improvement in processes and procedures that enhance the efficient operation of the organisation in achieving its objectives.</p>	<p>Best practice administrative policies and procedures are in place.</p>	RM.1	<ul style="list-style-type: none"> • Implement without undue delay the decisions of Council. 	<ul style="list-style-type: none"> • 100% of actions arising from Council meetings are distributed to the responsible officers within 2 days after the minutes are prepared. 	<ul style="list-style-type: none"> • Actions completed in accordance with the determined timeframe.
		RM.2	<ul style="list-style-type: none"> • Conduct governance health check of Council Policies. 	<ul style="list-style-type: none"> • Governance health check conducted in accordance with the Manual. 	<ul style="list-style-type: none"> • Reviewed Code of Meeting Practice for consideration by Executive.
		RM.3	<ul style="list-style-type: none"> • Manage commercial leases/licenses and Council assets to provide optimum return. 	<ul style="list-style-type: none"> • The following properties leased at market rates – Chiswick. • Old Five Dock Library. • Council Swimming Pools. 	<ul style="list-style-type: none"> • Former Five Dock Library has been fully leased to Australia Post since February 2005 and partially to Subway Development, since 8 November 2005. • Prepared final draft Swimming Pool Management Agreement for execution.
		RM.4	<ul style="list-style-type: none"> • Manage community leases and licences to reflect Council policy and objectives in the use of community assets. A&E 	<ul style="list-style-type: none"> • Review all community properties to ensure they are occupied and generate income for Council. 	<ul style="list-style-type: none"> • Community leases and licenses reviewed. • Chiswick building to be used for Council purposes.
		RM.5	<ul style="list-style-type: none"> • Maintain and review the injury management system which includes: occupational health testing, worker’s compensation reviews and suitable duties. 	<ul style="list-style-type: none"> • The reduction of the following by 5%: • Worker’s compensation claims. • Claims costs. • Lost time due to injury. • Premium costs. 	<ul style="list-style-type: none"> • Statistics for year: <ul style="list-style-type: none"> • 40 new workers compensation claims. • Lost time due to injury 261 days.

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PROGRAM – CORPORATE SUPPORT - RISK MANAGEMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) Improvement in processes and procedures that enhance the efficient operation of the organisation in achieving its objectives.</p>	<p>(Cont.) Best practice administrative policies and procedures are in place.</p>	<p>RM.6</p>	<ul style="list-style-type: none"> • Continue to review the Occupational Health and Safety Plan. 	<ul style="list-style-type: none"> • In relation to TS&O, hazards are identified and safe work method statements recorded and updated. 	<ul style="list-style-type: none"> • OH&S Information/training sessions delivered to all Managers and TS&O Supervisors June 2006. • Appropriate OH&S signage included in renovation plans for Depot. • Draft Asbestos Policy submitted for review/consultation. • Weed spraying process under review to ensure compliance. • First Aid Policy under review with new legislative requirements. • Continuous monitoring being undertaken.
		<p>RM.7</p>	<ul style="list-style-type: none"> • Implement and maintain appropriate insurances to protect Council. 	<ul style="list-style-type: none"> • Portfolio in place and reviewed on an annual/as needs basis. 	<ul style="list-style-type: none"> • Portfolio reviewed and policies in place.
		<p>RM.8</p>	<ul style="list-style-type: none"> • Implement claims/lease management system. 	<ul style="list-style-type: none"> • Operational management system in place 	<ul style="list-style-type: none"> • Completed with new lease register, property management and rental management processes. • Taken over property lease management of Council properties from local real estate agents.
		<p>RM.9</p>	<ul style="list-style-type: none"> • Develop insurance claims procedures. 	<ul style="list-style-type: none"> • Procedures manual compiled. 	<ul style="list-style-type: none"> • Procedures manual scheduled for 2006/07.
		<p>RM.10</p>	<ul style="list-style-type: none"> • Identify areas of risk and provide support in implementation of risk management measures. 	<ul style="list-style-type: none"> • Reduction in incidents and claims • Appropriate training conducted. 	<ul style="list-style-type: none"> • Conducted driver education program. • Data dot asset security system installed.

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PROGRAM – CORPORATE SUPPORT - RISK MANAGEMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) Improvement in processes and procedures that enhance the efficient operation of the organisation in achieving its objectives.</p>	<p>(Cont.) Best practice administrative policies and procedures are in place.</p>	<p>RM.11</p>	<ul style="list-style-type: none"> • Prepare Council's 2006/07 Management Plan. 	<ul style="list-style-type: none"> • Community participates in preparation of Draft Management Plan. • Management Plan conforms with community needs and legislative requirements. • Performance measures enable assessment of outcomes to objectives on a quarterly basis. 	<ul style="list-style-type: none"> • Draft Management Plan exhibited 9 May to 9 June. Placed on Councils Website, advertisements placed in local papers, notice in Mayor's column. • Management Plan tabled and endorsed at Council meeting 20 June 2006. • 2006-07 to 08/09 Management Plan documents conform with regulatory requirements and include performance measures. • Council received one submission as a result of the public exhibition. The submission was tabled along with the Draft Management Plan on 20 June 2006.
		<p>RM.12</p>	<ul style="list-style-type: none"> • Report to Council on progress of Management Plan. 	<ul style="list-style-type: none"> • Quarterly Management Plan review presented to Council. • Performance is assessed against Management Plan performance measures. 	<ul style="list-style-type: none"> • 4 Quarter 2005/06 Management Plan reviews presented to Council for endorsement within legislated timelines. Each quarterly review assessed progress against performance measures.
		<p>RM.13</p>	<ul style="list-style-type: none"> • Prepare Council's 2004/05 Annual Report. 	<ul style="list-style-type: none"> • Annual Report conforms to legislative requirements • Annual Report assesses Council's performance during 2004/05. 	<ul style="list-style-type: none"> • Completed and lodged 2004/05 Annual Report with the Dept of Local Government and other organisations within statutory timeframe.

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PROGRAM - CORPORATE SUPPORT - RECORDS

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Consolidate and utilise the Electronic Document Management System (EDMS) in an efficient and effective manner to its full potential.</p>	<p>EDMS features are available to be used within Council.</p>	<p>RC.1</p> <p>RC.2</p> <p>RC.3</p>	<ul style="list-style-type: none"> • Consolidate Concord, Drummoyne and Dataworks documentation into an integrated system. • Review records storage and archiving needs • Ensure services, activities and processes are open and accountable to the community. • 100% of applications received for access to information, and compliance with legislation requirements, are processed within determined parameters. 	<ul style="list-style-type: none"> • All available files/documents are correctly indexed and tracked. • Archival strategy developed in accordance with industry standard. • Files culled and archived in accordance with archival and strategy. • Report quarterly on number of information access requests processed and if within determined parameters. 	<ul style="list-style-type: none"> • Files in Concord office have been culled and archived. • Records storage and archiving needs renewed on an ongoing basis. • 553 File Access (Section 12) and 25 FOI applications processed during for year.

Financial Management

PROGRAM – FINANCIAL MANAGEMENT

OBJECTIVE

To continue to develop financial management strategies that will ensure the long-term viability of Council's services and assets.

STRATEGIC ISSUES AND KEY RESPONSES

Enhance the financial capacity to deliver Council's programs by maintaining a sound financial position and liquidity.

Ensure the timely provision of financial advice and information to support Council's decision making processes.

Provide continuously improving financial management information for decision makers.

Review opportunities for equitable increases to Council's revenue.

PROGRAM – FINANCIAL MANAGEMENT

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
Continue to develop Council's financial management information system.	Effective management and monitoring of Council's financial performance.	FM.1	<ul style="list-style-type: none"> • Refine key financial performance indicators. 	<ul style="list-style-type: none"> • Indicators adopted by Council and incorporated into Corporate Plans. 	<ul style="list-style-type: none"> • Completed. • Financial sustainability indicators under review as part of an industry wide collaboration.
	Upgrade Financial Management Information System.	FM.2	<ul style="list-style-type: none"> • Current version of FMIS software ceases to be supported from 30 September 2005. Project plan prepared for smooth transition to AXS One Enterprise. 	<ul style="list-style-type: none"> • Software fully tested and data converted in accordance with project timelines and budget. 	<ul style="list-style-type: none"> • Completed.
Ensure the timely provision of financial advice and information to support Council's decision making processes.	Provide continuously improving financial management information for decision makers.	FM.3	<ul style="list-style-type: none"> • Budgets monitored on a regular basis. 	<ul style="list-style-type: none"> • Information presented to Management within 1 week of end of month. • Quarterly Budget Reviews presented to Council within 3 weeks of end of month. 	<ul style="list-style-type: none"> • Completed. • Reviews completed within timeframes.
		FM.4	<ul style="list-style-type: none"> • Annual Budget and Revenue Policy completed for following year. 	<ul style="list-style-type: none"> • Following years Budget and Revenue Policy completed. 	<ul style="list-style-type: none"> • Completed and submitted to Council 20 June 2006.

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PROGRAM – FINANCIAL MANAGEMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) Ensure the timely provision of financial advice and information to support Council's decision making processes.	(Cont.) Provide continuously improving financial management information for decision makers.	FM.5	<ul style="list-style-type: none"> • 2004/05 Financial Reports prepared for audit. 	<ul style="list-style-type: none"> • Audit commences. • Pre-audited statements presented to Council for sign-off in accordance with section 413(2)(c) of the LG Act. • Audited Statements and Auditors Report presented to Council. 	<ul style="list-style-type: none"> • Council's audited Financial Reports completed with and lodged with the Department of Local Government on 14 Sep 2005. Canada Bay was credited with being the ninth Council in NSW to submit the 2004/05 Financial Report.
Review opportunities for sustainable increases to Council's income.	Manage Council's loan servicing costs.	FM.6	<ul style="list-style-type: none"> • Monitor effectiveness of existing Debt Recovery processes. 	<ul style="list-style-type: none"> • Report progress of Rate Collections. • Rates arrears to be kept below industry benchmark of 5%, with a target of less than 3% at year end being the objective. • Percentage of other receivables not collected within 90 days of invoice to be kept below 4% 	<ul style="list-style-type: none"> • Completed. • Actively managing collection of other receivables. • Rate outstanding ratio slightly higher than target. Reflects late levies issue in May 2006 that were not collected by 30 June 2006. • Targets met.
	Manage investment funds to maximise returns.	FM.7	<ul style="list-style-type: none"> • Monitor Council's financial status including borrowings. 	<ul style="list-style-type: none"> • Council's financial status is regularly assessed. • Develop long term financial sustainability index. 	<ul style="list-style-type: none"> • Ongoing. • Final report into financial sustainability review of Local Government has been examined. • Council's sustainability index will be based on a number of recommendations that came out of this enquiry. • Financial sustainability indicators under review as part of an industry wide collaboration.
		FM.8	<ul style="list-style-type: none"> • Review Investment practices. 	<ul style="list-style-type: none"> • Council's return on investment is better than 90 Day BBSW Benchmark. 	<ul style="list-style-type: none"> • Council's return on investment was 0.5% above the 90 Day BBSW Benchmark.

Economic Development

PROGRAM – ECONOMIC DEVELOPMENT

Areas of responsibility include sustainable economic development and tourism.

OBJECTIVES

The objective is to enable residents to enjoy a good quality of life in an active and vibrant community and in particular to maintain and enhance the economic prosperity experienced by our community now and in the future.

STRATEGIC ISSUES AND KEY RESPONSES

This program builds upon the existing economic development program, delivering further benefits to the business community by targeting core services of Council into business districts and customising the delivery of these services to meet the specific needs of the business community. In terms of economic development, Council's vision is to facilitate a vibrant economy that encourages local enterprise, meets the needs of all residents and offers a range of local employment opportunities.

Economic development activities will focus on three key program themes:

- Develop skills and sustainability amongst the local business owners and operators
- Grow the markets reached by local businesses
- Support key employment industries within the City of Canada Bay Council

The Economic Development program involves working with local businesses as well as those outside the community to generate economic growth and prosperity for both the City and its residents. The program will seek to promote the area as an excellent place to live and run a business for the long term.

This program of economic development strategies aims to leverage investments from other public and private sources in order to ensure the long-term viability of local economic development efforts.

PROGRAM – ECONOMIC DEVELOPMENT

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Develop skills and sustainability amongst the local business owners and operators.</p>	<p>This program will provide customised training to key business groups within the City of Canada Bay. It will leverage the training and skill development opportunities from throughout the Sydney basin. The skills development in the area enables business to survive the changes in the global market place.</p>	ED.1	<ul style="list-style-type: none"> • Encourage business people to value the ongoing development of new skills. • Promote training through a dedicated web page of opportunities. • Publish regular training success stories in the local media and Bayside Business News 	<ul style="list-style-type: none"> • Web page established and publicised. • 4 media articles about training success stories in local media or Council newsletters. 	<ul style="list-style-type: none"> • All Economic Development information placed on Council’s Web site. • Over 700 local businesses are listed on the on-line GO Local Directory. • Training promoted through columns in Inner West Weekly, Inner West Courier and Village Voice. • Articles in Inner West Courier and Inner West Weekly about International Women’s Day Breakfast and Forum. Article in Inner West Weekly about Effective Networking Event (March 28).
		ED.2	<ul style="list-style-type: none"> • Provide a regular program of training and networking for business on key issues in business management and growth. • Provide four Bayside Business Breakfasts per year. • Provide sector training days and sessions to meet particular needs. 	<ul style="list-style-type: none"> • 4 training opportunities provided in partnership with community and business organisations • Four Bayside Business Breakfasts provided • Four specialist training programs hosted in the City of Canada Bay 	<ul style="list-style-type: none"> • Tax Workshop run in conjunction with ATO for all business. Capacity attendance of 20 people was achieved. • 4 Bayside Business Breakfasts held, which included a breakfast focusing on environmental issues which was held in May 06 with an average of over 100 people at each breakfast. • Conducted 3 courses run from home based businesses in conjunction with TAFE. • Held a 5 week Home-based Business Marketing Course. Capacity participation of 12 businesses.

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PROGRAM – ECONOMIC DEVELOPMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) Develop skills and sustainability amongst the local business owners and operators	(Cont.) This program will provide customised training to key business groups within the City of Canada Bay. It will leverage the training and skill development opportunities from throughout the Sydney basin. The skills development in the area enables business to survive the changes in the global market place.	ED.5	<p>Create business education scholarships for training, mentoring and education opportunities</p> <ul style="list-style-type: none"> • Develop opportunities with related businesses to promote training opportunities Explore sponsorship opportunities for training with major businesses • Develop a database of scholarship opportunities from around Sydney and support local business applications • Fund occasional training places/scholarships for publicity • Match State and Federal funds to provide training for businesses locally 	<ul style="list-style-type: none"> • Published 12 training opportunities by direct mail or on website • Develop two sponsorship proposals for the delivery training within the City of Canada Bay • Database established • Two training promotions advertised and sponsored. 2 media articles to support the event. • 1 training program hosted in the City of Canada Bay Council area. 	<ul style="list-style-type: none"> • 15 training opportunities promoted to email, mailing list, Councils Website, local newspapers. • Women in Business Mentor Program scholarship developed and promoted. • 3 Business Enterprise Centre training courses promoted to mailing list. • Sponsorship gained for two International Women’s Day events.
		ED.6	<ul style="list-style-type: none"> • Create a resource for business to better understand markets within and around the City of Canada Bay Council area, eg. demographic information. 	<ul style="list-style-type: none"> • Demographic package identified assessed and selected. 	<ul style="list-style-type: none"> • Undertaken research on Economic Conditions and source info from Australian Bureau of Statistics.

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PROGRAM – ECONOMIC DEVELOPMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Grow the markets reached by local businesses.</p>	<p>The success of this program will result in a program of promotional and marketing opportunities being taken up by local business, a sustained presence of local businesses in the area, increase customers to the City of Canada Bay area and greater confidence within the City.</p>	ED.7	<ul style="list-style-type: none"> • Develop cluster marketing (such as the Renovator Destination, Victoria Road and Eat Out Week cluster) through Council’s Economic Development unit, by applying destination development techniques. 	<ul style="list-style-type: none"> • 2 cluster web promotions developed. • 3 cluster directories established. • 2 cluster events hosted. • 6 cluster meetings hosted. 	<ul style="list-style-type: none"> • Public Health Forum developed and delivered. • Eat Out Week marketing campaign run. Brochure prepared and distributed. • 3 cluster meetings hosted for Home-based business and Health and Wellbeing sectors.
		ED.8	<p>Develop tourism in the area</p> <ul style="list-style-type: none"> • Create water activity promotions and associated business marketing programs. • Develop destination tours to support cluster marketing. • Develop sports tourism strategies. • Identify untapped markets. 	<ul style="list-style-type: none"> • One water front activity promoted in partnership with local business. • Develop and host one destination tour. • Create 1 sports tourism promotion. • Research and identify a new tourism market. 	<ul style="list-style-type: none"> • Water-based tourism brochure developed and designed. • Reviewed for appropriateness with more economically sustainable programs being developed for 2006/07.
		ED.9	<p>Support business to export</p> <ul style="list-style-type: none"> • Host export training. • Develop partnerships with DSDR and Austrade to facilitate export growth. • Facilitate export networks <p>Leverage Council for visiting trade delegations and meetings.</p> <ul style="list-style-type: none"> • Provide meeting space for home-based business to use in export negotiations. 	<ul style="list-style-type: none"> • 1 Export training event hosted • Create 1 partnership initiative with government export agencies. • Host 1 event for export focused business. • Involve business in one trade delegation to the City of Canada Bay Council. 	<ul style="list-style-type: none"> • Promoted State Regional Development and Trade mission opportunities. • No local business pick up. • See above.

PROGRAM – ECONOMIC DEVELOPMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Support key employment industries within the City of Canada Bay Council.</p>	<p>The City of Canada Bay Council would be recognised as a first for small business in key areas such as health and wellbeing. There would be a range of self sustaining business networks actively working with Council to improve the conditions in the City. The brand and identity of the City of Canada Bay Council would be strong and associated with quality services offered within the City.</p>	ED 12	<ul style="list-style-type: none"> • Develop recognition for the City of Canada Bay’s key industries by: <ul style="list-style-type: none"> • Developing a media campaign to promote the City within the Sydney conurbation as the place to be in small business. • Developing cluster and destination campaigns. • Creating sector and market segment directories. 	<ul style="list-style-type: none"> • 1 media article in a state or national paper • 12 media articles about Economic Development in local papers • Develop 4 cluster marketing campaigns. • Create two industry specific directories for community use 	<ul style="list-style-type: none"> • Promoted key Canada Bay industries through press releases to state and national media • No ongoing pick up achieved. • 6 articles published in local papers. These included: Australia Post Breakfast, Business Exchange meetings, Business Breakfast and about local destinations. • Prepared and distributed media releases, advertising and other promotion for Wellness Week, Public Health Forum, Effective Networking Workshop. • Marketing strategies for Majors Bay Road and Five Dock Main Street developed. • Wrote and designed water based tourism directory.
		ED 13	<ul style="list-style-type: none"> • Establish industry and sector networks and clusters. • Develop and promote web based marketing promotions. • Develop business plans and implement. 	<ul style="list-style-type: none"> • Promote website in every media promotion and article – achieve 16 mentions. • Have an annual action plan for each network written and signed off by stake holders. 	<ul style="list-style-type: none"> • Promotions carried out on an ongoing basis. • Held business and wellbeing networks who assisted in developing annual action plan

PROGRAM – ECONOMIC DEVELOPMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) Support key employment industries within the City of Canada Bay Council.	(Cont.) The City of Canada Bay Council would be recognised as a first for small business in key areas such as health and wellbeing. There would be a range of self sustaining business networks actively working with Council to improve the conditions in the City. The brand and identity of the City of Canada Bay Council would be strong and associated with quality services offered within the City.	ED 14	Create a positive business climate by advocating within Council <ul style="list-style-type: none"> • Provide customer service excellence. • Develop a City prospectus project plan. • Reduce policy and regulatory barriers. 	<ul style="list-style-type: none"> • Respond to emails within 2 working days. • Project plan produced. • Participate in policy discussions • Facilitate business involvement in Council consultations. 	<ul style="list-style-type: none"> • All business contacts sent invitations to upcoming events each month which reached over 700 businesses. • No opportunities arose this year. • Held consultation meeting in Five Dock library to discuss proposed changes to business Use of Footpath Policy.
		ED 15	Support green business in conjunction with the environmental projects officer. <ul style="list-style-type: none"> • Undertaking green business audits Retrofitting business. • Implementing Education programs. • Developing Green business cluster. 	<ul style="list-style-type: none"> • 20 Audits completed. • 20 Retrofits Completed. • 2 Programs delivered. • One event hosted. 	<ul style="list-style-type: none"> • Included in Green Business project in the <i>Bayside Business News</i>. • 15 businesses signed-up for audit and retrofit with ongoing promotion of the service. • Participated in Green Business Awards. • Held environmental breakfast.

PROGRAM – ECONOMIC DEVELOPMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) Support key employment industries within the City of Canada Bay Council.</p>	<p>(Cont.) The City of Canada Bay Council would be recognised as a first for small business in key areas such as health and wellbeing. There would be a range of self sustaining business networks actively working with Council to improve the conditions in the City. The brand and identity of the City of Canada Bay Council would be strong and associated with quality services offered within the City.</p>	<p>ED.16</p>	<p>Create linkages with a range of business specialists and organisations to ensure sustainability by:</p> <ul style="list-style-type: none"> • Assisting and attract new business to the area and provide business Information and Welcome Packs. • Maintaining an up-to-date web based economic development facility. • Continuing to increase contact with local businesses, including publication of Bayside Business News. • Maintaining an up-to-date web based economic development facility. 	<ul style="list-style-type: none"> • Successful completion of a business event program. • Number of enquires and assistance provided. • Current economic development activities detailed on Web throughout the year. • 4 editions of Bayside Business News produced. • Current economic development activities detailed on Web throughout the year. 	<ul style="list-style-type: none"> • Sent out 29 new business packs. • All information reviewed updated and rewritten. • Produced 4 issues of Bayside Business News. • Local business information also placed on Council’s website. • See above. • Economic Development web information updated on an ongoing basis and provided input into the preparation of Council’s new website.

Economic Development

PROGRAM - SUSTAINABLE NEIGHBOURHOODS PROGRAM

OBJECTIVES

The overriding objective for this program is enhancing and developing thriving commercial neighbourhoods that's service their local communities and visitors. This will be done by developing an effective sustainable neighbourhood program for each commercial centre based on the Main Street model which involves improved streetscapes, strengthening business and promoting the centre as a vibrant local centre.

STRATEGIC ISSUES AND KEY RESPONSES

In recent years the City of Canada Bay Council has been developing a program to create sustainable shopping centres by investing in local neighbourhood centres in Five Dock, Majors Bay Road and Concord West. In Majors Bay Road and Concord West Council's focus has been on physical works to improve amenity and economic viability. In Five Dock there has been a physical upgrade alongside investment in the development of social capital through the Main Street program, which is overseen by the Five Dock Main Street Committee. This program has delivered a range of activities along four program themes: physical improvements, business development, culture and promotions.

In Council's evaluation the long-term development of sustainable neighbourhood centres require more than physical infrastructure development – it requires an ongoing program of developing business skills and connections between the key stakeholders in an area, as well as the brand and reputation of the area, hence the objectives above.

The sustainable neighbourhoods program meets these requirements. The area of coverage is presently limited to Five Dock, Wareemba, Concord, North Strathfield, Cabarita, Mortlake and Concord West.

PROGRAM – ECONOMIC DEVELOPMENT - SUSTAINABLE NEIGHBOURHOODS PROGRAM

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Develop an effective sustainable neighbourhood program for each commercial neighbourhood centre</p>	<p>Effective neighbourhood liaison.</p>	SN.1	<ul style="list-style-type: none"> • Assess the need for committees/expert panels of business in the coverage areas and where appropriate set up and develop committees or work directly with key business people. 	<ul style="list-style-type: none"> • Meet local Chambers of Commerce, and key business people. Provide an action plan for methods of working in all areas. • 1 new committee, expert panel or liaison group established. • Education and training provided as required. 	<ul style="list-style-type: none"> • New City Precinct Coordinator appointed Oct 2005. • Staff attended Five Dock and Concord Chamber meetings each month. • Worked in close association with all City Chambers of Commerce in providing training and education opportunities.
		SN.2	<ul style="list-style-type: none"> • Assess ways of continuing to support the Five Dock Main Street Committee and Concord Chamber of Commerce. 	<ul style="list-style-type: none"> • At least 4 meetings held or attended. • Action oriented meeting with actions set and outcomes met. 	<ul style="list-style-type: none"> • 3 Main Street Committee meetings organised and held. (4 meetings could not be achieved due to times of vacancy of City Precinct Coordinator positions). • Concord Chamber of Commerce attended by Concord City Precinct Coordinator. • Five Dock Moments campaign endorsed and launched by Five Dock Main Street Committee. • City Precinct Coordinators worked with local committees on marketing activities and other events.
		SN. 3	<ul style="list-style-type: none"> • Identify effective means of communication, eg. newsletters, face to face meetings, news articles etc. 	<ul style="list-style-type: none"> • Newsletter produced as required. • 5 pieces in the media. • Sustainable neighbourhood areas section of Council website set up and advertised in all local media. 	<ul style="list-style-type: none"> • Main Street Matters (Five Dock) and Majors Bay Road Newsletter produced and distributed. • 5 Advertisements and articles placed in local newspapers.

PROGRAM – ECONOMIC DEVELOPMENT - SUSTAINABLE NEIGHBOURHOODS PROGRAM (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) Develop an effective sustainable neighbourhood program for each commercial neighbourhood centre.</p>	<p>Effective training and action planning provided for each neighbourhood.</p> <p>Effective centre based management for neighbourhood areas.</p>	<p>SN. 4</p> <p>SN. 5</p>	<ul style="list-style-type: none"> • Undertake a training needs analysis for key sustainable neighbourhood areas covering mystery shopping, increasing sales, visual merchandising. • Hold retail training events to create retail opportunities. • Provide input to wider City of Canada Bay Economic Development training offers. <ul style="list-style-type: none"> • Liaise with business operators and report issues to appropriate areas in Council to include planning information, damage to property etc. • Manage and support neighbourhood branding strategies. • Manage and develop façade improvement programs in areas aside from Five Dock. 	<ul style="list-style-type: none"> • Action plan established for each neighbourhood on training needs • One training program set up • Assist with input on at least 2 Business Breakfasts and 2 Bayside Business Exchange programs. • Reports taken from at least 30 businesses in a year. • Assist 10 businesses. • Action plan for façade improvement. 	<ul style="list-style-type: none"> • Initial plan developed in conjunction with local business groups. • Promoted training program with limited response. • Two Bayside Business Breakfasts and one Bayside Business Exchange event run. • Five Dock Main Street Business featured in the Bayside Business Exchange. • 77 Businesses responded to general Council issues. • Liaised with 147 other businesses regarding Business Use of Footpath policy. • City Precinct Coordinators met with in excess of 90 businesses to discuss development and implementation of Sustainable Neighbourhood Program. • Christmas Decoration Program implemented. • Distributed Red Bows to 250 retailers. • Marketing plans for neighbourhoods being developed. • Consulted all relevant Five Dock Main Street businesses about installation of branded fencing panels. • Liaised with business regarding the installation of Great North Road Awing program.

PROGRAM – ECONOMIC DEVELOPMENT - SUSTAINABLE NEIGHBOURHOODS PROGRAM (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) Develop an effective sustainable neighbourhood program for each commercial neighbourhood centre.	(Cont.) Effective centre based management for neighbourhood areas. Create a competitive advantage for each neighbourhood and promote accordingly.	SN. 6 SN. 7	<ul style="list-style-type: none"> • Investigate and support approaches to parking which involve better use of current parking. • Undertake marketing analysis in neighbourhood centres with an action plan formulated and adopted by the business community and Council. • Manage and support promotions and branding established during 2004/05. 	<ul style="list-style-type: none"> • Action plan to encourage better use of parking in neighbourhood centres. • 3 neighbourhood centres targeted. • Marketing action plan formulated. • 4 successful promotions held in Five Dock. • Meeting held with Chamber of Commerce to establish working practices for marketing. 	<ul style="list-style-type: none"> • Publicised the improved conditions for parking in Five Dock as a result of the 2003 GHD parking study which was adopted by council in August 2005. • Completed a shopping basket survey to compare prices across 10 local suburbs. Results published in November 2005. • Conducted a marketing analysis of Five Dock Main Street. • Assisted Strategic Planning with preparation of Five Dock Revitalisation Plan. • Five Dock Moments promotion launched at Ferragosto with leaflets delivered to 20,000 homes. Received two letters of thanks from Five Dock businesses. • Ran <i>Go-Local</i> Christmas campaign. • Ran Easter events in Five Dock and Concord. • Met with Chambers of Commerce to prepare and review action plan on an ongoing basis.

PROGRAM – ECONOMIC DEVELOPMENT - SUSTAINABLE NEIGHBOURHOODS PROGRAM (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) Develop an effective sustainable neighbourhood program for each commercial neighbourhood centre.	Charming and cultural activities established in each neighbourhood.	SN. 8	<ul style="list-style-type: none"> • Create a rolling program of entertainment in 2 neighbourhood centres. • Support business involvement in key events such as Concord Street Fair and Ferragosto in Five Dock. • Develop visual merchandising skills of retailers in key areas. 	<ul style="list-style-type: none"> • Two successful entertainment programs set up and running. • Minimum of 2 entertainment events held involving local charities, schools and churches. • At least 30 businesses liaised with regarding key events. • 5 businesses had training/assistance with visual merchandising. 	<ul style="list-style-type: none"> • Christmas events program run and included Jazz in Fred Kelly Place, Accapella group, Christmas Kapers at various venues across the City. • Easter event run in April. • Liaised with all Great North Road businesses and Majors Bay Road Businesses regarding Easter events, <i>Go-Local</i>, Ferragosto other marketing opportunities. • Promoted program, however no business pick up.
	Effective conduit of information to and from Council from business communities in neighbourhood centre.	SN. 9	<ul style="list-style-type: none"> • Represent the views of the business community to Council. • Provide information to the business community on key Council issues that affect them. 	<ul style="list-style-type: none"> • 6 Chamber of Commerce meetings attended. • 30 one-on-one businesses meetings attended. 	<ul style="list-style-type: none"> • Staff attended Five Dock and Concord Chamber meetings each month. • One-to-one business meetings attended as requested. • Visited over 400 businesses in Concord and Five Dock during year. • Liaised with Businesses regarding Footpath dining policy.
	Provide input into broader economic development programs.	SN 10	<ul style="list-style-type: none"> • Support the broader program in the areas of business owners skills and market growth. 	<ul style="list-style-type: none"> • At least 10 meetings held with the Project Officer – Economic Development 	<ul style="list-style-type: none"> • Held team planning day to develop future marketing plans. • Held weekly team meetings since December 2005.

Environment – Built and Natural

PROGRAM – STRATEGIC URBAN PLANNING

OBJECTIVE

To establish and implement Council's Strategic Urban Planning initiatives based on community consultation, strategic studies and State Government directions which enables the Council to protect the natural beauty, built environment and heritage of the area, while adopting a balanced approach to sustainable growth.

STRATEGIC ISSUES AND KEY RESPONSES

City of Canada Bay is experiencing changes in population and employment growth which are of both local and regional significance. These changes need to be addressed in their local and regional context consistent with the community's vision for the area. Council's adopted Structure Plan gives a regional and city-wide assessment of the key environmental, planning, social and economic issues that provide future planning directions in a sustainable manner for the growth of the City and in-line with the State Government's Metropolitan Strategy.

The key response to these issues is the preparation of a two-staged but connected process; ie,

- Consolidating Local Environmental Plan (LEP) – merging of both existing planning instruments into the one (1) LEP for Canada Bay.
- Comprehensive LEP and accompanying comprehensive Development Control Plan (DCP) – incorporation of strategic projections for Canada Bay and growth strategies under the State Government's Sydney Metropolitan Strategy over the next 30 years. To be prepared concurrently with Consolidating LEP.

All Plans will be developed in consultation with the community, will involve key stakeholders and reflect the community's needs and expectations.

Council will also review all existing Section 94 Contributions Plans applying to the City and develop a single comprehensive Section 94 Contributions Plan to apply to the Local Government Area (LGA).

PROGRAM – STRATEGIC URBAN PLANNING

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To develop a consolidating Local Environmental Plan (LEP) for the City of Canada Bay.	A consolidating LEP which sets out a statutory framework for development in the City of Canada Bay.	SP 1	<ul style="list-style-type: none"> • Undertake a detailed review of existing planning studies and documents. • The stripping of all existing clauses within both existing Concord Planning Scheme Ordinance (PSO) 1969 and Drummoyne LEP 1986. • The legal redrafting of those clauses into the one (1) consolidating LEP to apply to the City of Canada Bay Council, in accordance with the Environmental Planning & Assessment (EP & A) Act 1979. • Review and standardise existing zonings that currently exist under both planning instruments, based on the State Government’s model LEP template. • Review and standardise existing definitions based on the State Government’s model LEP template. 	<ul style="list-style-type: none"> • Formulation of a consolidating LEP for Canada Bay. • Public exhibition of consolidating LEP. 	<ul style="list-style-type: none"> • Presented draft Consolidated LEP to Council Workshop in June. • Prepared draft LEP in Dept of Planning template format.
To develop a comprehensive LEP & DCP for the City of Canada Bay.	A comprehensive LEP & DCP to guide future development in the City of Canada Bay.	SP 2	<ul style="list-style-type: none"> • The comprehensive LEP and accompanying DCP process would incorporate future growth in Canada Bay and the projections under the Sydney Metropolitan Strategy over the next 30 years and the Planning Reform. 	<ul style="list-style-type: none"> • Formulation of a comprehensive LEP & DCP for Canada Bay. • Public exhibition of the comprehensive LEP & DCP. • Gazettal of City of Canada Bay LEP and adoption of City of Canada Bay DCP by early 2008. 	<ul style="list-style-type: none"> • Date for completion of Comprehensive LEP amended to reflect the change in process for the preparation of LEPs for Canada Bay agreed with in conjunction with the Department of Planning. Consolidated LEP to be prepared first in template format, publicly exhibited and then gazetted. • Comprehensive LEP to be prepared following completion of planning process.

PROGRAM – STRATEGIC URBAN PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) To develop a comprehensive LEP & DCP for the City of Canada Bay.</p>	<p>(Cont.) A comprehensive LEP & DCP to guide future development in the City of Canada Bay.</p>	<p>SP 2 cont.</p>	<ul style="list-style-type: none"> • Formulation of prescriptive and performance based development controls for locality areas, general planning, environment, ecologically sustainable development, energy efficiency, heritage, urban design, etc. • This process would also incorporate the following strategic planning projects: <ul style="list-style-type: none"> • Results of the Drummoyne Village Masterplan – currently on public exhibition. • Results of the Five Dock Masterplan – project to commence this financial year. • Results of the Parramatta Road Taskforce project – currently being produced through the State Government’s Parramatta Road Taskforce. • This process would incorporate a number of existing spot rezoning applications, currently under consideration. • This process would incorporate investigation on potential heritage items/ conservation areas. • This process would incorporate all other outstanding Strategic Planning work program matters. 		<ul style="list-style-type: none"> • Acid Sulphate soil maps prepared. • Reservations reviewed in conjunction with appropriate public authorities. • Review of Special Use Zones. • See SP3 & SP4. • See SP5. • See SP6.

PROGRAM – STRATEGIC URBAN PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To prepare a masterplan for Area 2 of the Drummoyne Commercial Centre, incorporating 2 -10 Marlborough Street, Drummoyne.	A comprehensive masterplan comprising Area 2 of the Drummoyne Commercial Centre incorporating 2 -10 Marlborough Street, Drummoyne.	SP 3	<ul style="list-style-type: none"> • Preparation of a Drummoyne Village Masterplan 1. 	<ul style="list-style-type: none"> • Formulation of the Drummoyne Village Masterplan 1 which addresses all relevant issues to facilitate future sustainable development of the site. • Public exhibition of the Drummoyne Village Masterplan 1. 	<ul style="list-style-type: none"> • Drummoyne Village Master Plan – exhibited in February 2005 and adopted by Council in March 2005 • Council also resolved to review some aspects of the Master Plan regarding traffic management and land ownership. • Review indicated that further work is required in terms of land classification and rezoning - to be considered as part of the Comprehensive LEP.
To prepare a second masterplan for Area 2 of the Drummoyne Commercial Centre, incorporating Council’s administration centre.	A comprehensive masterplan comprising Area 2 of the Drummoyne Commercial incorporating Council’s administration centre.	SP 4	<ul style="list-style-type: none"> • Preparation of a Drummoyne Village Masterplan 2. • Masterplan to be considered when architectural concept plans for the administration centre are resolved. 	<ul style="list-style-type: none"> • Formulation of the Drummoyne Village Masterplan 2 which addresses all relevant issues to facilitate future sustainable development of the site. • Public exhibition of the Drummoyne Village Masterplan 2. 	<ul style="list-style-type: none"> • Assessing Master Plan 2 options which will be undertaken in context of a review of the whole of Drummoyne commercial centre.
To prepare a masterplan for the Five Dock Commercial Centre.	A comprehensive masterplan for the Five Dock Commercial Centre.	SP 5	<ul style="list-style-type: none"> • Preparation of a Five Dock Commercial Centre Masterplan 2. 	<ul style="list-style-type: none"> • Formulation of the Five Dock Commercial Centre Masterplan which addresses all relevant issues to facilitate future sustainable development of the site. • Public exhibition of the Five Dock Commercial Centre Masterplan. 	<ul style="list-style-type: none"> • Brief prepared. • Received assistance from Masters students at UNSW to help with preparing; Urban Design Strategy, Public Domain strategy, New development controls, Conducted a land audit of Land Five Dock, Great North Road. • Conducted a survey of 200 shoppers.

PROGRAM – STRATEGIC URBAN PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To prepare a Structure Plan for Parramatta Road Sectors 2, 3 & 4 under the guidance of the State Government.	A comprehensive Structure Plan for the Parramatta Road corridor.	SP 6	<ul style="list-style-type: none"> • Work in conjunction with the State Government’s Parramatta Road Taskforce to produce a Structure Plan for the Parramatta Road corridor, mainly addressing future population and employment growth, public transport and governance options for the corridor. 	<ul style="list-style-type: none"> • Formulation of the Parramatta Road Structure Plan which addresses all relevant issues to facilitate future sustainable development of the site. • Public exhibition of the Parramatta Road Structure Plan. 	<ul style="list-style-type: none"> • Work completed by consultants on Structure Plan for Sector 4. • Sector 2 Structure Plan work complete. • Received advice from State Government that the Parramatta Road project will be publicly exhibited in August 2006. • Awaiting information from the Department of Planning on the progress of the project.
To prepare a comprehensive Section 94 Contributions Plan.	A comprehensive Section 94 Plan which levies development contributions for works to the social, built and natural environment arising out of demand created by new development.	SP 7	<ul style="list-style-type: none"> • Review existing Sect 94 plans, capital works programs, social plans, recreational plans, open space plans, traffic studies etc, identify and analyse development forecasts based on the structure plan and the results of the 2001 Census. 	<ul style="list-style-type: none"> • Formulation of a contributions plan that identifies capital works programs to address the likely demand for public facilities from new developments and provides a sound basis for the appropriate levying of Section 94 Contributions for the new developments. • A document that identifies appropriate areas of expenditure and sound management of accounting practices. • Adoption of Section 94 Contributions Plan by Council. 	<ul style="list-style-type: none"> • Sect 94 review undertaken throughout the quarter in consultation with Council staff. • Canada Bay Section 94A Contributions Plan prepared, publicly exhibited and adopted by Council. • Plan implemented 16 Dec 2005.

PROGRAM – STRATEGIC URBAN PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To prepare masterplan for Breakfast Point.	A comprehensive masterplan for Breakfast Point.	SP 8	<ul style="list-style-type: none"> • Preparation of a masterplan for Breakfast Point 	<ul style="list-style-type: none"> • Formulation of the Masterplan Breakfast Point which addresses all relevant issues to facilitate future sustainable development of the site. • Public exhibition of the Masterplan for Breakfast Point. • Adoption of the Masterplan for Breakfast Point. 	<ul style="list-style-type: none"> • Council resolved to not proceed with the Master Plan. • DCP was prepared and adopted by Council in August 2005.
To prepare a Council Policy on Business use of Footpaths.	A policy formulated to guide the business use of footpaths.	SP 9	<ul style="list-style-type: none"> • Preparation of a Council Policy on Business Use of Footpaths. 	<ul style="list-style-type: none"> • Formulation of a Council Policy on Business Use of Footpaths • Adoption of Council’s Policy on Business Use of Footpaths. 	<ul style="list-style-type: none"> • Business Use of Footpaths Policy prepared, publicly exhibited and adopted by Council 15 Nov 2005.
To prepare a Housing Needs Study	To facilitate the making of a Council Policy on housing needs for the LGA.	SP 10	<ul style="list-style-type: none"> • To commence Housing Needs Study including but not limited to the needs for smaller families, aged housing, accessible & adaptable housing. 	<ul style="list-style-type: none"> • Formulation of a Council policy on Housing Needs for the LGA.. 	<ul style="list-style-type: none"> • Conducted initial research in conjunction with Community Services with particular focus on developing an affordable housing DCP. • Comprehensive DCP includes provisions for aged, accessible and adaptable housing. (Project is part of the Comprehensive LEP).

PROGRAM – STRATEGIC URBAN PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To prepare a Housing Needs Study.	(Cont.) To facilitate the making of a Council Policy on housing needs for the LGA.	SP.11 (added action)	<ul style="list-style-type: none"> • Preparation of a Comprehensive DCP for the City of Canada Bay • Identification of prescriptive and performance based development controls for locality areas, general planning, environment, ecologically sustainable development, energy efficiency, heritage, urban design etc. 	<ul style="list-style-type: none"> • Preparation of a Comprehensive DCP for Canada Bay. • Public exhibition of the Consolidated LEP & DCP. • Gazettal of City of Canada Bay LEP and adoption of City of Canada Bay DCP by early Dec 2006. 	<ul style="list-style-type: none"> • Final stage of draft prepared.

Environment – Built and Natural

PROGRAM - ASSESSMENT AND REGULATORY SERVICES

OBJECTIVE

To ensure that the development, assessment and regulatory processes are carried out consistently, effectively and efficiently, incorporating the views and concerns of all interested parties, and that determinations are of a high standard and beyond legal challenge.

STRATEGIC ISSUES AND KEY RESPONSES

In conjunction with the “City Plan,” integrated operating procedures and processes need to be implemented to ensure a consistent approach to development assessment and construction across the City. Procedures and formulas should be regularly fine tuned in order to ensure that maximum efficiencies are attained from the implementation of the “City Plan”.

A formal conciliation program should be established to ensure that development issues are effectively resolved prior to matters becoming intractable or litigious.

PROGRAM – ASSESSMENT AND REGULATORY SERVICES

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
Develop an efficient and "customer friendly" planning unit.	A unit operating an efficient, customer friendly level of service.	AR.1	<ul style="list-style-type: none"> • Establishment of a "customer friendly" unit. 	<ul style="list-style-type: none"> • Planning advice is provided in "plain English" • Applications are dealt without undue delay. • Phones calls are received and/or returned promptly. • Correspondence and complaints are responded to within service standard level. 	<ul style="list-style-type: none"> • Planning advice provided on an ongoing basis. • All documents and processes currently on Council's website. • Council's median processing time has been reduced to 52 days for the year ending June 06. (This is an excellent result and reflects well on Canada Bay Council in comparison with similar councils). • Council phone calls are returned within service level agreement 91.4% compliant. • Correspondence and complaints 70% compliant.
Establish mediation opportunities between applicant and objectors.	Discussions are facilitated to achieve mutually acceptable outcomes, where contentious issues arise.	AR.2	<ul style="list-style-type: none"> • Investigate a structure and format for development dispute resolution. 	<ul style="list-style-type: none"> • Resources identified. • Structure established. • Format for development dispute resolution advertised to residents and developers. 	<ul style="list-style-type: none"> • The Independent Hearing Assessment Panel presented to Executive and discussed with Council in Workshop forum. • Final workshop held 14 February 2006. • Current system endorsed by Council. • No further action required.
Formulate a Regulatory Matters Strategy for the City of Canada Bay.	Recommendations and actions within the strategy are implemented and a positive outcome is achieved.	AR.3	<ul style="list-style-type: none"> • Inspection of development "hotspots" and developments of concern to ensure compliance with approval. 	<ul style="list-style-type: none"> • Complaint response timeframe maintained at a maximum of 2 working days. Number of complaints reduced to 30 a month. 	<ul style="list-style-type: none"> • Report furnished to the Director indicating that over the period response time frames to compliance complaints have been responded to within 2 working days in 73% of cases. • A substantial increase in the number of complaints occurred in the 4th quarter; as a result a new complaints procedure is being developed.

PROGRAM – ASSESSMENT AND REGULATORY SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Establish a Pre-development Application Panel Service.</p> <p>To monitor the built environment to ensure adequate compliance with the development consents.</p>	<p>Fully functioning pre-application advisory panel is provided to assist the customers of Council and that this service is publicised</p> <p>Unauthorised development is minimised in the City.</p>	<p>AR.5</p> <p>AR.6</p>	<ul style="list-style-type: none"> • Seek and obtain endorsement of the Panel Structure from Council, including a fee schedule for the service. • Develop an internal procedure for the conduct of the Pre-Development Advisory Service. • Seek and obtain service level agreements from other sections of the Council that will be needed to support the Panel and provide specific professional advice external to Assessment and Regulatory Services. • Develop new application forms for Panel Submissions. • Publicise the Panel both in local media and on Council's Website. • Progress inspections of building construction are undertaken. • Investigate complaints for illegal works efficiently and effectively. • Council's policy in relation to compliance procedures is clarified and publicised. 	<ul style="list-style-type: none"> • Provisions of a positive service to potential applicants. • Unnecessary delays for the determination of development applications are avoided. Applicants are encouraged to submit development applications that are consistent with Council and community expectations. • Development Applications are processed as effectively and efficiently as possible. • Legal costs associated with appeals to the NSW Land and Environment Court are reduced. • Conduct audit of completed developments. • Complaints investigated with 24 hours for urgent matters and 5 working days for other matters. • To institute appropriate proceedings against unauthorised works within 5 days of those works being discovered. 	<ul style="list-style-type: none"> • Panel process endorsed by Council, procedures established and fee schedule endorsed April 2005. • Panel convened at appropriate times. • Revised and placed procedures for dealing with illegal works on Council's website. • 83% of illegal works investigated within agreed time frames. • Completed.

PROGRAM – ASSESSMENT AND REGULATORY SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To audit essential services and undertake fire safety inspections.	No buildings in the City fail to comply with Essential Services Requirements of the BCA.	AR.7	<ul style="list-style-type: none"> • Prepare an audit of relevant buildings in the City. • Inspect premises for levels of fire safety. • Assess existing development applications for strata subdivision for compliance with the Building Code of Australia. • Register and monitor building stock to ensure that essential services are maintained. 	<ul style="list-style-type: none"> • Essential services register fully updated and correct. • Certificates are correct and issued by authorised persons • Inspect at least 50% of all listed properties. 	<ul style="list-style-type: none"> • Completed register containing approximately 2,100 properties by 30 June 2006. • Register complete. • 73% of residential properties inspected.
Compliance with the Swimming Pool Act.	All Swimming Pools comply with requirements of the Swimming Pool Act.	AR.8	<ul style="list-style-type: none"> • Data base of swimming pools established. • Swimming pools in the City are monitored for compliance with the Swimming Pools Act. 	<ul style="list-style-type: none"> • All complaints in relation to swimming pools are investigated within 5 working days. • Complaints in relation to unfenced pools investigated within 24 hours and where necessary notices issued within 5 working days. • A register of swimming pools established by September 2005 	<ul style="list-style-type: none"> • Not completed because resources have been insufficient to meet target. However, the process is now underway as a result of full staffing levels being achieved in Compliance Section. • Expected target delayed due to increased complaint handling in the 4th quarter. Target revised to September 2006.

PROGRAM – ASSESSMENT AND REGULATORY SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To promote the greater public awareness of the development and construction process.	All Council codes, policies controls and procedures are available in a plain English format on the Website.	AR.9	<ul style="list-style-type: none"> • Prepare plain English documents regarding the development application Process and Post Application process on the Website. • Prepare a detailed development application submission check list for placement on the website. 	<ul style="list-style-type: none"> • Customers seeking to submit development applications have a greater understanding of the Council process. • Development application submissions are improved and delays associated with requests for additional information reduced. 	<ul style="list-style-type: none"> • Detailed documents explaining the Development Application process have now been placed on the Council's website. • Number of letters requesting additional information, or raising concerns in relation to inadequate plans reduced by 20%. • Check list as been endorsed by the Planning Institute of Australia as industry best practice.

Environment – Built and Natural

PROGRAM - ENVIRONMENTAL ENHANCEMENT

OBJECTIVE

To improve and protect the state of the natural environment within the City of Canada Bay, by integrating an expanding population into the local environment while enhancing existing assets.

STRATEGIC ISSUES AND KEY RESPONSES

As the population of the City of Canada Bay grows, greater pressures will be placed on the natural environment. These pressures need to be managed from both a maintenance and strengthening position. Programs involving environmental auditing and re-generation form part of the environmental enhancement program.

This also requires the provision of environmental education. Council will endeavour to provide our community with reliable information on ways of enhancing our local environment.

Council aims to improve its performance in regard to sustainability by raising awareness within the community, and by ensuring that community consultation is conducted on an ongoing basis.

PROGRAM – ENVIRONMENTAL ENHANCEMENT

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To take an active role in the management of the natural environment in the City of Canada Bay.</p>	<p>Community awareness of environmental issues is heightened, and there is active community participation in environmental programs.</p>	EE.1	<ul style="list-style-type: none"> • Prepare the annual State of the Environment Report (SoE). 	<ul style="list-style-type: none"> • Completion on the SoE on time. 	<ul style="list-style-type: none"> • SoE Report completed, sent to Dept of Local Government and copies available on Council’s website.
	<p>Added Action.</p>	EE.2	<ul style="list-style-type: none"> • School Environmental Awareness Program. 	<ul style="list-style-type: none"> • Number of schools attended in the city. 	<ul style="list-style-type: none"> • Contact was been made with the schools. • Program postponed until late 2006 due to workload of the schools in Environmental Education.
	<p>Added Action.</p>	EE.3	<ul style="list-style-type: none"> • Local Agenda 21 Committee development of a Local Environment Action Plan. 	<ul style="list-style-type: none"> • Completed Action Plan. 	<ul style="list-style-type: none"> • Draft Action Plan developed.
	<p>Added Action.</p>	EE.4	<ul style="list-style-type: none"> • Continue Cities for Climate Protection (CCP) milestone activities - CCP Plus & Water Campaign. 	<ul style="list-style-type: none"> • Completion of further milestones as per program timetable. 	<ul style="list-style-type: none"> • Water Campaign Milestone 2 completed ahead of schedule • Water Campaign Milestone 3 nearly completed re: <ul style="list-style-type: none"> • Inventory of corporate greenhouse gases. • Update of LAP. (Local Action Plan).
	<p>Added Action.</p>	EE.5	<ul style="list-style-type: none"> • Organise & coordinate the Clean Up Australia Day activities for the City of Canada Bay. 	<ul style="list-style-type: none"> • All nominated sites in the area completed and cleaned on the day. 	<ul style="list-style-type: none"> • Completed, with increased participation.
	<p>Added Action.</p>	EE.6	<ul style="list-style-type: none"> • Pilot Environmental Energy Audit & Retrofitting Program. 	<ul style="list-style-type: none"> • Tonnes of greenhouse gases saved per household participating. 	<ul style="list-style-type: none"> • Works completed and all funding received.
	<p>Added Action.</p>	EE.7	<ul style="list-style-type: none"> • Nestle Environmental Program. 	<ul style="list-style-type: none"> • Completion of Nestle funded program annually. 	<ul style="list-style-type: none"> • Works completed.
	<p>Added Action.</p>	EE.8	<ul style="list-style-type: none"> • Development of Water Management Plan. 	<ul style="list-style-type: none"> • Plan completed. 	<ul style="list-style-type: none"> • Draft plan completed and submitted for review.
	<p>Added Action.</p>	EE.9	<ul style="list-style-type: none"> • Development of Energy Management Plan. 	<ul style="list-style-type: none"> • Plan completed. 	<ul style="list-style-type: none"> • Expressions of interest called for energy performance contracts.

Environment – Built and Natural

PROGRAM – WASTE MANAGEMENT

OBJECTIVE

To maintain an efficient and effective waste collection service to residents and businesses within the City of Canada Bay, while maximising the conservation of resources in line with the “Waste Hierarchy” (reduce, reuse, recycle) by promoting best practice waste management and avoidance strategies.

STRATEGIC ISSUES AND KEY RESPONSES

Council has commenced a single contract to service the whole of the City. This contract will provide residents with a three bin service, consisting of a 120 litre bin for waste collected weekly, 240 litres of recyclables and 240 litres of green waste collected on alternative fortnights. Council intends to continue to deliver an efficient and dependable service to the community, which will continue to reduce the amount of waste to landfill.

Council is aiming at making large increase in the amount of recycling material collected by accepting all plastics numbered 1 to 7 and thus diverting waste from landfill.

Council will also be embarking on an ambitious education campaign to inform and empower residents and business in ways to reduce waste and save vital resources and costs.

PROGRAM – WASTE MANAGEMENT

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To provide a combined waste collection service for the City of Canada Bay that is economically viable and efficient, and promotes ongoing maximum waste avoidance and resource recovery strategies and programs.</p>	<p>The efficient changeover and operation of a new integrated waste collection service across the City of Canada Bay, having considered all necessary issues in the transition process.</p>	WM.1	<ul style="list-style-type: none"> To monitor the performance of the contractor of the waste collection service to ensure that all residents are provided with an efficient & effective service. 	<ul style="list-style-type: none"> Percentage of complaints overdue <5%. 	<ul style="list-style-type: none"> Resolved 97% of complaints within time.
		WM.2	<ul style="list-style-type: none"> Provide extensive education material to the community on the operation of the waste collection service. 	<ul style="list-style-type: none"> Level of compliance with the waste collection system. 	<ul style="list-style-type: none"> Developed educational material and interactive school visits being undertaken. Delivered material to several primary schools. Distributed information posters for Multi Unit Developments Body Corporates for placement in garbage bay areas.
		WM.3	<ul style="list-style-type: none"> To monitor the Regional Recycling Contract with materials being taken to Visy Recycling at Rydalmere. 	<ul style="list-style-type: none"> Levels of contamination being below 5%. 	<ul style="list-style-type: none"> At present contamination levels below 5%.
		WM.4	<ul style="list-style-type: none"> Reduction of material to landfill and an increase in the rate of recycling in the City. 	<ul style="list-style-type: none"> Reduced tonnages of waste disposed of at landfills 50% of total waste reduced. Increased tonnages of recycling collected. 	<ul style="list-style-type: none"> 19,243 cubic metres of landfill saved with a diversion rate of 57%. 8,018 tonnes of recycling collected.
		WM.5	<ul style="list-style-type: none"> Develop educational programs targeting recycling in multi occupancy dwellings to reduce contamination of materials. 	<ul style="list-style-type: none"> Percentage of contamination as shown by waste auditing procedures. 	<ul style="list-style-type: none"> A program still being developed by Cleanaway (Waste Contractor).
		WM.6	<ul style="list-style-type: none"> Work in conjunction with the other Inner City Councils & Visy Recycling in developing a Recycling Education Program. 	<ul style="list-style-type: none"> Implementation of the Recycling Education Program by the development of a schools program within the City. 	<ul style="list-style-type: none"> Inter Council meeting attended with draft program developed with Visy. Program being implemented continually. Tours to Materials Recovery Facility organised.

Environment – Built and Natural

PROGRAM - PUBLIC HEALTH

OBJECTIVE

To enhance and conserve the natural and built environment in a manner which sustains the health and well-being of the community.

STRATEGIC ISSUES AND KEY RESPONSES

Council is committed to a planned approach to ensure the health of our community.

This involves regular inspections of food outlets, beauty salons, hairdressers and services that have an impact on the public health of the community. The program also involves the distribution of promotional material and education seminars on health issues. These processes will continue and become prevalent throughout the year.

PROGRAM – PUBLIC HEALTH

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Formulate a Comprehensive Public Health Strategy for the City of Canada Bay Council and implement the recommendations of this strategy.</p>	<p>Recommendations and actions within the Public Health Strategy have been successfully implemented.</p>	PH.1	<ul style="list-style-type: none"> Obtain Council’s approval of the Public Health Strategy and commence implementation actions contained in the plan. 	<ul style="list-style-type: none"> Implementation of actions in the strategy. 	<ul style="list-style-type: none"> Review of plan conducted, minor changes made. Plan operating as per schedule.
		PH.2	<ul style="list-style-type: none"> Completion of 3 Food handlers Seminars in various areas in the city 	<ul style="list-style-type: none"> Completion of the seminars in the timeframe. 	<ul style="list-style-type: none"> Three seminars completed as per schedule.
		PH.3	<ul style="list-style-type: none"> The development of a policy for mobile food vendors and temporary food stalls 	<ul style="list-style-type: none"> Policy adopted by Council. 	<ul style="list-style-type: none"> Developed policies and awaiting approval.
		PH.4	<ul style="list-style-type: none"> Inspection of registered food premises in the area. 	<ul style="list-style-type: none"> Inspection of all premises within the City of Canada Bay. 	<ul style="list-style-type: none"> Inspections are currently being conducted.
		PH.5	<ul style="list-style-type: none"> The Inspection of all premises which house registered systems for Legionella control. 	<ul style="list-style-type: none"> Inspection of all premises on the Council’s register. 	<ul style="list-style-type: none"> Completed with all premises in the area inspected on time.
		PH.6	<ul style="list-style-type: none"> Maintain regular liaison and work in conjunction with the NSW Department of Health. 	<ul style="list-style-type: none"> Attend regular meetings and training with the Department. 	<ul style="list-style-type: none"> Attended all meetings.
		PH.7	<ul style="list-style-type: none"> Develop a surveillance program for public swimming pools and spas. 	<ul style="list-style-type: none"> Completion of a register an inspection of all pools. 	<ul style="list-style-type: none"> Draft Plan being completed. Not completed. Requiring further discussions with NSW Health Department.

Environment – Built and Natural

PROGRAM - PUBLIC ORDER and SAFETY (LAW ENFORCEMENT)

OBJECTIVE

To ensure that the regulatory functions of Council are undertaken effectively, covering the areas of inspection, monitoring, patrolling and enforcement to ensure community health and safety, environmental protection and compliance with approvals and orders issued by Council.

STRATEGIC ISSUES AND KEY RESPONSES

As development growth is experienced, disruption to community life needs to be minimised. A continuous program of inspections both during and out of hours will be maintained, that includes the issuing of penalties, fines and orders where required.

Many areas of the City have great demands on parking and Council has the challenge of providing the optimum level of parking spaces.

Council will police parking spaces to ensure suitable parking opportunities are provided in areas of high demand.

PROGRAM – PUBLIC ORDER and SAFETY (LAW ENFORCEMENT)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To establish and implement a Law Enforcement Program that adopts a balanced approach to the enforcement of regulatory functions in conjunction with key stakeholders, to enhance community protection, health and safety, and environmental protection.</p>	<p>An ongoing Law Enforcement Program that meets community expectations and Council’s public order and safety objectives, with an increased capacity for coordination and cooperation between Law Enforcement Officers and other key stakeholders.</p>	PO.1	<ul style="list-style-type: none"> Develop and implement a parking patrol program throughout the whole City 	<ul style="list-style-type: none"> Reports provided on “hot spots” and areas of concern. 	<ul style="list-style-type: none"> Program developed and currently being implemented. Review of program scheduled for December 2006.
		PO.2	<ul style="list-style-type: none"> Undertake continuous inspections of development sites to ensure compliance 	<ul style="list-style-type: none"> Percentage of complaints overdue < 5%. 	
		PO.3	<ul style="list-style-type: none"> Patrol all commercial areas within the City on a regular basis to ensure parking restrictions are maintained and enforced. 	<ul style="list-style-type: none"> Number of Infringements issued in each commercial area. 	<ul style="list-style-type: none"> Infringements increased during the year by 2500.
		PO.4	<ul style="list-style-type: none"> Conduct regular patrols and to remain highly visible within residential areas where parking is restricted. 	<ul style="list-style-type: none"> Number of Infringements issued in each area. Totalling 4,000 Infringements. 	
		PO.5	<ul style="list-style-type: none"> Provide the City with an animal impounding service with provides protection for the community and treats all animals humanely. 	<ul style="list-style-type: none"> Number of animals impounded Number of dog attacks investigated. 	<ul style="list-style-type: none"> Impounded 44 animals. Investigated 4 dog attacks.

Social and Community Development

PROGRAM - COMMUNITY SERVICES AND SOCIAL PLANNING

Areas of responsibility include children, youth and family services, aged and disability services, cultural development, community support and development.

OBJECTIVE

To identify, provide and co-ordinate services and facilities that enhance the physical, mental, emotional and cultural wellbeing of residents.

STRATEGIC ISSUES AND KEY RESPONSES

A five year Social Plan for the City of Canada Bay was adopted in 2003/04. The recommendations in the Plan will continue to guide the work of the Community Services Team for the 2005/06. There is the need to monitor the progress the recommendations of the Social Plan context of the significant growth in the City's population. This will involve working in collaboration with existing service providers, community groups, the business sector, various government departments and working together with other functions within Council. It will also include establishing appropriate new partnerships.

The Management Plan identifies Social Plan recommendations with a *SP*. This is followed by a letter and number indicating the relevant paper and recommendation number eg. *SP*W12, meaning Social Plan, women's papers recommendation 12.

The challenges for 2005/06 are to:

- improve the use of Council's direct community services, Meals on Wheels and Family Day Care, through promotion and developing strategies to improve the access to those services
- investigate the best strategies to addressing the increasing demand for childcare
- provide cultural development and prepare a Cultural Plan.

PROGRAM – COMMUNITY SERVICES AND SOCIAL PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) To develop an understanding of the needs of the community of the City of Canada Bay and to identify services required to address those needs.</p>	<p>(Cont.) Council has developed relevant plans and identified (and implemented) appropriate strategies in consultation with local residents, commercial and social groups, and other non-government and government agencies.</p>	COM.3	<ul style="list-style-type: none"> • Access Committee • Provide support to the Access Committee. A&E. • Develop an Access Awards Program. • Ensure relevant policies are presented to the Access Committee for comment. A&E. 	<ul style="list-style-type: none"> • Regular Access Committee meetings held with minutes presented to Council. • Local businesses that provide best practice disability access are presented with an Access Award at a Council ceremony. • Access Committee consulted on all relevant Council policies. 	<ul style="list-style-type: none"> • Eleven (11) Access Committee meetings held with minutes of meetings reported to Council. • Held 8 DA Subcommittee meetings. • The Business Access Awards Program was developed and established as an annual Council program. A successful Award Ceremony was held on the 28th February 2006 at Council premises. 14 local businesses nominated for the inaugural awards event. The winning business received the Wendy Nolan Perpetual Trophy. The award winner, runners up and nominees were promoted throughout the community as ‘Access-Friendly’ Businesses through a series of promotional materials. • Relevant Council staff consulted with the Access Committee on various issues including: Draft Business Use of Footpath Policy, Breakfast Point Development Draft DCP and Five Dock LATM.
		COM.4	<p>Safety Committee</p> <ul style="list-style-type: none"> • Convene Safety Committee meetings • Ensure crime prevention and safety issues are brought to the committee for consideration. • Raise women’s safety issues (<i>SP</i> W1) 	<ul style="list-style-type: none"> • Bimonthly Safety Committee meetings held with minutes presented to Council. 	<ul style="list-style-type: none"> • 5 Safety Committee meetings held. • Developed Community Safety Plan • Draft Expression of Interest created with Burwood Council to appoint a consultant to develop a regional crime prevention plan.

PROGRAM – COMMUNITY SERVICES AND SOCIAL PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To work with residents and community organisations and assist them to access resources to meet their needs.</p>	<p>The community sector is well informed of available opportunities and resources.</p>	<p>COM.11 COM.12</p>	<ul style="list-style-type: none"> • Ensure that community information (LINCS) is current and well promoted. • Provide financial support to community organisations via Council's Community Grants Program. • Actively promote the grants program to multicultural groups. (SP E1) • Place grants program on Council's website to improve access. • Participate with local service clubs in their grants scheme (Community Development Support Expenditure) by identifying local priorities for funding. 	<ul style="list-style-type: none"> • Council's database updated twice per year. • Grants are distributed equitably to the level funded by Council. • The grants programs are promoted and advertised in a variety of formats. 	<ul style="list-style-type: none"> • LINCS database forms collated and program updated. • 2 Database mail outs sent during year. • 71 Community Grants applications received. 53 successful applications totalling approximately \$54,000 in funds approved by Council. • Cheque presentation ceremony was held 27 July 2005. • Individual grants presented at Council meetings as approved at least quarterly. • Advertised Community Grant Scheme via the ethnic media for main language groups in CCB. This included Italian, Greek, Arabic, Chinese and Korean papers. • Community Grants, Individual Grants and CDSE grants programs placed on Council's website. • Also encouraged CALD groups to apply for grants through networking/promotions through the Inner-West Ethnic Network. • Supported Sydney South West Area Health's (SSWAH) Multicultural Health Unit to apply for a grant to meet identified CALD needs in the CCB. • Report to Council on recommended applications in June 06, for funding in the 06/07 financial year.

PROGRAM – COMMUNITY SERVICES AND SOCIAL PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To provide a range of quality community facilities and programs to meet identified needs.</p>	<p>Members of the community have access to well managed and appropriate facilities and services in accord with Council's budgetary capacity.</p>	COM.13	<ul style="list-style-type: none"> • Improve access to Council services to people from CALD, by supplying information and strategies. A&E 	<ul style="list-style-type: none"> • Increase in CALD customers in Meals on Wheels, Family Day Care, and other community service activities. 	<ul style="list-style-type: none"> • Assisted Drummoyne and Concord Meals on Wheels services to work together to promote meals services to the local Chinese community. This included sourcing culturally appropriate Chinese food suppliers, consulting Chinese community representatives on their food service needs, planning food-tasting and information outreach activities as well as translating service materials into Chinese. • Held a Canada Bay Council Information stall at Inner-West Harmony Day Event-distributed translated service materials. • Translated the <i>BayRider</i> information flyer into 5 main City of Canada Bay community languages.
		COM.14	<p>City of Canada Bay Family Day Care</p> <ul style="list-style-type: none"> • Operate weekly play sessions during school terms. • Operate a well managed toy library. • Implement quality assurance procedures. • Increase the number of childcare places. 	<ul style="list-style-type: none"> • Weekly play sessions held with 90% participation rates. • 100% of carers informed/trained in quality assurance procedures. • Number of children in EFT care. 	<ul style="list-style-type: none"> • Two play sessions held each week at Abbotsford, plus one per fortnight at the Cottage, all carers attending. • 100% of carers informed/trained in quality assurance procedures. • Service is re-licensed and Quality Assurance accredited. • EFT in June 2006 was 132. • 24 carers registered.

PROGRAM – COMMUNITY SERVICES AND SOCIAL PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) To provide a range of quality community facilities and programs to meet identified needs.</p>	<p>(Cont.) All members of the community have equal access to well managed and appropriate facilities and services.</p>	<p>COM.17</p> <p>COM 18</p>	<p>Drummoyne Meals on Wheels Service</p> <ul style="list-style-type: none"> • Work with Concord Food Services to ensure quality and access across the Canada Bay LGA. • Recruit and train suitable volunteers as needed. • Investigate and develop strategies to increase the usage of the service by people with disabilities and from CALD backgrounds. <p>• Prepare and implement a promotional campaign for the Drummoyne Meals on Wheels Service.</p>	<ul style="list-style-type: none"> • 10% increase in volunteers. • 50% attendance rate at training/information sessions. • Both services are implementing national standards. <p>• Promotional campaign developed that schedules specific advertising strategies throughout the year.</p> <ul style="list-style-type: none"> • Promotional campaign implemented through local media, other agencies and services. • 4 media releases. • 3 editorials. 	<ul style="list-style-type: none"> • Held a joint Chinese Food tasting event at Concord Senior Citizens Centre. Over 80 people participated in the event. The aim of the event was to introduce Chinese meals to potential consumers in the local community. • Limited opportunity to work with CFS due to outcome from recent discussion with DADHC. Continue to address common issues with CFS through the IW Food Forum. • Training in-house focusing on safe lifting via using trolleys & two person lifts, food safety during delivery by keeping lids on containers, feedback on clients' health through Feedback Form & verbal discussions & reinforcing client confidentiality. • Restructure of service in process with view to job share position with shared responsibilities for developing strategies to increase number of clients from CALD and people with disabilities. • Promoted volunteering via annual thank you dinner to Drummoyne Meals on Wheels (MOW) volunteers in November. • Met with Economic Development to get advice on how to promote the MOW service. Strategy being developed. • Prepared 3 media releases and 1 editorial.

PROGRAM – COMMUNITY SERVICES AND SOCIAL PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To provide a range of quality community facilities and programs to meet identified needs.	(Cont.) All members of the community have equal access to well managed and appropriate facilities and services.	COM.21	Promote and coordinate relevant community events. <ul style="list-style-type: none"> • Children’s Week. • Youth Week. • Seniors Week. • International Women’s Day. • International Day of Disability. • And other relevant multicultural celebrations. 	<ul style="list-style-type: none"> • Informative events held delivering a range of activities. • 10% increase in the number of people attending in relation to last year’s events. 	<ul style="list-style-type: none"> • International Women’s Day and International Day of Disability events held. • Youth Week events conducted and well attended. • 6 June 2006-held a men’s health information session for Greek speaking men in the CCB area. • A number of events were organised for a successful Seniors’ Week including a harbour cruise, morning of music, writing competition and Mind Your Mind workshop. • Regional Youth Festival a success; collaborative coordination with other Councils will continue next year. • A Children’s Week event was held at Concord Community Centre where over 300 people attended • There was a 15-20% increase in the overall attendance over last year.
		COM.22	Podiatry Services <ul style="list-style-type: none"> • Participate in regional review of the delivery of podiatry services. 	<ul style="list-style-type: none"> • Regular statistics provided by CSAHS to Council. 	<ul style="list-style-type: none"> • CDO Aged participated in bi monthly advisory committee. • Regular statistics provided re weekly podiatry service from CCCC. CDO Aged to meet with CSAH in August in relation to improvements to this service.

PROGRAM – COMMUNITY SERVICES AND SOCIAL PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To develop an identified strategy to address the changing social and community needs of the growing population of the City.</p>	<p>Residents living in recent housing developments are accessing local services settling into and have improved sense of community. Programs and activities are established to assist the residents.</p>	COM.23	<ul style="list-style-type: none"> Develop an understanding of the needs of newly developed residential developments. A&E 	<ul style="list-style-type: none"> Number of consultation sessions held. Report outlining service and social needs with priorities 	<ul style="list-style-type: none"> Planning a post occupancy study of Breakfast Point for 2006/7.
<p>To develop an understanding of cultural the needs of the community of the City of Canada Bay and to identify services required to address those needs.</p>	<p>Council has developed a Cultural Plan and identified (and implemented) appropriate strategies in consultation with local residents, commercial and social groups, and other non-government and government agencies.</p>	COM.24	<ul style="list-style-type: none"> Encourage the participation of residents in recently developed residential developments in City-wide services and facilities. 	<ul style="list-style-type: none"> Number of activities established. Resident participation. 	<ul style="list-style-type: none"> Several new resident tours undertaken; some residents attended from new residential areas.
		COM.25	<ul style="list-style-type: none"> Work with residents, local community organisations to establish a series of activities and programs that address the social needs of recently developed residential developments 	<ul style="list-style-type: none"> Number of activities established. Resident participation. 	<ul style="list-style-type: none"> Promoted Family Day Care and Vacation activities for children to these residents. Scheduled formal consultation as part of the social planning phases.
		COM.26	<ul style="list-style-type: none"> Prepare a Cultural Plan for the City of Canada Bay. (Pending the outcome of the application for the Sustainability Levy). 	<ul style="list-style-type: none"> Existing cultural services and facilities identified. Relevant communities and organisations consulted. Matrix of community cultural needs identified. Plan prepared and presented to Council for endorsement. 	<ul style="list-style-type: none"> Researched examples of best business practise cultural plans. Provided information to local organisations on resources for development and obtaining funding for cultural activities. Conducted presentations to managers and Customer Services Section on cultural development. Collated an artist register for consultation purposes. Made new contacts with individual artists and performers. Attended workshops on Securing Partnerships and Contracts Master Class held by the Australia Business Arts Foundation.

PROGRAM – COMMUNITY SERVICES AND SOCIAL PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To develop an identified strategy to address the changing social and community needs of the growing population of the City	(Cont.) Council has developed a Cultural Plan and identified (and implemented) appropriate strategies in consultation with local residents, commercial and social groups, and other non-government and government agencies.	COM.27	<ul style="list-style-type: none"> • Develop, in conjunction with Strategic Planning, public art and cultural facility guidelines for inclusion in relevant planning instruments. (Pending the outcome of the application for the Sustainability Levy) 	<ul style="list-style-type: none"> • Council has guidelines that encourage the installation and celebration of public art throughout the City. • Construction of cultural facilities • 	<ul style="list-style-type: none"> • Community Gallery – Conducted research into the costs, supply and then installation of hanging display system installed in the foyer of Five Dock Leisure Centre. Obtaining quotes for installing lighting. • Conducted research and met with relevant persons on to the feasibility of other cultural facilities at: <ul style="list-style-type: none"> • Five Dock Library. • Bakehouse Quarter, North Strathfield - McDonald College • Breakfast Point • Birkenhead Point • Rhodes Development Arts • Cockatoo Island - Cultural Development Visual Arts & Cultural Tourism.

OTHER ACTIVITIES UNDERTAKEN BY COMMUNITY SERVICES

- Conducted a community survey of senior residents asking for feedback on desired local activities and topics for guest speakers. Over 140 responses.
- Produced “Transition to School” Resource book providing information about local schools developed and distributed to parents of children starting school. Copies sent to local schools and childcare services.
- Provided input into draft Childcare Centres DCP.
- Undertaken research into possible options for Council regarding the management of the childcare centre in Concord – Concord Library development
- Researching and developing a policy of affordable housing.
- Produced a local version of the booklet: *Missed Business-How to attract more customers by providing better access to your business*. The booklet was launched by the Mayor at the August *Bayside Business Breakfast*. At the breakfast launch representatives from *Easy Access Australia* and *Blind Citizen’s* presented an information session to local businesses on ‘Good Access is Good Business.’
- Organised and promoted two community consultation meetings in regard to the proposed library and childcare centre at Wellbank Street, Concord.
- Meetings with relevant childcare centre staff and architects to determine building needs of a long day care and occasional childcare services.
- Regular meetings with architects for new childcare facility and site visits to 4 childcare centres.

Social and Community Development

PROGRAM – RECREATION, LEISURE AND CULTURE

OBJECTIVE

To provide opportunities for learning through relevant sporting, recreational, cultural facilities and services.

STRATEGIC ISSUES AND KEY RESPONSES

The City of Canada Bay is renowned for its parks, reserves and recreational opportunities on or near the water. The City also boasts a broad range of facilities providing a diverse range of sport and leisure activities. Research conducted in 2002/03 identified a number of areas where Council should direct resources over the next three years. These include promoting more opportunities for participation in sport and recreation by seniors, women and people with disabilities, extending the range of programs at Council's Youth Centre, and constructing a skate park in an appropriate location in the City for the many participants in this popular recreational activity. With the increase in the number of families throughout the City there is also a need to upgrade some of our playground facilities (Ref. Items OS.11 & OS.14, page 70) and continue with the shade cover program.

Funds have been allocated for the construction of a new skatepark (Ref. Item OS.13, Page 70), a broad range of programs will be conducted at the Five Dock Leisure Centre and ongoing improvements will be made to some of our existing play facilities.

Council will continue to provide a diverse range of vacation activities for children 5-12 years old and young adults 13-18 years old. It will also continue to provide a well managed and affordable community bus service and a recreation program for lonely and isolated seniors.

PROGRAM – RECREATION, LEISURE AND CULTURE

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To encourage participation in recreation and cultural pursuits through the promotion of a broad range of quality facilities and services.</p>	<p>Residents have access to a diverse range of leisure and cultural opportunities that are well promoted, at reasonable cost, and provided in a safe environment.</p>	RLC.1	<ul style="list-style-type: none"> • Provide a diverse Vacation Activities program for children 5-12 years and youth 13-18 years. 	<ul style="list-style-type: none"> • Activities provided meet participants expectations. • 20% increase in number of participants. • Wide range of activities. • On budget and on time. 	<ul style="list-style-type: none"> • Provided children’s vacation program in July, September 2005, January and April 2006. • Youth Holiday Activities for 12-18 were conducted in April 2006 over two weeks. A total of 48 bookings were registered for activities.
		RLC.2	<ul style="list-style-type: none"> • Provide a well managed and diverse program for Seniors (Bus Trips for Seniors). 	<ul style="list-style-type: none"> • Activities provided meet participants expectations • 90% participation rates • Wide range of activities held. • On budget and on time 	<ul style="list-style-type: none"> • 11 Active Adult bus trips during quarter with 50 participants. • 70 Frail Aged bus trips provided • Programs on budget.
		RLC.3	<ul style="list-style-type: none"> • Promote Council’s community bus hire to the public (non-profit community organisations). 	<ul style="list-style-type: none"> • 20% increase in additional hirers resulting in increased income • 50% increase in advertisements/promotions. 	<ul style="list-style-type: none"> • Promotion of Council’s community bus was not required as the bus is well utilised.
		RLC.4	<ul style="list-style-type: none"> • Install a basketball half court in Majors Bay Reserve. 	<ul style="list-style-type: none"> • Work completed. 	<ul style="list-style-type: none"> • Completed design • Money for construction was transferred to Sanders Reserve playground – remediation of site.
		RLC.5	<ul style="list-style-type: none"> • Install double cricket nets in Campbell Park. 	<ul style="list-style-type: none"> • Work completed. 	<ul style="list-style-type: none"> • Design completed. • Awaiting funds to install cricket nets.

PROGRAM – RECREATION LEISURE AND PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To improve access and equity to sport and recreation activities.	An increase in the number of groups and individuals that are currently under-represented in sport and recreation activities using Council facilities and services.	RLC.6	<ul style="list-style-type: none"> • Work with regional and local sporting groups to encourage minorities and people with disabilities into sport (<i>SP</i> D13). • Contact State sports bodies regarding availability of facilities for minority groups. • Offer local sporting groups training on DDA – inclusion, rights, responsibilities and obligations on running a sporting organisation. 	<ul style="list-style-type: none"> • More mixed teams, two (2) extra female sports teams and 10% disability inclusion into local sporting teams using Council facilities. • Consulted with Disability Sports Council and Dept of Sport and Recreation. • Three (3) training sessions offered and run. 	<ul style="list-style-type: none"> • Held first seminars in September and November 2005. • Organised other modules in seminar series for February, March May and June 2006. • All female sporting groups given Queen Elizabeth Park as their home ground. • 2nd Child Protection Seminar held in March. • All seminars completed. • Sporting groups now able to access Council's offer of Memorandum of Understandings for their sporting facilities
To ensure that facilities and services are well promoted and managed to ensure they are socially, economically and environmentally sustainable.	Sustainable Recreation Provision.	RLC.7	<ul style="list-style-type: none"> • Commuter and recreational bike routes promoted to encourage environmentally friendly transport, eg. Bay Cycleway. • Develop further the foreshore walks to include manageable loops e.g. 5 - 8 km and connect places of interest e.g. commercial centres, parks and recreation facilities. 	<ul style="list-style-type: none"> • Develop an integrated cycle plan for CCBC. • 10,000 cycleway brochures are developed, printed and distributed • 10,000 foreshore brochures are developed, printed and distributed (Sharing Sydney Harbour Grants available). • Inclusion in the DIPNR regional walks brochure. 	<ul style="list-style-type: none"> • Council Bike Plan has been adopted subject to community consultation. • Council is included in Planning NSW's Regional Walks brochure.
		RLC.8	<ul style="list-style-type: none"> • Assess the sustainability (economic & social) and commercial opportunities of all Council owned tennis courts. 	<ul style="list-style-type: none"> • Assessment completed and recommendations included in 2006/07 Management Plan. 	<ul style="list-style-type: none"> • Tender for Croker Park Tennis Courts prepared and advertised.

PROGRAM – RECREATION LEISURE AND PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To ensure that facilities and services are well promoted and managed to ensure they are socially, economically and environmentally sustainable.</p>	<p>Sustainable Recreation Provision.</p>	RLC.9	<ul style="list-style-type: none"> Develop, advertise, assess and award tender for Cabarita and Drummoyne pools. 	<ul style="list-style-type: none"> Tender awarded to company that will best suit the needs of Council and the CCBC community. 	<ul style="list-style-type: none"> Completed, Aquatic Leisure Management was awarded management contract for both pools for a period of five years.
		RLC.10	<ul style="list-style-type: none"> Work with Council facility lessees to ensure that services and facilities are current with community needs, e.g. healthy food choices, casual usage options, specialist classes – Pilates; ancillary / co-location of services – massage, physio, information on other recreation options offered within CCBC – golf, swimming etc. 	<ul style="list-style-type: none"> One (1) sustainability change achieved at each Council owned facility. 	<ul style="list-style-type: none"> Held Pilates classes at Five Dock Leisure Centre Conducted cross-promotion between Golf – Swimming Pools and Leisure Centre.
		RLC.11	<ul style="list-style-type: none"> Investigate opportunities for more and diversified sports fields within CCBC. 	<ul style="list-style-type: none"> Better use of sporting facilities achieved, e.g. lighting of Ron Routley & Five Dock Park. Diverse sporting clubs able to be provided with sports facilities and existing clubs that are expanding are able to be supported within CCBC. 	<ul style="list-style-type: none"> Queen Elizabeth Park soccer/ cricket fields redeveloped, including new lights for all fields.
		RLC.12	<ul style="list-style-type: none"> Develop a sports fields hire policy. 	<ul style="list-style-type: none"> Policy adopted. 	<ul style="list-style-type: none"> Completed. Memorandums of understandings for sports fields being developed as a result of the Open Space Hire Policy.
		RLC.13	<ul style="list-style-type: none"> Further streamline the booking system procedures. 	<ul style="list-style-type: none"> Efficient and effective booking system. 	<ul style="list-style-type: none"> Open Space Hire policy adopted by Council.

PROGRAM – RECREATION LEISURE AND PLANNING (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To ensure that facilities and services are well promoted and managed to ensure they are socially, economically and environmentally sustainable.	(Cont.) Sustainable Recreation Provision.	RLC.14	<ul style="list-style-type: none"> Develop greater involvement with state and regional networks, sporting groups, professional groups and individuals to better develop Council's vast recreation/leisure facilities and services. 	<ul style="list-style-type: none"> New networks accessed and existing ties with networks strengthened. 	<ul style="list-style-type: none"> 3 meetings with State and industry body (PLA) for standardising service and sporting facilities to the community.
		RLC.15	<ul style="list-style-type: none"> Continue with the staged program to bring non-compliant playgrounds up to standard. 	<ul style="list-style-type: none"> Playgrounds progressively improved. 	<ul style="list-style-type: none"> Draft playground strategy presented to Council.
		RLC.16	<ul style="list-style-type: none"> Continue the strategy to provide shade over Council's playgrounds. 	<ul style="list-style-type: none"> 1 to 2 shade structures erected per annum. Applications are made to Dept TS&R for grants towards this program. 	<ul style="list-style-type: none"> Completed Drummoyne Pool shade structure. Developed and submitted grants.
		RLC.17	<ul style="list-style-type: none"> Develop a strategic plan in co-operation with LeisureCo to investigate future commercial opportunities and community needs of Council's Five Dock Leisure Centre. 	<ul style="list-style-type: none"> Assessment completed and recommendations implemented in 2006/07 – 2008/09 Management Plan. 	<ul style="list-style-type: none"> Consultant appointed. Study underway. Extension of consultation period resulted in a delay in the completion of Strategic Plan. Anticipated completion by 2nd Quarter, 2006/07.
		RLC.18	<ul style="list-style-type: none"> Resurface four courts at Greenlees Tennis Courts. 	<ul style="list-style-type: none"> Works completed on budget. 	<ul style="list-style-type: none"> Completed and on budget.

Social and Community Development

PROGRAM – GRANTS AND SPONSORSHIPS

Areas of responsibility include identifying grant and sponsorship opportunities within Council and consulting with key staff members on applications for grant and sponsorship funding.

OBJECTIVES

To research opportunities and prepare marketing proposals and grant applications, negotiate and finalise sponsorship arrangements and investigate on new revenue raising opportunities.

STRATEGIC ISSUES AND KEY RESPONSES

A Key challenge for local government is generating revenue to fund the broad range of facilities and services to meet the needs of the local community.

To this end, there are opportunities for Council to increase non traditional revenue through Grants and Sponsorships. Whilst Council has had some success in recent years in attracting Grant Funding from other levels of Government and Sponsorship from the private sector, there is scope for Council to pursue this further through a systematic and coordinated approach involving all Council Departments.

PROGRAM – GRANTS AND SPONSORSHIP

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To work with the various Council Departments to identify additional opportunities for grant and sponsorship funding to improve the services and facilities.</p>	<p>A consistent and systematic approach to grants and sponsorships, and increased revenue to Council.</p>	<p>GRA.1</p>	<ul style="list-style-type: none"> • Prepare policy and procedure documents to support the obtaining of grants and sponsorships for capital works and operational activities. • Review all existing grant and sponsorship arrangements. • Research and identify grant and sponsorship opportunities. • Prepare marketing proposals • Promote sponsorship opportunities. • Review and monitor probity considerations in relation to sponsorships. • Negotiate, document and finalise sponsorship arrangements. • Co-ordinate grant applications in conjunction with relevant staff. • Assist in finalising grants expenditure reporting. 	<ul style="list-style-type: none"> • Preparation of grants colander. • An increase in grant applications submitted. • A coordinated approach to grant and sponsorship funding. • 20% additional grant and sponsorship revenue generated over previous year • Staff training session implemented. 	<ul style="list-style-type: none"> • Council was successful with the following grant applications: <ul style="list-style-type: none"> • \$30,000 for the preparation of the Rodd Point Plan of Management and Master Plan from the Dept. of Planning’s Greenspace Program • \$20,000 for Abbotsford Bay first stage of foreshore access improvement works. • \$80,000 for Cabarita Park to install a shared cycle/pedestrian pathway from the Sharing Sydney Harbour Access Program (SSHAP) program. • \$50,000 for Cintra Park Hockey Field Water Recycling Project from the Australian Government Community Water Fund. • \$15,000 for construction of a playground at Howse Park • \$10,000 for the installation of playing field floodlighting at Five Dock from the NSW Government’s 2005/06 Capital Assistance Program. • \$34,550 back payment for 2005/06 library funding from the State Library of NSW. • \$2,616 for volunteer support and service improvement of Drummoyne Meals on Wheels from DADHAC. • \$11,916 for Community Worker support from DoCS (CSGP).

Social and Community Development

PROGRAM – LIBRARY SERVICES

OBJECTIVE

To provide Library Services that reflect the Educational, Recreational and Cultural needs of the Canada Bay Community.

STRATEGIC ISSUES AND KEY RESPONSES

The City of Canada Bay Library Service is moving forward to further meet the needs and expectations of the residents of the area.

A survey of library patrons was conducted in December 2004. Some areas for improvement were highlighted through feedback from library patrons and staff.

The following primary improvements are included in the Management Plan 2005/2006:

- Continued activity in Local History provision. eg. the project of Digitising Photos and improved technological access to electronic resources.
- Improvement in services being offered to youth. It is planned to hold information nights, author talks and promotional events in the coming year.
- Feedback also from working parents who suggested pre-school events being held on weekends when these parents were able to attend.
- Increased provision of databases for reference needs. These will be provided as they become available and provision of remote access to electronic resources from the patron residence.
- Improve access to member services eg. Online renewal and reservation. Ability to monitor patron's own current loans.
- Continue Home Loan provision to individuals and nursing homes. There has been a steady demand for this service over the past year.
- More promotional events – newly created reading group to be maintained and author visits presented.
- The Library Service continues to purchase and make available resources (books, CDs, periodicals, etc) reflective of needs of Canada Bay residents.

PROGRAM – LIBRARY SERVICES

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
Undertake physical improvements within the libraries to make them more efficient and effective.	Better usage by patrons.	LB.1	<ul style="list-style-type: none"> • Evaluate recommendations on facility improvements from staff and patrons and implement where possible. 	<ul style="list-style-type: none"> • Positive feedback from patrons. 	<ul style="list-style-type: none"> • Completed survey of housebound library patrons. • Suggestions from survey included in 2006/07 Management Plan and specifications for new Library in Concord.
Expand Reference material by providing remote access to databases.	Better service provision.	LB.2	<ul style="list-style-type: none"> • Increase the number of available databases as they become available. 	<ul style="list-style-type: none"> • Increased usage figures. 	<ul style="list-style-type: none"> • Investigated a number of remote access reference databases. However, found their subscriptions to uneconomical. • Completed subscriptions to Britannica. • Continued to provide free Databases.
		LB.3	<ul style="list-style-type: none"> • Adopt use of appropriate databases. 	<ul style="list-style-type: none"> • Increased usage figures 20%. 	<ul style="list-style-type: none"> • Held training sessions for staff on the use of ABS (Australian Bureau of Statistics) and SIWVL (Sydney Inner West Virtual Library) databases.
		LB.4	<ul style="list-style-type: none"> • Promote this resource. 	<ul style="list-style-type: none"> • Increased usage figures 20%. 	<ul style="list-style-type: none"> • Produced and made available publicity and promotional material at the three libraries. • Databases are being used. • 86 Database searches were done in the libraries.
Raise the library's profile with 13-18 year old youth members and potential patrons.	Increase loans and attendance at libraries by users aged 13-18.	LB.5	<ul style="list-style-type: none"> • Provide more resources for the 13-18 age group. 	<ul style="list-style-type: none"> • Increased youth membership 5%. 	<ul style="list-style-type: none"> • Continued to expand the Graphic Novel collection.

PROGRAM – LIBRARY SERVICES

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) Raise the library's profile with 13-18 year old youth members and potential patrons.	(Cont.) Increase loans and attendance at libraries by users aged 13-18	LB.6	<ul style="list-style-type: none"> Organise guest speakers/ author visits on topics relevant to school and life skills (2 sessions). 	<ul style="list-style-type: none"> Attendance meets expectations. 	<ul style="list-style-type: none"> Held two talks on 'Motivation' for students. Launched the LIAC (Legal Information Access Centre) collection. 2 HSC talks held on 4th and 13th May at Five Dock Library and attended by local students and parents.
Continue to expand the Local History collection.	Effective Local History resources.	LB.7	<ul style="list-style-type: none"> Hold promotional events, eg. Pizza and Pages evenings to introduce new material targeted at youth. 	<ul style="list-style-type: none"> Increased loans from youth collection 5%. 	<ul style="list-style-type: none"> This activity was combined with the HSC talks at Five Dock.
		LB.8	<ul style="list-style-type: none"> Promote Local History to residents, particularly during Heritage and History Week. 	<ul style="list-style-type: none"> Increased enquiries on Local History matters 5%. 	<ul style="list-style-type: none"> Heritage Week– Apr 1-16, 2006 on the theme, "Industrial Heritage -Our Working Lives". Arranged two bus tours of former industrial sites and one talk. Bus tours were fully booked and positive feedback was received from patrons attending. Photographic displays were held at Five Dock library. 86 Local Studies enquiries were made during the period –January/June 2006. 55 Students from All Hallows School visited Local Studies Library and acquainted themselves with history of the local area.
(This is a long term project)		LB.9	<ul style="list-style-type: none"> Approach residents through the local media regarding donation of historically significant material with a view to expanding collection 	<ul style="list-style-type: none"> Increased amount of material received 	<ul style="list-style-type: none"> Advertising placed on Local Studies brochure resulting in local residents providing photographs, clippings and pamphlets to be copied and placed in the collection.

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PROGRAM – LIBRARY SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
Provide services reflective of local needs (pre-school sessions).	Satisfaction for patrons as service meets their needs and expectations.	LB.10	<ul style="list-style-type: none"> • Organise trial weekend programs for preschoolers in Five Dock Library. • (Recent survey suggested need to run pre-school programs on days other than Thursdays at Five Dock). 	<ul style="list-style-type: none"> • Weekend sessions conducted • 1 at Five Dock on a Saturday (October 2005). • 1 at Five Dock on Sunday (November 2005). • Attendance figures. 	<ul style="list-style-type: none"> • Weekend sessions were held at Five Dock library on: <ul style="list-style-type: none"> • Sunday, 23 October 2005. • Saturday, 12 November 2005. • Sunday, 11 June 2006. • Saturday, 24 June 2006. • Lower than anticipated number of children (31) participated in these sessions. • Currently evaluating program.
Provide services reflective of local needs (sessions for junior family members).	Satisfaction for patrons as service meets their needs and expectations.	LB.11	<ul style="list-style-type: none"> • Hold a pyjama reading party (to be held at Concord Library on a Friday night to coincide with July School holidays) 	<ul style="list-style-type: none"> • Party held and well patronised. 	<ul style="list-style-type: none"> • Held pyjama parties both Concord and Concord West libraries, where the traditional Hans Christian Andersen fairytales were read.
Provide services reflective of local needs (primary school sessions).	Satisfaction for patrons as service meets their needs and expectations.	LB.12	<ul style="list-style-type: none"> • City of Canada Bay Library Service to be host library service for 'Nestle Write Around Australia'. (Central Metropolitan zone public library based creative writing program targeting young people of Years 5 & 6). 	<ul style="list-style-type: none"> • The program well co-ordinated with high level of participation. 	<ul style="list-style-type: none"> • 800 entries were submitted. • Several Creative Writing Workshops were conducted at the three libraries. Presentations were made and the event was a huge success.
		LB.13	<ul style="list-style-type: none"> • Organise special events, eg: quستاcon to be held at Five Dock on July 14th. 	<ul style="list-style-type: none"> • Well attended by patrons. 	<ul style="list-style-type: none"> • Quستاcon sessions held at Five Dock and Concord Council Chambers were well patronised. • Held puppet shows at all three libraries in Jan 2006. • Zoomobile visited Five Dock Library in Jan 2006. • Magic workshops held in all three libraries in Apr 2006.

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PROGRAM – LIBRARY SERVICES (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
Continue to expand the library collection with current material.	Satisfaction for patrons as service meets their needs and expectations.	LB.14	<ul style="list-style-type: none"> Continue to purchase new book, periodical and audio-visual (CDs etc) stock 	<ul style="list-style-type: none"> Purchases made within the budget and reflecting the needs of residents. 	<ul style="list-style-type: none"> Purchased approximately 10,155 new items for inclusion in stock at Concord, Concord West and Five Dock libraries.
Maintain stock relevant to needs.	Satisfaction for patrons as service meets their needs and expectations.	LB.15	<ul style="list-style-type: none"> Continue to withdraw old, worn out, irrelevant material. 	<ul style="list-style-type: none"> Progressive improvement of resources. 	<ul style="list-style-type: none"> 13,353 old and worn out items were withdrawn during the year.
Providing quarterly reports to Council on Library Service.	Accurate and relevant snap shot of Library Service.	LB.16	<ul style="list-style-type: none"> Compile statistics, examine trends with a view to forward planning. 	<ul style="list-style-type: none"> Reports completed within agreed time frame. 	<ul style="list-style-type: none"> Usage figures were examined monthly. Reports were presented to Council on a quarterly basis on time.
Ongoing promotion of the CCB Library service.	Library service integral part of City life.	LB.17	<ul style="list-style-type: none"> Provide regular information to library patrons, eg. "What's on in your local library". 	<ul style="list-style-type: none"> Promotional information to media and public relations unit on a monthly basis. 	<ul style="list-style-type: none"> Information forwarded to the Media and Public Relations Unit to be published in the local papers and newsletters. Library news is being published when space is available.
Identify opportunities for on going training and development of staff.	Staff are well equipped to assist patrons with their needs.	LB.18	<ul style="list-style-type: none"> Train staff in the use of the Library Management System as new versions are introduced. 	<ul style="list-style-type: none"> Improved team work and ability to assist clients. 	<ul style="list-style-type: none"> Refresher training is being provided to all staff. New version yet to be installed but refresher training being provided on site for all staff.
		LB.19	<ul style="list-style-type: none"> Attendance by staff at seminars on new and innovative programs in Library Service. 	<ul style="list-style-type: none"> Enhanced knowledge of Library professional development. 	<p>The following training was held:</p> <ul style="list-style-type: none"> Supervisor Training; LIBERO TRIMEVAC (Evacuation); SIWVL – Sydney Inner West Virtual Library (Databases); Manual Handling, Access to Public Records; 'People Places', 'Making Connections' – conducted by State Library, 'Public Library Buildings' seminar; Fact finding visits to Castle Hill, Pittwater, Strathfield and West Ryde public libraries.

Social and Community Development

PROGRAM – OPEN SPACE

Areas of accountability include parks, reserves and foreshore areas, sporting fields, streetscapes, golf courses, tree management, bush regeneration and other public spaces.

OBJECTIVE

To plan and provide quality natural environments and open space areas that are accessible, effectively maintained and provide a range of leisure experiences.

STRATEGIC ISSUES AND KEY RESPONSES

The City of Canada Bay has over 130 parks and reserves with 38 kilometres of public foreshore much of which is accessible. Residents and visitors are attracted to the city because of its natural environment and its extensive leisure opportunities particularly around the foreshore of the Parramatta River.

Councils focus over the next three years will be to establish priorities for the development of open space areas, by undertaking reviews of its plans of management and by the development of a forward plan for improvements to parks and reserves.

The upgrading of sporting facilities including golf courses will remain a high priority. Improvements to lighting, irrigation, amenities, fencing and playing surfaces are scheduled. Other challenges include the provision of new landscape treatments which provide colour and texture, the continuation of the bush regeneration programs, the upgrading of furnishings and signage and the development of companion dog facilities.

Tree planting to reflect strong community pride is also an important environmental objective, with planting to establish a network of ‘green webs’ throughout the City to promote biodiversity and to establish habitats for fauna.

Council will continue the high standard of maintenance expected by the community of all its open space assets.

PROGRAM – OPEN SPACE

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To plan and provide quality natural environments and public open space areas that are accessible, effectively maintained and provide a range of leisure experiences.</p>	<p>Residents and visitors rate the quality and diversity of public open space as an outstanding feature of the City of Canada Bay.</p>	OS.1	<ul style="list-style-type: none"> • Review generic Plans of Management • Prepare a site specific Plan of Management and Masterplan for Queen Elizabeth Park, Concord. 	<ul style="list-style-type: none"> • New Plan of Management and Masterplan complete. • Appropriate community consultation undertaken. • Priority works scheduled in Forward Plan. • Improvements completed in Queen Elizabeth Park. 	<ul style="list-style-type: none"> • Review Draft of Generic Plan of Management completed for exhibition. • Master Plan studies for Queen Elizabeth Park completed for exhibition. • Field upgrade including lighting, irrigation completed.
		OS.2	<ul style="list-style-type: none"> • Develop a Forward Plan for all open space areas. 	<ul style="list-style-type: none"> • Forward Plan developed with input from Plans of Management, Master Plans, officers and the community. • Estimates developed for priorities across the city. • Forward Plan utilised for preparation 2006/07 budget. 	<ul style="list-style-type: none"> • Spreadsheet developed to provide basis for Forward Plan. Actions will be scheduled from Draft of Generic Plan of Management and requests for improvements received annually. • A schedule of actions taken from the Forward Plan database utilised to develop the estimates raised in the 2006/07 Capital Works. Program and to pursue other funding opportunities.
		OS.3	<ul style="list-style-type: none"> • Develop Barnwell Park Golf Course in accordance with the current Masterplan • Develop Massey Park Golf Course in accordance with current master plan • Stage one of improvements to the entry area of the course to include fencing, paving, signage, planting to upgraded car park. 	<ul style="list-style-type: none"> • Landscape works completed • Forward plan for program of works developed. • Golf course improvements complete. 	<ul style="list-style-type: none"> • Schedule of works completed at both courses following consultations with staff and course professionals. • Survey, engineering design and landscape design for car park area at Massey Park precinct completed.

PROGRAM – OPEN SPACE (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To plan and provide quality natural environments and public open space areas that are accessible, effectively maintained and provide a range of leisure experiences	(Cont.) Residents and visitors rate the quality and diversity of public open space as an outstanding feature of the City of Canada Bay.	OS.4	<ul style="list-style-type: none"> • Develop innovative open space projects for 2006/07. • Prepare brief and obtain fee proposals for a City wide Landscape Master Plan to guide street tree planting and landscape works. • Undertake aerial bundle cabling works in Plunkett Street, Drummoyne as a pilot project. • Prepare a brief and obtain fee proposals for a City wide Bushland Management Plan. 	<ul style="list-style-type: none"> • Estimates included in Forward Plan. • Annual program of street tree planting undertaken. • Aerial bundle cabling project undertaken. • Replace unsuitable street tree. 	<ul style="list-style-type: none"> • Conducted consultation and prepared discussion paper investigating the feasibility of establishing the ‘Yaralla’ foreshore walk lease area, supported by an ecology report. • Working group commenced the development of a database with linkage to the GIS to develop the Master Plan. • Tree planting projects undertaken during the year. • Enerserve has completed aerial bundle cable pilot project in Plunkett Street, Drummoyne. • Council’s Coordinator - Tree Services has undertaken community consultation for the next stage of tree replacement program. • Estuarine Management Plan brief prepared. • Tree management plan prepared for woodland at Queen Elizabeth Park.
		OS.5	<ul style="list-style-type: none"> • Bush care groups maintained. 	<ul style="list-style-type: none"> • Annual program of works completed on bush regeneration sites. 	<ul style="list-style-type: none"> • See above. • Bush care groups works ongoing.

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PROGRAM – OPEN SPACE (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>(Cont.) To plan and provide quality natural environments and public open space areas that are accessible, effectively maintained and provide a range of leisure experiences.</p>	<p>(Cont.) Residents and visitors rate the quality and diversity of public open space as an outstanding feature of the City of Canada Bay.</p>	OS.6	<ul style="list-style-type: none"> • Develop concept and construction plans in accordance with Plans of Management and Master Plans. • Pathway improvements and removal of redundant car park in Cabarita Park. • Access works in Figtree and Montrose Reserves. 	<ul style="list-style-type: none"> • Works completed in accordance with annual program. 	<ul style="list-style-type: none"> • Master plan for foreshore pathway between Breakfast Point and Cabarita Jet Cat wharf completed. • Master plans for Figtree and Montrose Reserves, Abbotsford completed. • Grant funding for these projects secured under SSHAP grant program • The construction of the Cabarita Park foreshore pathway completed. • Concept plans completed.
		OS.7	<ul style="list-style-type: none"> • Develop and install City wide signage system and address the Companion Animal Act. 	<ul style="list-style-type: none"> • Stage one signage installation implemented. • Brochure prepared for dog owners 	<ul style="list-style-type: none"> • Signage system adopted by Council. • Prototypes park and suburb signage installed. Further rollout of signage at golf courses scheduled. • Draft report prepared for the provision of off-leash areas prepared.
		OS.8	<ul style="list-style-type: none"> • Identify solar lighting opportunities • Cabarita Park installation. 	<ul style="list-style-type: none"> • Projects included in Forward Plan. • Design and installation of project complete. 	<ul style="list-style-type: none"> • Project undertaken in Cabarita Park in conjunction with proposed foreshore pathway and car parking works. • Installation of solar lighting at Cabarita Park underway.
		OS.9	<ul style="list-style-type: none"> • Seek funding opportunities for landscape and sports facility improvements. 	<ul style="list-style-type: none"> • Grant applications submitted to meet deadlines throughout year. 	<ul style="list-style-type: none"> • Submitted grant applications for various projects under the Dept. of Tourism, Sport and Recreation Capital Assistance Program, Green space and SSHAP programs. • Grants received \$178,000.
		OS.10	<ul style="list-style-type: none"> • Develop projects to upgrade sporting facilities • Install irrigation in Goddard Oval • Install sports field lighting at Five Dock Park 	<ul style="list-style-type: none"> • Projects progressively developed and scheduled in Forward Plan. • Works completed in accordance with program. 	<ul style="list-style-type: none"> • New facilities for Drummoyne Oval under investigation. • Irrigation at Goddard Oval installed. • Floodlighting at Five Dock Park Oval under investigation.

Traffic and Transport

PROGRAMS – TRAFFIC MANAGEMENT

- PEDESTRIAN SAFETY PROGRAM (PAMPS)**
- ROAD SAFETY**

OBJECTIVE

To provide mobility options for the community.

STRATEGIC ISSUES AND KEY RESPONSES

In conjunction with affected residents, ratepayers and motorists, Council will, where possible, control speeds, volume and parking on roads under its control. The aim is to improve safety for all road users and retain or improve amenity in Council roads.

Council is promoting and implementing high standard Bicycle Routes. The Canada Bay Bike Plan, which is a comprehensive Bike Plan report for the City of Canada Bay is finalised. Council will implement the recommendations of the Bike Plan in terms of priority with the objective to provide high standard commuter, recreational, neighbourhood and local school bicycle routes. A main objective is also to provide bicycle facilities at transport nodes, shopping centres, parks and schools.

Through the Canada Bay Traffic Committee, Council will be continuing working with the RTA and other stakeholders (Police, Sydney buses and other groups). The RTA also makes available funds for signs and linemarking, road maintenance, especially on regional roads, cycleways and traffic investigation. Council will continue to apply for necessary funds to keep RTA roads well maintained and safe.

A major issue for Council is how to manage increasing levels of traffic congestion and minimise the impact on local communities. To this end, a strategic approach will be used to ensure effective traffic management.

Council will continue to advocate for improved public transport services and progressively increase the length and quality of cycleways throughout the City. Measures to improve access to pedestrians are considered, such as the recommendations from PAMPS (Pedestrian Access and Mobility Plans) study aiming to improve pedestrian links especially for vulnerable groups, such as the mobility impaired, children and the elderly.

STRATEGIC ISSUE AND KEY RESPONSES (Cont.)

Road Safety initiatives will continue to target the incidence of drink driving and road related accidents involving pedestrians, bicycle riders and school students in the City. Education programs will be conducted to encourage motorists to drive safely and use occupant restraints, particularly for young children. Accident statistics are constantly been reviewed with the aim to reduce accidents in Council's Streets. Since the majority of accidents in the City of Canada bay occur in streets under RTA's jurisdiction main streets, Council will continue to work with the RTA and other stakeholders to reduce road trauma.

PROGRAM – TRAFFIC MANAGEMENT

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To develop a strategic approach to traffic management so as to improve safety at specific locations following assessment of traffic surveys and accident statistics.</p>	<p>Reduced exposure to risk.</p>	TM.1	<ul style="list-style-type: none"> Design and implement Local Area Traffic Management Schemes (LATM's) in consultation with residents, as follows A&E. 	<ul style="list-style-type: none"> Level of speed reduced Accident rate reduced Devices completed on time 	<ul style="list-style-type: none"> Commenced community consultation in September 2005. Study completed in December 2005. Implementation is awaiting funding.
		TM.2	<ul style="list-style-type: none"> Plunkett Street –one way. 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> Completed.
		TM.3	<ul style="list-style-type: none"> South Street – one way. 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> Completed.
		TM.4	<ul style="list-style-type: none"> Cabarita- Mortlake LATM Construction 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> Stage 1 completed. Speeds in some streets, such as Frederick and Mortlake, have been reduced by 20%.
		TM.5	<ul style="list-style-type: none"> Five Dock LATM Scheme implementation. 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> On course. Residents notified by letter regarding date of commencement.
			<ul style="list-style-type: none"> Massey Park LATM. 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> Massey Park LATM implementation commenced.
		TM.6	<ul style="list-style-type: none"> Collect traffic movement data for LATM studies to provide a baseline for planning. 	<ul style="list-style-type: none"> Data on traffic movements collected and analysed. 	<ul style="list-style-type: none"> Established baseline traffic movement data for Five Dock area as part of the Five Dock LATM and Drummoyne East area as part of proposed Lyons Rd-Victoria Road proposal.
		TM.7	<ul style="list-style-type: none"> Wellbank and Queens (LATM). 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> Lodged funding request to RTA. RTA has advised that they cannot consider funding until July 2006.
TM.8	<ul style="list-style-type: none"> Implement Council resolutions on road safety. 	<ul style="list-style-type: none"> Number of Council resolutions implemented. Number of Traffic Committee resolutions presented to Council each month. 	<ul style="list-style-type: none"> Approximately 100 resolutions were implemented. 10 Traffic Committees held with over 100 resolutions presented to Council. 		

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PROGRAM – TRAFFIC MANAGEMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To develop a strategic approach to traffic management so as to improve safety at specific locations following assessment of traffic surveys and accident statistics.	Improved access and safety for bicycle users.	TM.9	<ul style="list-style-type: none"> • Liaise with other stakeholders and authorities, RTA, NSW Police, STA, Transport NSW, etc. 	<ul style="list-style-type: none"> • Council has liaised and consulted with relevant stakeholders and authorities on traffic issues 	<ul style="list-style-type: none"> • Liaised with: <ul style="list-style-type: none"> • Police regularly at Traffic Committee meetings and on other matters • Dept. of Transport re: Concord West parking study. • RTA & Sydney Buses re Lyons/Victoria Rd intersection. • Held workshop with stakeholders regarding Hampden Rd.
		TM.10	<ul style="list-style-type: none"> • Implement relevant recommendations and strategies of the City-wide bicycle plan. 	<ul style="list-style-type: none"> • Reduction in complaints from bicycle users. 	<ul style="list-style-type: none"> • Conducted community consultation in September 2005. • Draft Bicycle Plan approved by Council.
		TM.11	<ul style="list-style-type: none"> • Lamrock and Dalmeny. 	<ul style="list-style-type: none"> • As above. 	<ul style="list-style-type: none"> • Final report completed in February 2006. • To be considered for 2006/07.
		TM.12	<ul style="list-style-type: none"> • Extend and review Parking Permit scheme. 	<ul style="list-style-type: none"> • Additional residents have access to Council's parking scheme 	<ul style="list-style-type: none"> • Council approved Parking Permit Policy in October 2005. • Consultation period was been extended due to high community interest and Council's fuller consideration of the Parking Permit Scheme. • Parking Scheme implemented. • Parking permits issued. • Ongoing the evaluation of the new Permit parking signs and the implementation of the new scheme.
		TM.13	<ul style="list-style-type: none"> • Implement the proposed strategy to increase parking options on Hospital Road, Rhodes. 	<ul style="list-style-type: none"> • Signposting. 	<ul style="list-style-type: none"> • See TM.12 above. • Community public meetings held on 16 February and 16 May 2006.

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PROGRAM – TRAFFIC MANAGEMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To develop a strategic approach to traffic management so as to improve safety at specific locations following assessment of traffic surveys and accident statistics.	Improved access and safety for bicycle users.	TM.14 TM.15	<ul style="list-style-type: none"> • Implement parking signs as a result of the study strategies outlined for Majors Bay Road Concord. • Implement parking study strategies outlined for Five Dock Main Street. 	<ul style="list-style-type: none"> • Improved parking conditions in Majors Bay Road Shopping area. • Improved parking conditions in Majors Bay Road Shopping area. 	<ul style="list-style-type: none"> • Awaiting Council’s review of the Resident Parking Scheme. • On schedule for completion by July 2006. Amended completion date due to delay in contractors availability to implement design and signposting • Design completed.

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PROGRAM – TRAFFIC MANAGEMENT (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To develop a strategic approach to traffic management so as to improve safety at specific locations following assessment of traffic surveys and accident statistics.	(Cont.) Improved access and safety for bicycle users.	TM.16 TM17 TM.18	<ul style="list-style-type: none"> • George St North Strathfield (pedestrian crossing). • Allen Street (road Closure) (subject to Strathfield council agreement). • Hampden Rd LATM. • Cabarita Park. • Micro Traffic project. • Transport Access Study • 40km/h speed limits • Barnstaple and McCulloch • Renwick St. • Bicycle Plan . • Bayview Park (signposting). • Barnstaple and Arthur Street 	<ul style="list-style-type: none"> • As above. • As above. • As above. 	<ul style="list-style-type: none"> • Completed. • Awaiting resources from the developer to fund project. • Commenced work. • To be considered for 2006/07. • Finalised. • To be considered for 2006/07. • To be considered for 2006/07. • Issue to be referred to 2006/07. • To be considered for 2006/07. • Line marking completed. • Implementation subject to funding available in 2006/07. • Design completed. • To be considered for 2006/07.

PROGRAM – TRAFFIC MANAGEMENT (PEDESTRIAN SAFETY PROGRAM (PAMPS))

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
Define pedestrian access routes in the City of Canada Bay.	Develop PAMPS Program.	TM.19	<ul style="list-style-type: none"> • Implement of infrastructure and maintenance items outlined in PAMPS study Specifically: <ul style="list-style-type: none"> • Construct kerb ramps on a priority basis. • Identify pavement defects and construct where necessary. 	<ul style="list-style-type: none"> • Number of ramps constructed. • Increase in level of accessibility. 	<ul style="list-style-type: none"> • Kerb ramp construction carried out as a part of an ongoing footpath maintenance program.

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PROGRAM – ROAD SAFETY

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To reduce the incidence of speeding by motorists in the City.	A reduction in the incidence of speeding motorists in the City.	RS.1	<ul style="list-style-type: none"> • Local Speed Campaign – (Name to be decided). • Conduct a speed campaign to educate drivers on inappropriate or urban speeds. 	<ul style="list-style-type: none"> • Photo opportunities provided. • No. of media releases issued and coverage received • No. of resources distributed. • Feedback from RTA, Police, Council and other stakeholders • No. of Traffic Infringement notices issued by police. 	<ul style="list-style-type: none"> • <i>Slow Down in local Streets</i> Program. • Commenced a community awareness program advising of 50km/h speed limits on local roads. • Applied reflective ‘SLOW DOWN in my Street’ wheelie bin stickers in some streets with known speeding problems. • Conducted speed monitoring in these same streets. • Road safety steering committee formed to promote Police involvement.
To reduce the incidence of drink driving in the City.	A reduction in the incidence of drink driving in the City.	RS.2	<ul style="list-style-type: none"> • Back To School 40k – • Conduct a banner campaign to remind drivers of 40k/hr school zones. 	<ul style="list-style-type: none"> • Banners printed • VSD monitoring • Media coverage • Type of resources produced • No of resources distributed • Feedback from school community. 	<ul style="list-style-type: none"> • Project completed.
To reduce the incidence of drink driving in the City.	A reduction in the incidence of drink driving in the City.	RS.3	<ul style="list-style-type: none"> • Double Demerit Support – • Conduct an advertising campaign to support RTA double demerit periods through: <ul style="list-style-type: none"> • Press releases written. • Media coverage received. • Features in Mayoral column. 	<ul style="list-style-type: none"> • Incidence of drink driving during holiday periods in the City are reduced. 	<ul style="list-style-type: none"> • All demerit points information now on Council website via link to RTA website. • Messages & informative notices sent to all Council staff.

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PROGRAM – ROAD SAFETY (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To reduce the incidence of drink driving in the City.	A reduction in the incidence of drink driving in the City.	RS.4	<ul style="list-style-type: none"> • Party Hard Party Safe – • Promote safe drinking practices for patrons of liquor shops in hosting entertainment at home. 	<ul style="list-style-type: none"> • No. of shops participating • Media release written. • Media coverage received • Media launch • No. of resources produced and distributed • Feedback from bottle shops and their willingness to participate in and contribute financially next year. 	<ul style="list-style-type: none"> • Project completed 2005. • This Drink/Drive program has been superseded by the current ‘Drinking Kills Driving Skills’ program.
To reduce the incidence of road related accidents involving pedestrians, bicycle riders and school students in the City.	Reduction of road related accidents involving pedestrians, bicycle riders and school students in the City.	RS.5	<ul style="list-style-type: none"> • Pedestrians LOOK – • Conduct campaign to alert pedestrians to traffic at dangerous intersections. 	<ul style="list-style-type: none"> • No. of intersections identified and marked. • No. of resources produced and distributed. • Media coverage. • Feedback from Council staff and RTA evaluation. 	<ul style="list-style-type: none"> • <i>Project Name: LOOK / Watch Out Cars About</i> • Identified the need for more LOOK stencilling to be applied in high pedestrian activity areas and spots of increased pedestrian vulnerability. • Promoted pedestrian safety to our elderly residents through the distribution of pedestrian safety brochures in environmentally friendly shopping bags bearing ‘Watch Out Cars About’ message.
		RS.6	<ul style="list-style-type: none"> • Host a Walk To Work Day breakfast at Council. 	<ul style="list-style-type: none"> • No. of staff participants compared with 2003 figures. • Feedback from businesses. • Media coverage received • Feedback from staff. 	<ul style="list-style-type: none"> • Event Day was in September.

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PROGRAM – ROAD SAFETY (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
(Cont.) To reduce the incidence of road related accidents involving pedestrians, bicycle riders and school students in the City.	(Cont.) Reduction of road related accidents involving pedestrians, bicycle riders and school students in the City.	RS.7	<ul style="list-style-type: none"> • Walk Safely to School Day. • Encourage school participation and distribute Pedestrian Council resources. 	<ul style="list-style-type: none"> • Media coverage received. • Resources distributed. • Schools participating. 	<ul style="list-style-type: none"> • Central Sydney <i>Walk Safe to School Research</i> Program. • Commenced pilot of program around Five Dock Public School involving children in Years 4 & 5 walking to school in 2006/07. • Road Safety Audit conducted and some recommended works completed at Five Dock Public School. Progress to be monitored over 2006/07.
To reduce the incidence of road related accidents involving motorcycle riders.	Reduction of road related accidents involving motorcycle riders.	RS.8	<ul style="list-style-type: none"> • School Road Safety. • Meet with school communities and Council staff to address school road safety issues. 	<ul style="list-style-type: none"> • Satisfaction of participants • Issues raised and dealt with • Feedback from schools • Quantity of information distributed • No. and location of meetings held 	<ul style="list-style-type: none"> • Distributed corflutes. • Conducted Education/Enforcement campaign with RTA Penalty Notices distributed in consultation with council Rangers. • Reviewed signage around schools. • New 'No Parking' signage implemented in 5 schools.
		RS.9	<ul style="list-style-type: none"> • Promote the use of bicycle usage in Bike Week. 	<ul style="list-style-type: none"> • Banner produced /displayed. • Media coverage received • No. of cycleways maps available in libraries and Council foyer • No. of maps taken. 	<ul style="list-style-type: none"> • Vacancy in Road Safety Officer position prevented council from actively participating in Bike Week program.
		RS.10	<ul style="list-style-type: none"> • Participate in Bicycle Consultative Committee meetings and providing input. 	<ul style="list-style-type: none"> • Attendance at meetings. • Issues raised and dealt with. 	<ul style="list-style-type: none"> • Bicycle Consultative Committee participated in Bike plan consultation.
		RS.11	<ul style="list-style-type: none"> • Survive the Ride <ul style="list-style-type: none"> • Promote safe riding practices such as: <ul style="list-style-type: none"> • Protective apparel. • Behaviour. • Running a competition with safety gear as prizes. 	<ul style="list-style-type: none"> • Competition run. • Advertisements placed. • Launch held. • Results from independent evaluation. • Media Coverage received and noted. • No. of resources distributed. 	<ul style="list-style-type: none"> • Council opted not to run with this project this financial year. • Canada Bay Council in conjunction with 4 other councils applied for a \$15,000 MAA grant in 2006/07 for research into motorcycles crashes.

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PROGRAM – ROAD SAFETY (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To educate motorists to drive safely and encourage the use of occupant restraints for young children in the City.</p> <p>To ensure greater awareness of Road Safety issues are communicated to the Council and community.</p>	<p>More motorists use occupant restraints and there is a reduction in motor vehicle accidents.</p> <p>Road Safety issues are considered in a wide range of forums within Council and in the community.</p>	RS.12	<ul style="list-style-type: none"> • Provide a free restraint fitting service, driveway safety information and 24 places in a Caring for Kids First Aid course 	<ul style="list-style-type: none"> • Attendance at event • No. of restraints fitted and inspected • Feedback from other stakeholders. • No. of resources provided and taken. • Feedback from parents • Common fitting problems recorded 	<ul style="list-style-type: none"> • <i>The Buckle Up Every Time</i> • Vouchers for child safety restraint checks at RTA Approved Restraint Fitting Stations were distributed to the attendees of MAA/Kidsafe funded workshops and other promotional activities. The remaining 27of the remaining vouchers are to be distributed over 2006/07.
		RS.13	<ul style="list-style-type: none"> • Promote the Stop Revive Survive campaign. • Support RTA fatigue campaign. 	<ul style="list-style-type: none"> • Press releases written. • Media coverage received. • Feedback from Council staff. 	<ul style="list-style-type: none"> • Council not part of initiative for this financial year.
		RS.14	<ul style="list-style-type: none"> • Provide 2 workshops on the Graduated Licensing Scheme for parents and supervisors of learner drivers. 	<ul style="list-style-type: none"> • 2 Workshops held • Attendance at workshops • Feedback received from attendees. 	<ul style="list-style-type: none"> • Conducted November GLS workshop. • Prepared documentation and agenda for GLS workshop held in April 2006. The first ten supervisors to book received either a free 90 minute on-road session or 90 minute simulator session for their Learner Driver – 12 attended the workshop.
		RS.15	<ul style="list-style-type: none"> • Provide residents with relevant safe driving information at Council’s fairs. 	<ul style="list-style-type: none"> • Resources available and taken. • Feedback from fair attendees. 	<ul style="list-style-type: none"> • RSO prepared items and promotional material for Ferragosto in August 2006.
		RS.16	<ul style="list-style-type: none"> • Represent and articulate road safety issues at forums in Council and in the community. 	<ul style="list-style-type: none"> • Attendance at meetings. • Satisfaction of participants. • Issues raised and dealt with. 	<ul style="list-style-type: none"> • <i>Drinking Kills Driving Skills Program.</i> • Participated in joint program with City of Sydney, Marrickville & Strathfield Councils to reinforce regional & state-wide program road safety messages in relation to drink/driving within licensed venues in the 4 LGA’s.

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PROGRAM – ROAD SAFETY (Cont.)

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
	Added Action.	RS.17	<ul style="list-style-type: none"> • Drink / Drive Campaign Drinking Kills Driving Skills. 	<ul style="list-style-type: none"> • Level of interest of venues. • Number of participating venues. • Level of police support. • Media interest & coverage. • Feedback from web pages. 	<ul style="list-style-type: none"> • Liquor Accord meeting held at Club Five Dock on 4 April 06 where a Steering Committee was appointed • Over 30 pubs & clubs represented from Canada Bay & Burwood LGA's.
	Added Action.	RS.18	<ul style="list-style-type: none"> • Liquor Accord. 	<ul style="list-style-type: none"> • Level of interest of venues. • Number of venues that join the Accord. • Level of police support. 	<ul style="list-style-type: none"> • Road Safety section now included under Resident Services. • Items forwarded to Web Coordinator included Operation Roadsafe media release, Road safety message from Mayor & Seniors Pedestrian brochure.
	Added Action.	RS.19	<ul style="list-style-type: none"> • Website upgrade. 	<ul style="list-style-type: none"> • Number of topics/programs. • Number of related website links. • Position of Road Safety site. 	<ul style="list-style-type: none"> • Defensive Driving presentation delivered to 50 participants in April 06. • These workshops were presented on behalf of the RTA.
	Added Action.	RS.20	<ul style="list-style-type: none"> • IPWEA Award Nomination for the Bay Run. 	<ul style="list-style-type: none"> • If nomination is short listed for award. 	<ul style="list-style-type: none"> • Number of submissions forwarded. • Bay Run made short list for IPWEA Award but did not win.

Asset Management

PROGRAMS – ROADS

OBJECTIVES

To provide a strategic approach to the management of Council's assets.

To maintain the Council's mobility networks and associated infrastructure in a condition that will continue to meet the needs of residents and businesses, with safety being a key consideration.

STRATEGIC ISSUES AND KEY RESPONSES

Effectively managing and maintaining the road network and related infrastructure is a key challenge for Council. Increasing pressures and demands are continually made on this network and risk management is ever more important.

The aim is to maintain the road network to its present level of service and make improvements where opportunities and resources permit. This will be achieved in collaboration with Council's direct services provider, CanBay Services, by investigating and introducing more efficient, cost effective and innovative maintenance methods and treatments. Life-Cycle* costing of assets and asset management will be introduced, which will determine the Council's future investment strategy for assets and the related work programs.

* Life-Cycle costing of assets is the total cost of an asset throughout its life, including design, acquisition, operation, rehabilitation and disposal.

PROGRAM – ROADS

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To prepare and implement a program of works that will retain the road network in a safe and satisfactory condition.</p>	<p>Condition of road network and associated infrastructure maintained to at least 2004 levels and improvements secured where possible.</p>	<p>RD.1 RD.2</p>	<ul style="list-style-type: none"> • Reconstruction of roads from Financial Assistance Grant and Council funding. • Require private development to design and construct roads and associated infrastructure in accordance with Council's specification. 	<ul style="list-style-type: none"> • Number and locations of roads reconstructed. • Proposed new roads and infrastructure comply with Council's specification. 	<ul style="list-style-type: none"> • Report presented and adopted by Council. • Works completed June 06. • All new road and associated infrastructure designed and built to Council's specifications. Council is taking action in respect to non-compliant developments. • At this stage documentation has been issued to new development inclusive of those at Rhodes. • No certification has been received, to date from development at Rhodes and the former Arnott's Factory.
<p>To improve assets with the aim of reducing motor vehicle accidents.</p>	<p>Reduction in traffic accidents and reduction in citizen complaints.</p>	<p>RD.4</p>	<ul style="list-style-type: none"> • Conduct a one-off program which will involve better delineation of traffic facilities. 	<ul style="list-style-type: none"> • Reduction in citizen complaints. • Facilities good for 5 to 10 years. 	<ul style="list-style-type: none"> • Initial program completed in 2004. • Line marking program is ongoing.

Asset Management

PROGRAM - DRAINAGE

Areas of accountability include drainage, stormwater augmentation and maintenance, stormwater quality and land reclamation.

OBJECTIVE

To manage and maintain a drainage network that serves the area's current and future needs, and to improve the quality of water discharged to the Parramatta River.

STRATEGIC ISSUES AND KEY RESPONSES

Over the last few years the pressure on the drainage system and infrastructure has grown considerably. The demands on the local and regional drainage system have increased at a significant rate, as has the need for more effective, environmentally friendly and safe pollution controls.

The aim is initially to maintain the drainage network to its present level of service, which will be achieved by working with City Services Division to investigate and introduce more efficient, cost effective, safe and innovative maintenance methods and treatments. Once again the principles of life-cycle costing will be applied to projects and programs.

PROGRAM – DRAINAGE

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To reduce the quantity and quality of water being discharged.</p>	<p>Quantity of water being discharged to be reduced by 10%.</p>	DR.1	<ul style="list-style-type: none"> • Ensure that private developments comply with the 3 year strategy. 	<ul style="list-style-type: none"> • 90% compliance with strategy for assessed developments and including appeals. 	<ul style="list-style-type: none"> • Review of stormwater code for the City completed. • Stormwater code revised, presented to Council in April 2006. • Stormwater Code adopt by Council at meeting 20 June 06.
		DR.2	<ul style="list-style-type: none"> • Ensure that all construction and maintenance activities do not contribute to urban pollution. 	<ul style="list-style-type: none"> • No recorded instances of urban pollution being discharged to the drainage network. • Random monitoring records low level of pollution. 	<ul style="list-style-type: none"> • There was an oil spill at Rhodes on 28 September 2005. It was cleaned up swiftly by the fire brigade. Council officers monitored clean up and satisfied with the results.
		DR.3	<ul style="list-style-type: none"> • Upgrade Drainage Facilities to improve stormwater flow and minimise flooding. 	<ul style="list-style-type: none"> • Flooding inconvenience minimised. • King Street properties. 	<ul style="list-style-type: none"> • Completed Stages 1 and 2 of King Street program. • No reports of flooding during recent heavy rain periods.

Asset Management

PROGRAM –LIGHTING OF PUBLIC PLACES

Areas of accountability include street lighting, public area lighting and traffic route lighting.

OBJECTIVE

To maintain and improve the Council's street lighting and public area lighting networks to ensure that public areas are illuminated to levels suitable for traffic, residents, pedestrians and users of public facilities, at no additional cost.

STRATEGIC ISSUES AND KEY RESPONSES

The provision of well-placed and effective lighting has a significant impact on local communities and local environments. Again there are different pressures and demands on Council in the provision of lighting. Striking a balance between social, environmental and economic factors is an ongoing challenge.

The recent de-regulation in the energy industry may offer opportunities to secure some efficiencies and opportunities for enhancements in the local network. Council is also committed to Energy Conservation and associated environmental issues.

PROGRAM – STREET LIGHTING

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Preparation of a policy and strategy that will result in a city-wide standard of lighting complying with AS1568.</p>	<p>The condition of the lighting network is improved so that new developments, commercial areas and traffic routes are illuminated to min AS1528.</p>	SL.1	<ul style="list-style-type: none"> • Upgrade general street lighting. 	<ul style="list-style-type: none"> • Upgrade complete within budget. • Street lighting improvement program. 	<ul style="list-style-type: none"> • The accelerated replacement program continued by Energy Australia until August 2005. It is now completed. • Energy Australia will continue to change over the twin 20 watt fluorescent lights to the new standard in conjunction with routine maintenance. At this stage at no cost. • New types of lights are being trialled by SLI Program to evaluate reliability & efficiency.
		SL.2	<ul style="list-style-type: none"> • Ensure street lighting levels in private developments and commercial areas comply with AS 1528. 	<ul style="list-style-type: none"> • Include standard clauses in development conditions to achieve compliance with AS 1528. 	<ul style="list-style-type: none"> • Conditions placed on Developments as required. • Ensuring compliance with developer conditions on an ongoing basis. • Ensuring light fittings in developments comply with Energy Australia energy efficiency ratings.

Asset Management

PROGRAM – FORESHORE STRUCTURES

Areas of accountability include foreshore structures, sea walls, public wharves, beaches, boat ramps and foreshore walkways/bicycle ways.

OBJECTIVE

To maintain and enhance the River Foreshore and related facilities, to enable greater public access and safe enjoyment.

STRATEGIC ISSUES AND KEY RESPONSES

The foreshore area of the City of Canada Bay is a wonderful resource and needs to be sensitively managed and maintained. Careful stewardship is required to achieve the dual objectives of increasing accessibility and protecting the natural environment.

Council's overall aim is to maintain the facilities, implement appropriate protective measures, and to apply Life-Cycle costing to future resource allocation and investment.

PROGRAM – FORESHORE STRUCTURES

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>Improve foreshore facilities for the safe use and enjoyment by the community.</p> <p>Ensure that all facilities meet safety and structural requirements of Government Authorities.</p>	<p>A 10% increase in the amount of foreshore available for public enjoyment.</p> <p>Facilities to comply with standards and requirements.</p>	<p>FS.1</p> <p>FS.2</p>	<ul style="list-style-type: none"> • Continue foreshore facility linking new Breakfast Point Development and Cabarita Wharf. • Increase and maintain seawall at various locations along the City's foreshore to protect local amenity. 	<ul style="list-style-type: none"> • Foreshore facility completed. • Various seawall work completed <ul style="list-style-type: none"> • Cabarita Park. • End of Melrose Crescent. • The Esplanade. 	<ul style="list-style-type: none"> • All designs completed. • All 3 sections of seawall work completed. • Currently reviewing the next stage of seawall improvements.

Asset Management

PROGRAMS – COMMUNITY BUILDINGS

OBJECTIVES

To maintain Council's buildings to meet building standards/codes and community needs.

To maximise usage of Council's properties and manage risk in a cost effective manner.

STRATEGIC ISSUES AND KEY RESPONSES

Council has a diverse range of community buildings and amenities throughout the City that require varying levels of maintenance, depending on their age and condition.

Regular assessment and monitoring of facilities is required to determine their structural adequacy and maintenance requirements. It is important for all buildings and amenities to comply with relevant codes and standards to reduce public risk and liability. Adequate maintenance programs need to be in place so as not to affect the financial return of these facilities. Good communication needs to be established with facility operators to ensure issues associated with building maintenance are addressed.

PROGRAM – COMMUNITY BUILDINGS

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
To maintain Council's building assets by undertaking programs and maintenance works that meet community expectations.	Improved amenity of community facilities, reduction in maintenance costs, improved safety.	CB.1 CB.2	<ul style="list-style-type: none"> • Assist in the selection of Asset Management software. • Operate asset management software. • Upgrade and install facilities in Council's buildings to reduce risk and insurance premiums. 	<ul style="list-style-type: none"> • Specifications for asset management software prepared in conjunction with Information Systems. • Relevant Staff assigned or recruited to operate asset management software. • Council has a system that tracks and timetables asset maintenance and replacement (if relevant). • Council's risk to liability is reduced by installing safety glass to all public faces. 	<ul style="list-style-type: none"> • Asset Management Software has not been purchased. • In-house database and modelling system being implemented. • Council facilities upgraded. • Carried out condition assessment of council buildings. • Installed electronic security systems through various Council community buildings.
To maintain Council's building assets by undertaking programs and maintenance works that meet community expectations.	Improved amenity of community facilities, reduction in maintenance costs, improved safety.	CB.3 CB.4	<ul style="list-style-type: none"> • Maintain and improve Council's buildings. • Specifically Council will: • Upgrade air-conditioning at the Concord Community Centre and Concord West Childcare Centre. • Prepare a master plan for Cabarita Pool. 	<ul style="list-style-type: none"> • Air-conditioning installed. • Cabarita Pool master plan complete. 	<ul style="list-style-type: none"> • Air conditioning systems upgraded. • Concept plan completed. • Master plan being prepared in conjunction with the Cabarita Park Master Plan.

PROGRAM – COMMUNITY BUILDINGS

3 YEAR STRATEGY	3 YEAR OUTCOME	ITEM No	ACTIONS FOR 2005/06	PERFORMANCE MEASURES	RESULTS
<p>To maintain Council’s building assets by undertaking programs and maintenance works that meet community expectations.</p>	<p>Improved amenity of community facilities, reduction in maintenance costs, improved safety.</p>	<p>CB.5 CB.6</p>	<ul style="list-style-type: none"> • Investigate options for constructing an aged housing facility on the former Beaconsfield Ave Depot site. • Contribute towards the improvement of amenities at the Massey Park Golf Club. 	<ul style="list-style-type: none"> • Options for constructing an aged housing facility are presented to Council for consideration. • Funding provided. 	<ul style="list-style-type: none"> • No further action on Beaconsfield site for aged housing. • Funding provided. • Design for car park upgrade completed. • Working with Club on building improvements. • Construction on hold pending funding and completion of Tees and Greens, and signage as per Council resolution.

ATTACHMENT B - ANNUAL REPORT 2005/06

Legal proceedings under the EP&A Act for 2005/06.

Proceedings	Property	Type	Status
A la Turko	201 Lyons Rd Drummoyne	Class 1	Dismissed
Z Onodi & P Qian	160 Victoria Rd Drummoyne	Class 1	Consent Orders
Gooley	357 Victoria Pl Drummoyne	Class 1	Dismissed
Gooley	357 Victoria Pl Drummoyne	Class 4	Consent Orders
Gooley	357 Victoria Pl Drummoyne	Class 4	Consent Orders
Tchorluian	6 Thompson St Drummoyne	Class 1	Upheld
Brendan Howell	400 Lyons Rd Russell Lea	Class 1	Dismissed
Mc Kinnon Avenue Pty Ltd	420 Lyons Rd Five Dock	Class 1	Upheld
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5B1)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5B2)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 6F2)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5H)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Community Title Subdivision)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 3A7)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5G)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Blacksmiths Workshop)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5E)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Aylsbury)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 6F1)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Powerhouse)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5I3)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5B1)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 5F)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Meter Readers)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 6B1)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 6B3)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 6C1)	Class 1	Discontinued

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Proceedings	Property	Type	Status
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 6C2)	Class 1	Discontinued
Rosecorp Management Systems Pty Ltd	19-21 Tennyson Rd Breakfast Point (Lot 6C3)	Class 1	Discontinued
Vella	378 Great North Rd Abbotsford	Class 1	Consent Orders
Omayya Holdings Pty Ltd	1-5 Hiltz Rd Strathfield	Class 1	Discontinued
A Cordato & C Comerford-Cordato	9 Wolsley St Drummoyne	Class 1	Upheld
Advanced Properties (NSW)	20-28 Leicester Av Strathfield	Class 1	Discontinued
Octopus Media	4 Parramatta Rd Strathfield	Class 1	Dismissed
Wang	11 George St North Strathfield	Class 1	Discontinued
Hakim & Hakim	10 Fortescue St Chiswick	Class 1	Current
Sapio	22 Archer St Concord	Class 4	Current
MG Projects	21 Bibby St Chiswick	Class 1	Upheld
FD Bonaccorso Pty Ltd	12 Chapman St Strathfield	Class 4	Current
Pirola	19 Empire Ave Concord	Class 1	Discontinued
Omayya Investments Pty Ltd	1-4 Hiltz Rd Strathfield	Class 4	Fine Imposed
Omayya Investments Pty Ltd	Suite 3/ 141 Concord Rd North Strathfield	Prosecution	Fine Imposed
Masterton Homes	25 Brent St Russell Lea	Class 1	Consent Orders
Galciny Earthmoving & Demolition	26 Blackwall Point Rd Abbotsford	Prosecution	Fine Imposed
Ritz Constructions Pty Ltd	43 Majors Bay Rd Concord	Class 1	Discontinued
Balsamo	42 Walker St Canada Bay	Class 1	Held in abeyance
Elkout	40 Noble St Rodd Point	Class 4	Current
Antonia Boumelhem	19 Daly St Concord	Prosecution	Current

Note: Some of the results for the above may have occurred after June 2006