

ORDINARY COUNCIL MEETING

ATTACHMENTS BOOKLET

Under Separate Cover

Tuesday, 17 June 2025

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CITY OF CANADA BAY TRAFFIC COMMITTEE MEETING

MINUTES

The meeting was held electronically via email.

Thursday, 15 May 2025



Minutes of a City of Canada Bay Traffic Committee Meeting Held on Thursday 15 May 2025

Voting Members Present:

Councillor Hugo Robinson - Chairperson
Sergeant Tohme - NSW Police
Andy Huynh - Transport for NSW
Stephanie Di Pasqua - Local Member of Parliament

Non-voting Members Present:

M Takla - State Transit Authority, Transit Systems
A Clarke - Access Committee
D Martin - BayBUG - Canada Bay Bicycle Users Group
B Cantor - Busways

Officers in attendance:

M Dizon - CCBC Council
C Di Natale - CCBC Council
H Huynh - CCBC Council
R Ristevski - CCBC Council
M Saini - CCBC Council
S Tran - CCBC Council

NOTES

The meeting was held electronically via email.
Refer to the City of Canada Bay Traffic Committee Meeting Agenda papers in the attached booklet.

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1 WELCOME/ACKNOWLEDGEMENT OF COUNTRY

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

The City's Council pays respect to Elders past and present and extends this respect to all Aboriginal people living in or visiting the City of Canada Bay.

2 APOLOGIES**APOLOGIES**

Nil

LEAVE OF ABSENCE

Nil

3 DISCLOSURES OF PECUNIARY AND NON-PECUNIARY INTEREST**4 CONFIRMATION OF MINUTES****4.1 Minutes of City of Canada Bay Traffic Committee Meeting held 10 April 2025****COMMITTEE RECOMMENDATION**

THAT the minutes of the City of Canada Bay Traffic Committee Meeting of 10 April 2025 copies of which were previously circulated, are hereby confirmed as a true and correct record of the proceedings of that meeting.

5 REPORTS**ITEM 5.1 POMEROY STREET, NORTH STRATHFIELD - PROPOSED TIMED 'NO PARKING' AND 'NO STOPPING' RESTRICTION****COMMITTEE RECOMMENDATION**

THAT:

1. 'No Parking' restrictions between 7:30-9:00am and 3:00-7:00pm, Monday to Friday and 9:00am-12:30pm, Saturday' be installed on Pomeroy Street, North Strathfield, per the plan in the report.

-
2. 'No Stopping' restrictions be installed at the intersection of Pomeroy Street and George Street, North Strathfield, per the plan in the report.

Discussion:

TfNSW Comments: If the bus stop is still active, then the bus zone should be retained. Council may also consider extending the lane lines if there is sufficient width for two or more lines of traffic moving eastbound.

Council Comments: Council notes the comments received.

ITEM 5.2 PARRAMATTA TO SYDNEY FORESHORE LINK - EARLY DELIVERY PROJECTS - TIMBRELL DRIVE, FIVE DOCK

COMMITTEE RECOMMENDATION

THAT the proposed raised pedestrian crossing on Timbrell Drive, Five Dock, be approved in principle with the final detailed design plans to be brought back to the Traffic Committee members for review.

Discussion:TfNSW Comments:

- PS-2 bicycle symbols have been proposed on both approaches to the pedestrian crossing on the road pavement. This should be removed if it is not intended for cyclists to share the road with motorists as there are off-road facilities provided.
- Barrier lines should be designed on both approaches to the crossing as per AS1742.10.
- Ensure appropriate signage and line marking is installed in accordance with standards and guidelines, including 'Give Way' & 'to cyclists' signs installed on both sides of the crossing. Please refer Figure 7.2 in Austroads Guide to Road Design Part 6A.

Council Comments: Council notes the comments received.

BayBUG Comments: This is a vital connection for active transport to/from the Bay Run and Timbrell Park. BayBUG requests that the paths in Timbrell Park linking to the proposed crossings are upgraded to adequately cater for users. As previously noted, BayBUG recommends separated pedestrian and bicycle paths, as recommended by research.

Council Comments: Council notes the comments received.

ITEM 5.3 ITEMS APPROVED UNDER TEMPORARY DELEGATION

COMMITTEE RECOMMENDATION

That the Committee have noted the items approved under Council's temporary delegation.

1. Queen Street, Concord West – Line marking proposal
-

2. Blackwall Point Road/Kokoda Street intersection, Abbotsford – Yellow 'No Stopping' Line
-

6 GENERAL BUSINESS

No General Business Items

CHAIRMAN

CITY OF CANADA BAY TRAFFIC COMMITTEE MEETING

AGENDA

Notice is hereby given that a City of Canada Bay Traffic Committee Meeting will be held at the:

Electronically via email

Thursday, 15 May 2025

Beginning at 9:00 AM for the purpose of considering and determining matters included in this agenda.

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1 WELCOME/ACKNOWLEDGEMENT OF COUNTRY

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The City's Council pays respect to Elders past and present and extends this respect to all Aboriginal people living in or visiting the City of Canada Bay.

2 APOLOGIES

In accordance with clauses 6.3, 6.4 and 6.5 of Council's Code of Meeting Practice, apologies must be received and accepted from absent Councillors and a leave of absence from the Council Meeting may be granted.

3 DISCLOSURES OF PECUNIARY AND NON-PECUNIARY INTEREST

In accordance with Part 16 of Council's Code of Meeting Practice, all Committee members must disclose and manage any conflicts of interest they may have in matters being considered at the meeting.

4 CONFIRMATION OF MINUTES**4.1 MINUTES OF CITY OF CANADA BAY TRAFFIC COMMITTEE MEETING HELD
10 APRIL 2025**

STAFF RECOMMENDATION

That the minutes of the City of Canada Bay Traffic Committee Meeting of 10 April 2025 copies of which were previously circulated, are hereby confirmed as a true and correct record of the proceedings of that meeting.

5 REPORTS**ITEM 5.1 POMEROY STREET, NORTH STRATHFIELD - PROPOSED TIMED 'NO PARKING' AND 'NO STOPPING' RESTRICTION****Author Traffic and Transport Officer****Attachments: 1. Pomeroy Street - Proposed Timed 'No Parking' Zone**

STAFF RECOMMENDATION

THAT:

1. 'No Parking' restrictions between 7:30-9:00am and 3:00-7:00pm, Monday to Friday and 9:00am-12:30pm, Saturday' be installed on Pomeroy Street, North Strathfield, per the plan in the report.
 2. 'No Stopping' restrictions be installed at the intersection of Pomeroy Street and George Street, North Strathfield, per the plan in the report.
-

EXECUTIVE SUMMARY

The purpose of this report is to seek the Committee's consideration of the proposed timed 'No Parking' and 'No Stopping' restriction on Pomeroy Street, North Strathfield.

BACKGROUND/DISCUSSION

Council has received multiple correspondence from the community for Council to investigate and improve the daily traffic congestion at the signalised intersection of Pomeroy Street and George Street, North Strathfield specifically during peak periods.

The intersection of Pomeroy Street and George Street provides direct routes to a number of major public transport connections, local business precincts, residential properties and local schools. With the anticipated growth in the area due to the Homebush Transport Orientated Development (TOD) Program, the Housing Acceleration Fund (HAF) and the new Sydney Metro Station, the performance of the intersection is expected to deteriorate further with longer delays and queues for vehicles traveling through the intersection.

Council's investigations have shown that during peak periods, the intersection's operations are currently at near capacity with significant traffic delays to all movements at the intersection. The congestion is exacerbated by parents seeking short-term parking to drop off and pick up their child at the adjacent school. Additional traffic counts on Pomeroy Street were undertaken for a 7-day period between 15 March 2025 to 21 March 2025 to determine the current traffic volumes and vehicle speeds. The data outlined a consistent high volume of vehicles travelling through Pomeroy Street during peak periods between Monday to Saturday.

The surrounding traffic and parking management measures in place include unrestricted kerbside parking along the east bound lane of Pomeroy Street between George Street and Ismay Avenue. Council observed that during the afternoon period, there is a high parking occupancy rate impacting the east bound travel lane specifically when motorists attempt to continue east but are unable to due

to vehicles attempting to turn right into George Street. The parked vehicles have reduced the function of the intersection and have created substantial traffic delay with traffic banking up to 150m.

To assist with improving current and future traffic flow through the intersection, Council is proposing to install 'No Stopping' and 'No Parking, 7:30-9:00am, 3:00-7:00pm, Monday to Friday and 9am-12.30pm, Saturday' restrictions on the north side of Pomeroy Street. This will result in the loss of seven standard parking spaces during peak times.

TIMING / CONSULTATION AND / OR RISK CONSIDERATIONS

Council has undertaken community consultation via letter box drop to local residents and through Council's online media platform 'Collaborate' to obtain additional wider community feedback. The consultation period occurred for 2.5 weeks between 10 April 2025 to 27 April 2025 and a total of 10 responses were received, 8 in 'Support' of the proposal and 2 'Not in Support' of the proposal.

The responses in support of the proposal raised the following concerns:

- Request to extend the 'No Parking' restrictions to include Saturday morning especially during school events on both George Street and Pomeroy Street.
- Dedicated 'Right Turn' arrows incorporated to the signalised intersection.
- Additional slip lane to be installed on George Street as previously proposed.

Council staff have noted the above concerns and following the review of the data have extended the proposal to include Saturday between 9am-12.30pm. The other requests for 'Right Turn' arrows and the slip lane on George Street has been forwarded to the NSW Government to investigate further under their jurisdiction.

The responses against the proposal raised the following concerns:

- On-street parking is crucial for visitors to the area and for local residents with insufficient off-street parking spaces.
- There will be an increase in parking demand for the remaining unrestricted spaces within the street.
- Commuters are parking on Pomeroy Street all day creating the issues with traffic during peak periods.
- Request to introduce a Resident Parking Scheme (RPS) and only allow local traffic to travel through Pomeroy Street with all other traffic to use alternate roads.

Council staff have noted the above concerns raised and have confirmed that each resident against the proposal have sufficient off-street parking for 3 or more vehicles and visitors are permitted to park for extended durations outside of peak periods. The installation of RPS will not resolve traffic congestion at the intersection should any vehicles be permitted to park along this section of the street.

FINANCIAL CONSIDERATIONS

Within budget allocation – Roads and Traffic – approximately \$350.00 for the installation of parking signs and stems.



ITEM 5.2	PARRAMATTA TO SYDNEY FORESHORE LINK - EARLY DELIVERY PROJECTS - TIMBRELL DRIVE, FIVE DOCK
Author	Coordinator Traffic and Transport
Attachments:	1. Timbrell Drive, Five Dock - Proposed Pedestrian Crossing

STAFF RECOMMENDATION

That the proposed raised pedestrian crossing on Timbrell Drive, Five Dock, be approved in principle with the final detailed design plans to be brought back to the Traffic Committee members for review.

EXECUTIVE SUMMARY

This report seeks the Committee's consideration to install a raised pedestrian crossing on Timbrell Drive, Five Dock as part of the Parramatta to Sydney Foreshore Link project.

BACKGROUND/DISCUSSION

The Parramatta to Sydney Foreshore Link (PSFL) project aims to provide a continuous link from Parramatta Park to the Opera House. Overall, the link is approximately 91km in length and will run along large parts of Sydney's iconic foreshore.

Transport for NSW (TfNSW) on behalf of the NSW Government has been working collaboratively with Council staff on delivering this project. The project has been divided into individual segments to help with planning, design and construction with the project to be fully funded by the NSW Government.

As part of these works, Council has worked with TfNSW to identify segments within the LGA that are suitable for early delivery works. These segments proposed sections of shared paths or upgraded pedestrian crossings to provide immediate benefits to pedestrians and cyclists in the area. A total of 4 segments were identified, summarised as below:

- Segment 1: New shared path through Shadrack Shaw Reserve in Concord
- Segment 2 and 3: New shared paths through Wire Mill Reserve, Allison Park, Campbell Park and Lysaght Park
- Segment 4: Replacement of 3 pedestrian refuges with raised pedestrian crossings to link

The identified segments propose a total of 6 new raised pedestrian crossings with some shared path upgrades to facilitate connections to existing facilities.

At the December 2024 Traffic Committee, 5 locations have been provisionally adopted with TfNSW requesting Council to reinvestigate the raised pedestrian crossing on Timbrell Drive, Five Dock due to the potential impacts to the existing signals in close proximity. Following additional discussions with TfNSW and the PSFL Committee, Council has now received confirmation to proceed with the proposed raised pedestrian crossing per the attached plan.

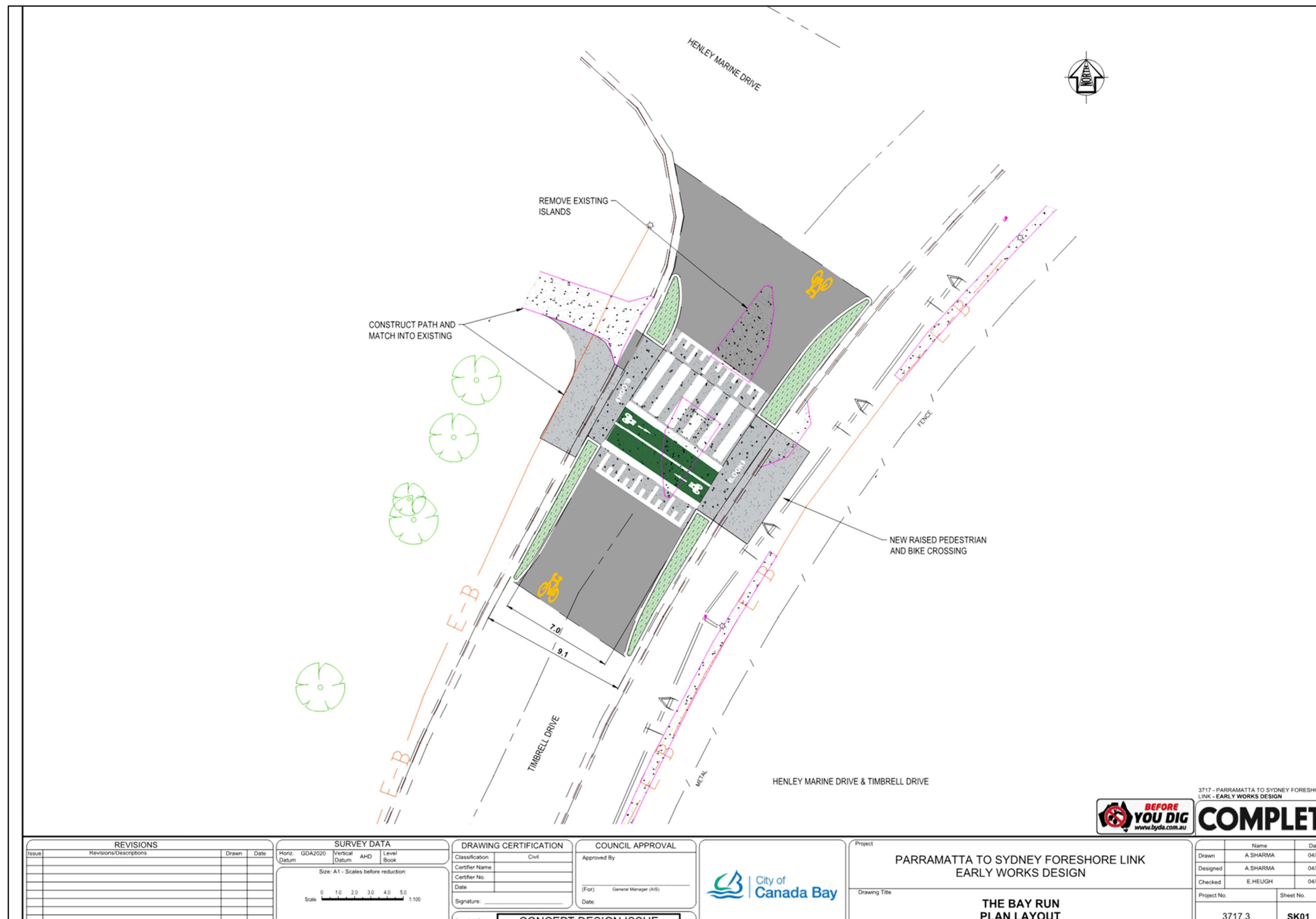
TIMING / CONSULTATION AND / OR RISK CONSIDERATIONS

Council, in conjunction with TfNSW, had undertaken community consultation in late 2023 on the above segments. A total of 51 participants responded to the consultation and provided a total of 114 comments across the various segments.

Generally, the feedback received was in strong support for the project with an overall 68% of respondents in support of the overall project. Comments highlighted a few key concerns relating to safety and traffic calming being the main additional points of investigation. This feedback will be considered in the detailed design with the plans to be brought back to Traffic Committee at a later date once completed.

FINANCIAL CONSIDERATIONS

The Parramatta to Sydney Foreshore Link project will be fully funded by the NSW Government.



ITEM 5.3	ITEMS APPROVED UNDER TEMPORARY DELEGATION
Author	Coordinator Traffic and Transport
Attachments:	Nil

STAFF RECOMMENDATION

That the following items have been approved under temporary delegation.

EXECUTIVE SUMMARY

To facilitate more efficient and localised decision making, Transport for NSW has issued a temporary delegation of specific powers to Council. At the Council meeting on 20 August 2024, Council resolved to give the General Manager and Director City Assets the power to approve works covered under the Delegation.

BACKGROUND/DISCUSSION

The following items were approved under Temporary Delegation granted to Council from TfNSW.

1. Queen Street, Concord West – Line marking proposal
2. Blackwall Point Road/Kokoda Street intersection, Abbotsford – Yellow 'No Stopping' Line

6 GENERAL BUSINESS

No General Business Items

Property Acquisition, Disposal and Leasing Policy

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1. Purpose

City of Canada Bay (Council) may by resolution or delegation acquire, dispose and lease real property. Whether buying, selling or leasing real property, Council has various legal obligations. This policy provides the framework for a transparent process for Council's property dealings.

2. Objectives

The objective of this policy is to ensure that Council has an open and accountable framework for the acquisition, disposal and leasing of real property. The policy aims to ensure that best value is achieved by Council and establish the criteria under which Council will acquire, dispose or lease property.

3. Policy Principles

Council commits the following principles:

Transparency and Accountability

- Council's actions are in line with established processes and guidelines.
- Adherence to the Policy helps provide clarity around decision making and transaction process

Effective Financial Management

- Adherence to the Policy ensures that property transactions are financially sound – independent property valuations are required as well as marketing sounding strategies to ensure value for money

Compliance with Legislation and Regulations

The Local Government Act 1993

The Just Terms Compensation Act 1991

Roads Act 1993

Risk Management

Adherence to the Policy assists with managing risk by setting clear guidelines for evaluating and mitigating potential issues

3. Scope

This policy applies to all acquisition, disposal and leasing of real property, including public roads. The policy extends to licenses, easements, and other interests in land.

This policy does not apply to acquisition or disposal of Crown land managed by Council, which must be dealt with in accordance with the Crown Land Management Act 2016; or the sale of land due to non-payment of rates, which must be dealt with in accordance with applicable provisions of the Local Government Act 1993 and property acquired or dedicated under planning instruments or agreements pursuant to the Environmental Planning and Assessment Act 1979 such as Affordable Housing.

4. Authorities

Property acquisition, disposal and leases of Community land must be approved via Council Resolution. Leases of operational land can be dealt with under delegation to the General Manager approved by Council from time to time.

5. Probity

Principles of probity

- acting fairly, impartially and with integrity.
- being accountable and transparent.
- being trustworthy and acting lawfully.
- managing conflicts of interest.
- securing commercially sensitive and confidential information.

Probity principles are core to Council's dealings and so underpin the way in which Council must acquire, dispose and lease interests in land and property. Irrespective of whether a competitive process or direct negotiation is used, the probity principles must always be complied with.

Council is committed to observing the highest standards of probity in its commercial dealings. A probity advisor may therefore be appointed to oversee a property acquisition, disposal or leasing process,

Council will use a risk-based approach in deciding to appoint a probity auditor. The principal role of a probity advisor is to provide probity advice and solutions throughout the transaction.

The probity advisor will not be involved in the evaluation of any proposal, but will be an independent observer of, and advisor to, a process.

6. Relevant Legislation and Guidelines

Legislation and policies regulating Council's real property dealings include but not limited to:

- Local Government Act 1993 (LG Act) (NSW)
- Valuation of Land Act 1916 (NSW)
- Real Property Act 1900 (NSW)
- Land Acquisition (Just Terms Compensation) Act 1991 (LAJTC Act)
- Roads Act 1993 (NSW)
- Environmental Planning and Assessment Act 1979 (NSW)
- Retail Leases Act 1994 (NSW)
- Residential Tenancies Act 2010 (NSW)
- NSW Independent Commission Against Corruption, Guidelines for managing risks in direct negotiation, May 2006



7. Land Acquisitions

7.1 Criteria for Land Acquisition

Council can only acquire land for the purpose of exercising its functions; subject to classifying the land under the Local Government Act 1993; and by Council resolution authorising the acquisition; and if acquiring land compulsorily, with Ministerial consent.

All Council real property is classified under the Local Government Act 1993 as either operational or community land. The process for reclassification must be undertaken in accordance with the Environmental Planning and Assessment Act 1979. Council must determine the classification of the land as at the time it resolves to acquire the land or in accordance with section 31 of the Local Government Act 1993.

7.2 Acquisition by Agreement

Acquisition by agreement is always Council's preferred process to acquire real property or an interest in real property.

Subject to any legal requirements for an agreed acquisition, if Council identifies land or interests in land that is required to facilitate functions of Council, but the land is not available for public sale, Council may approach the landowner to seek to negotiate the purchase.

Where a property Council may have an interest in acquiring is not listed on the open market, Council may obtain an independent valuation report as a basis for negotiation. As appropriate Council will liaise with the relevant landowner with a view to reaching an agreement satisfactory to both parties.

7.3 Owner Initiated Acquisition under the provisions of the Land Acquisition (Just Terms Compensation) Act 1991 Act (Act)

Owners may have trouble in selling their property if part or the whole is designated for acquisition for a public purpose. If an owner is unsuccessful in attempting to sell a designated property and is experiencing hardship, then a written application can be made to Council requesting acquisition under the "hardship" provisions of the LAJTC Act.

To be eligible for consideration for "hardship" acquisition a property must be designated for acquisition within the meaning of the LAJTC Act.

To meet the LAJTC Act's criteria for "hardship" acquisition an owner must demonstrate that it has become necessary to sell for pressing personal, domestic or social reasons or to avoid a loss in income and that attempts to sell the property have been unsuccessful because of the designation for acquisition by the Council.

If an owner meets the hardship criteria to the Council's satisfaction, Council will agree to purchase the property. While it is Council's preference to complete hardship acquisitions by negotiated agreement, the compulsory process is also available to the landowner if preferred.

The Council's basis of assessing payment in hardship matters is market value unaffected by the reason for the acquisition. No other payments in addition to the unaffected market value are made as the owner's willingness to sell the property in the marketplace is taken as a preparedness to accept the normal costs associated with selling a property. It should be noted that in most circumstances an owner will not be responsible for a sales commission that would otherwise be payable if the property had been successfully marketed and sold through a real



estate agent.

If the owner of the land is a corporation, then to prove hardship, the pressing personal, domestic or social reasons must be shown in respect of a shareholder who owns at least 20% of the shares in the corporation or the acquisition is necessary to avoid a substantial reduction or loss of income of such a shareholder.

7.4 Owner Initiated Acquisition under the "Preferred Option" Policy

In the process of considering the location of proposed development for a public purpose, Council may examine several possible locations, and a preferred option may be selected from those locations for further environmental impact studies. As a result of community consultation, the location of the preferred option will become known. This public knowledge could frustrate attempts by owners to sell properties potentially affected by the taking of land. Properties potentially affected by a preferred option proposal are not designated land because the final option has not been determined. Consequently, the owners of such properties are not eligible for consideration to have their property acquired under the owner-initiated acquisition provisions of the LAJTC Act. Council is however prepared to consider the acquisition of such property outside the provisions of the LAJTC Act.

Council will consider a request for acquisition if an owner can demonstrate hardship using the criteria specified in the LAJTC Act. The acquisition will be at the discretion of Council and subject to the availability of funds with each party being responsible for all their own costs. The basis of the purchase price will be the assessment of market value unaffected by the "preferred option" policy.

Where an acquisition is proceeding on this basis, compulsory acquisition is not an option. Where an agreement cannot be reached on the purchase price, the following procedure is available:

- The offer is withdrawn
- The owner must choose a valuer from a panel of independent valuers nominated by the Australian Property Institute or Australian Valuers Institute and referred to the owner by Council for selection. In this way the valuer chosen is mutually acceptable to both the owner and Council.
- The selected valuer will act as an independent expert and will be commissioned by Council to carry out a valuation of the subject property.
- Each party is to be responsible for the payment of 50% of the valuation fee.
- The owner or Council may make written submissions to the valuer within the first seven (7) calendar days after the valuer is instructed.
- The independent expert's determination will be binding on both parties if the owner wishes to proceed.
- No further valuations will be obtained and the offer to acquire at the determined value will remain open for a period of three (3) months, after which time the offer will lapse.

If the offer lapses and a subsequent decision is made to proceed with the preferred option and the property remains affected, Council will recommence negotiations to acquire that part of the property required for the public purpose when the Council's need for possession of the land is imminent.



7.5 Programmed Acquisition (Council initiated)

When land is required for a public purpose, Council will initiate acquisition by way of a letter to owners of property affected by the proposed acquisition. The letter will advise the owner that a valuer representing Council will inspect the property and carry out a valuation for the purpose of submitting a formal offer for the owner's consideration. The letter may invite the landowner to submit an asking price, if that is desired.

The Land Acquisition (Just Terms Compensation) Act 1991 details the relevant matters to be considered when determining the amount of compensation:

- Market Value (unaffected by the reason for acquisition)
- Special Value
- Severance
- Disturbance
- Any increase or decrease in the value of adjoining or severed land owned by the affected owner

The heads of compensation to be considered are the same whether the acquisition is a negotiated purchase or is completed by compulsory process.

Following assessment, Council will submit written conditions of acquisition to owners for their consideration. One of those conditions will specify the maximum amount that Council is prepared to reimburse in respect to conveyancing costs. If the conditions of acquisition are acceptable, the matter will proceed to exchange of contracts and settlement. If Council's offer is not acceptable, it is suggested that the services of a registered valuer be engaged to carry out an assessment on the owner's behalf. If there is a difference between valuations, negotiations will take place to resolve the matter. Every effort will be made to negotiate a mutually acceptable agreement.

Sometimes if the title to the affected land can be transferred to Council by registration of a plan at the Titles Office, a Deed rather than a standard land sale contract will document the acquisition and the compensation payable.

Depending on Council's requirements it may be necessary to acquire the whole of a property or only part of a property. The terms "total" or "partial" are used to describe these situations.

7.6 Total Land Acquisition

There are additional considerations specific to total land/property acquisitions over partial acquisition:

- It is strongly recommended to the property owner that no commitment be made to purchase a replacement property until contracts are exchanged on the sale to the Council.
- If a deposit on a replacement property is required, Council may make an advance payment of up to 10% of the value of the property being acquired by the Council. The advance payment will be made at the time of or after the exchange of contracts and will be subject to conditions required by the Council's solicitor and is payable solely at Council's discretion. No such payment will be made if the remaining 90% of the compensation will be insufficient to pay out any mortgage affecting the land being acquired.
- The market value of the property will be assessed having regard to the prime cost items



and inclusions at the time of inspection. If it is the owner's intention to retain any item, it is necessary to indicate to the valuer at the time of inspection that an item is to be excluded so that a correct assessment can be made. Requests made after the valuation inspection may be refused or the valuation reduced by the value of the item at the sole discretion of Council.

- The property must be left in a clean and tidy condition. In accordance with standard real estate transactions, vacant possession will be required on the date of settlement. Council will carry out an inspection on the date of settlement to ensure compliance and that all inclusions are intact.
- Swimming pools should be clean on the day of settlement and should comply with any relevant statutory or Council requirements including fencing and signage.
- Sometimes Council will not require the acquired property for the public purpose immediately upon completion of its acquisition. In those circumstances Council may consider a lease back to the former owner at a market rental.

7.7 Partial Land Acquisition

If only part of the land is required by Council, the letter opening negotiations will include a plan showing the boundary and the area and dimensions of that part of the land to be acquired.

The method of assessing the amount to be paid for the land is the "Before and After" method which requires two valuations to be carried out. The first valuation is of the land unaffected by the proposal. The second valuation, as at the same date, is of the residue land on the basis that the proposed acquisition has been completed and the acquired land is being used for that purpose identified in the proposal. The difference between the two valuations is the payment for the land to be acquired.

Council will, at its own cost, arrange and adjust services and public utilities as required, relocate fencing and reinstate access to the new boundary. It should be noted that fencing will be relocated to the new boundary to a standard like that existing. If considered necessary, Council will prepare a plan detailing property adjustment for consideration by the landowner and if acceptable that plan may form part of the contract for sale.

On occasion, Council may acquire the whole of a property if the effect of proposed civil works on the residue land is considered to warrant total acquisition. This applies if the owner purchased the land prior to Council formally indicating that the land is to be affected by the acquisition of land, or if the already affected property is to be further adversely affected by the acquisition of additional land. All relevant elements of compensation within section 55 of the Land Acquisition (Just Terms Compensation) Act 1991

Where an owner purchased the land in knowledge of Council's requirement, Council may acquire only that part required for the proposed civil works. If an owner purchased in knowledge of affectation due to the proposed part acquisition and has requested Council to acquire the whole property Council may agree to total acquisition. However, if a decision is made to acquire the whole property compensation will be limited to market value unaffected by the proposal together with reasonable conveyancing and valuation costs. If an agreement cannot be reached on conditions of total acquisition, Council may elect to proceed with only the acquisition of the land required for the proposed works.



7.8 Entry for Civil Works

Once an acquisition has been settled, entry for civil works can take place. On occasion, Council's construction program requires entry prior to completion of the acquisition and in such matters, Council relies on the owner's cooperation. If required and the owner is agreeable, Council may arrange formal right of entry on exchange of contracts or, entry by way of licence.

If an agreement cannot be reached to ensure Council's timely entry onto the required land for civil works, the Minister may approve the issue of a written Proposed Acquisition Notice to compulsorily acquire the land.

7.9 Easements

Sometimes Council does not need to acquire title to use land for the public purpose. This will usually be where the purpose can be achieved by the grant of an easement or other right in favour of Council across the affected land. The LAJTC Act provides for compulsory and negotiated acquisition of such rights in a similar way to the acquisition of title to land. Council will proceed with the acquisition of such rights in a similar way to the acquisition of title to an affected owner's land.

8 Compulsory Acquisitions

8.1 Council Initiated Acquisition under the provisions of the LAJTC Act

Compulsory Acquisition is a statutory process under the LAJTC Act available to Council to acquire land for a public purpose. It also provides the means for resolving disputes about the amount of compensation payable if an agreement cannot be reached in a negotiated purchase.

Generally, the process is as follows:

Council seeks the Minister's approval to compulsorily acquire land.

- If the Minister approves, Council issues a Proposed Acquisition Notice to each party with a known legal or equitable interest in the land. The Notice advises of Council's intention to acquire the land after 90 days. However, a shorter period can be agreed by the owner and Council or can be approved by the Minister. A Proposed Acquisition Notice is accompanied by a Compensation Claim Form.
- The issue of a Proposed Acquisition Notice is recorded on the relevant Title registers at the Land Titles Office.
- During the 90-day (or shortened) period after the issue of the Proposed Acquisition Notice, negotiations may continue to purchase the land.
- During the 90-day (or shortened) period after the issue of the Proposed Acquisition Notice, Council seeks the Governor's approval to compulsorily acquire the land.
- If contracts for purchase have not been exchanged within the minimum Notice period and if the Governor approves, an Acquisition Notice is published in the Government Gazette within 120 days of the issue of the Proposed Acquisition Notice unless a longer period is agreed to in writing by the owner and Council.
- An extract of the Acquisition Notice is also published in an appropriate newspaper.
- Council owns the land from the date of publication of the Acquisition Notice in the Gazette.



The former owner's legal and equitable interests in the land are converted to an entitlement to compensation.

8.2 Advance Payment

Following the publication of the Acquisition Notice Council advises affected owners of the acquisition. It is generally prepared to offer to pay 90% of Council's purchase offer in advance, in return for vacant possession of the land.

8.3 Terms of Continued Occupation

Council is entitled to charge rent for the land from the date of notification in the Gazette until possession is obtained. The terms of rental are, in the absence of an agreement, such reasonable terms as Council may determine. Unpaid rent may be deducted from compensation payable. Parties entitled to compensation are paid statutory interest on the amount of compensation, such interest being calculated from the date of gazettal up until the date of payment.

8.4 Compensation

Each recipient of a Proposed Acquisition Notice is entitled to lodge a claim for compensation with Council. Also, anyone else who considers that they are entitled to compensation but did not receive a Proposed Acquisition Notice may lodge a claim. Claims must be on the prescribed form available from Council, but a form will be sent by Council with its Proposed Acquisition Notice. Compensation is not paid until a properly completed claim has been lodged. If agreed, compensation may comprise land or works in whole or part settlement of a claim.

The Valuer General determines the amount of compensation (including legal and valuation costs) to be offered by Council in a Compensation Notice.

8.5 Occupation

People in lawful occupation of land compulsorily acquired and to whom compensation is payable are entitled to remain in occupation as tenants of Council until:

- a. the compensation is paid; or
- b. an advance payment of not less than 90% of the amount offered in the Compensation Notice is paid; or
- c. not less than 90% of the amount offered in the Compensation Notice is deposited into the trust account due to a deemed acceptance, Court action, or competing claims; whichever occurs first.

Furthermore, people lawfully occupying any building on the acquired land which is their principal place of residence or place of business are entitled to remain in occupation as tenants of Council for three months after it is compulsorily acquired, regardless of whether any of the abovementioned payments have been made. However, the Minister may shorten that period.

The terms of occupancy, including rent, in the absence of an agreement with the occupant are determined by Council on reasonable terms and any unpaid rent can be offset against any compensation payable by Council.

Once Council is entitled to vacant possession, it may request the Sheriff to deliver possession of the land to Council.



9 Land Disposals

9.1 Criteria for Land Disposal

In deciding to sell land, Council will consider the following matters that are relevant to the proposed sale:

- Whether Council can lawfully sell the land;
- Existing usage and consistency with the core functions of Council;
- Potential future use needs of the community;
- The likely sale price;
- The financial and opportunity cost of retaining the land;

The Local Government Act 1993 provides that only operational land can be sold and, if an area of community land is identified as being surplus, the land must first be reclassified as operational prior to that sale proceeding.

Disposal Method

Where Council wants to sell land (including surplus areas of public road) the sale shall be by competitive process via Council's preferred method – be it public auction, tender or expression of interest – unless the circumstances warrant sale by direct negotiation.

Council may dispose of land by direct negotiation under the following circumstances:

- Where the sale cost will be more than the sale price.
- Where there is only one identifiable purchaser.
- Where Council is bound by a contractual obligation.
- Where the proposed purchaser is a government agency.
- Where a recent prior market process to sell, the land has failed to secure an acceptable sale.
- In response to a proposal which achieves specific policy goals of Council.
- Any other extenuating circumstance noting it is the least preferred method of disposal

Where land is being sold by direct negotiation, a probity plan will be developed to cover the following matters:

- a) obtaining best value for money;
- b) demonstrating accountability and transparency;
- c) dealing with conflict of interest;
- d) providing a fair chance for all to participate;
- e) where Council sells property subject to a development application, that application will be assessed independently where feasible

9.2 Valuations

Disposing of Council land through a market process is Council's default approach to land disposal. Council will establish a public sector comparator through independent valuation from a



qualified valuer. The valuation will consider the highest and best use of the site and any conditions Council may place on the sale.

For land being sold to an adjoining owner, the valuation shall be carried out on an added-value basis and the sale price shall be consistent with the difference in values on a before and after basis. Council recognises that valuation advice is not an exact science, and it is not unreasonable that variation from that valuation may be achieved. However, where the negotiated outcome results in a sale price less than the assessed market value, it shall be acknowledged in the report to Council giving reason why that variation is recommended for adoption.

In situations where Council proposes to sell land by direct negotiation and the estimated value of the land is greater than \$5m, Council will obtain two independent valuations.

9.3 Proceeds from Sale of Land

Proceeds from sale are to be retained in the Strategic Investment Reserve with the objective of supporting Council's long term financial sustainability unless otherwise specified in legislation such as the Roads Act 1993 where proceeds may be retained for road related purposes for formed roads.

10 Closed Road Disposal

10.1 Criteria for Closed Road Disposal

From time-to-time Council is approached by owners of land adjacent to roads, lanes or pathways (together called "roads") to acquire part or all such roads as they are no longer used or needed for their original purpose. Sometimes Council itself may decide that a road is no longer required and that it should be closed.

Most, but not all, roads within Council's local government area are owned by Council as "roads authority" under the Roads Act 1993 (NSW) (Act). Many roads are affected by infrastructure such as water, sewer, gas, electricity and telecommunication facilities, which are not owned by Council. The maintenance of such facilities usually needs to continue after any road closure. This policy relates only to roads of which Council is the roads authority but does not apply to the closure of temporary roads. Roads are closed by the publication of a notice in the Government Gazette after approval of the closure by the Minister administering the Act. The Minister may not close a Council owned road without the consent of the Council. Accordingly, it is usual for Council to be the focus of any application by a person to close a road.

This policy is intended to indicate how such road closures will be administered by Council and how Council will dispose of the former road after it is closed. Council reserves the right to make ad hoc decisions inconsistent with this policy where the amenity of the neighbourhood by reason of the nature or area of the road to be closed is not optimally served by the application of the Council's policy.

10.2 Applications for Road Closure

Application for road closure must be made in writing on a form available from Council. An application fee will be payable. The application will require:

The reason for the requested closure.

- Whether the applicant wishes to acquire the whole or any part of the former road if it is closed.



- An undertaking to pay any fees payable to the relevant NSW Government Agency to consider the closure if Council consents to the closure and including any costs for the preparation of plans required for the NSW Government's consideration of the request.
- An undertaking to pay all fees and costs associated with the road closure and title issue if both Council and NSW Government agrees to the road closure.

Council will consider the application on its merits and decide whether to consent to the closure. The applicant will be notified in writing of Council's decision and, if consent is refused, the reasons for the refusal.

10.3 What happens if Council Consents to the Road Closure

- Council must then apply to the NSW Government to investigate the closure but may first require a formal contract to be entered into with the applicant dealing with fees, costs, consolidation and sale of the road, if it is closed.
- NSW Government will publish in an appropriate newspaper detail of the application and invite submissions about it. The public must have at least 28 days to make such submissions.
- If NSW Government consent to the closure in principle it will require approval from service authorities in relation to continuation of necessary services. That may require the relocation and/or removal of pipes, conduits etc or the creation of easements.
- After NSW Government is satisfied about all relevant matters it will notify its consent to the closure to Council and require Council to register a plan to identify the closed road for the purpose of gazettal and issue of a new Certificate of Title for the land.
- Council can request the gazettal when the plan is registered and afterwards will request NSW Government to issue the Certificate of Title.
- Council is then able to complete the sale of the land pursuant to any previous deed or contracts or offer the land for sale on the open market.
- The proceeds of any sale must be used by Council either to purchase land for other roads or for road works.

10.4 How will Council Dispose of the Closed Road

Road closures arising from Council's initiative

If the road closure arises from Council's initiative, resulting in the creation of a lot or lots suitable for sale to the public, then the land will be offered for sale by auction or private treaty in accordance with advice to Council at the time.

Road closures arising from a request by an adjacent owner or interested person

If the road closure arises from a request by an adjacent owner or interested person, Council requires the following costs to be agreed to by Deed and paid by that person:

- All costs associated with the road closure and the title issue; and
- Council's legal costs in relation to the sale of the closed road; and



- The value of the land or a nominated fixed price.

The value of the land

The adjacent owner will be required to pay to Council a fair market price for the land to be acquired. Such price will be determined by market valuation by a valuer agreed upon by Council and the owner or, failing such agreement, by the nominee of the President of the Australian Institute of Valuers (NSW Division). The costs of any such valuer and his/her appointment are to be paid equally by Council and the owner. The valuation will normally be determined prior to commencement of the process and be indexed to reflect delays from the date of agreement until completion of the sale.

The value of the closed road will reflect any betterment to the value of adjacent land owned by the purchaser, who initiated the road closure and any betterment to a property development proposal. A binding deed or contract relating to payment of costs associated with the road closure and the sale price of the closed road must be entered into by the initiator before the closure proposal is forwarded on to NSW Government for its consent.

Where land on either side of the closed road is owned by private owners.

If road closure is proposed of a laneway, pathway or narrow road with land on either side owned by a private owner, Council will offer one half of the area of the closed road to the owner of land adjacent to the relevant half of the closed road.

If an adjacent owner does not respond within 30 days of Council's offer to sell the relevant half of the closed road or fails to enter documentation within a reasonable time of its submission to that owner by Council or its solicitors, then Council may offer such half of the closed road to the adjacent owner on the other side of the closed road.

Where the road closure is initiated by either of the adjoining owners, the price of such half road shall be one half of all costs associated with the road closure and title issue including the Council's legal costs associated with the sale.

If land is acquired by an adjacent owner of a closed laneway, pathway or narrow road then Council will require it to be consolidated with the adjacent land of the acquiring owner, at that owner's cost at the time of the sale.

11 Leasing and Licensing

11.1 Scope

Council provides a wide range of community facilities which help meet the diverse needs of its residents. It also owns, manages, and leases land and buildings to provide community facilities and serve a commercial return. This section of the policy applies to:

- Community facilities and/or land which Council provides to help serve community needs
- Commercial buildings and/or land which Council owns or manages to deliver a financial return to Council
- Leasing of roads which are bound by specific provisions of the Roads Act in relation to maximum lease terms and conditions
- Residential properties which Council owns excluding Affordable Housing Units
- This section of the Policy does not apply to seasonal hire short-term arrangements



under 6 months for Community facilities which are managed by staff or Section 355 committees or leasing for roads under the Roads Act 1993 (NSW)

- Potential consideration of rental assistance or subsidy for Community tenants.

11.2 Criteria

Council provides community facilities to encourage activities which improve individual and collective health and wellbeing, provision of social, cultural, recreational, educational, environmental and other services which provide community benefits. Council also undertakes events and activities which strengthen community connections and local identity.

Council provides commercial buildings to generate services to the community for a financial return. This assists Council to fund its services and reduce pressure on other income sources, such as rates. All organisations (including community groups) seeking to Lease Operational Land are subject to paying Market Rent.

Where appropriate, community groups may be considered for rental assistance or subsidy

11.3 Process for Securing a Lease or License

Council may seek to award a lease by one of two processes:

- **Open Approach to Market:** conducting a competitive market-testing process to seek offers from entities who are interested in leasing the premises; or
- **Direct Negotiations:** undertaking direct negotiations with an existing tenant of the premises or with another entity that Council has identified as having an interest in leasing the premises.

Open Approach to Market

The default position is that leases should be subject to an open approach to market with a competitive selection process. An open approach to market can be conducted as either a Simple Approach to Market or a Complex Approach to Market. It is at Council's discretion to determine the best approach to market.

Simple Approach to Market

- This approach will involve the relevant premises being advertised on public forums, such as the Leasing Agent or Property Manager's website, Council's website and/or other leasing or advertising platforms.

Complex Approach to Market

- This approach will involve the premises being offered for lease through a Request for Tender/Request for Proposal process, which will be conducted in a manner that is consistent with Councils Procurement policies including a tender under the provisions Local Government Act 1993 and the Local Government (General) Regulation 2021 if appropriate.

Regardless of whether a Simple or Complex Approach to Market is adopted, the following will be relevant:

- advertisement.
- evaluation against assessment criteria.



- finalisation of the lease documents with the successful proponent.

Each process may have different submission requirements and will be tailored to the specific opportunity. At any stage during the process, Council may decide not to continue with the Open Market Process. This could be for a variety of reasons, including:

- terms and conditions for the lease cannot be agreed.
- the commercial offer and rent or prevailing market conditions do not provide for a sufficient financial benefit for Council.
- there is insufficient interest in the offer.
- there is a conflict of interest or other probity concern with the process.
- the outcomes for environmental and cultural heritage values are not acceptable.
- public consultation demonstrates that the community is not supportive of the lease; or a change in laws or policy.

11.4 Lease and Licence Contract Terms

Lease and Licences will contain the essential terms as follows:

- In signing a lease or licence agreement, the Lessee or Licensee must comply with all conditions within the agreement.
- Lessees and licensees must ensure maintenance and repairs are undertaken by appropriately qualified and registered tradespeople.
- Lessees and licensees must report structural repair requests and facility damage to Council in a timely manner, in accordance with Council's processes.
- Lessees and licensees may not undertake or submit a funding or development application to undertake, capital works without the prior written approval of Council in its capacity as owner and lessor of the asset
- Subletting will be permitted subject to prior written approval from Council and the conditions in the lease or licence agreement.
- Subletting for a commercial purpose will trigger a Market Rent Review.
- Where Council proposes to enter a new lease or licence for part of a community facility which is subject to an existing lease or licence, Council will communicate with the existing tenant before entering into the new lease or licence.
- Leases and licences cannot be assigned without the consent of Council or in accordance with the applicable agreement.
- Lease and licence agreements will include processes relating to breaches of the agreement, along with the associated consequences.
- Council reserves the right to terminate any lease or licence of a community facility or commercial building for breach of agreement.

Rent

Rent may be determined by the market in situations where tenderers submit bids in open competition. In other cases, Council may use an independent valuer to guide it in determining the appropriate rent. This independent valuation advice will generally not be disclosed to the prospective lessee.

An assessment of market rent will consider factors including:



- general terms and conditions of the proposed lease;
- level of capital investment proposed by the lessee;
- lease tenure;
- nature of operation; and
- comparative rents paid by comparable businesses.

Security deposits

Security deposits or bank guarantees are required on all retail, commercial and community leases. They will generally be at a minimum the equivalent of 3-months' rent paid in advance excluding statutory provisions such as residential tenancies. Leases may provide for security deposits to be increased should the tenant demonstrate a poor track record in the payment of rent. This is to allow Council to protect its interests for the remaining term of the lease.

In addition, if capital works are proposed under the lease, then Council may require security in relation to those works. This security in these circumstances will reflect the scope and nature of the works.

Rent Reviews

Market rent reviews will be undertaken. They will typically be required at a minimum of five-year intervals. Between the market reviews, rent each year will typically be increased by CPI year on year or by a fixed amount determined by Council.

Fit out

Tenants may be offered a maximum of 4 weeks for the fit out of premises less than 300m² and 8 weeks for premises greater than 300m².

Exceptions for complex fit outs may be approved in accordance with the relevant delegations for Lease approval.

Leases must include a sunset clause requiring the tenant to complete the fit out within the specified period.

Hold Over Provisions

Leases may provide that at the expiry of the term, the lessee may, with consent from Council, remain in the premises on a month-to-month basis. The lease may provide that the rent for this period is at the current yearly rate, and Council may vary the rent with one month's notice. Under hold over provisions, the lease will generally be terminable at any time by either party giving one month's notice.

Costs

Allocation of costs will be negotiated and agreed prior to the commencement of the leasing process. Generally, a request from an existing lessee for a variation will result in the lessee paying all applicable costs.

Make Good

Commercial and retail leases are to provide for full make-good to base building unless otherwise agreed by Council.

Incentive



Incentives may be determined based on tenant investment and current market incentive levels and must be supported with evidence. Generally, incentives will come in the form of rent free periods.

11.5 Lease and Licence Renewal

Leases and licences will not automatically be renewed. The criteria Council will consider when making decisions about Lease and Licence extensions include:

- Alignment with Council's Community Strategic Plan
- Prevailing community needs in the area
- Strategic planning undertaken by Council
- Compliance with the terms of any previous Lease or Licence agreement
- Ability to manage the facility
- Ability to meet any rental charge payments
- Timeliness of any previous rental payments and arrears
- Compliance with any capital works expenditure commitments
- Compliance with legislative requirements.

11.6 Lease and Licence Period

Generally, initial lease or license periods will be for a maximum period of 5 years, in some circumstances an initial term of 10 years may also be considered. Circumstances such as new capital investment may justify longer terms noting statutory restrictions apply to Community Land. Market requests for tender will clearly specify the maximum lease or license period. Council will as a default approach undertake a further market process at the conclusion of a Lease or Licence unless criteria in 5.5 above are satisfactorily met.

The lease or licence terms recognise the need for Council to respond to changing community needs over time, as well as the need for tenants to have certainty of tenure if they are seeking to invest in capital improvements to a facility. The lease or licence terms also recognise the need for Council to minimise risk associated with the management of its assets. Proposed large investments into or onto Council owned or managed assets may be subject to specific detailed agreements between Council and the proponent. The length of leases and licences of Crown land are subject to restrictions under the Crown Land Management Act 2016 (NSW).

11.7 Reporting and Review

The lease or license may contain requirements for customer survey or performance reporting on obligations depending on the nature of the property.

At least six months prior to the expiry date of the lease or licence, Council will inform the tenant of its intention to either offer a new lease or licence or seek expressions of interest for the facility or building.

11.8 Process for a Lease or Licence for a Property

An overview of the process to lease or license Council property is outlines as follow:

Step 1: Council identifies property available for lease or licence.

Step 2: Council obtains a market rent appraisal

Step 3: Council prepares a draft lease or licence agreement using Council's standard template and any special conditions.

Step 4: Council publicly advertises for expressions of interest for the property or, if required, undertakes a tender process in accordance with the Act.

Step 5: Expressions of interest or tender bids are evaluated against the criteria set and where a preferred proponent exists, the preferred proponent is recommended to Council or delegated authority for approval.

Step 6: For Community Land, Council publicly notifies its intent to Lease or Licence the property in accordance with the Act.

Step 7: For Community Land, any submissions received during the notification period are considered. If the proposed lease or licence term is over 5 years and Council receives an objection to a proposal during the notification period, it must forward the proposal to the Minister for consent, as required under the Act.

Step 8: Council liaises with the preferred proponent and the leasing or licensing documentation is completed and executed as delegated.

Step 9: Contract management procedures with the successful proponent including reporting and monitoring procedure.

13. Responsibilities

Role	Responsibility
General Manager	For endorsement
Directors	For consultation and endorsement
Property Strategy and Leasing	Management and Implementation

14. Laws and Standards

Local Government Act 1993

Local Government (General) Regulation 2021

Road Act 1993

Just Terms Compensation Act 1991

15 Related City of Canada Bay Policies and Procedures

This policy supersedes the following two policies:

- Land Acquisition and Closed Road Disposal Policy
- Lease or Sale of Council Properties Policy

16 Consultation

Nil. The Policy is based procedural process as defined by legislation.

17 Approval Status

The General Manager and Executive have endorsed the policy on 05 March 2025

18 Approval History

Stage	Date	Comment	ECM ID
Original Policy / Procedure	05/05/2025	Endorsed by General Manager and Executive	
Next Review	01/01/2030	Reviewed every 5 years	

19 Ownership and Approval

Responsibility	Role
Author	Development Manager, Property
Owner	Director, Corporate Services and Strategy
Endorser	City of Canada Bay Executive
Approver	City of Canada Bay Council

**Attachment 1 - Public exhibition submissions and recommended amendments to Integrated Planning documents – exhibited
17 April - 20 May 2025**

Draft Community Strategic Plan Our Future 2036

Submission reference	Summary	Verbatim submission	Council officer response	Recommendation
ECM 8564578	<p><u>Active transport</u></p> <p>The CSP should contain more details regarding cycleways.</p>	<p>Overall, this draft reads as inward looking and fragmented.</p> <p>Leadership appears to be a key missing element, to pull it all together into a coherent and compelling vision.</p> <p>Reference to similar sized communities that are exemplars in specific areas, for example in sustainability or transport and mobility, could showcase what's possible. Will Council's future strategic planning incorporate collective and inclusive consideration of trends in urban planning and development, and relevant local government models in Australia and overseas?</p> <p>The relatively high priority given in this draft to 'pedestrian safety' and to 'improving infrastructure for walking and cycling' is noteworthy. Again, there is no indication of how this will lead to a walkable, rideable, connected municipality.</p> <p>The directions summarised in 'Vibrant Urban Community' and 'Infrastructure and Transport' don't give a sense of a vision and how to work to achieve it. And they don't appear to link with the</p>	<p>The CSP contains the community's aspirations and goals for the local area with a ten-year horizon. By its nature, does not contain specific actions for achievement. Actions to achieve the community's aspirations are contained within other documents in the Integrated Planning and Reporting Framework, such as the Delivery Program and Operational Plan and implementation of Council's other Strategies and Plans, such as the Local Movement Strategy and Recreation and Open Space Strategy. State-led frameworks such as the NSW Movement and Place Framework and Eastern City District Plan are also considerations for Council in development of strategies and plans.</p> <p>Detail on cycling routes throughout the City of Canada Bay is presented in Council's Local Movement Strategy, which was adopted by Council in 2019. The Strategy looks at how the existing transport networks need to grow and change in response to changes in land use and corresponding changes in urban density across the City of Canada Bay.</p>	No change to Community Strategic Plan

Submission reference	Summary	Verbatim submission	Council officer response	Recommendation
		<p>'Movement and Place' framework or Council's own 'Principles of Place Management' and the 'Local Transport Plan'.</p> <p>[REDACTED]</p> <p>Five Dock</p>	<p>Please note that Council will be commencing work on the new 'Canada Bay Active Transport Plan' in the upcoming financial year. This initiative will be informed by the existing Local Movement Strategy, which will serve as a foundational reference. The plan will also incorporate the action plan designed to guide the development of future programs.</p>	

Draft Delivery Program 2025-2029 and Operational Plan 2025-2026 – external submissions

Submission reference	Summary	Verbatim submission	Council officer response	Recommendation
ECM 8560505	<p><u>Urban planning</u></p> <p>Request for urban planning processes to consider the overshadowing of existing solar panels on residential properties as part of the approvals process.</p>	<p>I would love Canada Bay Council to update the policy on the Environment for planning. We have so many demolitions due to happen in our street and no consideration has been made for existing Solar Panels as new builds will impact (sic) on the effectiveness of the Solar Panels</p> <p>If the council could update it (sic) policies to reflect this with Solar panels being protected from Developments. It as if the Council does not care about the environment at all</p> <p>Please address this concern</p> <p>[REDACTED]</p> <p>Drummoyne 2047</p>	<p>The Canada Bay Development Control Plan (DCP) includes a requirement for buildings to be designed and sited to maximise solar access to existing roof top solar panels on adjacent and nearby properties.</p> <p>However, development that is consistent with the relevant development controls and standards (height, setback and envelope controls) will not be required to protect solar access to solar panels on an adjoining property. In this way, where a development exceeds permitted standards and controls and that development has an impact on an adjoining property, the development may be deemed unreasonable.</p> <p>It is also noted that the DCP only applies to Development Applications submitted to Council. Complying Development Certificates</p>	No change to Delivery Program or Operational Plan

Submission reference	Summary	Verbatim submission	Council officer response	Recommendation
			<p>issued by Private Certifiers are not subject to the Canada Bay DCP and have no regard to the overshadowing of solar panels.</p> <p>Complying Development is subject to <i>State Environmental Planning Policy (Exempt and Complying Development Codes) 2008</i>. This a State Government policy that prevails over Council's plans.</p>	
Collaborate Canada Bay	<p><u>Capital works program</u></p> <p>Confusion about name of project: 'Timbrell Park – traffic study initiatives'. Concerned that the money is for more studies and not for construction.</p>	<p>I am very disappointed that another \$2million is earmarked to be spent on traffic study initiatives for Timbrell Park over the next 4 years. This has already been extensively studied with a parking strategy prepared and a Masterplan for the Park adopted which includes the updated angled parking alongside the park in accordance with the strategy. Henley Marine Drive is very congested and unsafe during sporting events which occur regularly. Cars park wherever they chose, and often illegally, endangering the safety of the community, particularly children, as intersections are blocked and sight distances are adversely impacted. The car parking strategy needs to be implemented as a priority before someone is severely injured or worse. We cannot wait until the next delivery program before this problem is rectified. What was the point of spending money on traffic and car parking studies for this area if nothing is planned to occur in the</p>	<p>The allocation in the budget is to construct traffic and parking improvements as per the existing traffic studies, not for new studies.</p>	<p>No change to capital works program.</p>

Submission reference	Summary	Verbatim submission	Council officer response	Recommendation
		next 4 years. After that time, these studies would have to be revisited as the old ones will be out of date. What a complete waste of ratepayers money! As a nearby resident that has had to put up with severely congested streets due to the lack of parking for sporting events and the frustration of trying to manoeuvre safely out of the surrounding streets, I consider the current delivery plan to be totally inadequate with respect to traffic and infrastructure to increase community safety in this area.		
Collaborate Canada Bay	<p><u>Active Transport</u></p> <p>Request for Council to provide details regarding the capital works program and the projects that involve active transport.</p>	<p>I've reviewed the plan from an active transport advocates perspective. I note the references to "bicycle" (none), pictures of bicycles (2), one reference to each of "active transport", "active transit", "cycle" (1) and "walk" (2). And on page 59 a picture of an exercise bike in a gym.</p> <p>I note from the Capital expense/Projects part of the budget projects potentially relevant to active transport:</p> <ol style="list-style-type: none"> 1. \$200,000 for an active transport plan 2. \$3,000,000 for "Public domain construction works - Rhodes Station" 3. Timbrell Park - traffic study initiatives [next 4 years] \$250,000 \$750,000 \$750,000 \$300,000 	<p>The following information is provided in relation to the seven highlighted projects from the capital works list in the draft Delivery Program 2025-2029 and Operational Plan 2025-2026:</p> <ol style="list-style-type: none"> 1. This \$200,000 investment will support the planning and development of Council's proposed Canada Bay Active Transport Plan. The goal is to complete and adopt the plan by June 2026. All stakeholders will be given the opportunity to contribute to the planning process. 2. These are the Rhodes Station Precinct upgrade works which form part of the Voluntary Planning Agreement with the Walker Street Development. Further community engagement regarding this project is proposed (in development). Here is a link to the Collaborate Canada Bay page for up-to-date information https://collaborate.canadabay.nsw.gov.au/rwsp-4 	No change to capital works program.

Submission reference	Summary	Verbatim submission	Council officer response	Recommendation
		<p>4. Car Parking Upgrade - Five Dock Park \$400,000</p> <p>5. Mortlake LATM (next 2 years) \$200,000 \$500,000</p> <p>6. Harris Road and Bevin Ave, Treatment (26-27) \$200,000 (is this relevant to the (sic)</p> <p>7. Seawall Renewal Program (25-26) \$105,000 (28-29) \$4,933,000 (is this relevant to the Lyons Road West separated cycleway stage 2?)</p> <p>I, and everyone else who looks forward to a more walkable and rideable Canada Bay would like to know more details about all of these projects. Some, like the active transport plan, I have already participated in a briefing for.</p> <p>But I am struck that given the population and development pressures summarised at the beginning of the document that there is a lack of substantive new initiatives, that appear likely to make getting around on two feet or two wheels a more attractive thing to do.</p> <p>When will see those initiatives? (sic)</p>	<p>3. These funds have been allocated to deliver the road safety improvements outlined in the Timbrell Park Master Plan</p> <p>4. The car parking upgrade involves the reconstruction of the existing 90-degree parking along Barnstaple Road, along with the addition of new parking spaces adjacent to the tennis courts.</p> <p>5. The final two years of this program includes the installation of a pedestrian refuge and traffic calming measures on Cabarita Road, just north of Kendall Street, along with a continuous footpath treatment on Adams Lane designed to enhance safety and connectivity, particularly for school children and their parents.</p> <p>6. Construction of speed humps along Harris Road to create a lower-speed environment, enhancing safety for cyclists using the regional cycleway.</p> <p>7. The funding for 2025-2026 is allocated for minor seawall works across all assets. The allocation for 2028-2029 is for rectification works along the seawalls on Five Dock Bay.</p>	

Delivery Program 2025-2029 and Operational Plan 2025-2026 - internal amendments

Draft document page number	Subject	Recommended amendments
Cover	Draft for exhibition stamp	Remove
8	Introduction – Mayor	Update to remove reference to the completed community engagement period and insert corrected figures following the end of year budget review.
9	Introduction – General Manager	Update to remove call to action for exhibition period which has now closed.
57	Performance measure – vibrant urban living – Development Application processing	<p>Change the frequency of reporting on Development Application processing times to every six months, as requested by the Audit Risk and Improvement Committee (ARIC).</p> <p>Align the measure, benchmark and targets with State Government reporting requirements and data presented on the government Lodgement Table.</p> <p>Measure – Average number of days to assess development applications Benchmark – 124 days (2023-24) Target – 105 days *** (2025-26) Footnote - *** NSW Government Average Assessment Days Expectation. NSW Government Development Application Lodgement Table</p>
71-91	Statement of Revenue Policy	See the tables below for details of changes to the Statement of Revenue

Minor typographical errors identified during exhibition that did not affect the intent of the document will be corrected prior to the final copy being posted on Council's webpage.

Changes to Operating Budget for 2025-2026

The following tables contain proposed changes to the exhibited draft budget

	Exhibited forecast 2025-2026	Proposed forecast 2025-2026	Change	Explanation
Operational budget	\$	\$	\$	
Operating income				
<i>Rates and Annual Charges</i>	75,684,510	75,689,149	(4,639)	Adjustment to pensioner rebates
<i>User Fees and Charges</i>	24,135,558	24,135,558	0	
<i>Other Revenue</i>	7,563,909	7,563,909	0	
<i>Other Income/Rental Income</i>	4,986,035	4,986,035	0	
<i>Grants and Contributions- Operational</i>	9,239,464	9,252,864	(13,400)	Youth Grant
<i>Interest</i>	7,433,000	7,500,000	(67,000)	Interest on overdue rates ; @ 10.5%, anticipated a reduction to this rate, therefore adjustment.
Total operating income	129,042,476	129,127,515	(85,039)	
Operating expenses				
<i>Employee Costs</i>	56,257,897	56,257,897	0	
<i>Borrowings</i>	552,424	552,424	0	
<i>Materials & Services</i>	44,441,503	44,429,799	11,704	Councillor and Mayoral fees, Up,\$3.4K Valuer General valuation fees Down \$28.5K, Youth grant expenditure Up \$13.4K
<i>Depreciation</i>	20,463,000	20,463,000	0	
<i>Other Expenses</i>	7,239,697	7,336,440	(96,743)	Notification of determined fees relating to Emergency Services. Fire Services Levy Up \$144.3K and Emergency Services Levy Down \$47.6K
Total operating expenditure	128,954,521	129,039,560	(85,039)	
Surplus/(deficit) from continuing operations	87,955	87,955	0	

Changes ordinary rates

Recently registered strata plans have resulted in the below changes to the ordinary rates. The Delivery Program and Operational Plan tables will be updated once adopted.

Exhibited			Proposed		
Rate Category, No of Assessments and Rateable Land Value	Basis of Rate Calculation	Total Ordinary Rate Income	Rate Category, No of Assessments and Rateable Land Value	Basis of Rate Calculation	Total Ordinary Rate Income
Residential Residential Number: 37,565 No. Minimums: 22,732 Land Value: \$46,822,354,623	Minimum Rate \$1,030.06 Rate in the Dollar: 0.00068119	\$48,298,283	Residential Residential Number: 37,766 No. Minimums: 23,487 Land Value: \$46,825,537,258	Minimum Rate \$1,030.06 Rate in the Dollar: 0.00068100	\$48,490,924
Business Business Number: 1,826 No. Minimums: 811 Land Value: \$3,419,964,422	Minimum Rate \$1,030.06 Rate in the Dollar: 0.00196787	\$7,270,342	Business Business Number: 1,832 No. Minimums: 829 Land Value: \$3,339,812,787	Minimum Rate \$1,030.06 Rate in the Dollar: 0.00196777	\$7,206,740
Total Rate Assessments 39,391	Total Rateable Value \$50,242,319,045	\$55,568,625	Total Rate Assessments 39,598	Total Rateable Value \$50,165,350,045	\$55,697,664

Capital budgets as exhibited and with recommendations following the third quarter review

	Exhibited budget 2025-2026	Proposed budget 2025-2026	Change	Explanation
Capital budget	\$	\$	\$	
Buildings Renewal Program	3,545,788	3,976,063	430,275	Buildings -adjustment from QBR3
Community Sports Facility - Five Dock Park	1,000,000	1,036,000	36,000	Buildings-adjustment from QBR3
Amenities Building (New) - Bayview Park	0	642,053	642,053	Buildings-adjustment from QBR3
Renovation - Five Dock Leisure Centre	0	911,679	911,679	Buildings-adjustment from QBR3
Sports field Storage Facilities	0	300,000	300,000	Buildings - New project for St Lukes
Firewall replacement	0	150,000	150,000	Information Systems - -adjustment from QBR3
Rhodes Recreation Centre Operational Readiness	475,000	950,000	475,000	Leisure-adjustment from QBR3
Urban Canopy Street Tree Masterplan	30,000	79,507	49,507	Open Space-adjustment from QBR3
Playground upgrade - Central Park	0	172,073	172,073	Open Space-adjustment from QBR3
Playground upgrade - Coralie Reserve	0	20,186	20,186	Open Space-adjustment from QBR3
Upgrade - Howley Park East	1,800,000	2,200,000	400,000	Open Space-adjustment from QBR3
Golf Course Safety Screen Program	450,000	769,800	319,800	Open Space-adjustment from QBR3
Upgrade - Utz Reserve	0	285,175	285,175	Open Space-adjustment from QBR3
Upgrade - Lovedale Place	0	199,950	199,950	Open Space – funding from Area Health \$150K and adjustment from QBR3
St Lukes Oval Water Refill Station	0	19,252	19,252	Open Space - -adjustment from QBR3
Rhodes Retaining Wall	200,000	175,000	-25,000	Open Space – transfer funds to Rhodes Foreshore playground

	Exhibited budget 2025-2026	Proposed budget 2025-2026	Change	Explanation
Playground upgrade – Rhodes Foreshore Park	0	25,000	25,000	Open Space – new project; additional \$500K in 26/27.
Depot Relocation Investigation	600,000	837,489	237,489	Project Management Office - -adjustment from QBR3
Parramatta to Sydney Foreshore Link (PSFL)	141,500	305,115	163,615	Project Management Office - -adjustment from QBR3
Traffic Facilities Program	150,000	265,970	115,970	Roads and Traffic- -adjustment from QBR3
Regional Cycleway Upgrade - RMS Grant	2,228,582	4,989,782	2,761,200	Roads and Traffic - -adjustment from QBR3
Car Parking Upgrade - Greenlees Avenue and Wellbank	0	300,000	300,000	Roads and Traffic - -adjustment from QBR3
Drainage Renewal and Relining Program	450,000	809,846	359,846	Strategic Assets and Innovation- -adjustment from QBR3
Seawall Renewal - Sisters Bay to Birkenhead Point	0	450,000	450,000	Strategic Assets and Innovation – project cashflow updated
Drainage Relining - Rothwell Park	0	494,000	494,000	Strategic Assets and Innovation- adjustment from QBR3
Pedestrian Crossing Lighting Improvement Program	450,000	700,000	250,000	Strategic Assets and Innovation - adjustment from QBR3

Subject to Grant Funding

	Exhibited budget 2025-2026	Proposed budget 2025-2026	Change	Explanation
Capital budget	\$	\$	\$	
103167 - Community Sports Facility - Queen Elizabeth Park	0	41,759	41,759	Buildings – adjustment from QBR3

Projects that have been renamed

Exhibited Project Name	Renamed Project Name	Portfolio Manager
Amenities Building – Location	Amenities Building Upgrades	Buildings
8A Hilts Road - Renovation	Property Strategy Program	Buildings
Property - Demolition	Property Strategy Program	Buildings
Accessibility Works Program (Bus Stop Upgrades)	Accessibility Works	Roads and Traffic

The above-listed changes to the 2025-2026 operating budget and capital works projects have flow on effects to the Long-Term Operating Statement as exhibited. Following adoption of the above changes, the Long-Term Financial Plan (LTFP) and the Resourcing Strategy summary will be updated to reflect the adopted changes accordingly.

Schedule of Fees and Charges – external submissions

Submission reference	Summary	Verbatim submission	Officer response and recommendation
Collaborate Canada Bay	Fee increase – Chiswick Community Hall	I am a small business owner and have been a regular Chiswick Community hall hirer for the past 7 years. Last year Council increased the hourly hire rate by 35% which was extremely high. The hourly rate went from \$40 per hour to \$54 per hour. Council also reduced the bond from \$600 to \$300 which was great. I found the 35% increase quite challenging as a small business and made the decision to pass on a 6% increase onto my clients over two stages. I did not expect that there would be any further rate rises for hall hire for quite some time considering the last increase was so very high	<p>Based on the feedback from two long-standing hirers, it is recommended to Council that the proposed fee increase for Category 1 hirers of Chiswick Community Hall does not proceed as planned. It is recommended that the Schedule of Fees and Charges be changed to maintain the 2024-2025 pricing for Category 1 hirers of this venue.</p> <p>Category 1 is defined as Commercial, Federal or State Government or individuals for the purpose such as receptions, private parties, dinner dances or weddings.</p> <p>The financial impact to Council would be approximately \$600 of lost revenue in 2025-2026.</p>

Submission reference	Summary	Verbatim submission	Officer response and recommendation
			Council receives approximately \$16,000 per annum in revenue from regular Category 1 hirers of Chiswick Community Hall.
Email	Fee increase – Chiswick Community Hall	<p>Thank you so much for this email.</p> <p>It would be amazing if Chiswick Hall did not raise their rent at all, this financial year, mainly because of the big \$15 per hour increase last financial year, for ongoing permanent hirers, like myself to help fund the not for profit groups hall hire fee.</p> <p>I understand completely, that you would want to support the not for profit groups but to do it at the expense of raising the rent of very small businesses like myself, whom are just trying to survive in this current economic climate and really are struggling to keep their businesses open today. Couldn't there also, possibly, be some leniency for a long term hirer of the hall of almost 20 years. Is there a big demand for Chiswick Hall for hirers in the first place so wouldn't it be better to keep the current hirers, and have the hall used, then have no one hiring as they cant (sic) afford the hiring fees.</p> <p>I would prefer no increase this financial year due to my current situation.</p> <p>Another person who also hires this hall, also mentioned to me, the expensive hall hire fees.</p> <p>I know its (sic) not your fault Venues Team and I appreciate all your support, regardless.</p> <p>Just something to think about and bring up with council.</p>	<p>Based on the feedback from two long-standing hirers, it is recommended to Council that the proposed fee increase for Category 1 hirers of Chiswick Community Hall does not proceed as planned. It is recommended that the Schedule of Fees and Charges be changed to maintain the 2024-2025 pricing for Category 1 hirers of this venue.</p> <p>Category 1 is defined as Commercial, Federal or State Government or individuals for the purpose such as receptions, private parties, dinner dances or weddings.</p> <p>The financial impact to Council would be approximately \$600 of lost revenue in 2025-2026.</p> <p>Council receives approximately \$16,000 per annum in revenue from regular Category 1 hirers of Chiswick Community Hall.</p>

Submission reference	Summary	Verbatim submission	Officer response and recommendation
		<p>Thank you again for your time and listening to me. I appreciate it.</p> <p>Kind regards,</p> <p>██████</p>	
Email	Fee question – definition of categories - The Connection	On page 41 in regards to The Connection room hire fees, there are two price categories, can you let us know the difference between category 1 and 2?	<p>Category 1 is defined as Commercial, Federal or State Government or individuals for the purpose such as receptions, private parties, dinner dances or weddings.</p> <p>Category 2 is defined as registered Non-Profit Groups and charities. Non-profit community groups or charities must provide Council with a copy of their letter of Incorporation or evidence of non-profit status to obtain the reduced rate.</p> <p>No change to Schedule of Fees and Charges as exhibited.</p>
Email	Fee question – definition of categories – Concord Community Centre	<p>Could you please clarify the following for us -</p> <p>Does Council consider our cake decorating group to be a category 2 or category 3 for the purpose of hire fees?</p> <p>On p38 under Concord Community Centre, both Function and Meeting rooms, there are no prices listed for a category 3 so would they be the same as category 2?</p> <p>We have always been charged a lower hourly rate than normal because of the nature of our group. What would be our new hourly rate for the Function room and the Meeting room?</p> <p>Hopefully you can answer these questions for me asap as we have a committee meeting next</p>	<p>The customer has been advised that their organisation is classified as a Category 2 hirer. Category 3 is defined as Sporting groups/clubs or sporting associations and the rate is only applicable to Council venues that have a hireable sporting field on premises (such as Drummoyne Oval, Campbell Park and Concord Oval). This rate does not apply to Concord Community Centre.</p> <p>The proposed hourly Category 2 room hire rates for a Saturday are:</p> <p>Concord Community Centre (Meeting Room) = \$44/hour Concord Community Centre (Function Room) = \$69/hour</p>

Submission reference	Summary	Verbatim submission	Officer response and recommendation
		Monday to discuss the increases and our feedback to Council. Is it \$150 per year flat rate for storage 1.6m ³ or more? Or is it \$150 per year per cubic metre?	The fee for a large storage space (1.6m ³ cubed) is \$150 per year. No change to Schedule of Fees and Charges as exhibited.
Email	Compliment	Thank you for the opportunity to comment, firstly no organisation could not ask for a better landlord, the Centre is kept in first class condition, considering it is some fifty years old. An email drawing attention to "something" in need of attention is quickly attended to. Should there be a need to convey information regarding the Centre from the Council it is delivered in a timely and concise manner. The small increase in our rent is accepted without question, and will be absorbed by the Club, and not passed to our members. We are most fortunate that our main contract with Council is through "Venues" which consist of an outstanding group of people. Kind Regards ████████████████████ Concord Senior Citizens Club Inc	Noted with thanks. No change to Schedule of Fees and Charges as exhibited.
Email	Concern about increased fees for not-for profit organisations	Hello, We have had a look at the new proposed prices \$62.00 per hour or \$124 per session for the time we use it. We consider this a hefty increase and wanted to let you know this makes it very difficult for our group to continue with our practice sessions as the cost would be unsustainable for us.	The customer has been advised that the rate quoted is for Category 1 hirers. As their organisation receives the Category 2 rate, the proposed rate for the 2025-2026 period is \$40.00 per hour (an increase of \$2.50 per hour based on the 2024-2025 period). Category 1 is defined as Commercial, Federal or State Government or individuals for the purpose

Submission reference	Summary	Verbatim submission	Officer response and recommendation
		<p>We are a non profit organization (sic), we perform at community events, where the payment received would not be sufficient to fund the higher increase, and we would have to seriously think about what other options would be available to us. Hopefully this does not eventuate. Hopefully you will review the increase as many groups like ours I am sure would also be non profit and find the increase hard to manage.</p> <p>Kind Regards [REDACTED]</p>	<p>such as receptions, private parties, dinner dances or weddings.</p> <p>Category 2 is defined as registered Non-Profit Groups and charities. Non-profit community groups or charities must provide Council with a copy of their letter of Incorporation or evidence of non-profit status to obtain the reduced rate.</p> <p>No change to Schedule of Fees and Charges as exhibited.</p>
Email	Question about the two hour hiring period – Canadian Exiles Room hirer	<p>Thank you for your email. I have reviewed the price increases and understand the rationale behind the increases. I have attached an email below, I would like confirmation that the 2 hour room hire agreement will continue to be honoured. I operate a small karate and martial arts fitness class for kids and the 4 hour room charge would be untenable. I have been a regular hirer for 30 years. I look forward to your response.</p>	<p>Based on feedback from the Customer, and current frequency of bookings/venue demand it is recommended to Council that the current agreement is maintained for the 2025-2026 period.</p> <p>Council's General Conditions of Venues Hire contains a clause whereby minimum hire booking periods can be revised by Council.</p> <p>No change to Schedule of Fees and Charges as exhibited.</p>

Schedule of Fees and Charges 2025-2026 – table of proposed changes

Fees and charges 2025-2026	Exhibited	Revised	Change	Explanation
Category 1 Chiswick Community Hall – page 37 of 87				
Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$56.00	\$54.00	-\$2.00	Maintain 2024-2025 charges in response to public submissions
Peak Hours - Friday - 6pm -11pm, Saturday to Sunday – 7am – 11pm,PH(per hour)	\$70.00	\$67.00	-\$3.00	Maintain 2024-2025 charges in response to public submissions
Developments Involving Erection of Buildings, Carrying out of Works, or the Demolition of Buildings or Works at Work Value – Statutory – page 27 of 87				
DA for development up to \$5,000	\$144.00	\$147.00	+\$3	Development application fees are contained in Schedule 4 of the <i>Environmental Planning and Assessment Regulation 2021</i> and set annually by the NSW Department of Planning and Environment. https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 2.1
Between \$5,001 - \$50,000	\$220 plus \$3.00 for each \$1,000 or part above \$5,000	\$226 plus \$3.00 for each \$1,000 or part above \$5,000	+\$6	As above
Between \$50,001 - \$250,000	\$459 plus \$3.64 for each \$1,000 or part above \$50,000	\$469 plus \$3.64 for each \$1,000 or part above \$50,000	+\$10	As above
Between \$250,001 - \$500,000	\$1,509 plus \$2.34 for each \$1,000 or part above \$250,000	\$1,544 plus \$2.34 for each \$1,000 or part above \$250,000	+\$35	As above
Between \$500,001 - \$1 Million	\$2,272 plus \$1.64 for each \$1,000 or part above \$500,000	\$2,325 plus \$1.64 for each \$1,000 or part above \$500,000	+\$53	As above

Between \$1 Million – less than \$10 Million	\$3,404 plus \$1.44 for each \$1,000 above \$1 Million	\$3,483 plus \$1.44 for each \$1,000 above \$1 Million	+\$79	As above
Greater than \$10 Million	\$20,667 plus \$1.19 for each \$1,000 above \$10 Million	\$21,146 plus \$1.19 for each \$1,000 above \$10 Million	+\$479	As above
Development application for development involving the erection of a dwelling house with an estimated cost of \$100,000 or less	\$592.00	\$606.00	+\$14	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 2.3
DA not involving building work, demolition or sub division	\$370.00	\$379.00	+\$9	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 2.7
Additional fee for development application for designated development	\$1,198.00	\$1,226.00	+\$28	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.3
Development Applications - Modification of a Consent Under Section 4.55 and 4.56 – page 30 of 87				
Section 4.55 (1) – Corrections	\$92 under EPA Regulation 2021 Schedule 4 Clause 4.1	\$95 under EPA Regulation 2021 Schedule 4 Clause 4.1	+\$3	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.1
Section 4.55 (1A) – Minor modifications	Lesser of \$839 or 50% fee for original application	Lesser of \$859 or 50% fee for original application	+\$20	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.2
S4.55 (2) of the Act, or under section 4.56 of the Act if the fee for the original application was less than \$100.	50% of the fee for the original development application	50% of the fee for the original development application	No change	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.3 (a)
S4.55 (2) of the Act, or under section 4.56 of the Act where the fee of the original application was more than \$100 but does not involve the erection of a building, the carrying out of work or the demolition of a work or building.	50% of the fee for the original development application	50% of the fee for the original development application	No change	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.3 (b)

S4.55 (2) of the Act, or under section 4.56 of the Act where the original application was for a dwelling house with an estimated cost of construction of \$100,000 or less.	\$247.00	\$253.00	+\$6	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.4
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$5,000.	\$71.00	\$73.00	+\$2	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.5
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$5,001-\$250,000.	\$110 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeds \$5,000	\$113 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeds \$5,000	+\$3	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.5
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$250,001-\$500,000.	\$651 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$666 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	+\$15	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.5
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$500,001-\$1,000,000.	\$927 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$949 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	+\$22	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.5

S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$1,000,001-\$10,000,000.	\$1,285 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$1,314 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	+\$29	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.5
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of more than \$10,000,000.	\$6,167, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$6,310, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	+\$143	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.5
Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	\$866	\$886	+\$20	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.6
Additional fee for modification application that is accompanied by statement of qualified designer	\$990.00	\$1,013.00	+\$23	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.7
Development Applications Other Developments – Statutory – page 28 of 87				
Development for the purpose of one or more advertisements.	\$371 plus an additional \$93 per advertisement in excess of one, or the fee in accordance with the above table, whichever is greater.	\$379 plus an additional \$93 per advertisement in excess of one, or the fee in accordance with the above table, whichever is greater.	+\$8	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 2.2

Additional fees payable for development that requires advertising – page 28 of 87				
a. in case of designated development	\$2,890.00	\$2,957.00	+\$67	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.5
b. in case of advertised development	\$1,438.00	\$1,472.00	+\$34	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.6
c. in case of prohibited development	\$1,438.00	\$1,472.00	+\$34	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.7
d. in case of development for which an environmental planning instrument requires notice to be given otherwise than as referred to in a, b or c above.	\$1,438.00	\$1,472.00	+\$34	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.8
e. Development Application that is accompanied by a voluntary planning agreement under S7.4 of the Act.	\$1,438.00	\$1,472.00	+\$34	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.8
f. Modification of consent (only if previously advertised or required by DCP 2017 to be notified)	\$1,438.00	\$1,472.00	+\$34	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.8
g. Application to review a determination as required by Section 8.2-8.5 of the EP&A Act. (where required by DCP 2017 to be notified)	\$1,438.00	\$1,472.00	+\$34	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.8
Integrated Development and Development which Requires Concurrence – page 28 of 87				
Additional fee for development application for integrated development	\$183 + \$416 for each approval body to which the DA is to be forwarded	\$187 + \$426 for each approval body to which the DA is to be forwarded	+\$14	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.1
Additional fee for development application for development requiring concurrence, other than if concurrence is assumed under Environmental Planning and Assessment Regulation 2021, section 55	\$183 + \$416 for each Concurrence authority body to which the DA is to be forwarded	\$187 + \$426 for each Concurrence authority body to which the DA is to be forwarded	+\$14	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.2

Review of Determination Under S8.2-S8.5 – page 29 of 87				
Review of determination for a development application that involves the erection of a dwelling house with an estimated cost of construction of \$100,000 or less.	\$247.00	\$253.00	+\$6	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.2
1. Review of determination of any other development up to \$5,000.	\$71.00	\$73.00	+\$2	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.3
2. Review of determination of any other development with an estimated cost of \$5,001 – \$250,000.	\$110 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeds \$5,000	\$114 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeds \$5,000	+\$4	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.3
3. Review of determination of any other development with an estimated cost of \$250,001-\$500,000.	\$651 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$666 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	+\$15	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.3
4. Review of determination of any other development with an estimated cost of \$500,001-\$1,000,000.	\$927 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$949 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	+\$22	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.3

5. Review of determination of any other development with an estimated cost of \$1,000,001-\$10,000,000.	\$1,285 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$1,314 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	+\$29	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.3
6. Review of determination of any other development with an estimated cost more than \$10,000,000.	\$6,167 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$6,310 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	+\$143	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.3
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is (a)	\$71 if the estimated cost is less than \$100,000	\$73 if the estimated cost is less than \$100,000	+\$2	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.4
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is (b)	\$195 if the estimated cost is \$100,000 - \$1 million	\$199 if the estimated cost is \$100,000 - \$1 million	+\$4	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.4
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is (c)	\$325 if the estimated cost is more than \$1 million	\$333 if the estimated cost is more than \$1 million	+\$8	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.4
Notice of application for review of a determination under the Act, section 8.3	\$807.00	\$826.00	+\$19	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 7.7

Subdivisions Schedule 4 Part 2 – page 28 of 87				
Other than Strata subdivision, involving the opening of a public road.	\$865 plus \$65 per additional lot	\$885 plus \$65 per additional lot	+\$20	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 2.4
Other than Strata subdivision, not involving the opening of a public road.	\$430 plus \$53 per additional lot	\$440 plus \$53 per additional lot	+\$10	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 2.5
Strata Units Subdivision	\$430 plus \$65 per additional lot	\$440 plus \$65 per additional lot	+\$10	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 2.6
Design Review Panel Referrals – page 31 of 87				
Referral of Development Applications and Pre-lodgment Applications to the Design Review Panel	\$3,905.00	\$3,996.00	+\$91	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.4
Referral of amended plans (DA or Pre-DA) to the Design Review Panel	\$1,953.00	\$1,998.00	+\$45	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 3.4
Additional fee for modification application that is referred to design review panel for advice	\$0	\$3,996.00	New	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 4.8
Planning Certificates – page 24 of 87				
Section 10.7(2) Certificate Application/Reprint	\$69/lot	\$71/lot	+\$2	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 9.7
Section 10.7(2)/(5) Certificate Application/Reprint	\$174/lot	\$178/lot	+\$4	https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4 Clause 9.8

Security Deposit for Vehicular Crossing & Ancillary Works Undertaken by Private Contractor – page 70 of 97				
The following to be deleted on page 70 of 87: “Where an applicant for a vehicular crossing &/or ancillary works application seeks to have the works undertaken by a private contractor and the works are directly associated with a current development application where a Damage Deposit is currently held by Council, no security deposit will be required under this section provided that the Damage Deposit held by Council exceeds the value required by this section. If the value of the Damage Deposit is lower than the security deposit described in this section then the applicant for the driveway application will be required to submit the balance as a security deposit.”	Text in.	Text deleted.	+\$0	Historically, security deposits were not charged if Council already held a CDC or a DA bond, however these bonds were not always adequate to cover damage to Council assets. For this reason, security deposits for vehicular crossing and ancillary works undertaken by Private Contractors will be charged as standalone bonds for all driveway applications moving forward.
Gymnastics – page 50 of 87				
Gymnastics – Competitive Training – 12hrs per week Gymnastics – Competitive Training – 14.5hrs per week Gymnastics – Competitive Training – 9hrs per week	Categories out of order.	Categories re-ordered from smallest to largest hours.	+\$0	Change the order of the competitive training hours to be in order – move the 9 hours to be above the 12 hours
Category 1&2: The Connection – Meeting Room 1&2 Combined – page 42 of 87				
A minimum of 2 hours will be charged	Exhibited without hours specified.	Add ‘A minimum of 2 hours will be charged’ beneath both categories of hire for this site.	+\$0	The hire period sentence had been inadvertently left off the hire fees for this venue. This change reinstates the sentence.

No public or internal submissions were received in relation to the following documents:

- Draft Asset Management Strategy and Plans 2025-2035
- Draft Workforce Management Strategy 2025-2029.

It is recommended that Council endorse or adopt them as exhibited, with references to draft being removed and date of adoption/endorsement added before they are published online following adoption/endorsement.



A COMMUNITY STRATEGIC PLAN FOR THE CITY OF CANADA BAY



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

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

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

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

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

ACKNOWLEDGEMENT OF COUNTRY:

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

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

Our First Nations history

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

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

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

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

*Smoking ceremony at
the Drummoyne Shared
Space in Formosa Street.*







Foreword



A message from Council

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

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

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

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

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

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

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

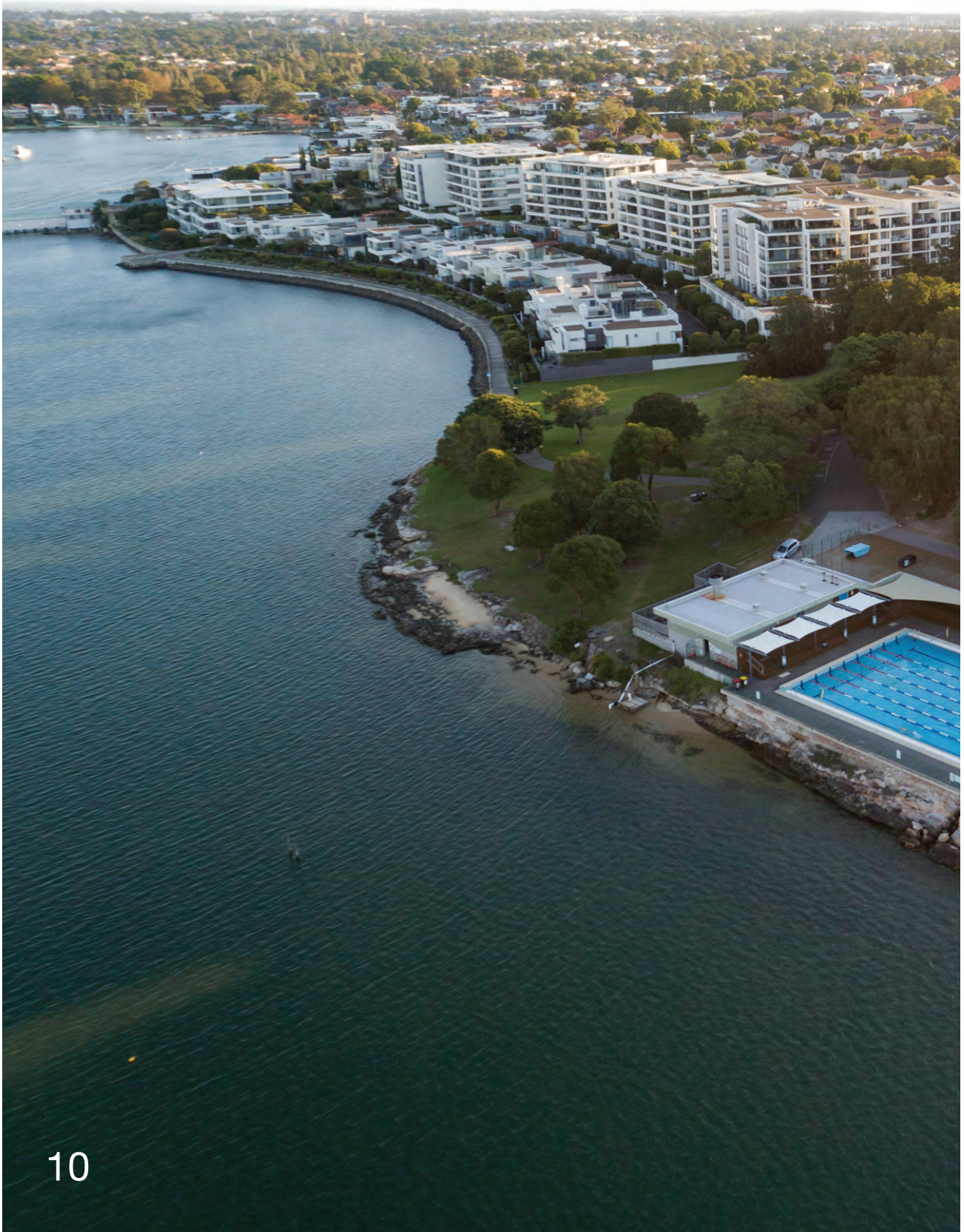
Our commitment to you is to balance growth and development whilst maintaining our heritage, environment, and our sustainable, well-functioning and equitable community. To realise your vision, we will continue to advocate to State and Federal Governments for our community's vision and our area's needs.

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

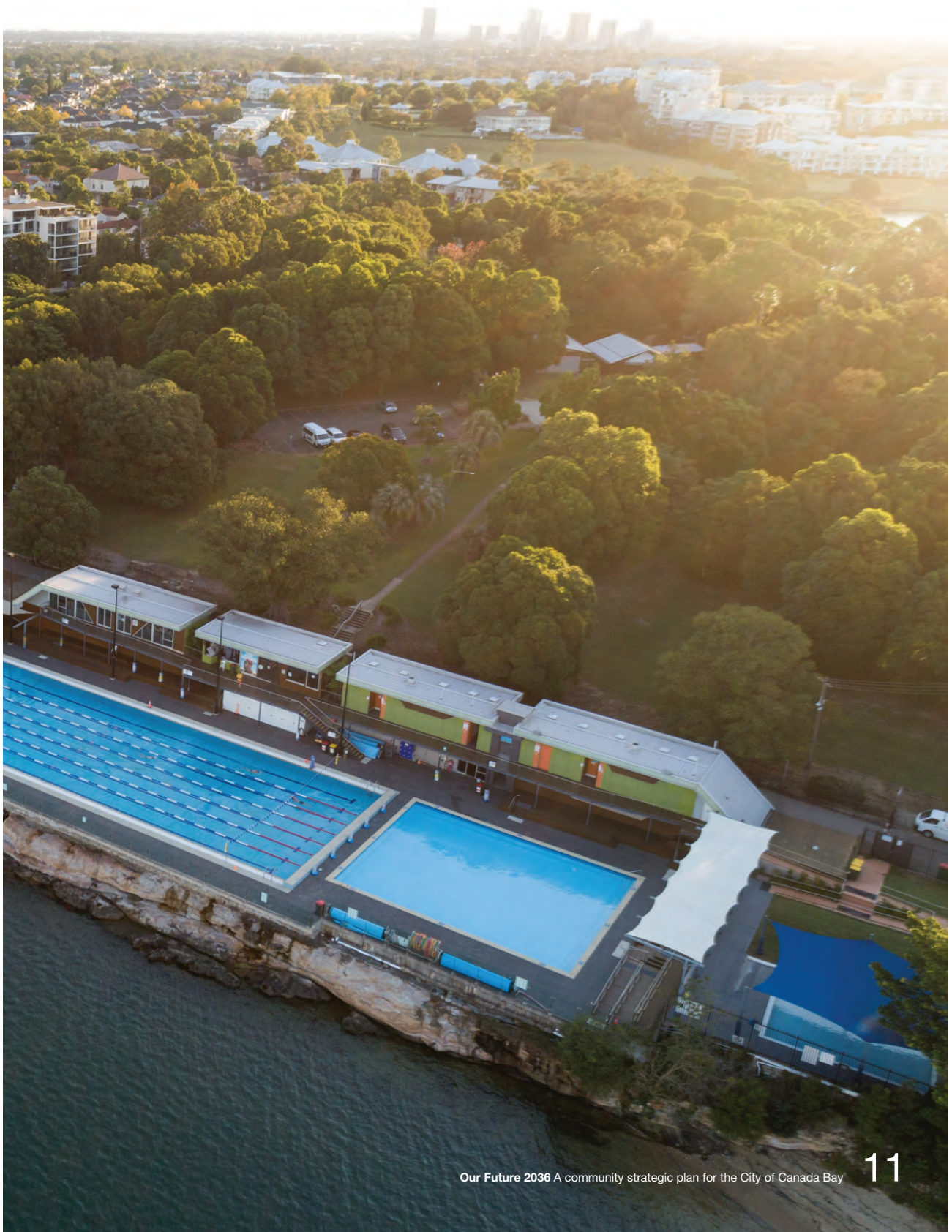




Cabarita Swimming Centre.



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Our Future 2036 A community strategic plan for the City of Canada Bay

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*Shared path
at Rhodes.*



Our leaders



Our leaders

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

Leading for our future

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

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

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





Mayor

Michael Megna



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

Michael was elected Mayor in 2024 and is now serving his ninth four-year term. He has represented his community for over 30 years.

Councillors



Anthony Bazouni

Anthony was first elected to Council in December 2021. He was elected by his peers as Deputy Mayor in 2024.

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



Sylvia Alafaci

Sylvia was first elected to Council in 2024. Sylvia has been the recipient of public recognition for her steadfast devotion to serving the local community.

Sylvia is the Secretary of the Australian Business Summit Council Inc. and co-founder of EKONOMOS business affairs magazine.



Maria Cirillo

Maria is a high school English teacher who was first elected to council in 2024.

Maria is passionate about the natural and the built environment and is a strong advocate for the community on topics such as Metro West, community services and addressing gaps in services for women.



Andrew Ferguson

Andrew was first elected to Council in 2017.

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

**Charles Jago**

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

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

**David Mansford**

David grew up in Concord and is raising his family in Concord West. This is his first term on Council.

David is committed to helping make the City of Canada Bay clean, safe and livable for residents.

**Mas Meuross**

Mas was elected to Council in 2024. She has been a resident of the City of Canada Bay since 2000, having spent time living in Breakfast Point as well as Cabarita.

Mas is dedicated to making the City a great place to live and work.

**Hugo Robinson**

Hugo is a Breakfast Point local who is serving his first term on Council, having been elected in 2024.

Hugo has previously worked as a teacher's aide, and as an advocate for the hospitality sector and is now working in the corporate sector.

Community members exploring
the Canada Bay Tree Trail.



Our City



Our City

The City of Canada Bay has a land area of 19.9km² and an estimated population of 91,385 living in the local government area's 17 suburbs.

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

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

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

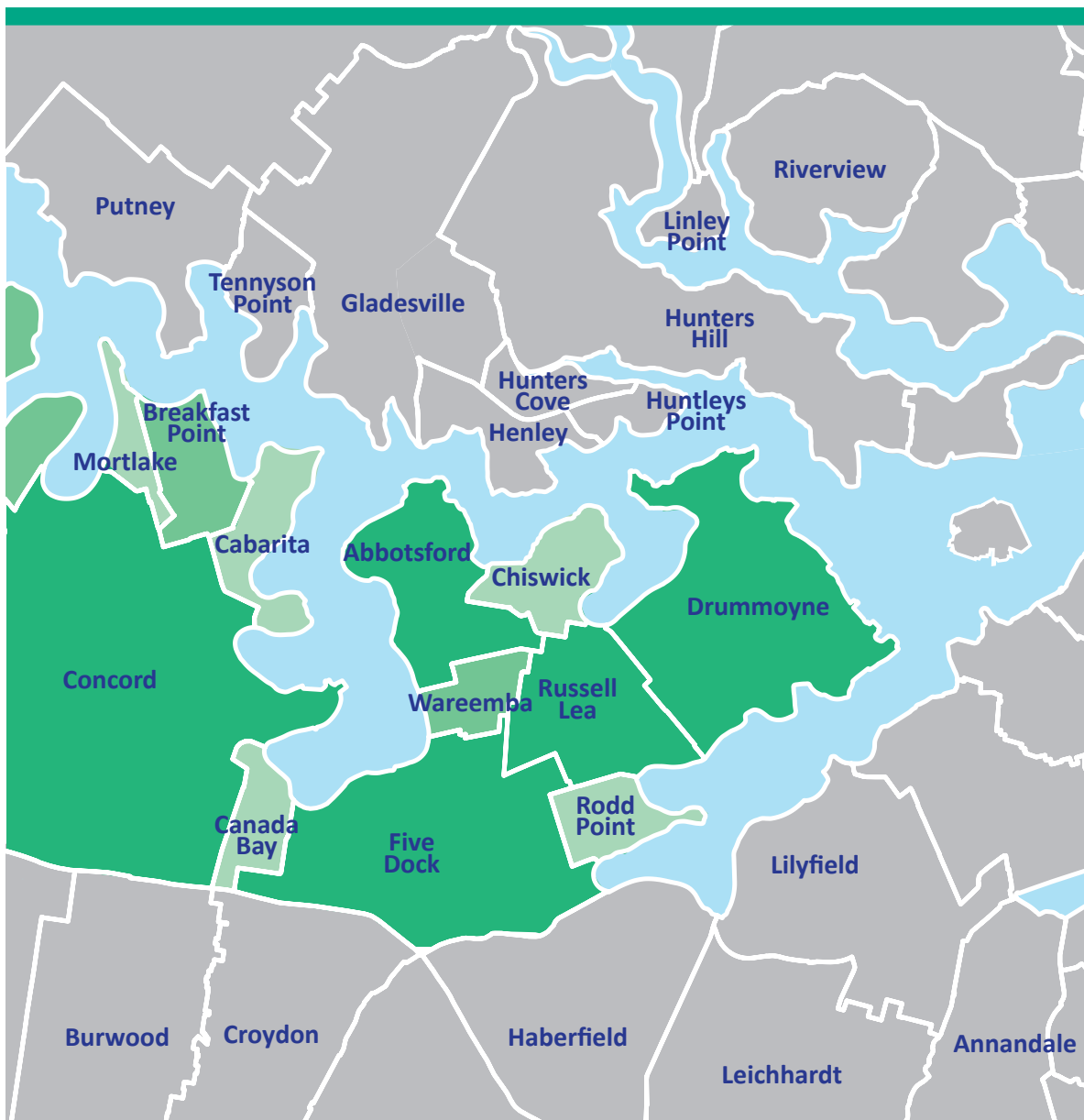
Over time, our City has grown. Its character has changed as former industrial sites have been adapted into residential dwellings. People have moved to areas that offer a better quality of life and recreational opportunities.

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

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

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





Key facts (2024 snapshot)

CITY AND COMMUNITY

CITY
19.9 km²

Original
inhabitants,
Wangal clan
of the
Eora nation

44% *
BORN OVERSEAS

47% *
SPEAK A
LANGUAGE
OTHER THAN
ENGLISH AT
HOME

*Source: <https://profile.id.com.au/canada-bay/Who-are-we>

91,385 *
PEOPLE

*Source: <https://profile.id.com.au/canada-bay/about>

MEDIAN AGE
39 years

ANCESTRY TOP RESPONSES

19%
ENGLISH

16%
CHINESE

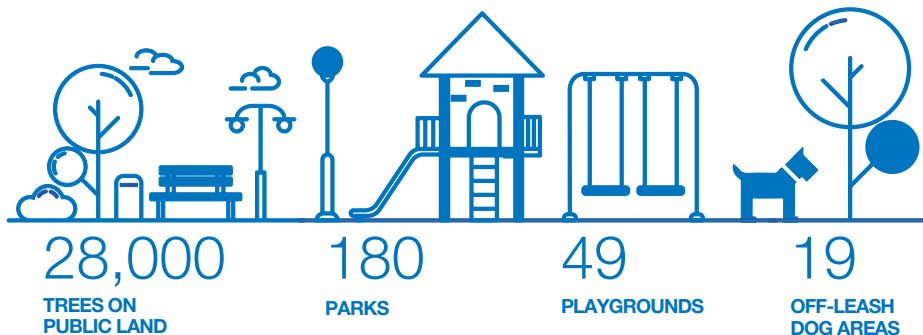
18%
AUSTRALIAN

15%
ITALIAN



9%
IRISH

PARKS AND PLAYGROUNDS



EMPLOYMENT

PERCENTAGE
OF LABOUR
FORCE
EMPLOYED
FULL TIME

59%

OCCUPATION TOP
RESPONSE

Professionals



MEDIAN WEEKLY
HOUSEHOLD INCOME

\$2,371

LEARNING



3

LIBRARIES

7

CULTURAL
SPACES



SCHOOLS, PRESCHOOLS
AND EARLY EDUCATION
SERVICES

HOUSING

MEDIUM-HIGH
DENSITY
DWELLINGS

64%

MEDIAN
WEEKLY
RENT

\$560

MEDIAN
MONTHLY
MORTGAGE

\$3,000

PERCENTAGE OF
HOUSEHOLDS
RENTING

38%



SPORTING

SPORTS FIELDS
AND COURTS

104

PUBLIC GOLF
COURSES

2

SWIMMING
CENTRES

2



*Aerial view of
Rodd Point.*



Our future



Our Future 2036 A community strategic plan for the City of Canada Bay

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Our future

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

With significant growth comes risks and challenges.

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

Sustainable environment

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

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

Connected community

With population growth, and the impacts of resilience challenges, comes risks to our social cohesion.

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

Meeting our community needs

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

We need to ensure that everyone in our expanding community has access to services and facilities and that they are provided to the standard that is either expected or desired by our community.

Traffic and transport

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

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

More people, same space

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

Our local economy

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

Community profile

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

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

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

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

Population

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

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

Forecast changes to 2036

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

Forecast population growth by suburb to 2036



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

*Human Robot Friendship Ball at
The Learning Space, Rhodes.*



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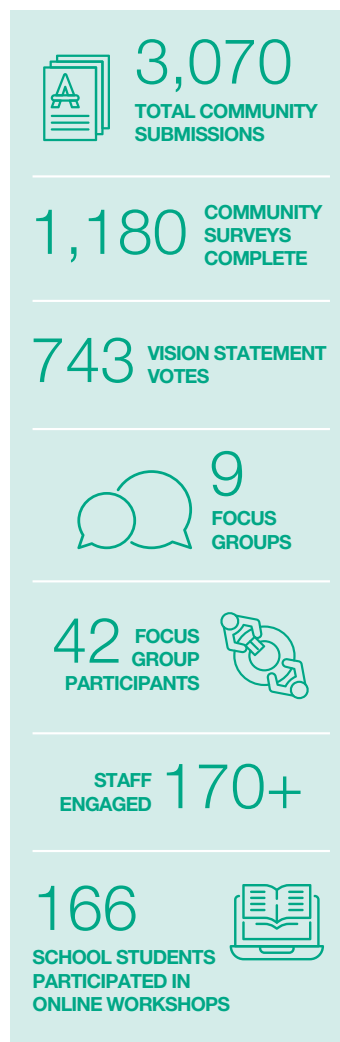
Our community



Our community

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

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



How we consulted

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

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

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

A 2024 online engagement confirmed that this CSP is current.

What you told us

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



Open space and foreshore access

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

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

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

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



Traffic and parking

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

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

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

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

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



Climate action and sustainability

Proactively addressing the climate crisis was a consistent theme.

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

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



Development

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

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

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



Community safety

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

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

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

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



Sense of community

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

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

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

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

Our community

Top community values

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

Top areas for improvement

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

Top priorities for Council

1. Managing traffic and parking

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

2. Ensuring a sustainable natural environment

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

3. Nurturing a sense of community and social cohesion

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

Foundational elements of Our Future 2036

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



1. Connected Community



2. Sustainable and Thriving Environment



3. Vibrant Urban Living



4. Infrastructure and Transport



5. Civic Leadership



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

Our priority projects and partners



Our priority projects and partners

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

NSW priority projects and critical growth areas

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

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

Sydney Metro West

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

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

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



For further information
www.sydneymetro.info

Parramatta Road

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

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

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



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

Rhodes and Rhodes East

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

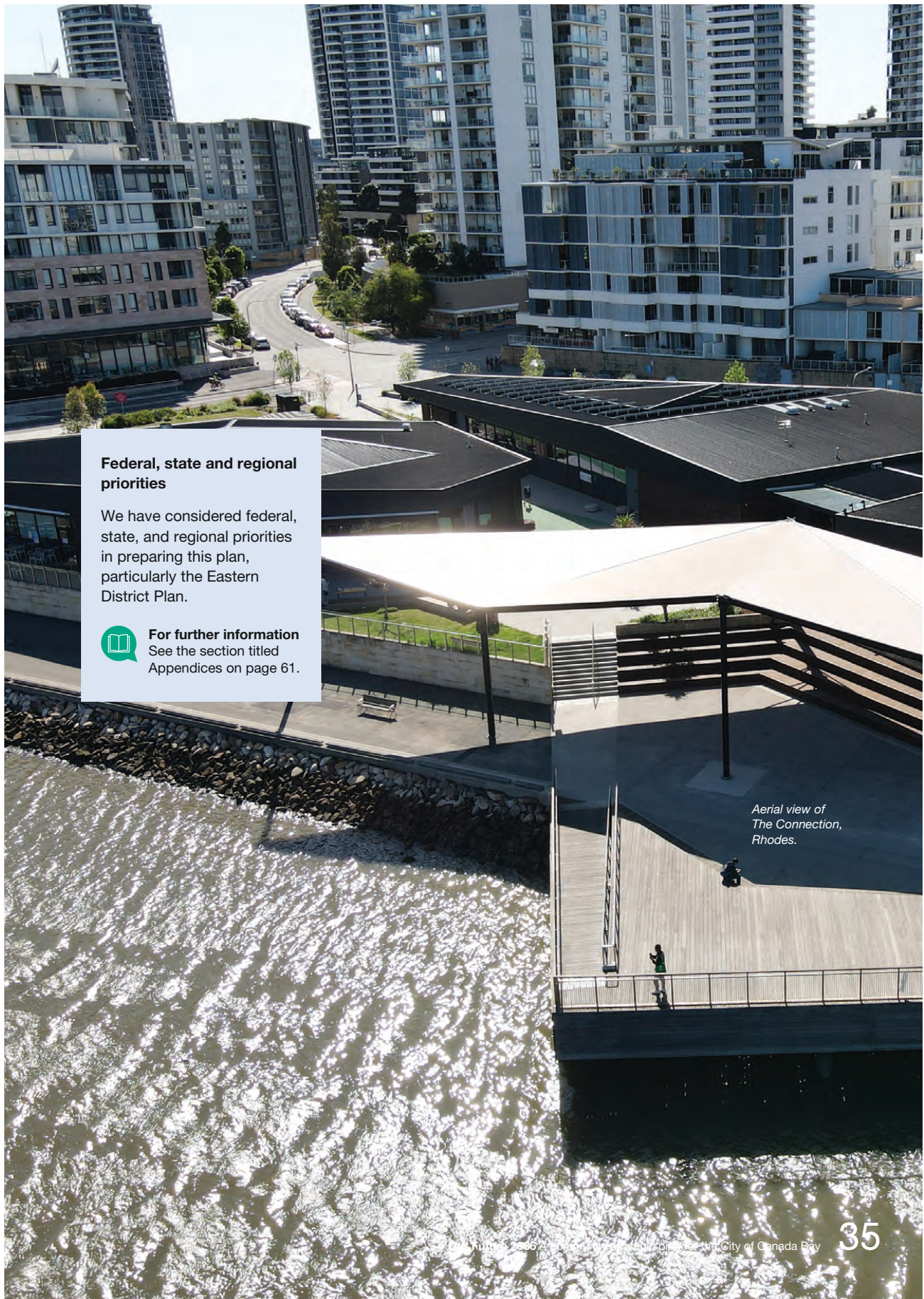
The Rhodes Place Strategy is a plan for developing the Rhodes precinct over the next 20 years, with most of the development slated for Rhodes East.

The Rhodes Place Strategy will deliver:

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



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



City priority projects

Rhodes Recreation Centre

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

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

Ferragosto

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

Great North Road remains the scene for the best of Italian food and culture, performances across a series of stages, cooking demonstrations, market stalls, a funfair, and children's activities every August.

The festival preserves its roots in the Italian heritage of the local community, with considerable support and interest from

local businesses, entertainers, community organisations, and residents.

Our partners

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

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

Community partners

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

Business partners

- Chambers of Commerce
- Industry groups
- Local businesses.

Government partners

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



*Ferragosto on Great
North Road, Five Dock.*





Community
members at
Five Dock.

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Our delivery



Our delivery

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

Integrated planning and reporting

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

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

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

The following key elements shape Our Future 2036:

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

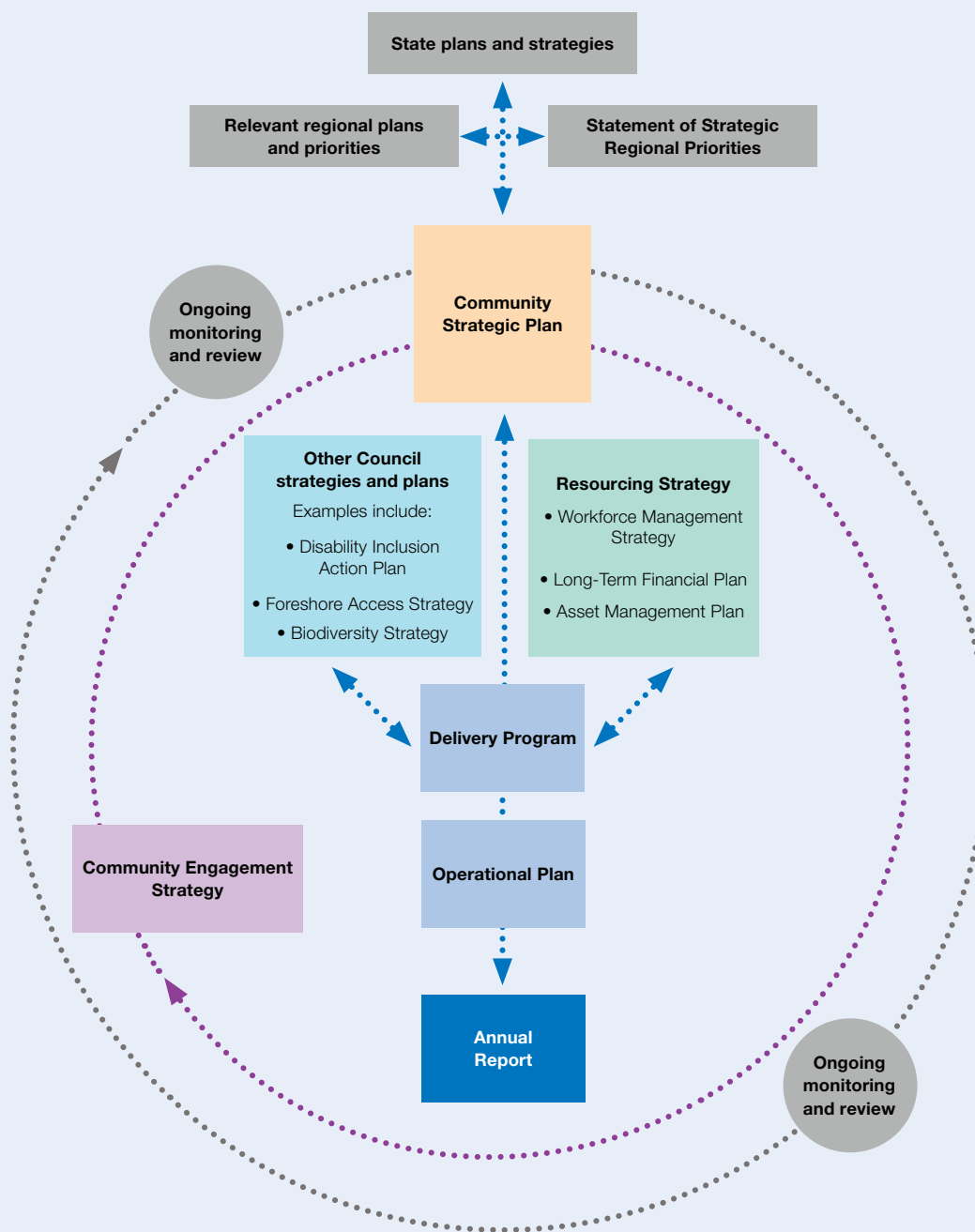


Figure 1 Integrated Planning and Reporting Framework

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

Our Future 2036 A community strategic plan for the City of Canada Bay





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Quadruple bottom line

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

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

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

-  **Social**
-  **Environmental**
-  **Economic**
-  **Civic leadership**

Social justice principles

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

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

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

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

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

Delivering the community's vision

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

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

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

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

Council's role

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

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

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

Control

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

Influence

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

Concern

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

Our Future 2036



Our Future 2036 A community strategic plan for the City of Canada Bay

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Our Future 2036

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

Vision

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

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

Delivery

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

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

Each of the five directions comprises:

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



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



Drummoyne Oval.



DIRECTION 1

Connected community

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DIRECTION 1: CONNECTED COMMUNITY

COMMUNITY OUTCOME

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



OUR FUTURE 2036 GOALS

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

OUR PARTNERS

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

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

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

OUR INDICATORS

Community connection		Community wellbeing	
Measure: Percentage of people who feel part of their local community	Scope: Influence	Measure: Percentage of people volunteering	Scope: Influence
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Maintain or improve	Source: ABS Census Data and Community Satisfaction Survey
Community safety		Housing affordability	
Measure: Perceptions of safety	Scope: Influence	Measure: Percentage of people spending 30% or more of income on rent or mortgage	Scope: Concern
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Decrease or maintain	Source: ABS Census Data

Wangal Reserve,
Mortlake.



DIRECTION 2

Sustainable and Thriving Environment

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DIRECTION 2: SUSTAINABLE AND THRIVING ENVIRONMENT

COMMUNITY OUTCOME

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



OUR FUTURE 2036 GOALS

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

OUR PARTNERS

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

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

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

OUR INDICATORS

Biodiversity and climate mitigation		Resource recovery	
Measure: Increase in tree canopy	Scope: Influence	Measure: Waste diverted from landfill	Scope: Influence
Target/trend: On track to increase to 25% by 2040	Source: Council data collected to monitor the Urban Tree Canopy Strategy	Target/trend: Increase to 60% by 2026–27	Source: Council data collected to monitor the Resource Recovery and Waste Strategy
Access to foreshore		Carbon emissions	
Measure: Satisfaction level with foreshore access	Scope: Influence	Measure: Net zero community emissions	Scope: Influence
Target/trend: On track to increase to 75% by 2026	Source: Community Satisfaction Survey	Target/trend: On track to achieve by 2050	Source: Council data collected to monitor Emissions Reduction Action Plan

View of Tennyson Road,
Mortlake.

DIRECTION 3
**Vibrant Urban
Living**

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DIRECTION 3: VIBRANT URBAN LIVING

COMMUNITY OUTCOME

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



OUR FUTURE 2036 GOALS

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

OUR PARTNERS

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

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Sponsor and attend local events and activities, including creative and cultural programs and activities
- Participate in local business forums
- Support shop local initiatives
- Report safety and maintenance issues
- Celebrate our local heritage

OUR INDICATORS

Vibrant town centres		A good place to live	
Measure: Percentage of people and businesses who agree town centres are vibrant	Scope: Influence	Measure: Number of people who rate the City of Canada Bay as a good place to live	Scope: Influence
Target/trend: Maintain or improve	Source: Community satisfaction survey	Target/trend: Maintain or improve	Source: Community Satisfaction Survey
Open space and recreation			
Measure: Percentage of people who are satisfied with opportunities to participate in sport and recreation	Scope: Influence		
Target/trend: Maintain or improve	Source: Community Satisfaction Survey		

The Bay Run.

DIRECTION 4

Infrastructure and Transport

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DIRECTION 4: INFRASTRUCTURE AND TRANSPORT

COMMUNITY OUTCOME

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



OUR FUTURE 2036 GOALS

1. Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues
2. Manage traffic and parking to minimise congestion and improve the City's road safety
3. Encourage active and accessible transport opportunities

OUR PARTNERS

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

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Have your say during community consultation
- Provide feedback on public exhibitions of policies, strategies and plans
- Choose to walk, cycle and use public transport to get around
- Promptly report any road and footpath issues to Council

OUR INDICATORS

Local roads and footpaths		Sustainable transport	
Measure: Percentage of people satisfied with condition of roads and footpaths	Scope: Control	Measure: Trips taken by cycling, walking, and public transport	Scope: Influence
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Increase in percentage of trips conducted fully or partly by walking, cycling or public transport	Source: ABS Census Data
Traffic and parking			
Measure: Percentage of people satisfied with parking, traffic and road safety management	Scope: Influence		
Target/trend: Maintain or improve	Source: Community Satisfaction Survey		



DIRECTION 5: CIVIC LEADERSHIP

COMMUNITY OUTCOME

Council leads the way with ethical and effective decision-making to ensure a sustainable, financially secure, and resilient future for our City. It is easy for people in the community to hear more about what Council is doing and to get involved in decisions that affect them. Our community's quality of life is improved by judicious use of Smart City technology.



OUR FUTURE 2036 GOALS

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

OUR PARTNERS

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

HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

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

OUR INDICATORS

Integrity and decision making		Provision of information	
Measure: Percentage of people satisfied with Council integrity and decision making	Scope: Control	Measure: Percentage of people satisfied with provision of Council information to the community	Scope: Control
Target/trend: Maintain or improve	Source: Community Satisfaction Survey	Target/trend: Maintain or improve	Source: Community Satisfaction Survey
Opportunities to 'have a say'		Corporate carbon emissions	
Measure: Percentage of people satisfied with opportunities to engage about important issues with Council	Scope: Control	Measure: Net zero corporate emissions	Scope: Control
Target/trend: Maintain or increase	Source: Community Satisfaction Survey	Target/trend: Reduce emissions to net zero by 2030	Source: Council data collected to monitor Emissions Reduction Action Plan



Our progress



Our progress

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

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

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

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

State of our City

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

Six monthly reporting

The General Manager ensures that progress reports are provided to the elected Council with respect to the Delivery Program and Operational Plan at least every six months.

Annual reporting

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

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

Quarterly financial budget review statements

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

*Community members at
The Learning Space, Rhodes.*



*Concord Recreation
Centre, Concord.*



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Appendices



Appendices

Links to other plans and strategies

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

Eastern District Plan

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
E1 Planning for a city supported by infrastructure			✓	✓	
E2 Working through collaboration	✓				✓
E3 Providing services and social infrastructure to meet people's changing needs	✓				
E4 Fostering healthy, creative, culturally rich and socially connected communities	✓				
E5 Providing housing supply, choice and affordability, with access to jobs, services and public transport	✓		✓	✓	✓
E6 Creating and renewing great places and local centres, and respecting the District's heritage	✓		✓		
E7 Growing a stronger and more competitive Harbour CBD					
E8 Growing and investing in health and education precincts and the Innovation Corridor			✓		✓
E9 Growing international trade gateways					
E10 Delivering integrated land use and transport planning and a 30-minute city			✓	✓	

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

United Nations Sustainable Development Goals

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





Implementation Year 1

Draft for
public
exhibition

DELIVERY PROGRAM **2025~2029** **OPERATIONAL PLAN 2025-2026**





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

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

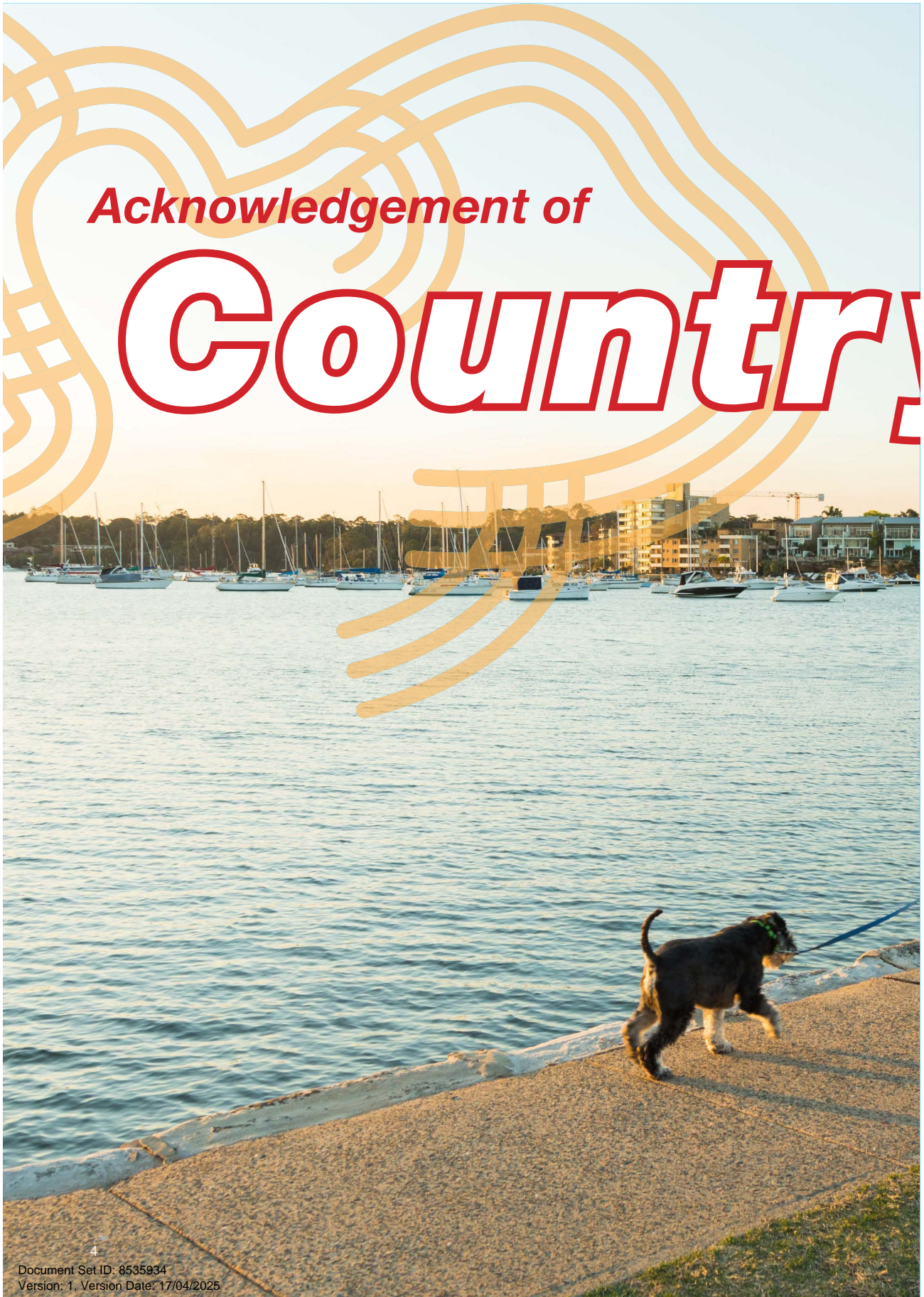
GREEK
Αν δεν καταλαβα νετε αυτ τι πληροφορε, παρακαλο με ελτε στο Δμο επικοινωνηστε με την Τηλεφωνικ Υπηρεσα Διερμηνων (TIS) στο 13 14 50 και ζητε στε να σα συνδουσιν με τον Δμο στον αριθμ 9911 6555. Θα προσπαθουμε να απαντουμε στι ερωτ σει σα χρησιμοποιηνα να διερμηνη.

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


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

Acknowledgement of

Country

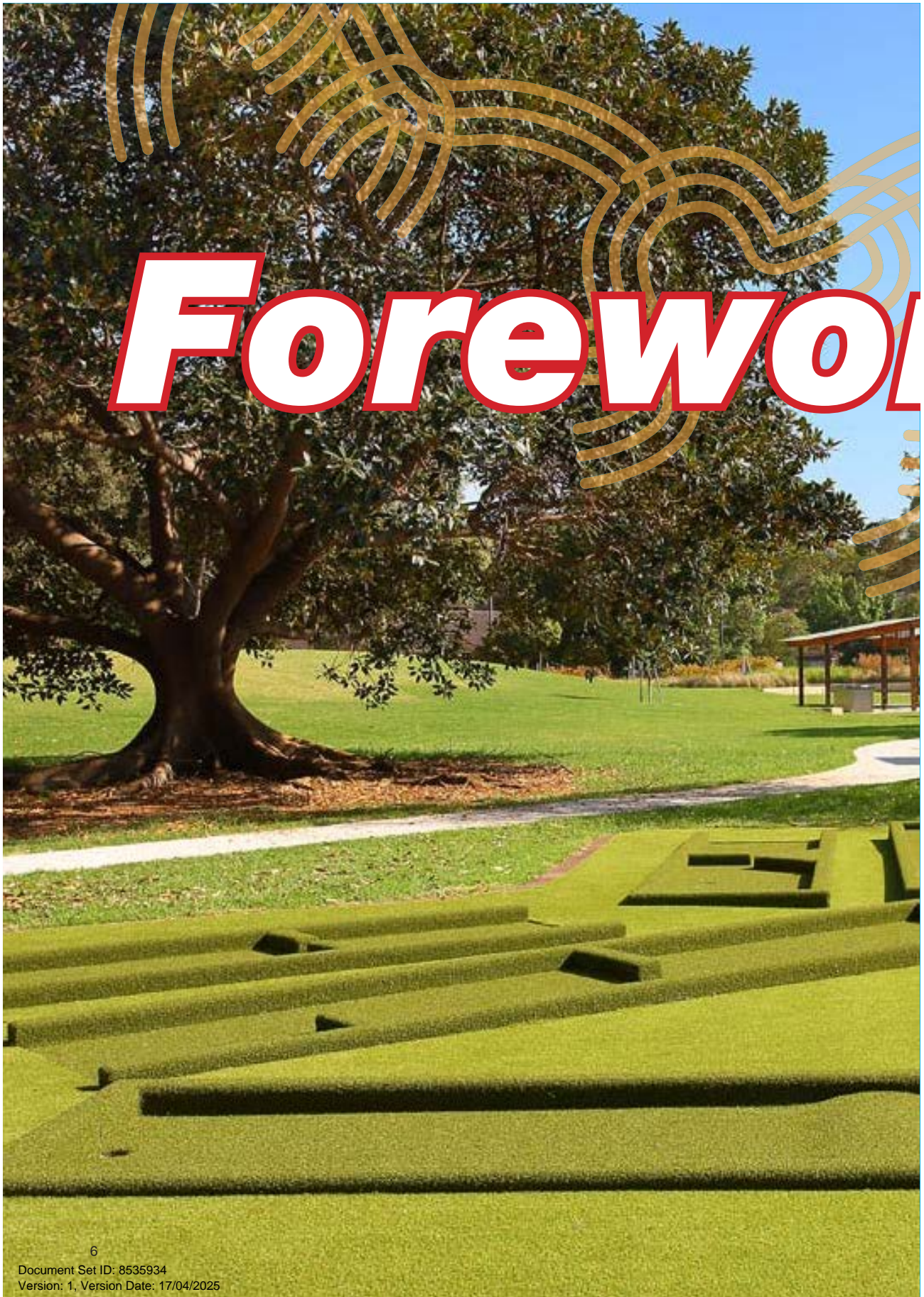


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The City of Canada Bay acknowledges the Wangal clan, one of the 29 tribes of the Eora nation and the traditional custodians of this land. Council pays respect to Elders past, present and emerging and extends this respect to all Aboriginal and Torres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





Foreword

*Mini Golf course at McIlwaine
Park Playground, Rhodes.*



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Mayor's message

Welcome to the first Operational Plan of the Delivery Program for 2025-2029.

This plan identifies the principal activities of our four-year Delivery Program that have been developed to meet the community's aspirations from the Community Strategic Plan Our Future 2036. The document also contains the Operational Plan deliverables and ongoing services to progress the principal activities in the first year of plan implementation, along with the draft budget.



Council's proposed Fees and Charges for 2025-2026 are presented in a separate volume.

The following highlights are planned for the \$129m Operational Plan in 2025-2026:

- Preparing a Street Design Guide for the Homebush Transport Oriented Development Area
- Implementing a multicultural Library program of events that celebrates, showcases and shares cultural diversity for all ages
- Commencing a review of the Local Strategic Planning Statement
- Implementing the Canada Bay Youth Connect Project

- Delivering and supporting an annual program of Council and community events and activations across the City of Canada Bay, including the 28th annual Ferragosto celebration in Five Dock.

In 2025-2026 the draft Capital Works budget has been set at \$43m and includes the following highlights:

- Completion and commissioning of the Rhodes Recreation Centre
- Progressing the Parramatta to Sydney Foreshore Link in partnership with Transport for NSW
- Timbrell Park playing surface upgrade

- Howley Park East Upgrade, including improved pedestrian access, lawn terrace with seating steps and park benches.

Thank you for taking the time to read our draft Delivery Program for 2025-2029 and the Operational Plan for 2025-2026. Community feedback is welcomed at this time.

More information about how you can get involved can be found at collaborate.canadabay.nsw.gov.au

Mayor Michael Megna



General Manager's message

I am pleased to present the draft Delivery Program 2025-2029 and Operational Plan 2025-26.

In the June following an ordinary election, councils in New South Wales are required to prepare and adopt a Delivery Program that contains the principal activities that a council will undertake during its new term.



This draft Delivery Program and Operational Plan is aligned with the five strategic directions of the Community Strategic Plan Our Future 2036 and was developed following engagement with the elected Council and with Council staff.

The services and projects within the plan have been developed to support the community, protect the environment, sustain a vibrant local economy, support our assets and infrastructure and make it easier to get around. The plan is supported by services that result in good governance and effective civic leadership.

The draft plan is on exhibition

between 17 April and 18 May 2025 and your feedback is welcomed. Please refer to Council's Collaborate Canada Bay web page for more information.

The draft Delivery Program and Operational plan and all submissions received, will be reported to Council for adoption in June 2025.

Thank you for taking the time to review our draft plan and budget and for providing us with your views.

John Clark, General Manager



'Communities for Communities'
Community Fun Day,
Drummoyne Oval.



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Mayor and Councillors

The City of Canada Bay elects nine representatives at the commencement of each term.

This includes a popularly elected Mayor and a further eight Councillors, from which a Deputy Mayor is elected by the Council.

Mayor

The role of the Mayor is to be the leader of the Council and a leader in the local community. They are the spokesperson for the Council and they promote the effective and consistent implementation of the Council's integrated planning and reporting processes.

Presiding over Council meetings, the Mayor ensures they are conducted efficiently, effectively, and according to the Local Government Act. They work with the General Manager to ensure there are adequate opportunities and mechanisms for engagement between the Council and the local community.

Councillors

Councillors oversee the affairs of the Council in accordance with the Local Government Act 1993. They consult regularly with the community, community organisations and other key stakeholders to keep everyone informed of the Council's decisions and actions.

They are involved in the Integrated Planning and Reporting process through determining and adopting Delivery Programs and Operational Plans for the benefit of the community.

Council term

The current Council was elected in September 2024. The next Council elections are scheduled for September 2028.



Mayor
Michael Megna

Michael was elected to Drummoyne Council in 1987 and has served four years as Deputy Mayor and six years as Mayor at Drummoyne Council, and the City of Canada Bay Council following the amalgamation of Drummoyne and Concord Council, before his re-election as Mayor of Canada Bay in September 2024.

He is a third-generation resident of this community and is a strong advocate for river transport.



Councillor
Andrew Ferguson

Andrew has been a resident in Concord, Rhodes, Mortlake and Breakfast Point for more than 35 years. He is committed to issues of equity, social justice, heritage and environmental sustainability.

A dedicated and active Councillor, he was first elected to Council in 2017. He is passionate about making the City of Canada Bay an even greater place to live and work.



Councillor
Charles Jago

Charles has been a Councillor since 2017. As a local resident of over 35 years, his concerns include environmental sustainability, liveable development, small business, traffic, cycling and parking as well as Council advocacy with the state government on topics such as planning controls, over development, public transport and high school places.



Deputy Mayor Councillor
Anthony Bazouni

First elected to Council in 2021, Anthony knows how fortunate we are in our local government area to have a mixture of remarkable natural areas and foreshores with and retail and commercial spaces that attract many visitors.

He knows that a balance is required when supporting residents whilst promoting local businesses. Anthony takes pride in serving his local community.



Councillor
Sylvia Alafaci

Sylvia is a well-known member of the Korean-Australian community whose skills include bringing business, political and diplomatic representatives together.

Sylvia was presented with a community service award for outstanding services to the Chinese-Australian community in 2018. This is Sylvia's first term as a City of Canada Bay Councillor.



Councillor
Maria Cirillo

Maria is a first term Councillor who is keen to connect with the community, listen to their concerns and advocate for the best outcomes. Maria has a passion for natural and built environments and ensuring that community services are accessible and relevant to everyone.

Maria is pleased to bring extensive experience in education and community engagement to Council.



Councillor
David Mansford

David has lived in the City of Canada Bay for over 40 years, having spent his youth in Concord and now residing in Concord West. David is a media professional who is committed to helping make the City clean, safe and liveable.

David is an active member of the community whose volunteering has included participation in local sporting clubs and on Council's Environmental Advisory Committee.



Councillor
Mas Meuross

Mas has been a local resident for over 20 years and is active in the business community. In her business role, she finds particular enjoyment in assisting clients and building long-lasting relationships.

It is these skills that she brings to the City of Canada Bay as a first time Councillor who will work to engage with residents and the local community to assist with local issues whenever required.



Councillor
Hugo Robinson

Hugo is a first time Councillor for the City of Canada Bay and brings a proven track record of community representation with him to the role. He has a diverse range of experience working across different industries and community groups.

Hugo has a willingness and desire to hear about the issues faced by residents and to work together to improve the community around us with enthusiasm and drive.

Council's mission and values

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

Our values

Developed by the staff of the City of Canada Bay, the values guide delivery of high-quality services and projects for the community.

The values underpin our aim to have the customer at the centre of everything that we do.

We empower our people

We value opportunities to learn and grow.

We encourage feedback.

We openly share our knowledge, skills and ideas.

We provide support and training to do the best job possible.

We enable people to make decisions.

We act with integrity

We are open and honest.

We provide transparency in our decision making.

We do what we say we will do.

We take responsibility and are accountable for our actions.

We declare or report potential conflicts of interest.

Annual Ferragosto
Festival on Great North
Road, Five Dock.

Mission statement

An excellent organisation
delivering great outcomes
for our community.

We work together

- We are inclusive and foster a 'one team' approach.
- We value safety and look out for each other.
- We proactively offer help or solutions.
- We are inclusive of our stakeholders in decision making.
- We think holistically.

We are respectful

- We are kind, thoughtful and show compassion and dignity.
- We embrace diversity and put ourselves in the shoes of others.
- We use respectful communication and listen to understand.
- We acknowledge each other and greet each other with a smile.
- We appreciate contributions and share credit where it is due.

We innovate

- 'We are curious and open minded'
- 'We encourage creativity and 'out of the box' thinking'
- 'We try new things and challenge ourselves'
- 'We foster a safe and accessible environment'
- 'We create space and time for learning and improvement'

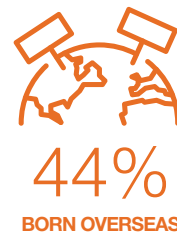
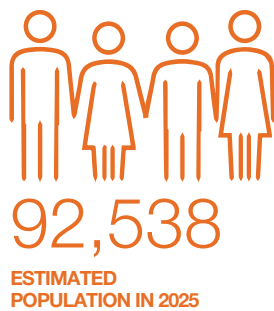


The City of Canada Bay has a land area of 19.9km² and is home to over 92,000 people who live in one of 17 suburbs. Bounded by Parramatta River in the north and east, and Parramatta Road in the south, our neighbours are the Inner West, Burwood, Strathfield and Parramatta local government areas.

Breakfast Point
Mortlake
Cabarita
Abbotsford
Chiswick
Drummoyne
Concord
Wareemba
Russell Lea
Canada Bay
Five Dock
Rodd Point

Key facts

OUR PEOPLE

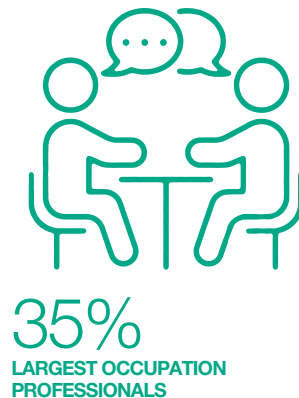


ESTIMATED POPULATION IN 2046

120,620

(Not including recently implemented
planning reforms.)

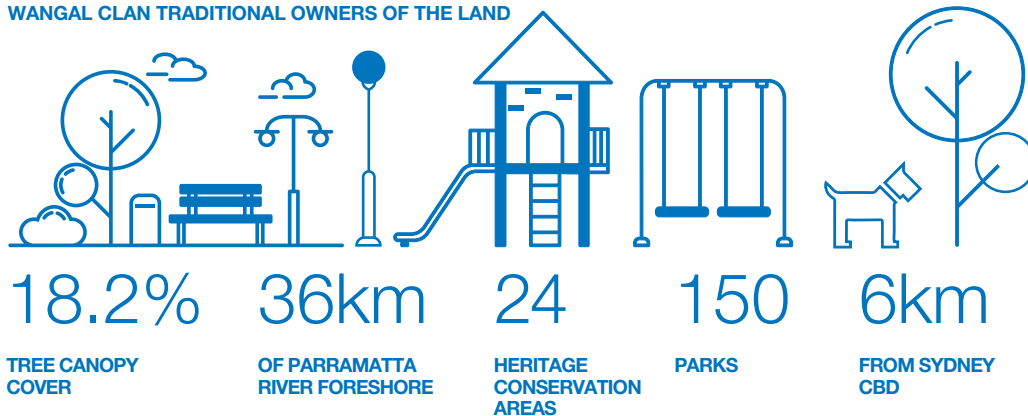
OUR EMPLOYMENT



Source: <https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA11520>

OUR LAND

WANGAL CLAN TRADITIONAL OWNERS OF THE LAND



OUR HOUSING

MEDIAN WEEKLY RENT

\$800*

MEDIAN MONTHLY MORTGAGE PAYMENTS

\$3,000

MEDIAN WEEKLY HOUSEHOLD INCOME

\$2,371



*Source: NSW Government rent and sales report. December 2024 figure for two bedroom unit.

Our future

Community priorities

Council is committed to engaging with the community on key matters that have an impact on how we live, work and play within the City. Using the Community Engagement Strategy and the Collaborate Canada Bay platform, Council engages on an average of 40 projects every year. We also undertake a biennial community satisfaction survey which provides information on achievement of the CSP goals.

It is through these activities that the following community priorities are used in Council's planning:

- Connect people and celebrate all that our City has to offer
- Provide quality services for people of all ages and abilities
- Create great streets, places and buildings for people
- Plan for a diversity of housing types and affordability
- Provide for community safety
- Protect and enhance local character
- Connect and strengthen neighbourhoods and centres
- Align growth with delivery of well-maintained infrastructure
- Improve access to the Parramatta River foreshore
- Facilitate sustainable development and renewal
- Increase biodiversity and the urban tree canopy
- Manage the impacts of climate change
- Provide for good governance
- Be transparent with decision-making.

Our challenges

In addition to the community priorities, Council's planning is also informed by considering our challenges into the future:

- Population increases 35% to >120,000 by 2046
- Aging population
- Increasingly multicultural population
- Higher density urban living
 - Social isolation
 - Need for quality open space opportunities
 - Pressure on assets like parks and roads
 - Pressure on transport and parking
- Climate change impacts
 - Potential for more heatwaves
 - Increased frequency and intensity of storms
- Encouraging broad community engagement
- Doing more for the community within existing resources.

Annual Ferragosto
Festival on Great North
Road, Five Dock.



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NSW priority projects and critical growth areas

Key locations within the City of Canada Bay will experience increases in population in coming years. Several high-profile NSW Government projects relate to these locations. Council's planning and services will adapt over time to accommodate these increases in population.



Sydney Metro West

Scheduled for completion in 2032, the Sydney Metro West project will run metro trains between Westmead and Hunter Street in the Sydney CBD. New stations are under construction at North Strathfield, Concord Oval, and Five Dock.

Sydney Metro is undertaking a staged process of planning for over and adjacent station development across the network and Council is taking every opportunity to influence the plans for the stations within the City of Canada Bay.

Council's advocacy is aimed at ensuring that the community is consulted from the earliest stages. Local planning studies have been prepared for Concord, Five Dock and North Strathfield.

North Strathfield has been identified as a Transport Orientated Development station with amended planning controls applying within 400m of the station.

<https://www.planning.nsw.gov.au/policy-and-legislation/housing/transport-oriented-development-program/transport-oriented-development>

A masterplan is currently being prepared for the Five Dock Metro Precinct to consider the preferred land uses and built form around the new Five Dock Metro station.

<https://collaborate.canadabay.nsw.gov.au/metroprecincts>

Parramatta Road Urban Transformation Strategy

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

Key external drivers

We have considered Federal, State and regional priorities in the development of our suite of integrated planning document. To view more details about the key drivers, visit the information contained in Appendix 1: Key Drivers.



This strategy includes plans to revitalise the corridor and surrounds through investment in jobs, transport, open spaces and public amenity.

Stage 1 of the strategy is now complete and work has commenced to implement Stage 2, which will be subject to further community engagement.

Stage 2 will deliver a variety of housing types and provide a transition in building scale between the Stage 1 centres and established neighbourhoods.

www.planning.nsw.gov.au/plans-for-your-area/priority-growth-areas-and-precincts/parramatta-road

Rhodes

Rhodes is an important strategic centre in the Eastern City District Plan, with significant opportunities to create a great new place to live, work and visit. As an important centre, the State Government has prepared the Rhodes Place Strategy, to guide development on the eastern side of the peninsula between the rail line and Concord Road, as well as the Station Precinct in Rhodes West.

The Rhodes Place Strategy will deliver:

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

Homebush TOD (Transport Oriented Development)

Transport Oriented Development is a State Government planning program that will deliver mixed-use development around identified transport hubs across the Sydney basin. The Homebush TOD is one of eight priority high growth areas identified for accelerated development over the next 15 years. Homebush TOD applies to land around the Strathfield, North Strathfield and Concord West train stations. The rezoning has now been completed, enabling higher density development within the precinct

<https://www.planning.nsw.gov.au/plans-for-your-area/priority-growth-areas-and-precincts/parramatta-road/homebush>

Low Medium Density Reforms

The state-led Low and Mid Rise Housing Reforms increase the amount of development that is possible within the vicinity of train stations, metro stations and centres that contain a full line supermarket. Within the City of Canada Bay, the reforms apply to areas within 800 metres walking distance of the following centres; Five Dock, Drummoyne, Majors Bay Road and parts of North Strathfield and Concord West centres. The new planning controls allow dual occupancies, terraces, townhouses, apartments and shop top housing in low and mid-rise housing areas with increased density and building heights of up to three storeys within 800 metres and six storeys within 400 metres of the identified centres in relevant zones.

Our partners

Whilst it is Council's role to help the community develop its Community Strategic Plan, implementing Our Future 2036 is also the responsibility of Council's many partners.

Partnerships are crucial to ensure that our City receives the funding, support and assistance it needs to meet future challenges.

Community partners

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

Business partners

- Chambers of Commerce
- Industry Groups
- Local businesses

Government

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



Concord Oval
Sunnyside meeting
rooms.



Our

Organis



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City of Canada
Bay staff at Clean
Up Australia Day.

sation

We're working toward
Net-zero Council
emissions b



canadabay.nsw.gov.au/environment



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Our executive

Council's executive leadership team is comprised of the General Manager and four Directors.

The General Manager is responsible for managing the day-to-day operations of Council, implementing Council's policies, plans and programs and enacting Council's decisions.

The Directors assist the General Manager in the development of long-term strategic plans and their delivery, while ensuring the organisation is meeting its obligations.

The Executive Team also provides the Mayor and Councillors with professional advice and reports regarding the exercise and performance of their powers and functions.



John Clark
General Manager

The General Manager is responsible for the overall performance of the Council as well as Executive Services to the Mayor and Councillors, Organisational Development, and Media and Communications.

Our General Manager is John Clark who has over 25 years of experience in the Local Government Sector.

Before joining the City of Canada Bay, John worked at Waverley Council, where he was the Director of Customer Service and Organisational Development. He has also worked at the City of Ryde and Ku-ring-gai Council as well as in the NSW Government where he served as the Executive Director of Corporate and Operational Services at the Department of Premier and Cabinet.



Russell Wolfe
Director
Community, Culture and Leisure

The Community, Culture and Leisure directorate delivers services that welcome, connect, celebrate and inspire our community. This includes the libraries, community services, children's services, recreation management, place and event management and venues management.

This directorate is about the provision of equitable and accessible activities and facilities for everyone.

Russell has over 20 years of local government experience in managing community and recreation services. He has worked at North Sydney and Warringah Councils, as well as in the UK and has qualifications in geography and sports science, community management and change management.



Monica Cologne
Director
Environment and Planning

Community and Environmental Planning is responsible for all statutory planning matters such as the assessment of development applications and subdivisions, strategic planning, maintaining and upgrading the City's planning framework, environmental health, sustainability, building services, approval of construction certificates, building inspections, health, waste and law enforcement.

Monica has over 20 years of experience in urban planning and design and has worked at Randwick and Cumberland City Councils, as well as in the UK. Monica has qualifications in urban and regional planning and urban design.



Greig Schuettrumpf
Director
City Assets

City Assets is responsible for the planning and delivery of infrastructure, asset management and associated services including traffic management, and provision and stewardship of roads, footpaths and traffic facilities. The service also manages open spaces and community buildings.

City Assets manages the delivery of Council's capital works program such as the recently completed Concord Oval Recreation Centre Precinct and supports the community's disaster management response efforts.

Greig is a senior executive who joined Council in November 2022. He has extensive experience in management of customer services, infrastructure and asset management portfolios for large state government organisations. Greig's skills in leadership and change management are a strong asset for Council and the community.



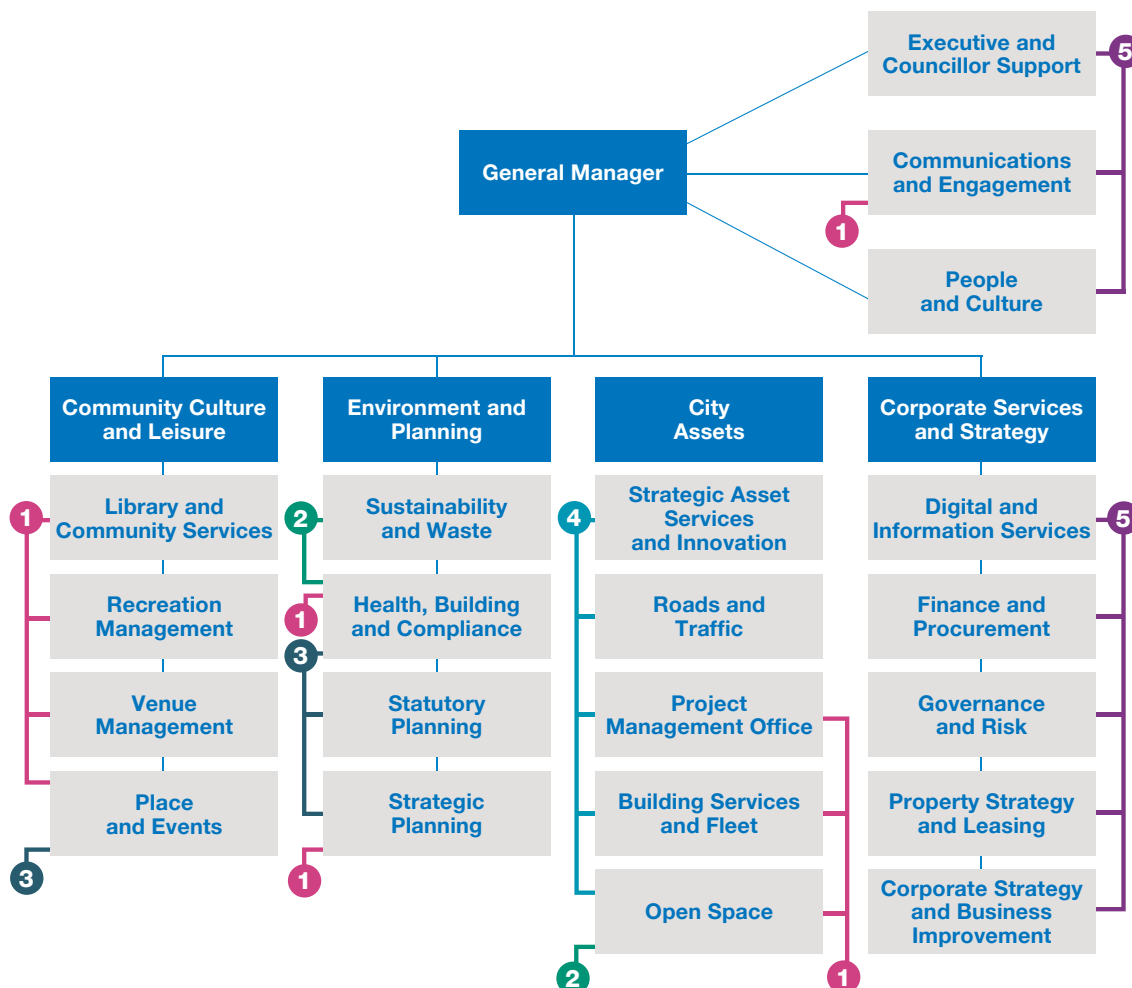
Evan Hutchings
Director
Corporate Services and Strategy

Corporate Services is responsible for finance, the collection of rates, governance and support services, insurance and risk management, maintenance of records, information systems, and customer support.

Corporate Services also provides support to other directorates of Council to enable them to fulfil their responsibilities to the community.

Evan brings a wealth of experience spanning 45 years, having held roles as Director of Corporate Services across several metro and regional NSW Councils including Waverley, Kogarah, Bayside and Cootamundra-Gundagai.

Our structure



The City of Canada Bay is structured into four directorates and their alignment with the strategic directions of CSP Our Future 2036 is shown in this structure diagram.

CSP DIRECTION KEY

- 1** Connected community
- 2** A sustainable and thriving community
- 3** Vibrant urban living
- 4** Infrastructure and transport
- 5** Civic leadership

Our business units

Council's Operational Plan is provided by 404.4* full time equivalent staff across 21 Business Units. The organisation works together towards achievement of the strategic directions of the Community Strategic Plan (CSP).

The Business Units, their CSP links and corresponding Directorate is shown below. You can find out more information about the services in Appendix 2: Our Business Units.

CSP	Directorate	Service
1	CCL	Library and Community Services
1	CCL	Recreation Management
1	CCL	Venue Management
1 3	CCL	Place and Events
2	EP	Sustainability and Waste
1 2 3	EP	Health, Building and Compliance
3	EP	Statutory Planning
1 3	EP	Strategic Planning
4	CA	Strategic Asset Services and Innovation
4	CA	Roads and Traffic
1 4	CA	Project Management Office
1 4	CA	Building Services and Fleet
1 2 4	CA	Open Space
5	ES	Executive and Councillor Support
1 5	ES	Communications and Engagement
5	ES	People and Culture
5	CSS	Digital and Information Services
5	CSS	Finance and Procurement
5	CSS	Governance and Risk
5	CSS	Property Strategy and Leasing
5	CSS	Corporate Strategy and Business Improvement

KEY

CSP Strategic Direction

- 1 Connected community
- 2 A sustainable and thriving environment
- 3 Vibrant urban living
- 4 Infrastructure and transport
- 5 Civic leadership

Directorate

- CA City Assets
- CCL Community, Culture and Leisure
- CSS Corporate Services and Strategy
- EP Environment and Planning

*Source: Council's People and Culture database, Full time equivalent staff (FTE) as at 1 January 2025.

Council's Business Units develop their work plans and budgets annually, guided by the Delivery Program, Community Strategic Plan, Resourcing Strategy and other adopted strategies and plans.

The integrated planning and reporting

Framework

Concord Library, Concord.

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Delivery Program and Operational Plan purpose

The Delivery Program outlines the principal activities Council will undertake during its term of office to contribute towards the long-term strategies and desired outcomes of the Community Strategic Plan.

In accordance with legislative requirements, each newly elected council must adopt a Delivery Program by 30 June in the year following the Local Government elections.

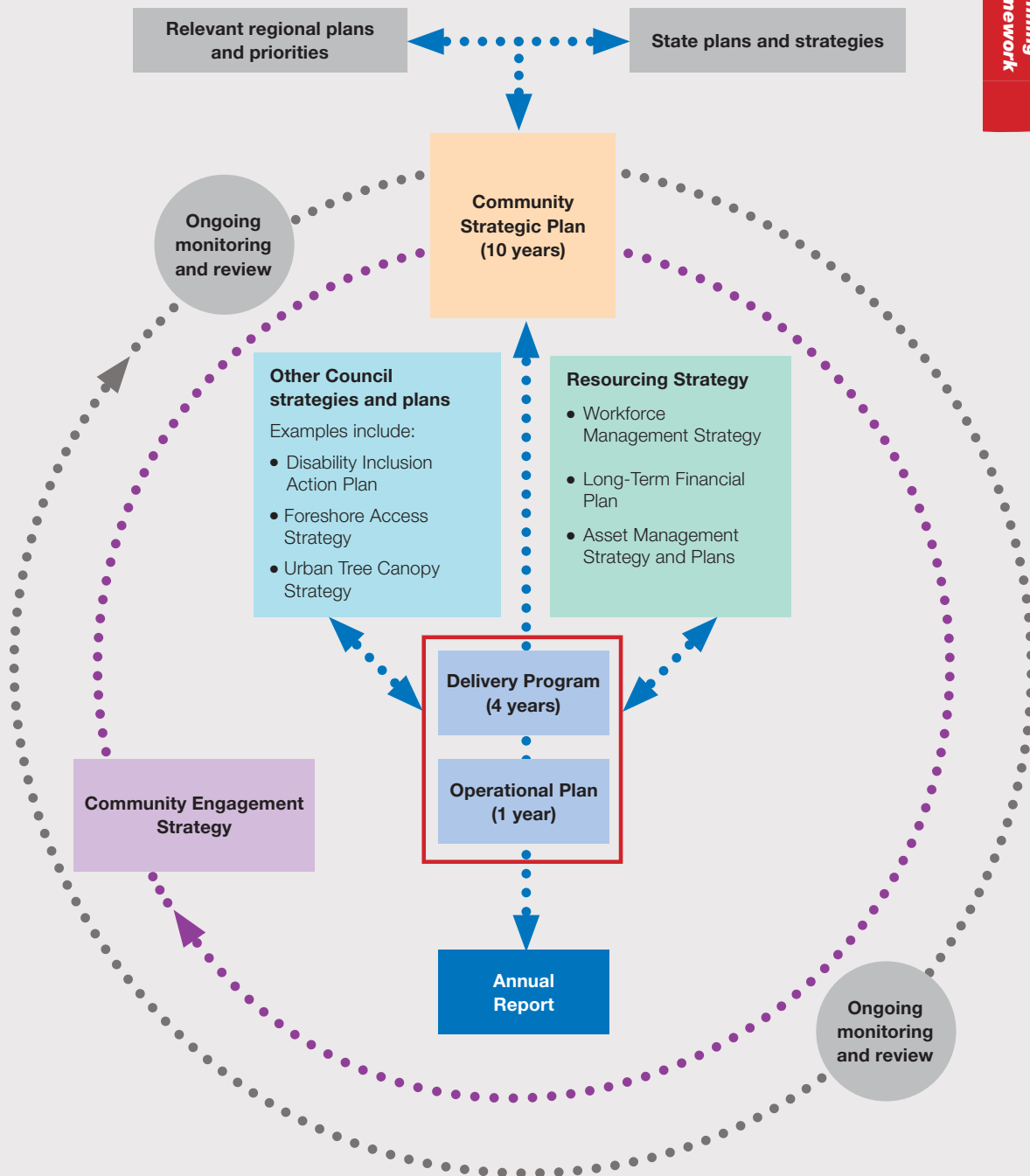
The Operational Plan is a subset of the Delivery Program. In accordance with legislative requirements, Council must have an Operational Plan

adopted before the beginning of each financial year, outlining the activities to be undertaken that year, as part of the Delivery Program.

This document contains the four year Delivery Program and the Operational Plan for implementation, as shown in Figure 1 from the Office of Local Government Guidelines.



Figure 1: The Integrated Planning and Reporting Framework



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

Performance monitoring and reporting

Council performance in relation to delivering the Operational Plan is reported to the community at six monthly intervals.

In addition, Council's performance with respect to budget management is reported to the

community at the end of every financial quarter. Council's annual report showcases Council's achievements at the end of each financial year and is presented to the November Council meeting each year.

Service reviews and continuous improvement

Council's Service Review Framework is the mechanism through which Council identifies services that require review, as well as how Council will engage with the community and other stakeholders to determine service levels and appropriate measures.

The following set of guiding principles apply to all Service Reviews undertaken at the City of Canada Bay.

- We will place the community at the centre of everything we do through aligning our services to match the community priorities, needs and aspirations expressed in the Community Strategic Plan.
- We will communicate openly and transparently with stakeholders involved in each service review in a way that is consistent, concise, clear and timely.

- We will define what success looks like for our community, customers and other stakeholders, as well as our business, and ensure that our measures are useful to enhance our performance.
- We will look to adopt the most efficient modes of delivery through analysis of processes to reduce waste and investigation of potential partnerships with other service providers and levels of government where possible.

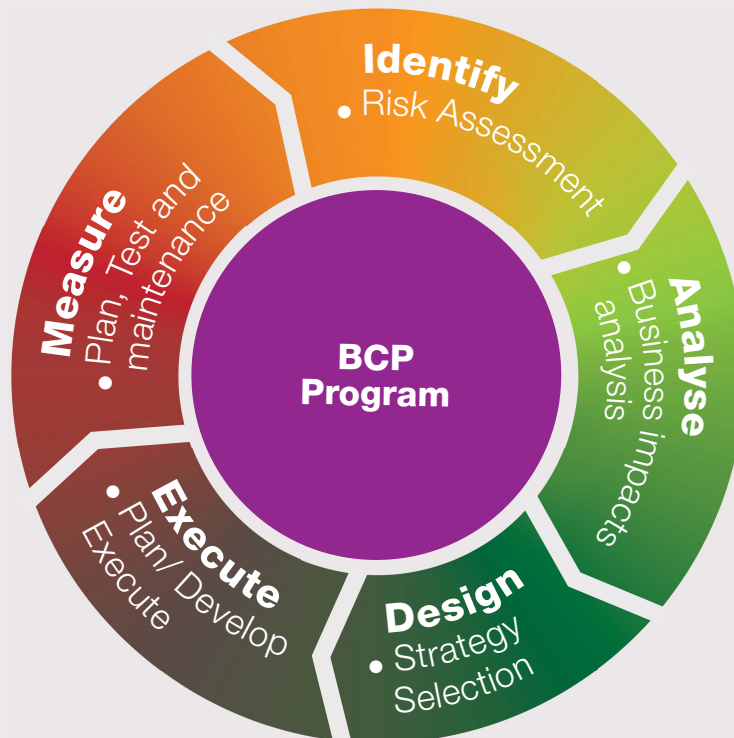
Within the Framework, Council will undertake a minimum of two service reviews annually, and report on the outcomes in the Annual Report.

Managing risks and business continuity

Council's risk management and business continuity programs provide critical information about our services in a structured way to respond to emergency situations which may impact on service delivery.

Such situations may include fire, storm and tempest, terrorism or cyber-attack. Our methodology is cyclical and involves the steps shown in Figure 2 below.

Figure 2: Risk Management and Business Continuity Cyclical Process



During the four-year period of this Delivery Program 2025-2029, Council's achievements in risk management and business continuity will be reported in the Annual Report.

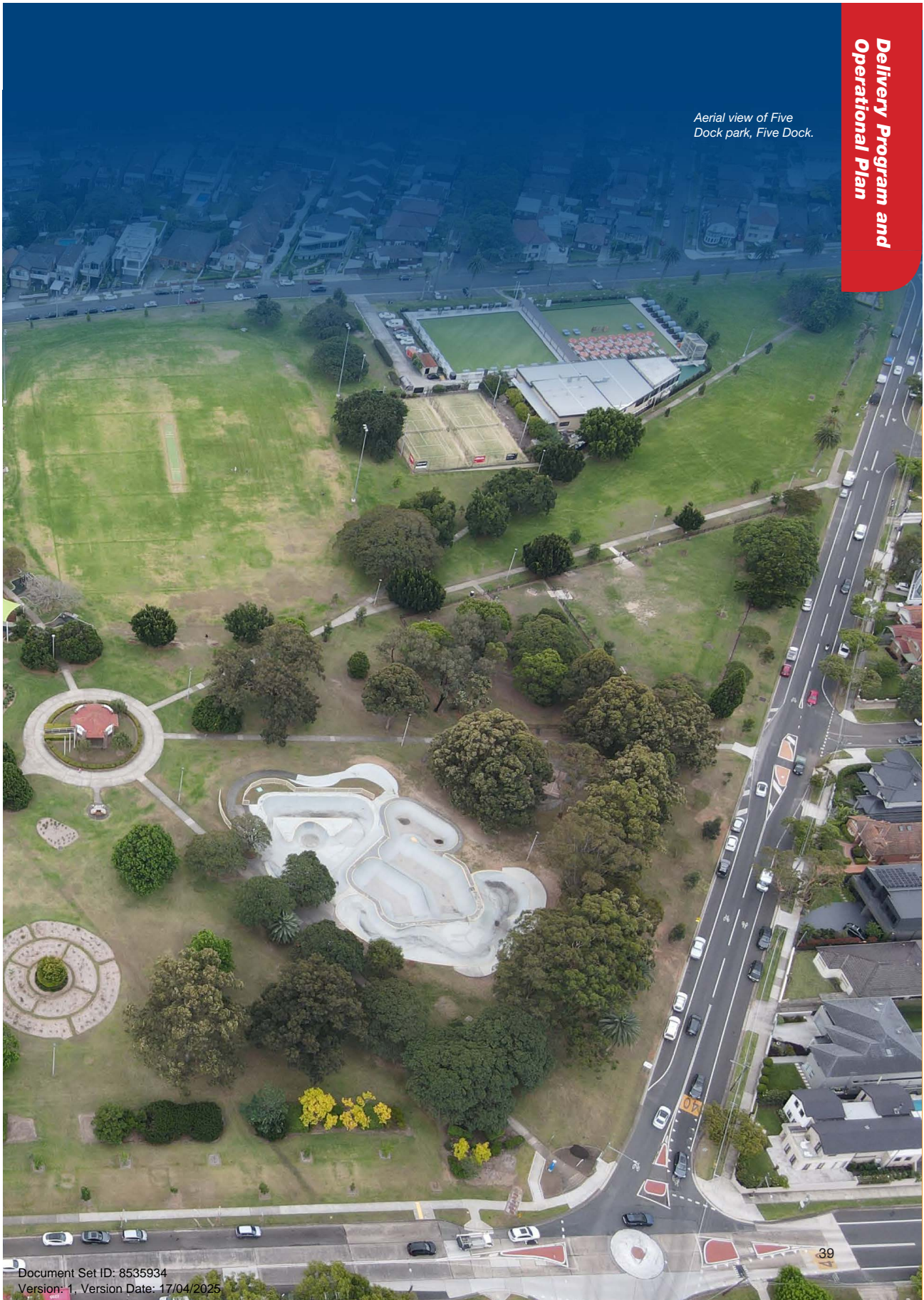
Delivery Program and Operational

Plan

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Aerial view of Five
Dock park, Five Dock.



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Delivery Program and Operational Plan

This section of the document is structured by the five Strategic Directions from the CSP Our Future 2036.

The introduction to each contains the community outcome and goals, the partners and Council business units with a role in delivery, as well as what the community can do to support goal achievement.

The principal activities that Council will undertake in the four years 2025-2029 comprise the Delivery Program, which has the annual Operational Plan deliverables attached. Figure 3 shows graphically how the CSP goals translate into the annual deliverables of the Operational Plan.



Each of Council's annual deliverables is allocated to a responsible Manager and tasked to a staff member to deliver as part of the annual staff performance agreements.

Progress is reported to Council and the community every six months as well as within the Annual Report.

Quadruple bottom line

The NSW Government's Integrated Planning and Reporting (IPR) framework stipulates that the quadruple bottom line (QBL) is clearly linked to the Community Strategic Plan, Delivery Program and Operational Plan.

The following symbols are shown throughout the Delivery Program to demonstrate how the QBL links to the five strategic directions of the Community Strategic Plan.



SOCIAL



ENVIRONMENTAL



ECONOMIC






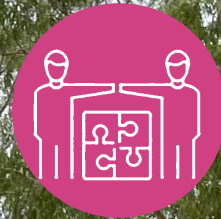
CIVIC

Volunteers from Ebenezer
at International Day of
People with Disability.



Direction 1: Connected community

Direction 1: Connected Community	
COMMUNITY OUTCOME	
<p>Our local communities are diverse, inclusive and safe places where all people are valued. Everyone has equitable access to services and facilities, and there are plenty of opportunities for everyone to enjoy active lifestyles both outdoors and indoors.</p>	
 <p>SOCIAL</p>	 <p>ENVIRONMENTAL</p>
 <p>CIVIC</p>	
OUR FUTURE 2036 GOALS	
<ol style="list-style-type: none"> 1. Foster an inclusive community where diversity is welcomed and celebrated 2. Celebrate, recognise, and honour Aboriginal and Torres Strait Islander cultures 3. Provide the community with equitable access to a range of programs, services, and facilities 4. Promote a community where residents feel safe and enjoy good health 5. Provide open space, facilities, and programs that promote active lifestyles 	
OUR PARTNERS	
<ul style="list-style-type: none"> – Community groups and organisations – Residents, workers and visitors – Community services – Indigenous groups and organisations 	<ul style="list-style-type: none"> – Business and industry – Sporting bodies and organisations – Volunteers – NSW Government
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Be involved in the community and sporting groups and organisations – Volunteer in the community and at our libraries – Participate in community engagement – Attend community events, festivals and activities – Participate in programs and activities that celebrate First Nations cultures – Support local emergency relief groups and efforts 	
COUNCIL BUSINESS UNITS THAT SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Library and Community Services – Recreation Management – Venues Management – Place and Events – Strategic Planning 	<ul style="list-style-type: none"> – Open Space – Health, Building and Compliance – Building Services and Fleet – Project Management Office



Members of the
public at the opening
of McIlwaine Park
Playground, Rhodes.

Direction 1: Principal activities and deliverables

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

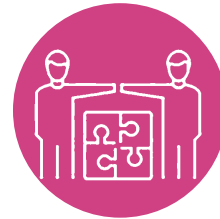
PRINCIPAL ACTIVITY 1.1.1 DELIVER COMMUNITY INITIATIVES THAT CELEBRATE DIVERSITY AND STRENGTHEN SOCIAL INCLUSION AND BELONGING.		
Reference	Deliverable	Responsibility
1.1.1.1	Finalise and implement the City of Canada Bay Social Infrastructure Strategy.	Manager Library and Community Services
1.1.1.2	Increase library volunteer positions for local studies and library programs.	Manager Library and Community Services
1.1.1.3	Implement a multicultural library program of events that celebrates, showcases and shares cultural diversity for all ages.	Manager Library and Community Services
1.1.1.4	Implement an ongoing library program for people with dementia and their carers.	Manager Library and Community Services
1.1.1.5	Develop and deliver an annual program of creative and informational learning events for adults and seniors.	Manager Library and Community Services

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

PRINCIPAL ACTIVITY 1.2.1 INCREASE OPPORTUNITIES TO CELEBRATE ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES.		
Reference	Deliverable	Responsibility
1.2.1.1	Oversee implementation of the Innovation Reconciliation Action Plan.	Manager Communications and Engagement
1.2.1.2	Develop and deliver an annual program of First Nations knowledge, culture and history events for adult audiences at our libraries.	Manager Library and Community Services

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

PRINCIPAL ACTIVITY 1.3.1 DELIVER EQUITABLE COMMUNITY AND CULTURAL SPACES AND FACILITIES THAT RESPOND TO THE DIVERSE NEEDS OF THE COMMUNITY.		
Reference	Deliverable	Responsibility
1.3.1.1	Prepare the City of Canada Bay Public Toilet Strategy	Manager Building Services and Fleet
1.3.1.2	Update the National Public Toilet Map with up-to-date information on City of Canada Bay facilities.	Manager Building Services and Fleet
1.3.1.3	Develop the Rental Assessment and Subsidy Policy.	Manager Property Strategy and Leasing


PRINCIPAL ACTIVITY 1.3.2 DELIVER EQUITABLE PROGRAMS AND SERVICES THAT RESPOND TO THE DIVERSE NEEDS OF THE COMMUNITY.

Reference	Deliverable	Responsibility
1.3.2.1	Deliver a series of library programs that support sustainability practices and understanding in the community.	Manager Library and Community Services
1.3.2.2	Undertake a review of the Library Technology Plan.	Manager Library and Community Services
1.3.2.3	Implement the Canada Bay Youth Connect Project.	Manager Library and Community Services
1.3.2.4	Develop a Multicultural Project to improve social cohesion and safety for our diverse community.	Manager Library and Community Services

PRINCIPAL ACTIVITY 1.3.3 DELIVER INITIATIVES THAT ADDRESS LOCAL HOUSING AFFORDABILITY.

Reference	Deliverable	Responsibility
1.3.3.1	Develop a five-year program of affordable housing acquisitions.	Manager Property Strategy and Leasing

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

PRINCIPAL ACTIVITY 1.4.1 IMPLEMENT INITIATIVES THAT CONTRIBUTE TO THE COMMUNITY'S SENSE OF SAFETY.

Reference	Deliverable	Responsibility
1.4.1.1	Deliver projects from the Child Safe Action Plan.	Manager Library and Community Services
1.4.1.2	Deliver primary prevention initiatives to address family and domestic violence	Manager Library and Community Services
1.4.1.3	Deliver the three-year community Cyber Security Grant to implement a cyber safety program for people from culturally and linguistically diverse backgrounds.	Manager Library and Community Services
1.4.1.4	Develop a CCTV and security network improvement plan.	Manager Building Services and Fleet
1.4.1.5	Conduct Crime Prevention through Environmental Design (CPTED) audits in partnership with Burwood Local Area Command	Manager Open Space

PRINCIPAL ACTIVITY 1.4.2 IMPLEMENT INITIATIVES THAT SUPPORT LOCAL RESILIENCE AND ADAPTABILITY.

Reference	Deliverable	Responsibility
1.4.2.1	Deliver a climate resilience engagement program for the community.	Manager Sustainability and Waste

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

PRINCIPAL ACTIVITY 1.5.1 IMPROVE THE QUALITY AND CAPACITY OF OPEN SPACE TO SUPPORT A DIVERSITY OF RECREATION ACTIVITIES.

Reference	Deliverable	Responsibility
1.5.1.1	Consolidate plans of management for community land.	Project Management Office

PRINCIPAL ACTIVITY 1.5.2 DEVELOP OPPORTUNITIES FOR NEW AND CONNECTED OPEN SPACES, RECREATION FACILITIES AND PROGRAMS.

Reference	Deliverable	Responsibility
1.5.2.1	Prepare and implement the operational management plan for the Rhodes Recreation Centre.	Recreation Manager
1.5.2.2	Commence a review of the Playground Strategy.	Manager Open Space

PERFORMANCE MEASURES

Measure	Baseline	Target	Frequency
Number of library service visitors, including the Learning Space**	200,000 yearly (2022-23)	Maintain or increase	Every six months
Number of library service members**	34,000 members (2022-23)	Maintain or increase	Annually
Number of community groups and organisations supported during the year*	20 (2022-23)	Maintain or increase	Annually
Percentage capacity of Council's recreational bus trips for senior residents*	65% (2021-22)	70%	Every six months

*Outcomes that Council can control

**Outcomes that Council can influence



Rhodes Recreation
Centre. Lunar New Year
stall, Rhodes.



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Direction 2: A sustainable and thriving environment

Direction 2: Sustainable and Thriving Environment	
COMMUNITY OUTCOME	
<p>By working together, greenhouse gas emissions are reduced across the area. We send less waste to landfill and more of our materials are recycled and reused. The City of Canada Bay will be home to more and healthier flora and fauna and our tree canopy will have increased. The quality of our foreshores and waterways will be enhanced and there will be more foreshore recreational opportunities.</p>	
 <p>ENVIRONMENTAL</p>	 <p>SOCIAL</p>
OUR FUTURE 2036 GOALS	
<ol style="list-style-type: none"> 1. Reduce greenhouse gas emissions 2. Increase urban tree canopy 3. Reduce waste to landfill through avoidance and increased recycling and reuse 4. Enhance and protect native flora and fauna to support local biodiversity 5. Improve access to, and enhance the quality of, the City's foreshore and waterways 	
OUR PARTNERS	
<ul style="list-style-type: none"> – Residents, community groups and organisations – Business and industry – Environmental groups and organisations – Community services – Local schools and childcare – Indigenous groups and organisations – Volunteers – Resilient Sydney Network – NSW Government – NSW Environment Protection Authority – Parramatta River Catchment Group 	
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Volunteer to protect the natural environment – Take action at home to recycle, reuse, reduce consumption, and divert waste from landfill – Plant and preserve more trees and build biodiversity in gardens and balconies – Reduce litter by placing litter in the bin or taking it home when full – Implement sustainable living practices in your own home – Install solar panels, buy renewable energy, and reduce energy consumption – Help to create and use community gardens 	
COUNCIL BUSINESS UNITS THAT SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Sustainability and Waste – Health, Building and Compliance – Open Space 	



Volunteers at our Clean Up
Australia Day site at Rhodes
Foreshore Park



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Direction 2: Principal activities and deliverables

Goal 2.1 Reduce greenhouse gas emissions

PRINCIPAL ACTIVITY 2.1.1 IMPLEMENT THE EMISSIONS REDUCTION ACTION PLAN.		
Reference	Deliverable	Responsibility
2.1.1.1	Deliver a program for residents (homeowners and renters) that supports energy efficiency and reduce greenhouse gas emissions.	Manager Sustainability and Waste

PRINCIPAL ACTIVITY 2.1.2 IMPLEMENT THE ELECTRIC VEHICLE (EV) STRATEGY AND ACTION PLAN.		
This principal activity is being delivered in the Sustainability and Waste business unit work plan.		

Goal 2.2 Increase urban tree canopy

PRINCIPAL ACTIVITY 2.2.1 IMPLEMENT THE URBAN TREE CANOPY STRATEGY.		
Reference	Deliverable	Responsibility
2.2.1.1	Continue the review of actions and targets within the Urban Tree Canopy Strategy.	Manager Open Space
2.2.1.2	Finalise the Street Tree Masterplan.	Manager Open Space

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

PRINCIPAL ACTIVITY 2.3.1 IMPLEMENT THE RESOURCE RECOVERY AND WASTE STRATEGY.		
Reference	Deliverable	Responsibility
2.3.1.1	Deliver projects and programs for residents targeting waste diversion and increased recycling of materials in apartments and houses.	Manager Sustainability and Waste
2.3.1.2	Undertake research into developing a Circular Economy Plan.	Manager Sustainability and Waste
2.3.1.3	Undertake review and update of the Waste Strategy.	Manager Sustainability and Waste
2.3.1.4	Undertake review of the Commercial Waste Service, deliver the Commercial Waste Plan 2025-2030, and implement the first-year actions outlined in the attached Action Plan.	Manager Sustainability and Waste



PRINCIPAL ACTIVITY 2.3.2 DELIVER INNOVATIVE PROGRAMS AIMED AT REDUCING ILLEGAL DUMPING AND LITTERING

Reference	Deliverable	Responsibility
2.3.2.1	Investigate opportunities for public place infrastructure enhancements to reduce litter.	Manager Sustainability and Waste
2.3.2.2	Implement community campaigns that target priority litter in priority locations.	Manager Sustainability and Waste
2.3.2.3	Develop and deliver programs to reduce event-related litter and support Council staff, industry, and the community to implement them.	Manager Sustainability and Waste
2.3.2.4	Deliver the first year of actions from the three-year Illegal Dumping Plan 2025-28.	Manager Sustainability and Waste

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

PRINCIPAL ACTIVITY 2.4.1 IMPLEMENT THE BIODIVERSITY STRATEGY TO PROTECT, MANAGE AND RESTORE THE CITY'S HABITAT AREAS, FAUNA, AND NATIVE SPECIES.

Reference	Deliverable	Responsibility
2.4.1.1	Develop land management plans for key Council parks and reserves with Endangered Ecological Communities (EEC).	Manager Sustainability and Waste
2.4.1.2	Develop a program designed to support the community to create habitat gardens on private land.	Manager Sustainability and Waste
2.4.1.3	Deliver a biosecurity and invasive species education program.	Manager Sustainability and Waste

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

PRINCIPAL ACTIVITY 2.5.1 IMPLEMENT FORESHORE ACCESS STRATEGY INITIATIVES TO EXPAND, ENHANCE AND PROMOTE PUBLIC SPACES AND PATHS ALONG THE FORESHORE.

Reference	Deliverable	Responsibility
2.5.1.1	Work with Transport for NSW to release part of their land holdings adjacent to their Hilly Street Depot in Mortlake for the purposes of public open space.	Manager Property Strategy and Leasing

PRINCIPAL ACTIVITY 2.5.2 WORK WITH THE PARRAMATTA RIVER CATCHMENT GROUP.

This principal activity is being delivered in the Open Space and Sustainability and Waste business unit work plans.

PERFORMANCE MEASURES			
Measure	Baseline	Target	Frequency
Net emissions (tonnes CO2-e) from Council operations*	7,579 t CO2-e (2017-18)	<ul style="list-style-type: none"> • 2,983 t CO2-e by 2025 • Zero CO2-e by 2030 	Annually
Net emissions (tonnes CO2-e) from the City of Canada Bay Community**	772,220 t CO2-e (2017-18)	<ul style="list-style-type: none"> • 351,682 t CO2-e by 2035 • Zero CO2-e by 2050 	Annually***
Kilograms per year of domestic waste stream to landfill per resident**	190kg/per annum (2019-20)	Decrease	Annually
Number of trees planted**	800 (2019-20)	1,500	Annually



*Outcomes that Council can control

**Outcomes that Council can influence

***Annual total community emissions data has a lag of 12 months from reporting year



Direction 3: Vibrant Urban Living

Direction 3: Vibrant Urban Living	
COMMUNITY OUTCOME	
<p>Our local villages and town centres are welcoming and active community hubs with opportunities to participate in varied art, culture and creative activities. Our City is welcoming and supportive of business and the local economy is strong. The built environment respects the unique character of our neighborhoods and responds to the needs of our growing community.</p>	
 ECONOMIC	 SOCIAL
OUR FUTURE 2036 GOALS	
<ol style="list-style-type: none"> 1. Create vibrant local village centres and community hubs 2. Improve access to local art, culture and creative activities 3. Promote the City as an attractive, welcoming place to do business 4. Ensure the built environment respects the unique neighbourhood character and responds deftly to evolving community needs 	
OUR PARTNERS	
<ul style="list-style-type: none"> – Community groups and organisations – Residents, workers and visitors – Business and industry – Chambers of Commerce – Volunteers – Resilient Cities Network (Sydney) – Southern Sydney Regional Organisation of Councils (SSROC) – NSW Government 	
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Sponsor and attend local events and activities, including creative and cultural programs and activities or local business forums – Shop local – Report safety and maintenance issues – Celebrate our local heritage 	
COUNCIL BUSINESS UNITS THAT SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Place and Events – Health, Building and Compliance – Strategic Planning – Statutory Planning 	



Uncle Jimmy Smith, a Wiradjuri and Gadigal man, visited our libraries to facilitate hands-on cartography workshops.

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Direction 3: Principal activities and deliverables

Goal 3.1 Create vibrant local village centres and community hubs

PRINCIPAL ACTIVITY 3.1.1 IMPLEMENT THE PLACE MANAGEMENT FRAMEWORK FOR CITY-WIDE SOCIAL, ECONOMIC AND CULTURAL DEVELOPMENT.

Reference	Deliverable	Responsibility
3.1.1.1	Implementation of grant funded place projects in partnership with the State Government.	Manager Place and Events

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

PRINCIPAL ACTIVITY 3.2.1 DELIVER INNOVATIVE AND ACCESSIBLE EVENTS, PLACE ACTIVATION AND CULTURAL PROJECTS, PROGRAMS AND CREATIVE ACTIVITIES.

Reference	Deliverable	Responsibility
3.2.1.1	Deliver and support an annual program of Council and community events and activations across the City of Canada Bay.	Manager Place and Events
3.2.1.2	Develop and implement cultural programming in the new Rhodes Recreation Centre.	Manager Place and Events

PRINCIPAL ACTIVITY 3.2.2 DELIVER THE PUBLIC ART STRATEGY.

Reference	Deliverable	Responsibility
3.2.2.1	Deliver a range of public art initiatives as part of the City Art Program.	Manager Place and Events

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

PRINCIPAL ACTIVITY 3.3.1 PROVIDE ECONOMIC DEVELOPMENT ACTIVITIES THAT STIMULATE THE LOCAL ECONOMY IN PARTNERSHIP WITH KEY STAKEHOLDERS.

Reference	Deliverable	Responsibility
3.3.1.1	Partner with the State Government and the Chambers of Commerce to deliver resources and events that support local businesses within the City of Canada Bay.	Manager Place and Events



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

PRINCIPAL ACTIVITY 3.4.1 EFFECTIVELY PLAN FOR FUTURE GROWTH BY BALANCING REGIONAL PRIORITIES WITH LOCAL VALUES.

Reference	Deliverable	Responsibility
3.4.1.1	Finalise the Planning Proposal for Stage 2 of the Parramatta Road Corridor.	Manager Strategic Planning
3.4.1.2	Prepare the Planning Proposal for the land around the Metro station in Five Dock.	Manager Strategic Planning
3.4.1.3	Prepare a Street Design Guide for the Homebush Transport Oriented Development Area.	Manager Strategic Planning
3.4.1.4	Investigate opportunities for Special Entertainment Precincts.	Manager Strategic Planning
3.4.1.5	Review the Local Strategic Planning Statement.	Manager Strategic Planning

PRINCIPAL ACTIVITY 3.4.2 IMPLEMENT BEST PRACTICE LAND USE PLANNING AND CONSTRUCTION APPROACHES TO DELIVER QUALITY DEVELOPMENT OUTCOMES.

This Delivery Program strategy is being delivered in the Statutory Planning business unit work plan.




PERFORMANCE MEASURES

Measure	Baseline	Target	Frequency
Percentage of people and businesses who agree town centres are vibrant**	57% (2019-20)	Maintain or improve	Biennially
Median number of days to assess Development Applications*	83 days (2019-20)	Decrease	Annually
Percentage of planned environmental health inspections completed according to the inspection schedule*	100% (2023-24)	100%	Six monthly and annually

*Outcomes that Council can control

**Outcomes that Council can influence

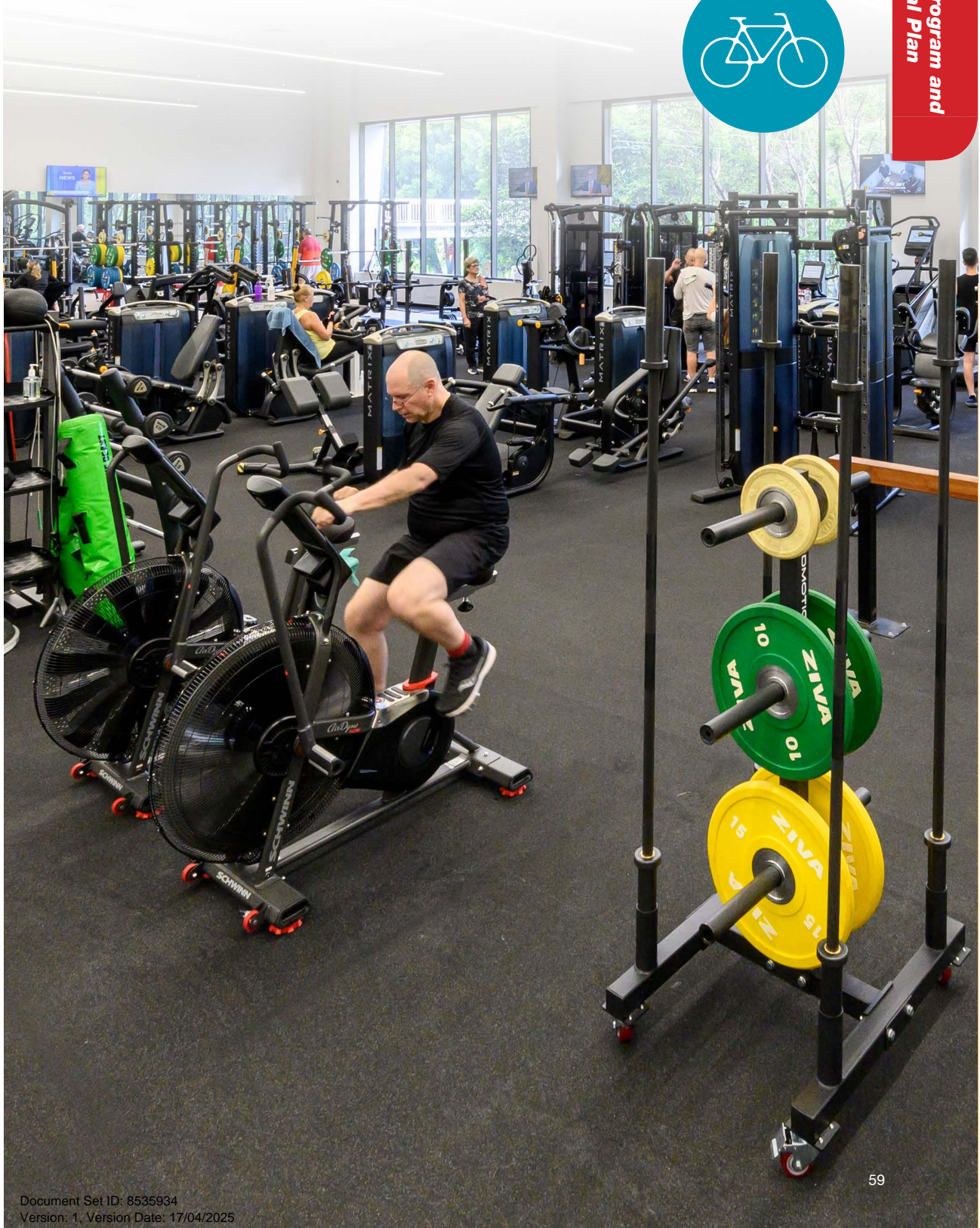
Direction 4: Infrastructure and Transport

Direction 4: Infrastructure and Transport
COMMUNITY OUTCOME <p>Traffic and parking are managed well to improve road and pedestrian safety and minimise congestion. There are more opportunities to walk, cycle and use public transport. Our public assets – including parks, seawalls, roads and cycleways – are in great condition and able to meet growing local and visitor population demands.</p> <div>    </div> <div> SOCIAL ECONOMIC ENVIRONMENTAL </div>
OUR FUTURE 2036 GOALS <ol style="list-style-type: none"> 1. Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues 2. Manage traffic and parking to minimise congestion and improve the City's road safety 3. Encourage active and accessible transport opportunities
OUR PARTNERS <ul style="list-style-type: none"> – Community groups and organisations – Business and industry – Chambers of Commerce – Southern Sydney Regional Organisation of Councils (SSROC) – NSW Government – Transport for NSW – Federal Government
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME <ul style="list-style-type: none"> – Have your say during community engagement – Provide feedback on public exhibitions of policies, strategies, and plans – Choose to walk, cycle, and use public transport to get around – Report any issues with roads and footpaths to Council
COUNCIL BUSINESS UNITS THAT SUPPORT THIS OUTCOME <ul style="list-style-type: none"> – Strategic Asset Services and Innovation – Roads and Traffic – Project Management Office – Building Services and Fleet – Open Space

Concord Oval Recreation
Centre Health Club.



**Delivery Program and
Operational Plan**



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Direction 4: Principal activities and deliverables

Goal 4.1 Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues

PRINCIPAL ACTIVITY 4.1.1 IMPLEMENT THE ASSET MANAGEMENT STRATEGY AND PLANS.		
Reference	Deliverable	Responsibility
4.1.1.1	Establish comprehensive design and specification standards to inform the planning and construction of assets in alignment with community and Council requirements.	Manager Building Services and Fleet
4.1.1.2	Develop Powells Creek and Exile Bay Flood Plain Risk Management Plan.	Manager Strategic Asset Services and Innovation

Goal 4.2 Manage traffic and parking to minimise congestion and improve the City's road safety

PRINCIPAL ACTIVITY 4.2.1 PLAN, DELIVER AND MANAGE TRAFFIC, PARKING AND ROAD SAFETY, TO SUPPORT POPULATION CHANGE.
This principal activity is being delivered in the Roads and Traffic business unit work plan.

Goal 4.3 Encourage active and accessible transport opportunities

PRINCIPAL ACTIVITY 4.3.1 SUPPORT AND ADVOCATE FOR SAFE AND ACCESSIBLE PUBLIC TRANSPORT NETWORKS.
This principal activity is being delivered in the Roads and Traffic business unit work plan.

PRINCIPAL ACTIVITY 4.3.2 PLAN AND DELIVER ACTIVE TRANSPORT OPPORTUNITIES.
This principal activity is being delivered in the Roads and Traffic business unit work plan.






PERFORMANCE MEASURES			
Measure	Baseline	Target	Frequency
Number of participants in car safety seat fittings and road safety activities*	193 (2023-24)	Maintain or increase	Annually
Metres of new active travel assets (footpaths, shared paths, on-road cycleways) delivered.*	n/a	Workload measure (delivered per program)	Annually
Percentage of road surfaces rated in satisfactory condition or better.**	91% (2019-20)	>90%	Annually

*Outcomes that Council can control

**Outcomes that Council can influence

Direction 5: Civic Leadership

Direction 5: Civic Leadership	
COMMUNITY OUTCOME	
<p>Council leads the way with ethical and effective decision making to ensure a sustainable, financially secure, and resilient future for the City of Canada Bay. It is easy for people to find out about what is happening in their community and how they can get involved in decisions that affect them. Our community's quality of life is improved by thoughtful use of 'smart city' technology.</p>	
<div>    </div> <div> <p>CIVIC</p> <p>ENVIRONMENTAL</p> <p>ECONOMIC</p> </div>	
OUR FUTURE 2036 GOALS	
<ol style="list-style-type: none"> 1. Council is accountable, efficient, and ready to meet future challenges 2. Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community 3. Council works with partners to actively shape the City's future 4. The City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them 	
OUR PARTNERS	
<ul style="list-style-type: none"> – Community groups and organisations – Residents and ratepayers – Business and industry – Southern Sydney Regional Organisation of Councils (SSROC) – Office of Local Government – NSW Government – Federal Government 	
HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Learn about how Council operates and how decisions are made – Participate in community engagement events related to finance, environment, and high-profile projects – Get to know what Council does through newsletters and other communication channels, including social media – Interact with and use Council's smart technology, including smart parking and smart signs 	
COUNCIL BUSINESS UNITS THAT SUPPORT THIS OUTCOME	
<ul style="list-style-type: none"> – Executive and Councillor Support – Communications and Engagement – People and Culture – Digital and Information Services – Finance and Procurement – Governance and Risk – Property Strategy and Leasing – Corporate Strategy and Business Improvement 	



Lunar New Year festivities at Rhodes.

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Direction 5: Principal activities and deliverables

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

PRINCIPAL ACTIVITY 5.1.1 ENSURE DECISION MAKING IS OPEN, ACCOUNTABLE, AND INFORMED BY COMMUNITY ENGAGEMENT, INTEGRATED PLANNING AND RISK MANAGEMENT

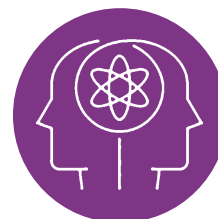
Reference	Deliverable	Responsibility
5.1.1.1	Develop a community engagement plan for the review of the Community Strategic Plan and Engagement Strategy, which will be implemented in the 2026-27 financial year.	Manager Communications and Engagement
5.1.1.2	Prepare the Annual Report by November 2025.	Director Corporate Services and Strategy

PRINCIPAL ACTIVITY 5.1.2 STRENGTHEN COUNCIL'S FINANCIAL OPERATIONS AND PROCESSES

Reference	Deliverable	Responsibility
5.1.2.1	Review Council's property portfolio and recommend appropriate management actions.	Manager Property Strategy and Leasing Manager Building Services and Fleet
5.1.2.2	Develop and progress a plan for Council's long-term accommodation needs which includes administration, civic and operations.	Manager Property Strategy and Leasing

PRINCIPAL ACTIVITY 5.1.3 IMPLEMENT ENVIRONMENTALLY SUSTAINABLE PRACTICES AND MEASURES ACROSS COUNCIL ASSETS AND SERVICES

Reference	Deliverable	Responsibility
5.1.3.1	Develop and implement Council's Toward Net Zero Fleet Transition Plan.	Manager Building Services and Fleet
5.1.3.2	Develop a plan to phase out the use of gas in the buildings asset portfolio.	Manager Building Services and Fleet



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

PRINCIPAL ACTIVITY 5.2.1 ESTABLISH TIMELY PLANS FOR FUTURE WORKFORCE NEEDS AND DELIVER THE WORKFORCE MANAGEMENT STRATEGY.

Reference	Deliverable	Responsibility
5.2.1.1	Implement the Workforce Management Strategy.	Manager People and Culture
5.2.1.2	Develop a Succession Planning Framework.	Manager People and Culture
5.2.1.3	Continue implementation of the Learning and Development Strategy.	Manager People and Culture

PRINCIPAL ACTIVITY 5.2.2 PROMOTE COUNCIL AS AN EMPLOYER OF CHOICE WITH A TALENTED AND VALUED WORKFORCE.

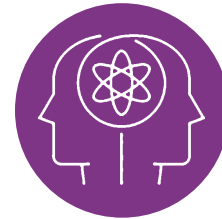
Reference	Deliverable	Responsibility
5.2.2.1	Deliver the employment actions in the Disability Inclusion Action Plan (DIAP)	Manager People and Culture
5.2.2.2	Embed the Safety-First culture throughout the organisation through the implementation of the Health, Safety and Wellbeing Strategy and Framework.	Manager People and Culture
5.2.2.3	Deliver and implement the Mental Health and Wellbeing Strategy.	Manager People and Culture

PRINCIPAL ACTIVITY 5.2.3 IMPLEMENT BEST PRACTICE TECHNOLOGY AND PROCESSES		
Reference	Deliverable	Responsibility
5.2.3.1	Undertake an annual cyber incident management exercise as part of organisational business continuity.	Manager Digital Information Systems
5.2.3.2	Implement recommendations from Council's Cyber Security Audit.	Manager Digital Information Systems
5.2.3.3	Undertake an operational analysis of Council's online customer service offerings.	Manager Digital Information Systems
5.2.3.4	Implement a new Human Resource Information System.	Manager People and Culture
5.2.3.5	Implement a new Incident Management System.	Manager People and Culture
5.2.3.6	Undertake Project Management Office Support and Administration process and system improvements.	Manager Project Management Office

PRINCIPAL ACTIVITY 5.2.4 DELIVER BUSINESS AND SERVICE DELIVERY IMPROVEMENTS		
Reference	Deliverable	Responsibility
5.2.4.1	Undertake two Service Reviews, consistent with the Service Review Framework.	Director Corporate Services and Strategy
5.2.4.2	Establish a City Assets suppliers panel for improved efficiency and to support local business.	Manager Building Services and Fleet

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

PRINCIPAL ACTIVITY 5.3.1 ENGAGE WITH STAKEHOLDERS AND PARTNERS TO ADVOCATE FOR THE CITY OF CANADA BAY COMMUNITY.		
Reference	Deliverable	Responsibility
5.3.1.1	Coordinate project related grants submissions and management.	Manager Project Management Office
5.3.1.2	Deliver expanded community services stakeholder networking including a community hub or expo to showcase local social sector service provision.	Manager Library and community Services



Goal 5.4 City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them

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

This principal activity is being delivered within the Communications and Engagement business unit work plan.

PERFORMANCE MEASURES			
Measure	Baseline	Target	Frequency of reporting
Percentage of scheduled operational activities that are on track for completion within the project timeframe*	95% (June 2024)	80%	Six monthly and annually
Percentage of scheduled capital infrastructure projects that are on track for completion within the project timeframe*	79% (June 2024)	80%	Six monthly and annually
Percentage of high impact projects with a community engagement plan*	100% (2022-24)	100%	Annually
Percentage of rates collected by due date**	95% (2021-22)	95%	Annually
Cash expense cover ratio*	-	>3 months	Annually
Debt service cover ratio*	-	>2.00x	Annually
Operating performance ratio*	-	>0.00%	Annually
Own source operating revenue ratio*	-	>60%	Annually
Unrestricted current ratio*	-	>1.5x	Annually

* Outcomes that Council can control

** Outcomes that Council can influence



Resourcing strategy

Council plans and budgets to achieve the Community Strategic Plan outcomes through development of a Resourcing Strategy at the start of each Council term and undertaking regular reviews of the Resourcing Strategy throughout the term of office. The Resourcing Strategy is comprised of the following three elements:

PEOPLE:

A Workforce Management Strategy that builds the capacity and capability of our staff to ensure we provide the best services and outcomes for you.



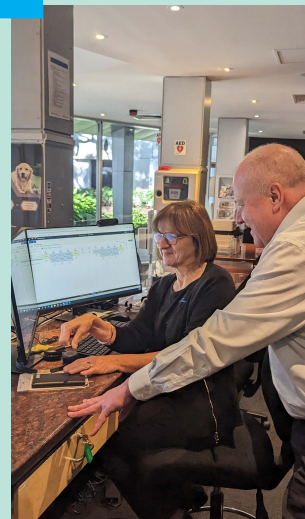
ASSETS:

Asset Management Strategy and Plans to ensure that our existing assets are well maintained and that new assets are planned strategically to meet current and future needs.



FINANCES:

A Long-term Financial Plan that provides for financial security to deliver our services and resilience to recover from shocks.



The Resourcing Strategy plans ahead for the next 10 years, anticipating the changing needs of our growing community and adjusting annually as trends and challenges impact on the services that we deliver.

Statement of revenue

Policy

Mcllwaine Park Rhodes.

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Document Set ID: 8535934
Version: 1, Version Date: 17/04/2025

Overview

This Statement of Revenue Policy identifies where Council expects its revenue to be derived during 2025-2026, and how it intends to expend that revenue in order to deliver this year's Operational Plan.

The Statement of Revenue Policy includes estimates of income and expenditure,

with a detailed budget for the Operational Plan's deliverables.

It provides information about the rates and special rates that will apply across the City in 2025-2026, and the fees and charges that will be levied for some of the services the Council provides to the community.

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

The estimated income and expenditure for Council's operating and capital budgets are presented in the table below.

Estimated income and expenditure	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Operational budget				
Operating income	\$	\$	\$	\$
Rates and annual charges	75,684,510	78,833,734	81,852,313	85,006,327
User fees and charges	24,135,558	24,853,374	25,592,713	26,354,227
Other revenue	7,563,909	7,790,827	8,024,555	8,265,291
Other income	4,986,035	5,530,235	5,788,642	5,962,304
Grants and contributions - operational	9,239,464	9,476,929	7,263,743	7,225,364
Interest	7,433,000	7,132,840	7,430,639	7,581,459
Total Operating income	129,042,476	133,617,939	135,952,605	140,394,972
Operating expenses	\$	\$	\$	\$
Employee costs	56,257,897	57,678,430	58,758,819	60,151,890
Borrowings	552,424	515,968	477,900	438,150
Materials and services	44,441,503	46,424,059	46,374,971	48,539,638
Depreciation	20,463,000	21,499,200	22,661,629	23,389,257
Other expenses	7,239,697	7,420,313	7,605,447	7,795,210
Net loss from disposal of assets	0	0	0	0
Total operating expenditure	128,954,521	133,537,970	135,878,766	140,314,145
Operational result - surplus/(deficit)	87,955	79,969	73,839	80,827
Capital budget				
Capital income	\$	\$	\$	\$
Grants and contributions - capital	18,057,277	18,995,267	11,950,000	11,950,000
New loan	0	0	0	0
Proceeds from the disposal of assets	501,000	703,000	960,000	970,000
Total Capital income	18,558,277	19,698,267	12,910,000	12,920,000
Capital expenses	\$	\$	\$	\$
Capital expenditure	43,305,915	29,927,853	28,672,807	33,568,361
Capital expenditure - principal loan	826,456	862,913	900,980	940,731
Capital expenditure - other	1,180,000	895,000	830,000	425,000
Total capital expenditure	45,312,372	31,685,766	30,403,788	34,934,092
Capital result - surplus/(deficit)	(26,754,094)	(11,987,499)	(17,493,788)	(22,014,092)
Funding movements	\$	\$	\$	\$
Add back depreciation and amortisation - non cash item	20,463,000	21,499,200	22,661,629	23,389,257
Transfer from reserve	21,650,265	12,760,468	12,811,024	14,737,270
Transfer to reserve	15,447,125	22,352,138	18,052,704	16,193,263
Total Funding movements	26,666,140	11,907,530	17,419,948	21,933,264
Net result - surplus/(deficit)	0	0	0	0

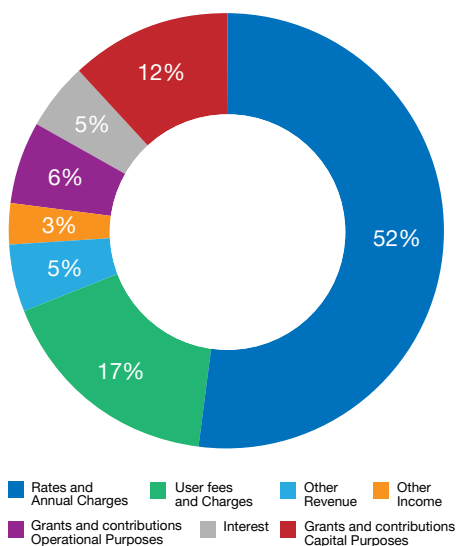
Income statement

	Forecast 2025-2026
Income from continuing operations	\$
Rates and annual charges	75,684,510
User fees and charges	24,135,558
Other revenue	7,563,909
Other income	4,986,035
Grants and contributions - operational	9,239,464
Interest	7,433,000
Grants And Contributions - capital	18,057,277
Total operating income	147,099,753
Expenses from continuing operations	\$
Employee costs	56,257,897
Borrowings	552,424
Materials and services	44,441,503
Depreciation	20,463,000
Other expenses	7,239,697
Net loss from disposal of assets	0
Total operating expenditure	128,954,521
Surplus/(deficit) from continuing operations	18,145,232
Surplus/(deficit) before capital grants and contributions	87,955

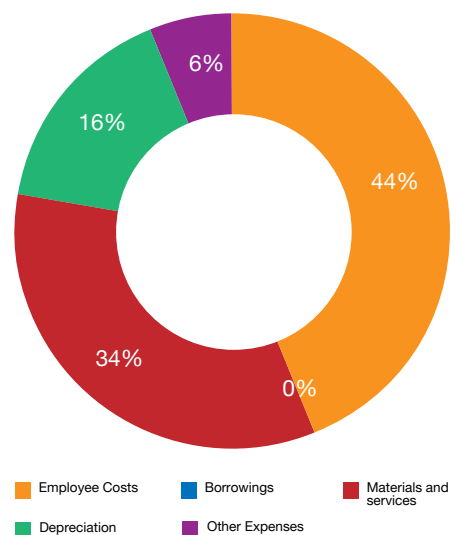
Proposed borrowings for 2025-2026

Nil.

**Operating income
2025-2026**



**Operating expenditure
2025-2026**



Combined budget summary 2025–26 - Executive Services

Business units

- Executive Services
- General Manager
- Communications and Engagement
- People and Culture

Executive Services	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	502,588	512,640	522,893	533,350
Total income from continuing operations	502,588	512,640	522,893	533,350
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	5,257,656	5,389,095	5,523,824	5,661,919
Borrowings	0	0	0	0
Materials and services	1,463,593	1,454,873	1,527,194	1,534,588
Depreciation	0	0	0	0
Other expenses	30,891	31,662	32,454	33,266
Total expenses from continuing operations	6,752,140	6,875,630	7,083,472	7,229,773
Surplus/(deficit) from continuing operations	(6,249,552)	(6,362,990)	(6,560,579)	(6,696,423)

Business unit

General Manager

General Manager	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	823,742	844,335	865,443	887,079
Borrowings	0	0	0	0
Materials and services	662,647	680,950	699,765	719,103
Depreciation	0	0	0	0
Other expenses	30,891	31,662	32,454	33,266
Total expenses from continuing operations	1,517,280	1,556,947	1,597,662	1,639,448
Surplus/(deficit) from continuing operations	(1,517,280)	(1,556,947)	(1,597,662)	(1,639,448)

Business unit
Communications and Engagement

Manager Communications and Engagement	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	1,164,649	1,193,763	1,223,607	1,254,196
Borrowings	0	0	0	0
Materials and services	398,934	410,034	421,443	433,173
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	1,563,583	1,603,797	1,645,050	1,687,369
Surplus/(deficit) from continuing operations	(1,563,583)	(1,603,797)	(1,645,050)	(1,687,369)

Business unit
People and Culture

Manager People and Culture	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	502,588	512,640	522,893	533,350
Total income from continuing operations	502,588	512,640	522,893	533,350
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	3,269,266	3,350,997	3,434,774	3,520,644
Borrowings	0	0	0	0
Materials and services	402,012	363,889	405,986	382,312
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	3,671,278	3,714,886	3,840,760	3,902,956
Surplus/(deficit) from continuing operations	(3,168,690)	(3,202,246)	(3,317,867)	(3,369,606)

Combined budget summary 2025-26 – Corporate Services and Strategy

Business units

- Director Corporate Services and Strategy
- Finance and procurement
- Digital and Information Services
- Property Strategy and Leasing
- Governance and Risk

Corporate Services and Strategy	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	56,557,654	59,133,816	61,358,575	63,791,686
User fees and charges	632,018	650,980	670,512	690,626
Interest	7,433,000	7,132,840	7,430,639	7,581,459
Other revenue	1,321,563	1,361,211	1,402,048	1,444,110
Other income	4,962,425	5,505,917	5,763,595	5,936,506
Grants and contributions-operational purposes	3,923,267	3,954,228	3,984,925	4,015,316
Total income from continuing operations	74,829,927	77,738,992	80,610,294	83,459,703
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	8,953,776	9,177,644	9,407,089	9,642,296
Borrowings	552,424	515,968	477,900	438,150
Materials and services	8,603,889	9,742,844	9,983,690	11,135,910
Depreciation	11,789,000	12,391,500	13,098,543	13,539,278
Other expenses	2,527,520	2,590,708	2,655,476	2,721,863
Total expenses from continuing operations	32,426,609	34,418,664	35,622,698	37,477,497
Surplus/(deficit) from continuing operations	42,403,319	43,320,328	44,987,596	45,982,206

Business unit

Director Corporate Services and Strategy

Director Corporate Services and Strategy	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	1,034,610	1,060,473	1,086,984	1,114,158
Borrowings	0	0	0	0
Materials and services	78,956	140,996	83,088	150,234
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	1,113,566	1,201,469	1,170,072	1,264,392
Surplus/(deficit) from continuing operations	(1,113,566)	(1,201,469)	(1,170,072)	(1,264,392)

Business unit
Chief Financial Officer

Chief Financial Officer	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	56,557,654	59,133,816	61,358,575	63,791,686
User fees and charges	535,982	552,062	568,625	585,683
Interest	7,433,000	7,132,840	7,430,639	7,581,459
Other revenue	130,372	134,284	138,312	142,461
Other income	0	0	0	0
Grants and contributions-operational purposes	3,923,267	3,954,228	3,984,925	4,015,316
Total income from continuing operations	68,580,275	70,907,230	73,481,076	76,116,605
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	2,258,854	2,315,348	2,373,236	2,432,600
Borrowings	552,424	515,968	477,900	438,150
Materials and services	849,979	871,893	894,374	917,438
Depreciation	11,789,000	12,391,500	13,098,543	13,539,278
Other expenses	2,527,520	2,590,708	2,655,476	2,721,863
Total expenses from continuing operations	17,977,777	18,685,417	19,499,529	20,049,329
Surplus/(deficit) from continuing operations	50,602,498	52,221,813	53,981,547	56,067,276

Business unit
Chief Digital and Information Officer

Chief Digital and Information Officer	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	82,236	84,704	87,246	89,863
Interest	0	0	0	0
Other revenue	1,573	1,620	1,669	1,719
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	83,809	86,324	88,915	91,582
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	3,883,076	3,980,152	4,079,655	4,181,645
Borrowings	0	0	0	0
Materials and services	4,052,725	4,890,899	5,007,970	5,143,690
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	7,935,800	8,871,051	9,087,625	9,325,335
Surplus/(deficit) from continuing operations	(7,851,991)	(8,784,727)	(8,998,710)	(9,233,753)

Business unit
Property Strategy and Leasing

Manager Property Strategy and Leasing	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	13,800	14,214	14,641	15,080
Interest	0	0	0	0
Other revenue	1,170,750	1,205,873	1,242,050	1,279,312
Other income	4,962,425	5,505,917	5,763,595	5,936,506
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	6,146,975	6,726,004	7,020,286	7,230,898
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	1,107,449	1,135,135	1,163,514	1,192,601
Borrowings	0	0	0	0
Materials and services	1,057,293	1,154,192	1,187,683	1,222,188
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	2,164,742	2,289,327	2,351,197	2,414,789
Surplus/(deficit) from continuing operations	3,982,234	4,436,677	4,669,089	4,816,109

Business unit
Governance and Risk

Manager Governance and Risk	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	18,868	19,434	20,017	20,618
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	18,868	19,434	20,017	20,618
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	669,788	686,536	703,700	721,292
Borrowings	0	0	0	0
Materials and services	2,564,936	2,684,864	2,810,575	3,702,360
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	3,234,724	3,371,400	3,514,275	4,423,652
Surplus/(deficit) from continuing operations	(3,215,856)	(3,351,966)	(3,494,258)	(4,403,034)

Combined budget summary 2025-26 – Environment and Planning

Business units

- Director Environment and Planning
- Health, Building and Compliance
- Sustainability and Waste
- Strategic Planning
- Statutory Planning

Environment and Planning	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	19,126,856	19,699,918	20,493,738	21,214,641
User fees and charges	4,661,507	4,795,353	4,933,211	5,075,209
Interest	0	0	0	0
Other revenue	5,852,550	6,028,127	6,208,973	6,395,242
Other income	23,610	24,318	25,047	25,798
Grants and contributions-operational purposes	397,168	435,661	407,764	291,479
Total income from continuing operations	30,061,690	30,983,377	32,068,733	33,002,369
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	9,535,038	9,787,649	10,019,679	10,192,264
Borrowings	0	0	0	0
Materials and services	15,371,394	15,376,894	16,156,602	16,732,749
Depreciation	0	0	0	0
Other expenses	3,980,809	4,080,329	4,182,338	4,286,897
Total expenses from continuing operations	28,887,240	29,244,872	30,358,619	31,211,910
Surplus/(deficit) from continuing operations	1,174,450	1,738,505	1,710,114	1,790,459

Business unit

Director Environment and Planning

Director Environment and Planning	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	35,000	36,050	37,132	38,246
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	35,000	36,050	37,132	38,246
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	420,611	431,126	441,903	452,950
Borrowings	0	0	0	0
Materials and services	317,779	325,724	333,866	342,213
Depreciation	0	0	0	0
Other expenses	205,000	210,125	215,378	220,762
Total expenses from continuing operations	943,390	966,975	991,147	1,015,925
Surplus/(deficit) from continuing operations	(908,390)	(930,925)	(954,015)	(977,679)

Business unit
Health, Building and Compliance

Manager Health, Building and Compliance	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	1,661,249	1,711,087	1,762,417	1,815,290
Interest	0	0	0	0
Other revenue	5,797,550	5,971,477	6,150,622	6,335,141
Other income	15,375	15,836	16,311	16,800
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	7,474,174	7,698,400	7,929,350	8,167,231
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	4,259,889	4,366,384	4,475,543	4,587,425
Borrowings	0	0	0	0
Materials and services	996,224	1,021,136	1,046,669	1,072,841
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	5,256,113	5,387,520	5,522,212	5,660,266
Surplus/(deficit) from continuing operations	2,218,061	2,310,880	2,407,138	2,506,965

Business unit
Sustainability and Waste

Manager Sustainability and Waste	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	19,126,856	19,699,918	20,493,738	21,214,641
User fees and charges	1,148,742	1,183,204	1,218,700	1,255,261
Interest	0	0	0	0
Other revenue	20,000	20,600	21,219	21,855
Other income	8,235	8,482	8,736	8,998
Grants and contributions-operational purposes	336,445	373,724	344,588	227,040
Total income from continuing operations	20,640,277	21,285,928	22,086,981	22,727,795
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	2,037,922	2,103,107	2,143,023	2,118,699
Borrowings	0	0	0	0
Materials and services	13,116,722	13,378,345	14,088,081	14,493,130
Depreciation	0	0	0	0
Other expenses	3,750,809	3,844,579	3,940,694	4,039,212
Total expenses from continuing operations	18,905,452	19,326,031	20,171,798	20,651,041
Surplus/(deficit) from continuing operations	1,734,825	1,959,897	1,915,183	2,076,754

Business unit Strategic Planning

Manager Strategic Planning	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	530,000	539,900	550,097	560,600
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	12,500	12,750	13,005	13,265
Total income from continuing operations	542,500	552,650	563,102	573,865
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	987,608	1,012,298	1,037,606	1,063,545
Borrowings	0	0	0	0
Materials and services	736,138	442,041	473,093	604,296
Depreciation	0	0	0	0
Other expenses	25,000	25,625	26,266	26,923
Total expenses from continuing operations	1,748,746	1,479,964	1,536,965	1,694,764
Surplus/(deficit) from continuing operations	(1,206,246)	(927,314)	(973,863)	(1,120,899)

Business unit Statutory Planning

Manager Statutory Planning	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	1,321,516	1,361,162	1,401,997	1,444,058
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	48,223	49,187	50,171	51,174
Total income from continuing operations	1,369,739	1,410,349	1,452,168	1,495,232
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	1,829,008	1,874,734	1,921,604	1,969,645
Borrowings	0	0	0	0
Materials and services	204,531	209,648	214,893	220,269
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	2,033,539	2,084,382	2,136,497	2,189,914
Surplus/(deficit) from continuing operations	(663,800)	(674,033)	(684,329)	(694,682)

Combined budget summary 2025-26 – City Assets

Business units

- Director City Assets
- Strategic Asset Services and Innovation
- Roads and Traffic
- Open Space
- Building Services and Fleet
- Project Management Office

City Assets	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	7,215,291	7,431,494	7,654,175	7,883,530
Interest	0	0	0	0
Other revenue	45,597	46,965	48,374	49,825
Other income	0	0	0	0
Grants and contributions-operational purposes	3,528,669	3,746,965	1,523,146	1,534,804
Total income from continuing operations	10,789,557	11,225,424	9,225,695	9,468,159
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	17,482,582	17,919,653	18,020,899	18,471,418
Borrowings	0	0	0	0
Materials and services	15,181,412	15,927,221	14,672,970	15,024,734
Depreciation	8,202,000	8,612,100	9,042,706	9,313,988
Other expenses	342,947	351,521	360,309	369,317
Total expenses from continuing operations	41,208,941	42,810,495	42,096,884	43,179,457
Surplus/(deficit) from continuing operations	(30,419,384)	(31,585,071)	(32,871,189)	(33,711,298)

Business unit

Director City Assets

Director City Assets	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	961,589	985,631	1,010,270	1,035,526
Borrowings	0	0	0	0
Materials and services	51,078	52,374	53,700	55,061
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	1,012,667	1,038,005	1,063,970	1,090,587
Surplus/(deficit) from continuing operations	(1,012,667)	(1,038,005)	(1,063,970)	(1,090,587)

Business unit
Strategic Asset Services and Innovation

Manager Strategic Asset Services and Innovation	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	93,047	95,839	98,714	101,676
Interest	0	0	0	0
Other revenue	8,708	8,969	9,238	9,515
Other income	0	0	0	0
Grants and contributions-operational purposes	220,600	267,231	188,312	192,078
Total income from continuing operations	322,355	372,039	296,264	303,269
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	1,711,286	1,754,068	1,797,923	1,842,872
Borrowings	0	0	0	0
Materials and services	1,779,146	1,885,376	1,804,226	1,848,072
Depreciation	1,746,000	1,833,300	1,924,965	1,982,714
Other expenses	0	0	0	0
Total expenses from continuing operations	5,236,432	5,472,744	5,527,114	5,673,658
Surplus/(deficit) from continuing operations	(4,914,077)	(5,100,705)	(5,230,850)	(5,370,389)

Business unit
Roads and Traffic

Manager Roads and Traffic	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	3,558,771	3,665,536	3,775,503	3,888,769
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	3,308,069	3,479,734	1,334,834	1,342,726
Total income from continuing operations	6,866,840	7,145,270	5,110,337	5,231,495
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	5,634,892	5,775,764	5,573,415	5,712,746
Borrowings	0	0	0	0
Materials and services	4,589,443	4,704,249	3,303,812	3,386,481
Depreciation	6,456,000	6,778,800	7,117,741	7,331,274
Other expenses	326,662	334,829	343,200	351,780
Total expenses from continuing operations	17,006,997	17,593,642	16,338,168	16,782,281
Surplus/(deficit) from continuing operations	(10,140,157)	(10,448,372)	(11,227,831)	(11,550,786)

Business unit
Open Space

Manager Open Space	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	3,092,532	3,185,050	3,280,337	3,378,475
Interest	0	0	0	0
Other revenue	35,719	36,791	37,895	39,032
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	3,128,251	3,221,841	3,318,232	3,417,507
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	6,581,821	6,746,367	6,915,026	7,087,901
Borrowings	0	0	0	0
Materials and services	3,939,771	4,096,748	4,184,678	4,266,635
Depreciation	0	0	0	0
Other expenses	16,285	16,692	17,109	17,537
Total expenses from continuing operations	10,537,877	10,859,807	11,116,813	11,372,073
Surplus/(deficit) from continuing operations	(7,409,626)	(7,637,966)	(7,798,581)	(7,954,566)

Business unit
Building Services and Fleet

Manager Building Services and Fleet	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	470,941	485,069	499,621	514,610
Interest	0	0	0	0
Other revenue	1,170	1,205	1,241	1,278
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	472,111	486,274	500,862	515,888
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	2,294,119	2,351,475	2,410,259	2,470,516
Borrowings	0	0	0	0
Materials and services	4,737,103	5,101,482	5,237,387	5,377,089
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	7,031,222	7,452,957	7,647,646	7,847,605
Surplus/(deficit) from continuing operations	(6,559,111)	(6,966,683)	(7,146,784)	(7,331,717)

Business unit
Project Management Office

Manager Project Management Office	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	298,875	306,348	314,006	321,857
Borrowings	0	0	0	0
Materials and services	84,870	86,992	89,167	91,396
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	383,745	393,340	403,173	413,253
Surplus/(deficit) from continuing operations	(383,745)	(393,340)	(403,173)	(413,253)



Mayor Michael Megna with members of
the Rhodes Community Garden.

Combined budget summary 2023-24 – Community Services and Leisure

Business unit

- Director Community, Culture and Leisure
- Library and Community Services
- Venues Management
- Recreation Management
- Place and Events

Community Culture and Leisure	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	11,626,742	11,975,547	12,334,815	12,704,862
Interest	0	0	0	0
Other revenue	344,199	354,524	365,160	376,114
Other income	0	0	0	0
Grants and contributions-operational purposes	887,772	827,435	825,015	850,415
Total income from continuing operations	12,858,713	13,157,506	13,524,990	13,931,391
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	15,028,845	15,404,389	15,787,328	16,183,993
Borrowings	0	0	0	0
Materials and services	3,821,215	3,922,227	4,034,515	4,111,657
Depreciation	472,000	495,600	520,380	535,991
Other expenses	357,530	366,093	374,870	383,867
Total expenses from continuing operations	19,679,591	20,188,309	20,717,093	21,215,508
Surplus/(deficit) from continuing operations	(6,820,878)	(7,030,803)	(7,192,103)	(7,284,117)

Business unit

Director - Community Culture and Leisure

Director Community Culture and Leisure	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	0	0	0	0
Interest	0	0	0	0
Other revenue	0	0	0	0
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	0	0	0	0
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	406,589	416,753	427,172	437,851
Borrowings	0	0	0	0
Materials and services	10,600	10,865	11,136	11,415
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	417,189	427,618	438,308	449,266
Surplus/(deficit) from continuing operations	(417,189)	(427,618)	(438,308)	(449,266)

Business unit

Place and Events

Manager Place and Events	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	92,000	94,760	97,603	100,531
Interest	0	0	0	0
Other revenue	189,300	194,979	200,829	206,853
Other income	0	0	0	0
Grants and contributions-operational purposes	257,306	210,162	200,595	218,607
Total income from continuing operations	538,606	499,901	499,027	525,991
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	1,276,013	1,307,865	1,338,511	1,374,076
Borrowings	0	0	0	0
Materials and services	1,009,056	1,047,717	1,099,971	1,100,887
Depreciation	0	0	0	0
Other expenses	130,000	133,250	136,581	139,995
Total expenses from continuing operations	2,415,070	2,488,832	2,575,063	2,614,958
Surplus/(deficit) from continuing operations	(1,876,464)	(1,988,931)	(2,076,036)	(2,088,967)

Business unit

Library and Community Services

Manager Library and Community Services	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	4,319,787	4,449,381	4,582,863	4,720,352
Interest	0	0	0	0
Other revenue	1,182	1,217	1,253	1,290
Other income	0	0	0	0
Grants and contributions-operational purposes	630,466	617,273	624,420	631,808
Total income from continuing operations	4,951,435	5,067,871	5,208,536	5,353,450
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	8,253,885	8,460,108	8,671,484	8,888,145
Borrowings	0	0	0	0
Materials and services	1,261,889	1,280,331	1,295,156	1,324,820
Depreciation	472,000	495,600	520,380	535,991
Other expenses	227,530	232,843	238,289	243,872
Total expenses from continuing operations	10,215,303	10,468,882	10,725,309	10,992,828
Surplus/(deficit) from continuing operations	(5,263,868)	(5,401,011)	(5,516,773)	(5,639,378)

Business unit
Venues Management

Manager Venues Management	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	1,391,010	1,432,743	1,475,724	1,519,996
Interest	0	0	0	0
Other revenue	64,000	65,920	67,898	69,935
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	1,455,010	1,498,663	1,543,622	1,589,931
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	466,741	478,410	490,370	502,631
Borrowings	0	0	0	0
Materials and services	164,255	168,364	172,574	176,888
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	630,996	646,774	662,944	679,519
Surplus/(deficit) from continuing operations	824,014	851,889	880,678	910,412

Business unit
Recreation Management

Manager Recreation Management	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Income from continuing operations	\$	\$	\$	\$
Rates and annual charges	0	0	0	0
User fees and charges	5,823,945	5,998,663	6,178,625	6,363,983
Interest	0	0	0	0
Other revenue	89,717	92,408	95,180	98,036
Other income	0	0	0	0
Grants and contributions-operational purposes	0	0	0	0
Total income from continuing operations	5,913,662	6,091,071	6,273,805	6,462,019
Expenses from continuing operations	\$	\$	\$	\$
Employee costs	4,625,617	4,741,253	4,859,791	4,981,290
Borrowings	0	0	0	0
Materials and services	1,375,416	1,414,950	1,455,678	1,497,647
Depreciation	0	0	0	0
Other expenses	0	0	0	0
Total expenses from continuing operations	6,001,032	6,156,203	6,315,469	6,478,937
Surplus/(deficit) from continuing operations	(87,371)	(65,132)	(41,664)	(16,918)

Capital projects

Projects	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029
Buildings	\$	\$	\$	\$
Buildings Renewal Program	3,545,788	1,338,433	1,371,894	1,406,191
Building Accessibility Program	300,000	300,000	300,000	300,000
Community Sports Facility - Five Dock Park	1,000,000	2,000,000	0	0
Renewals - Drummoynes Swimming Centre	125,000	125,000	125,000	125,000
Renewals - Cabarita Swimming Centre	125,000	125,000	125,000	125,000
Sustainability Program - Buildings	200,000	200,000	200,000	200,000
Amenities Building - Location	710,000	0	0	0
Recreational Facilities - Majors Bay Reserve	0	0	300,000	1,500,000
Buildings Innovation Program	560,000	300,000	300,000	307,500
Community Sports Facility Upgrade - St Lukes Oval	1,720,000	0	0	0
Renewal - Town Centres	400,000	1,200,000	0	0
Shade Structure Renewals Program	100,000	100,000	100,000	100,000
Library Building Upgrades	285,000	275,000	0	0
Rhodes Park BBQ shelter	60,250	0	0	0
Wellbank and Victoria Ave Childcare centre upgrades	220,000	220,000	220,000	0
8A Hilts Road - Renovation	150,000	0	0	0
Property - Demolition	93,150	0	0	0
Amenities Building - Cabarita Park Public Toilet	0	100,000	500,000	0
Canada Bay Swimming Centres Upgrade Investigations	0	0	0	200,000
Sub-total	9,594,188	6,283,433	3,541,894	4,263,691
Finance	\$	\$	\$	\$
Finance	826,456	862,913	900,980	940,731
Sub-total	826,456	862,913	900,980	940,731
Fleet Services	\$	\$	\$	\$
Fleet - Vehicles (Trucks, Utes, Trailers, Mowers)	1,000,000	1,000,000	1,000,000	1,000,000
Fleet - Lease Back Vehicles (Sedans and Wagons)	1,000,000	1,000,000	1,000,000	1,284,000
Small Plant - Engineering	33,000	34,000	34,000	36,000
Small Plant - Parks & Gardens	33,000	34,000	34,000	36,000
Sub-total	2,066,000	2,068,000	2,068,000	2,356,000
Health, Building and Compliance	\$	\$	\$	\$
Installation of In-ground Parking Sensors	75,000	0	0	0
Sub-total	75,000	0	0	0
Digital and Information Services	\$	\$	\$	\$
Information Technology Projects	445,000	895,000	830,000	425,000
HRIS Signature Project	260,000	0	0	0
Sub-total	705,000	895,000	830,000	425,000
Recreation Management	\$	\$	\$	\$
Rhodes Recreation Centre Operational Readiness	475,000	0	0	0
Sub-total	475,000	0	0	0

Projects	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029
Library and Community Services	\$	\$	\$	\$
Furniture and Fittings - Concord Library	9,200	9,600	10,000	10,400
Furniture - Five Dock Library	7,300	7,600	7,900	8,200
Library Audio/Visual	44,100	62,821	65,722	68,759
Library Books	340,000	324,625	337,610	351,114
Library Periodicals	40,400	45,315	47,128	49,013
Library Cataloguing and Processing	131,800	131,383	136,638	142,103
Furniture and Fittings - The Learning Space	11,500	12,000	12,500	13,000
Replacement Robot at the Learning Space	0	0	11,000	0
Sub-total	584,300	593,344	628,498	642,590

Open Space	\$	\$	\$	\$
Synthetic Cricket Wicket Renewal	30,000	30,000	30,000	30,000
Open Space Planning & Recreation	203,126	208,204	213,409	218,744
Outdoor Exercise Equipment Program	100,000	0	105,000	0
Off-Leash Dog Area Upgrades	45,000	45,000	45,000	45,000
Urban Canopy Street Tree Masterplan	30,000	0	0	0
Urban Canopy Tree Planting	200,000	440,000	200,000	200,000
Parks Renewal Program	140,000	240,000	240,000	240,000
Upgrade - Timbrell Park Sportsfield	4,460,000	250,000	0	0
Playground Upgrade - Accessibility Improvements	150,000	150,000	150,000	150,000
Playground upgrade - Chiswick Park	230,000	0	0	0
Playground upgrade - Henry Lawson Park	280,000	0	0	0
Playground upgrade - Croker Park	0	10,000	240,000	0
Playground upgrade - Kendall Reserve	0	20,000	180,000	0
Playground upgrade - Warbrick Park	0	20,000	180,000	0
Playground upgrade - Halliday Park	0	0	30,000	370,000
Playground upgrade - Werrell Reserve	0	0	20,000	130,000
Playground upgrade - Kings Park	0	0	0	20,000
Playground upgrade - Bayview Park	0	0	0	30,000
Playground upgrade - Goddard Park	0	0	0	25,000
New Playground - Strathfield Triangle	0	0	0	50,000
Urban Canopy - Asset Management	100,000	0	10,000	200,000
Upgrade - Howley Park East	1,800,000	0	0	0
Golf Course Safety Screen Program	450,000	450,000	450,000	100,000
Red Cross Reserve upgrade	0	0	0	100,000
Five Dock Park multi-use court	296,600	0	0	0
Rhodes Retaining Wall	200,000	0	200,000	0
Powells Creek Reserve - Tennis Carpark Fencing	50,000	0	0	0
Open Space Accessibility Program	100,000	100,000	100,000	100,000
Sub-total	8,864,726	1,963,204	2,393,409	2,008,744

Projects	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029
Place and Events	\$	\$	\$	\$
Rhodes Recreation Centre Public Art	576,548	0	0	0
Sydney Metro Five Dock Temp Placemaking	195,000	0	0	0
Sub-total	771,548	0	0	0
Project Management Office	\$	\$	\$	\$
Public Domain Masterplan- Victoria Road, Drummoyne	100,000	100,000	0	0
Rhodes Recreation Centre	250,000	0	0	0
PMO Projects	1,568,136	1,599,498	1,639,486	1,680,473
Public Domain Construction Works - Rhodes Station	3,000,000	0	0	0
Project Management Office	1,168,122	1,191,484	1,221,271	1,251,803
Depot Relocation Investigation	600,000	0	0	0
Parramatta to Sydney Foreshore Link (PSFL)	141,500	0	0	0
Campbell and Lysaght Park Masterplan	70,000	0	0	0
Plans of Management - Generic	20,000	150,000	0	0
Infrastructure Strategic Plan	150,000	0	0	0
Cabarita Park Masterplan	70,000	0	0	0
Sub-total	7,137,757	3,040,983	2,860,757	2,932,276

Property Strategy and Leasing	\$	\$	\$	\$
Property Development	25,000	26,000	0	0
Affordable Housing - Acquisition	0	0	132,000	368,000
Sub-total	25,000	26,000	132,000	368,000

Roads and Traffic	\$	\$	\$	\$
Accessibility Works Program (Bus Stop Upgrades)	200,000	200,000	200,000	200,000
Traffic Facilities Program	150,000	220,000	220,000	220,000
Footpath Renewal Program	560,000	560,000	560,000	560,000
Kerb and Gutter Renewal Program	357,931	420,000	420,000	420,000
Regional Roads Program	133,000	133,000	133,000	133,000
Road Pavement Renewal Program	1,717,892	1,969,631	1,969,631	1,969,631
Road Resurfacing Program	2,050,000	2,382,833	2,382,833	2,200,000
Roads To Recovery Program	645,754	766,833	807,193	807,193
Embankment Stabilisation - The Terrace	0	0	725,000	0
Traffic Committee Initiatives	70,000	100,000	200,000	200,000
Bridge Renewal Program	200,000	400,000	0	0
Regional Cycleway Upgrade - RMS Grant	2,228,582	0	0	0
City of Canada Bay Active Transport Plan	200,000	0	0	0
Pedestrian Access Mobility Plan (PAMP)	100,000	100,000	100,000	100,000
Local Roads Heavy Patching Program	725,234	871,590	871,590	675,234
Mortlake LATM	200,000	500,000	0	0
Car Parking Upgrade - Five Dock Park	400,000	0	0	0
Five Dock Traffic Study	100,000	0	0	0
Concord Library (Flavelle St) - Disabled Car Parking Upgrade	50,000	0	0	0
Hamilton St East, North Strathfield - Refuge Island	150,000	0	0	0
Rhodes Traffic Safety Measures	100,000	300,000	300,000	300,000
Drummoyne Traffic - study initiatives	200,000	250,000	250,000	250,000
Timbrell Park - traffic study initiatives	250,000	750,000	750,000	300,000
Flavelle Street/Gipps Street Intersection Treatment	150,000	0	0	0
Harris Road and Bevin Ave, Treatment	0	200,000	0	0
Sub-total	10,938,393	10,123,887	9,889,247	8,335,058

Projects	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029
Strategic Assets and Innovation	\$	\$	\$	\$
Drainage Renewal and Relining Program	450,000	450,000	450,000	450,000
Seawall Renewal Program	105,000	0	0	4,933,000
Annual Stormwater Management Program	503,000	503,000	503,000	503,000
Floodplains - Powells Creek East Catchment FS, FRMS, FRM	35,000	0	0	0
Pedestrian Crossing Lighting Improvement Program	450,000	450,000	450,000	450,000
Canal Renewal- Massey Park	800,000	2,200,000	2,400,000	2,600,000
Lighting Renewal Program	0	670,000	300,000	670,000
Drummoyne Oval Lighting Upgrade	350,000	0	0	0
Exile Bay Flood Study Initiatives	250,000	250,000	250,000	250,000
Sub-total	2,943,000	4,523,000	4,353,000	9,856,000

Street Tree Program	\$	\$	\$	\$
Street Tree Replacement Program	250,000	250,000	250,000	250,000
Sub-total	250,000	250,000	250,000	250,000

Venues Management	\$	\$	\$	\$
Venue Coordination	56,000	56,000	56,000	56,000
Sub-total Venues Management	56,000	56,000	56,000	56,000

Sustainability and Waste	\$	\$	\$	\$
Bin Replacement/Refresh - Domestic Waste	0	1,000,000	0	0
Community Recycling Centre Rebuild	0	0	2,500,000	2,500,000
Sub-total Sustainability and Waste	0	1,000,000	2,500,000	2,500,000

Total	45,312,370	31,685,764	30,403,786	34,934,090
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Poposed Projects	Proposal 2025-2026	Proposal 2026-2027	Proposal 2027-2028	Proposal 2028-2029
Subject to grants being awarded	\$	\$	\$	\$
Electric Heat Pump - Drummoyne Swimming Centre	0	500,000	0	0
Community Sports Facility - Queen Elizabeth Park	0	0	1,250,000	1,250,000
Sub-total Subject to grants being awarded	0	500,000	1,250,000	1,250,000

Ordinary rates and special rates that apply in 2025-2026

Rating Structure

The total income that can be raised from levying rates on property is capped by the State Government based on a determination by the Independent Pricing and Regulatory Tribunal (IPART). IPART determined that general income from rates in 2025-2026 may be increased by a maximum of 4.69%. The minimum rate has been approved by IPART to increase to \$1,030.06.

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

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

The following information details the rating structures for rating of land for 2025-2026. Land is rated according to its use as either Residential or Business. The ad valorem rate, the minimum rate and anticipated revenue from each rating category is:

Rate category, No. of assessments and rateable land value	Basis of rate calculation	Total ordinary rate income
Residential Residential number: 37,565 No. minimums: 22,732 Land value: \$46,822,354,623	Minimum rate \$1,030.06 Cents in the dollar: 0.068119	\$48,298,283
Business Business number: 1,826 No. minimums: 811 Land value: \$3,419,964,422	Minimum rate \$1,030.06 Cents in the dollar: 0.196787	\$7,270,342
Total rate assessments 39,391	Total rateable value \$50,242,319,045	\$55,568,625
SMSC category, No. of assessments	Basis of rate calculation	Total SMSC
Stormwater management services charge (Residential) SMSC No. standard 15,330 No. strata 22,078	Standard properties \$25 Strata properties \$12.50	\$659,225
Stormwater management services Charge (business) SMSC No. standard 965 No. strata 859	Standard properties minimum \$25 or \$25 per 350m ² Strata properties minimum \$5 or part thereof by entitlement	\$91,802
Total stormwater management services charge (SMSC)		\$751,027
Total rate revenue ordinary and SMSC		\$56,319,652

Stormwater Management Charge

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

Domestic Waste Management Charge

Domestic Waste Management (DWM) Services are provided to all residential properties in the local government area. The Domestic Waste Management Charge is a separate charge for waste services. The cost of these services cannot be financed from ordinary rates and the charge covers the costs of providing the services. The amount charged for a standard residential service for 2025-2026 is \$478. Income raised from the DWM Charge is forecast at \$19.10M. For all charges relating to waste management, please refer to the document Fees and Charges 2025-2026.

Pensioner Rebate

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

Rate Instalments

Rate instalments will be due on the following dates:

First Instalment	31 August 2025
Second Instalment	30 November 2025
Third Instalment	29 February 2026
Fourth Instalment	31 May 2026

Boarding House Tariffs

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

- Where full board and lodging is provided:
\$467 per week for single accommodation; or
\$770 per week for a family or shared accommodation.
- Where less than full board or lodging is provided:
\$315 per week for single accommodation; or
\$518 per week for family or shared accommodation.

Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 119 – 28th day of March 2025).

Maximum Interest Rate on Overdue Rates and Charges

In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2025 to 30 June 2026 will be 10.5% per annum

The methodology used to calculate the interest rate applicable for the period 1 June 2025 to 30 June 2026 is the Supreme Court methodology (the Reserve Bank cash rate plus 6%), rounded to the nearest half per cent. The cash rate used for the purposes of the maximum interest rate for local government is based on the cash rate set by the Reserve Bank of Australia on 10 December 2024

Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 119 – 28th day of March 2025)

Revenue Policy

In accordance with Section 608 of the Local Government Act 1993 and other relevant legislation, City of Canada Bay Council charges and recovers approved fees and charges for any services it provides as contained within the document entitled "Fees and Charges 2025 - 2026".

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

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

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

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

In cases where the amount of fees and charges for service is determined under another Act or regulatory body, Council's policy is not to determine an amount that is inconsistent with the amount determined under the other Act or regulatory body. All of Council's fees and charges not subject to statutory control are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the Local Government Act 1993 and Regulations.



Local children
celebrating the
opening of The Shed
jump track in Concord.

Reduction or waiving of fees

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

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

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

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

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

Non-provision or disruption of a service -

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

Promotions - where, due to factors such as prevailing market conditions and/or the underutilization of an asset, program or service, promotional activities in the form of financial incentives are warranted to increase revenue from time to time.

Goods and Services Tax (GST)

City of Canada Bay Council unequivocally reserves the right to pass on the GST imposed on some of the goods and services provided, and where legislation is changed to remove or alter GST, the new GST treatment will be applied immediately to the relevant fees and charges.

Price Codes

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





Appendix 1: key drivers

When Council undertakes its integrated planning and reporting, the following plans and strategies are considered:



Eastern City District Plan

	Connected community	Sustainable and thriving environment	Vibrant urban living	Infrastructure and transport	Civic leadership
E1 Planning for a city supported by infrastructure			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
E2 Working through collaboration	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
E3 Providing services and social infrastructure to meet people's changing needs	<input checked="" type="checkbox"/>				
E4 Fostering healthy, creative, culturally rich and socially connected communities	<input checked="" type="checkbox"/>				
E5 Providing housing supply, choice and affordability, with access to jobs, services and public transport	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
E6 Creating and renewing great places and local centres, and respecting the District's heritage	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
E7 Growing a stronger and more competitive Harbour CBD					
E8 Growing and investing in health and education precincts and the Innovation Corridor			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
E9 Growing international trade gateways					
E10 Delivering integrated land use and transport planning and a 30-minute city			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
E11 Growing investment, business opportunities and jobs in strategic centres			<input checked="" type="checkbox"/>		
E12 Retaining and managing industrial and urban services land			<input checked="" type="checkbox"/>		
E13 Supporting growth of targeted industry sectors			<input checked="" type="checkbox"/>		
E14 Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways		<input checked="" type="checkbox"/>			
E15 Protecting and enhancing bushland and biodiversity		<input checked="" type="checkbox"/>			
E16 Protecting and enhancing scenic and cultural landscapes		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
E17 Increasing urban tree canopy cover and delivering Green Grid connections		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
E18 Delivering high quality open space	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
E19 Reducing carbon emissions and managing energy, water and waste efficiently		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
E20 Adapting to the impacts of urban and natural hazards and climate change		<input checked="" type="checkbox"/>			
E21 Preparing Local Strategic Planning Statements informed by local strategic planning			<input checked="" type="checkbox"/>		
E22 Monitoring and reporting on the delivery of the plan			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

United Nations Sustainable Development Goals

	Connected community	Sustainable and thriving environment	Vibrant urban living	Infrastructure and transport	Civic leadership
1. No poverty	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Zero hunger	<input checked="" type="checkbox"/>				
3. Good health and wellbeing	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
4. Quality education	<input checked="" type="checkbox"/>				
5. Gender equality	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
6. Clean water and sanitation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
7. Affordable and clean energy		<input checked="" type="checkbox"/>			
8. Decent work and economic growth	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
9. Industry, innovation and infrastructure	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
10. Reduced inequalities	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
11. Sustainable cities and communities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
12. Responsible consumption and production		<input checked="" type="checkbox"/>			
13. Climate action		<input checked="" type="checkbox"/>			
14. Life below water		<input checked="" type="checkbox"/>			
15. Life on land		<input checked="" type="checkbox"/>			
16. Peace, justice and strong institutions	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
17. Partnerships for the goals	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>

Modern Slavery Compliance

	Connected community	Sustainable and thriving environment	Vibrant urban living	Infrastructure and transport	Civic leadership
Council has a legislative obligation and a moral imperative to take all reasonable steps to seek to ensure that the goods and services that we procure are not the product of modern slavery.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Child Safe Organisation

	Connected community	Sustainable and thriving environment	Vibrant urban living	Infrastructure and transport	Civic leadership
The City of Canada Bay is a Child Safe Community. We support the UN Declaration on the Rights of the Child and adhere to the Children and Young Person (Care and Protection) Act 1998 and the Children's Guardian Act 2019.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Climate Emergency

	Connected community	Sustainable and thriving environment	Vibrant urban living	Infrastructure and transport	Civic leadership
Council declared a climate emergency at its meeting on 17 September 2019. We have a responsibility to our community and planet to not only reduce our greenhouse gas emissions but implement climate change mitigation and adaptation measures to safeguard the beautiful place we call home. We have since adopted and begun implementing an Environmental Strategy and Emissions Reduction Action Plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Disability Access and Inclusion

	Connected community	Sustainable and thriving environment	Vibrant urban living	Infrastructure and transport	Civic leadership
Council is working to remove barriers and make sure that everyone has equal access to places, services, employment, volunteering opportunities, information and to contribute to our community. We value the perspective, experiences and contributions of all people from our diverse community.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix 2: our business units

Business Unit	Services
Building Services and Fleet	<ul style="list-style-type: none"> • Facilities Management <ul style="list-style-type: none"> ◦ Building Maintenance and Operations ◦ Access Control, Security and CCTV • Building Capital Works <ul style="list-style-type: none"> ◦ Building Design and Delivery Management ◦ Building Design Standards • Trades Services <ul style="list-style-type: none"> ◦ Building and Open Space Repairs and Maintenance ◦ Graffiti Removal and Painting • Fleet Management <ul style="list-style-type: none"> ◦ Operational Vehicle and Plant ◦ Internal Light Vehicle • Shade Structures <ul style="list-style-type: none"> ◦ Shade and Outdoor Dining Structures ◦ Repairs, Maintenance and Renewals
Communications and Engagement	<ul style="list-style-type: none"> • Community engagement <ul style="list-style-type: none"> ◦ Online engagement ◦ Face to face engagement • Media and communications <ul style="list-style-type: none"> ◦ Digital communications ◦ Printed communications ◦ Media management
Corporate Strategy and Business Improvement	<ul style="list-style-type: none"> • Integrated Planning and Reporting • Business Performance Management • Service Review Framework implementation • Corporate Projects
Digital and Information Services	<ul style="list-style-type: none"> • ICT Security and Operations <ul style="list-style-type: none"> ◦ Service desk ◦ Application support ◦ Systems engineering • Information and Data Governance Manager <ul style="list-style-type: none"> ◦ Records management ◦ Government Information (Public Access) applications ◦ Private and Personal Information Protection • Digital Business Solutions <ul style="list-style-type: none"> ◦ Geographic Information systems ◦ Business analysis, digital solutions and change • Customer Experience <ul style="list-style-type: none"> ◦ Front counter service ◦ Call Centre ◦ After hours service ◦ Justice of the Peace service

Business Unit	Services
Executive and Councillor Support	<ul style="list-style-type: none"> • Personal assistant service to the General Manager • Councillor support and administration • Citizenship ceremonies • Civic event organisation
Finance and Procurement	<ul style="list-style-type: none"> • Financial operations <ul style="list-style-type: none"> ◦ Rates ◦ Accounts Payable ◦ Debt Recovery • Corporate accounting <ul style="list-style-type: none"> ◦ Budget, including fees and charges ◦ Investments • Procurement
Governance and Risk	<ul style="list-style-type: none"> • Council meeting administration • Audit and Risk <ul style="list-style-type: none"> ◦ ARIC Committee Administration ◦ Business Continuity ◦ Internal Audit • Fraud and Corruption Prevention • Insurance and claim management • Public Interests Disclosure management
Health, Building and Compliance	<ul style="list-style-type: none"> • Environmental Health <ul style="list-style-type: none"> ◦ Land contamination ◦ Development referral service ◦ Cooling water systems ◦ Food safety incl mobile food vendor certification ◦ Skin penetration ◦ Pollution and neighbourhood amenity ◦ Service station audit program • Law Enforcement and Parking <ul style="list-style-type: none"> ◦ Law enforcement ◦ Parking patrols • Building Certification and Compliance Team <ul style="list-style-type: none"> ◦ Swimming pool compliance ◦ Public space occupation and hoarding ◦ Illegal building works/building development compliance ◦ Building fire safety ◦ Construction Certificate service and inspections ◦ Building information certificates

Business Unit	Services
Library and Community Services	<ul style="list-style-type: none"> Libraries (Concord, Five Dock and The Learning Space) <ul style="list-style-type: none"> o Collections o Customer Service o Programs o Spaces o Technology Early childhood education and care <ul style="list-style-type: none"> o Wellbank Children's Centre o Victoria Avenue Children's Centre Community Development <ul style="list-style-type: none"> o Community bus trips o Homeless persons o Community grants o Accessibility and inclusion o Seniors
Open Space	<ul style="list-style-type: none"> Operations – Open Space <ul style="list-style-type: none"> o Parks and Water o Garden services and landscaping o Sportsfields and golf courses Open Space Planning and Recreation <ul style="list-style-type: none"> o Parramatta River Catchment Group representatives o Landscape architecture o Open space bookings Urban ecology <ul style="list-style-type: none"> o Urban Forester o Tree Services o Bushcare
People and Culture	<ul style="list-style-type: none"> People and Culture Operations <ul style="list-style-type: none"> o Workforce Planning o Business Partnerships o Performance Planning o Learning and Development o Recruitment o Induction and on-boarding o Payroll Services Health Safety and Wellbeing Return to Work coordination
Place and Events	<ul style="list-style-type: none"> Place Management Cultural Development Economic Development Community fundraising and sponsorship Community and Cultural events Smart City Street banners and flags

Business Unit	Services
Project Management Office	<ul style="list-style-type: none"> • Support and Administration <ul style="list-style-type: none"> ◦ Project Frameworks Management: <ul style="list-style-type: none"> ▪ Project Management ▪ Procurement in Construction (including contract management) ▪ Prioritisation ▪ Project Risk Management ▪ Assurance ◦ PMO 365 administration support and enhancements • Strategic Portfolio Management <ul style="list-style-type: none"> ◦ Master planning (recreational and associated assets) ◦ Plans of Management ◦ Grants Coordination ◦ Interface projects: <ul style="list-style-type: none"> ▪ State or federal government construction project initiatives ▪ VPA delivery ▪ High risk high profile • Projects <ul style="list-style-type: none"> ◦ Project Management (buildings, parks and infrastructure)
Property Strategy and Leasing	<ul style="list-style-type: none"> • Council owned affordable housing • Advertising on Council land • Leases and licences • Strategic property management
Recreation Management	<ul style="list-style-type: none"> • Five Dock Leisure Centre <ul style="list-style-type: none"> ◦ Gymnastics and sports court hire. • Concord Oval Recreation Centre <ul style="list-style-type: none"> ◦ Health Club ◦ Fitness classes, including bootcamp ◦ Personal training ◦ Sports court hire ◦ Creche • Drummoyne and Cabarita Swimming Centres • Rhodes Recreation Centre <ul style="list-style-type: none"> ◦ Health Club ◦ Fitness classes ◦ Personal training ◦ Sports court hire ◦ Creche
Roads and Traffic	<ul style="list-style-type: none"> • Infrastructure and Design <ul style="list-style-type: none"> ◦ Infrastructure and projects • Infrastructure Operations <ul style="list-style-type: none"> ◦ Infrastructure Services ◦ Civil projects operations • Cleansing Services <ul style="list-style-type: none"> ◦ Street sweeping ◦ Community recycling centre ◦ Town centre cleansing ◦ Amenity cleaning • Traffic and Design <ul style="list-style-type: none"> ◦ Traffic Engineering ◦ Road Safety • Emergency Management

Business Unit	Services
Statutory Planning	<ul style="list-style-type: none"> • Development assessment services • Duty Planner Service
Strategic Asset Services and Innovation	<ul style="list-style-type: none"> • Engineering Services <ul style="list-style-type: none"> ◦ Development Engineering referrals and management ◦ Drainage, marine and floodplain engineering and operations • Strategic Asset Management
Strategic Planning	<ul style="list-style-type: none"> • Land use planning studies • Planning Proposals • Development Control Plans • Local Environmental Plans • Local Infrastructure Contribution Plans • Heritage Advisory Service and grants
Sustainability and Waste	<ul style="list-style-type: none"> • Waste management <ul style="list-style-type: none"> ◦ Domestic waste operations ◦ Domestic recycling operations ◦ Domestic clean-up operations ◦ Commercial waste services ◦ Waste enforcement ◦ Waste education, events, and services ◦ Development referrals • Sustainability <ul style="list-style-type: none"> ◦ Corporate sustainability programs ◦ Community environmental programs and events ◦ Environmental strategy and policy ◦ Environmental grants • Natural Environment <ul style="list-style-type: none"> ◦ Biodiversity strategy and programs ◦ Biosecurity education and enforcement
Venue Management	<ul style="list-style-type: none"> • Venue hire/bookings

Members of the public enjoying films at
our free Foreshore Flicks series.



Document Set ID: 8535934
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Draft for
public
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FEES AND CHARGES **2025~2026**



City of
Canada Bay

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FEES AND CHARGES **2025~2026**



City of
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Notes

Appendices





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Revenue Policy

In accordance with Section 608 of the Local Government Act 1993 and other relevant legislation, City of Canada Bay Council charges and recovers approved fees and charges for any services it provides as contained within the document entitled "Fees and Charges 2025 - 2026".

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

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

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

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

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

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

Reduction or waiving of fees

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

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

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

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

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

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

Promotions - where, due to factors such as prevailing market conditions and/or the underutilization of an asset, program or service, promotional activities in the form of financial incentives are warranted to increase revenue from time to time.

Goods & Services Tax (GST)

City of Canada Bay Council unequivocally reserves the right to pass on the GST imposed on some of the goods and services provided, and where legislation is changed to remove or alter GST, the new GST treatment will be applied immediately to the relevant fees and charges.

Price Codes

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

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

City of Canada Bay

Administration and Governance

Financial Administration

Administration Charge per bank guarantee	\$280.00	\$280.00	\$0.00	\$280.00	FC
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Credit Card Charges

Amex Credit Card Use Charge – GST Free & GST Exempt			0.70%		FC
			Last year fee 1%		
MasterCard and Visa Credit Card Use Charge – GST Free & GST Exempt			0.70%		FC
			Last year fee 0.60%		
Amex Credit Card Use Charge – GST Applicable			0.70%		FC
			Last year fee 1%		
MasterCard and Visa Credit Card Use Charge – GST Applicable			0.70%		FC
			Last year fee 0.60%		

Dishonoured Fee

Cheques, Electronic Transactions, Credit Cards, etc	\$65.00	\$65.00	\$0.00	\$65.00	RR
Cheques, Electronic Transactions, Credit Cards, etc	\$65.00	\$65.00	\$0.00	\$65.00	RR

Records Management

Documents, Maps & Reports

City of Canada Bay Local Infrastructure Contribution Plan	\$50.00	\$50.00	\$0.00	\$50.00	PC
City of Canada Bay Planning Agreements Policy (each)	\$50.00	\$50.00	\$0.00	\$50.00	PC
City of Canada Bay LEP – Paper Copy	\$50.00	\$50.00	\$0.00	\$50.00	PC
City of Canada Bay Development Control Plan – Paper Copy – (Full)	\$170.00	\$170.00	\$0.00	\$170.00	PC
Strathfield Triangle DCP Paper Copy	\$50.00	\$50.00	\$0.00	\$50.00	PC
Paper Copy – Individual Parts of DCP (A to J)	\$30.00	\$30.00	\$0.00	\$30.00	PC
Other Planning Policies, Plans, Codes & Guidelines (each)	\$30.00	\$30.00	\$0.00	\$30.00	PC
Annual report, Operational Plan (Full Version – Paper Copy)	\$127.00	\$132.00	\$0.00	\$132.00	PC
Provision of certified copy of a document, map or plan under the EP&A Act, section 10.8(2)	\$62.00	\$62.00	\$0.00	\$62.00	LR
Sale of building / development approval records (per full year)	\$1,270.00	\$1,320.00	\$0.00	\$1,320.00	PC

Note: Service expanded to include combined list of all DA's, Construction Certificates and Complying Development Certificates approved

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 15 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Documents, Maps & Reports [continued]

Sale of building / development approval records (per month)	\$127.00	\$132.00	\$0.00	\$132.00	PC
Note: Service expanded to include combined list of all DA's, Construction Certificates and Complying Development Certificates approved					

Formal Request

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

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

Internal Review

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

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

Property Enquiries

Own or Adjoining Property	\$0.00	\$0.00	\$0.00	\$0.00	Z
Up to 60 minutes	\$95.00	\$95.00	\$0.00	\$95.00	LR
Over 60 minutes		\$120/hour or part thereof in excess of 1 hour			LR

Subpoena Processing

Conduct Money (upon receipt of subpoenas)	\$50.00	\$50.00	\$0.00	\$50.00	LR
Less than one hour is required to compile the information	\$191.00	\$198.00	\$0.00	\$198.00	PC
Longer than one hour is required to compile the information, and additional charges per hour or part thereof is charged	\$139.00	\$144.00	\$0.00	\$144.00	PC
Subpoena File Retrieval Fee – after 1st file only	\$17.50	\$17.50	\$0.00	\$17.50	LR

Printing and Copying

A3 black and white per page	\$0.50	\$0.50	\$0.00	\$0.50	PC
A3 colour per page	\$3.00	\$3.00	\$0.00	\$3.00	PC
A4 black and white per page	\$0.20	\$0.20	\$0.00	\$0.20	PC
A4 colour per page	\$2.00	\$2.00	\$0.00	\$2.00	PC
Per A0 copy	\$38.20	\$39.70	\$0.00	\$39.70	PC
Per A1-A2 copy	\$25.10	\$26.10	\$0.00	\$26.10	PC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

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

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

\$0 - \$150,000	\$102.00	\$106.00	\$0.00	\$106.00	PC
\$150,001 – \$300,000	\$127.00	\$132.00	\$0.00	\$132.00	PC
\$300,001 – \$500,000	\$191.00	\$198.00	\$0.00	\$198.00	PC
\$500,001 – \$1,000, 000	\$382.00	\$397.00	\$0.00	\$397.00	PC
\$1,000,001 or more	\$770.00	\$800.00	\$0.00	\$800.00	PC

GIS - House Renumbering

Request for change in house numbering – non refundable	\$339.00	\$352.00	\$0.00	\$352.00	PC
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Animal Management

Registration Category

Dog – Registration fee (by 12 weeks or when sold if earlier than 12 wk)	\$78.00	\$78.00	\$0.00	\$78.00	LR
Dog – Additional Fee (dog not desexed by 6 months)	\$184.00	\$184.00	\$0.00	\$184.00	LR
Dog – Registration Combined fees (for not Desexing dog by 6 months)	\$262.00	\$262.00	\$0.00	\$262.00	LR
Dog – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	\$0.00	\$0.00	\$0.00	\$0.00	LR
Dog – Registration (recognised breeder)/(not recommended)	\$78.00	\$78.00	\$0.00	\$78.00	LR
Dog – Registration (by eligible pensioner)/(not recommended eligible pensioner)	\$34.00	\$34.00	\$0.00	\$34.00	LR
Dog – Working / Service of the State, Assistance Animal	\$0.00	\$0.00	\$0.00	\$0.00	Z
Cat – Registration fee (by 12 weeks or when sold if earlier than 12 wk)	\$68.00	\$68.00	\$0.00	\$68.00	LR
Cat – Registration (eligible pensioner)/(not recommended – eligible pensioner)	\$34.00	\$34.00	\$0.00	\$34.00	LR
Cat – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	\$0.00	\$0.00	\$0.00	\$0.00	LR
Cat – Registration (not recommended)/(recognised breeder)	\$68.00	\$68.00	\$0.00	\$68.00	LR
Registration Late Fee	\$22.00	\$22.00	\$0.00	\$22.00	LR

Annual Permit Category

Annual Permit Fee for Dangerous or Restricted dogs	\$230.00	\$230.00	\$0.00	\$230.00	LR
If the companion animal has not been desexed by the relevant desexing age and is not kept by a recognised breeder for breeding purposes, an additional fee of \$184 is payable in addition to the applicable registration fee listed above.					
Cat (not desexed by four months of age)	\$96.00	\$96.00	\$0.00	\$96.00	LR
Permit Late Fee	\$22.00	\$22.00	\$0.00	\$22.00	LR

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Impounding of Animals

Cat Cage – Bond	\$100.00	\$100.00	\$0.00	\$100.00	BAGS
Cat Cage – Late Fees	\$31.20	\$29.45	\$2.95	\$32.40	FC
Cat Cage Rental per week or part thereof	\$31.20	\$29.45	\$2.95	\$32.40	FC
Animals other than dogs or cats per week		Refer to External Provider			FC
Daily Holding Fee		Refer to External Provider			FC
Release of Animal		Refer to External Provider			FC

Asset Management

Aus Spec 1 Guidelines

Design and Construction Guidelines for Contractors/ Developers	\$11,640.00	\$10,981.82	\$1,098.18	\$12,080.00	FC
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Civil Works in the Public Domain

Application Fee for Civil Works in the Public Domain (Cost of work up to \$30,000)	\$2,700.00	\$2,800.00	\$0.00	\$2,800.00	LR
Application Fee for Civil Works in the Public Domain (Cost of work greater than \$30,000)	\$8,000.00	\$8,300.00	\$0.00	\$8,300.00	FC
Civil works inspection	\$384.00	\$399.00	\$0.00	\$399.00	FC
Security Deposit		Cost of Works			BAGS
Final Drainage Inspection Fee	\$650.00	\$675.00	\$0.00	\$675.00	FC

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

Final Road Inspection Fee	\$650.00	\$675.00	\$0.00	\$675.00	FC
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This fee is calculated per inspection or submission of a final report. In the case of road pavements, the fee includes of all information submitted in the report. Where further testing or information is required to assess the final report, the applicant will be asked to collate the necessary information or testing and submit. There will be no further charge for additional submissions unless the information initially provided does not meet the specified requirements of Council, or it has been requested more than once.

Pre-Commencement Damage Report

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

Pre-commencement Damage Report Form	\$469.00	\$487.00	\$0.00	\$487.00	FC
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Prior to undertaking approved works within the Public Road Reserve, it is necessary to lodge a report to clearly indicate the condition of all assets within the Road Reserve in the area of the worksite that could be impacted by the works. The report needs to clearly indicate any defects with the assets prior to the commencement of approved work. When the approved works have been completed a final report is to be lodged indicating the condition (including defects) of all assets captured in the report lodged prior to commencing the approved works to allow the comparison of defects before and after the approved works have been undertaken. Fee is calculated as per Asset Damage Report lodged.

Emergency Call Out Situations

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

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Emergency Call Out Situations [continued]

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

Application to connect a private drain with a public drain under the control of a Council or with a drain which connects with such a public drain (Section 68)	\$1,370.00	\$1,420.00	\$0.00	\$1,420.00	RR
Initial Assessment	\$530.00	\$550.00	\$0.00	\$550.00	RR
Subsequent Assessments (each)	\$360.00	\$374.00	\$0.00	\$374.00	RR

Memorial Donations

Memorial Seat with Plaque	\$3,890.00	\$4,040.00	\$0.00	\$4,040.00	RR
Memorial Park Seat	\$3,370.00	\$3,500.00	\$0.00	\$3,500.00	RR
Memorial Plaque Only	\$585.00	\$605.00	\$0.00	\$605.00	RR

OSD Identification Plate

On-site detention (OSD) Identification Plate	\$110.00	\$114.00	\$0.00	\$114.00	RR
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Rock Anchor Permit

Application Fee	\$8,000.00	\$8,300.00	\$0.00	\$8,300.00	RR
Cost per anchor	\$320.00	\$332.00	\$0.00	\$332.00	RR
Refundable Holding Deposit	Minimum \$50,000 plus \$1,000 per anchor above 50 units				BAGS

Property Services

Business Use of Footpaths

Administration of Business Use of Footpaths

Application Fee – Footpath Dining	\$339.00	\$352.00	\$0.00	\$352.00	RR
Bond (less than or equal to 5m2)	\$500.00	\$500.00	\$0.00	\$500.00	BAGS
Bond (greater than or equal to 5m2)	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BAGS

Major Commercial Centres

George Street North Strathfield Footpath Dining Approval per m2 per annum	\$257.00	\$267.00	\$0.00	\$267.00	RR
Great North Road Five Dock Footpath Dining Approval per m2 per annum	\$293.00	\$304.00	\$0.00	\$304.00	RR
Majors Bay Road, Concord Footpath Dining Approval per m2 per annum	\$298.00	\$309.00	\$0.00	\$309.00	RR
Rhodes Adjacent to 1 Rider Boulevard Footpath Dining Approval per m2 per annum	\$390.00	\$405.00	\$0.00	\$405.00	RR

Other Commercial Areas

Other Commercial Areas Footpath Dining per m2 per annum in Canada Bay	\$244.00	\$253.00	\$0.00	\$253.00	RR
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 19 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Other Commercial Areas [continued]

Rhodes Other Footpath Locations Footpath Dining Approval per m2 per annum	\$303.00	\$315.00	\$0.00	\$315.00	RR
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Property Administration

Fee for Preparation of all Council Leases	\$285.00	\$269.09	\$26.91	\$296.00	PC
Application to permanently close and purchase unused and unformed Council public road (S38A Roads Act) (non-refundable)	\$1,580.00	\$1,640.00	\$0.00	\$1,640.00	FC

*Processes include preliminary internal investigations, status search/report and report back to applicant with investigation result and may also include administration and submission of a report to Council to determine if a road closure application will be accepted or refused for progression to the next Stage of the process.
Valuation, surveying, legal costs met by the applicant.
Any sale of land is subject to Council resolution and agreement by the applicant to the sale price.*

Building Services

General Information

BUILDERS INDEMNITY INSURANCE

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

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

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

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

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

LONG SERVICE LEVY

For building or subdivision works that exceed a value of 250,000, payment of the Long Service Levy to the Long Service Levy Payments Corporation is required prior to Council (or an accredited certifier) issuing the Construction or Complying Development Certificate. Council acts as an agent for collection of this levy.

The amount payable is currently fixed at 0.25% of the total cost of the work and is GST exempt

General Information of Building Services	As listed above.	Z
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Complying Development Certificates

Administration of Complying Development Certificates

Complying Development Certificate Applications Involving A Building Code Of Australia Alternative Solution	Relevant application fee PLUS additional charges may be levied to recover council's costs in more complicated assessments at the rate of \$315.00/hour or part thereof.				RR
Such charges will be as determined by the Manager Health, Building & Compliance in consultation with the applicant.					
Confirmation in writing that development is exempt or complying development.	\$2,000.00	\$1,890.91	\$189.09	\$2,080.00	LR
Notification for Complying Development Certificates	\$177.00	\$184.00	\$0.00	\$184.00	LR

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Complying Development Certificates – Application

Work value less than or equal to \$20,000 (Class 1&10 Buildings)	\$1,240.00	\$1,172.73	\$117.27	\$1,290.00	RR
Work value between \$20,001 and \$50,000 (Class 1&10 Buildings)	\$2,140.00	\$2,018.18	\$201.82	\$2,220.00	RR
Work value between \$50,001 and \$200,000 (Class 1&10 Buildings)	\$3,060.00	\$2,890.91	\$289.09	\$3,180.00	RR
Work value between \$200,001 and \$1 million (Class 1&10 Buildings)	\$4,000.00	\$3,772.73	\$377.27	\$4,150.00	RR
Work value more than \$1 million (Class 1&10 Buildings)	\$5,030.00	\$4,745.45	\$474.55	\$5,220.00	RR
Work value less than or equal to \$20,000 (Class 2-9 Buildings)	\$1,770.00	\$1,672.73	\$167.27	\$1,840.00	RR
Work value between \$20,001 and \$50,000 (Class 2-9 Buildings)	\$3,280.00	\$3,090.91	\$309.09	\$3,400.00	RR
Work value between \$50,001 and \$200,000 (Class 2-9 Buildings)	\$3,700.00	\$3,490.91	\$349.09	\$3,840.00	RR
Work value between \$200,001 and \$1 million (Class 2-9 Buildings)	\$4,570.00	\$4,309.09	\$430.91	\$4,740.00	RR
Work value more than \$1 million (Class 2-9 Buildings)				POA	RR

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

Manufactured Home	\$3,100.00	\$3,220.00	\$0.00	\$3,220.00	LR
Other Activities	\$249.00	\$258.00	\$0.00	\$258.00	LR
Street Performances under Section 68	\$0.00	\$0.00	\$0.00	\$0.00	Z

Compliance Cost Notice

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

Construction and Development Certification

Damage Deposits

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

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

Bank guarantees associated with Damage Deposit – Administration Charge per bank guarantee	\$280.00	\$280.00	\$0.00	\$280.00	RR
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 21 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Damage Deposits [continued]

Damage deposit for demolition works per metre of street frontage measured at the property boundary	\$238.00	\$247.00	\$0.00	\$247.00	BAGS
A damage deposit is held by Council until the works are completed. Any damage to Council infrastructure will need to be rectified before the damage deposit is able to be refunded. The damage to Council infrastructure is determined through the applicant lodging of pre and post works Infrastructure Damage Reports. Damage deposit is calculated at \$150 per metre of street frontage measured at the property boundary.					
Damage deposit for construction works valued at less than \$250,000	Deposit is 5% of cost of works				BAGS
A damage deposit is held by Council until the works are completed. Any damage to Council infrastructure will need to be rectified before the damage deposit is able to be refunded. The damage to Council infrastructure is determined through the applicant lodging of pre and post works Infrastructure Damage Reports. Damage deposit is calculated as 5% of the value of the construction works.					
Damage deposit for construction works valued at more than \$250,000	Deposit is 5% of cost of works				BAGS
A damage deposit is held by Council until the works are completed. Any damage to Council infrastructure will need to be rectified before the damage deposit is able to be refunded. The damage to Council infrastructure is determined through the applicant lodging of pre and post works Infrastructure Damage Reports. Damage deposit is calculated as 5% of the cost of construction works.					

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

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

Work value less than or equal to \$25,000	\$1,240.00	\$1,172.73	\$117.27	\$1,290.00	MP
Work value between \$25,001 and \$50,000	\$2,140.00	\$2,018.18	\$201.82	\$2,220.00	MP
Work value between \$50,001 and \$100,000	\$3,060.00	\$2,890.91	\$289.09	\$3,180.00	MP
Work value between \$100,001 and \$300,000	\$3,610.00	\$3,409.09	\$340.91	\$3,750.00	MP
Work value between \$300,001 and \$1,000,000	\$4,000.00	\$3,772.73	\$377.27	\$4,150.00	MP
Work value exceeding \$1,000,001	\$5,030.00	\$4,745.45	\$474.55	\$5,220.00	MP

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

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

Work value less than or equal to \$25,000	\$1,770.00	\$1,672.73	\$167.27	\$1,840.00	MP
Work value between \$25,001 and \$50,000	\$3,280.00	\$3,090.91	\$309.09	\$3,400.00	MP
Work value between \$50,001 and \$100,000	\$3,700.00	\$3,490.91	\$349.09	\$3,840.00	MP
Work value between \$100,001 and \$300,000	\$4,090.00	\$3,863.64	\$386.36	\$4,250.00	MP
Work value between \$300,001 and \$1,000,000	\$4,570.00	\$4,309.09	\$430.91	\$4,740.00	MP
Work value exceeding \$1,000,001				POA	MP

Registration of Certificates Issued by Accredited Certifiers

Registration of a Complying Development Certificate	\$40.00	\$40.00	\$0.00	\$40.00	LR
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 22 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Registration of Certificates Issued by Accredited Certifiers [continued]

Registration of Construction Certificate issued by Private Certifier (Not Complying Development)	\$45.00	\$45.00	\$0.00	\$45.00	LR
Registration of Occupation Certificate issued by Private Certifier	\$45.00	\$45.00	\$0.00	\$45.00	LR
Registration of Subdivision Certificate issued by Private Certifier (Not Complying Development)	\$45.00	\$45.00	\$0.00	\$45.00	LR

Transfer of PCA services to Council

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

Inspection Fee	\$370.00	\$349.09	\$34.91	\$384.00	MP
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Fire Safety Compliance

BCA Class 2-3 Effective Height <25m	\$780.00	\$736.36	\$73.64	\$810.00	MP
BCA Class 2-3 Effective Height >25m	\$1,560.00	\$1,472.73	\$147.27	\$1,620.00	MP
BCA Class 5-9 up to or equal 500m2 floor area	\$645.00	\$609.09	\$60.91	\$670.00	MP
BCA Class 5-9 >500m2 floor area	\$1,290.00	\$1,218.18	\$121.82	\$1,340.00	MP
Annual Fire Safety Statement Lodgement/Registration Fee	\$211.00	\$199.09	\$19.91	\$219.00	RR
Annual Fire Safety Statement – Late fee	\$125 per month up to a maximum of 5 months				LR
Annual Fire Safety Statement – Request to Stay Infringement Notice	\$400.00	\$400.00	\$0.00	\$400.00	LR

Building Information Certification (Section 6.24)

Section 6.24 - Classes 1 & 10 - Statutory

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

A building not exceeding 200sqm	\$250.00	\$250.00	\$0.00	\$250.00	LR
A building greater than 200sqm but not exceeding 2,000sqm	\$250 plus an additional 50 cents per square metre over 200 m2				LR
A building greater than 2,000sqm	\$1,165 plus an additional 7.50 cents per m2 over 2,000				LR
Additional Inspections	\$90.00	\$90.00	\$0.00	\$90.00	LR

Where a Building Information Certificate Application involves Unauthorised Works

Note: The applicable Development Application fees and/or Construction Certificate and inspection fees are payable for unauthorised works - refer to the relevant fee within the Schedule of Fees and Charges

Archive Fee for Unauthorised Works Building Certificates*	\$100.00	\$100.00	\$0.00	\$100.00	LR
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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Certificates

Planning Certificates

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

Section 10.7(2) Certificate Application/Reprint		\$69/lot	LR
Section 10.7(2)/(5) Certificate Application/Reprint		\$174/lot	LR
Fee for urgent processing of applications for Section 10.7(2)/(5) within 24 hours	\$100/lot (Council reserves the right not to make the service available)		LR

Outstanding Notices

Outstanding Notice – Section 735A (per lot)	\$238.00	\$247.00	\$0.00	\$247.00	LR
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Occupation Certificates

Occupation Certificates (Council as PCA)	\$370.00	\$349.09	\$34.91	\$384.00	MP
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Rates Certificates

Reprint and Post Rate Notices and Instalment Notices	\$22.00	\$22.00	\$0.00	\$22.00	LR
Section 603 certificate	\$100.00	\$100.00	\$0.00	\$100.00	LR
Urgency fee – Processed within 24 hours	\$174.00	\$181.00	\$0.00	\$181.00	RR

Section 54 Certificate (LGA, 1993)

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

(Conveyancing Act 1919)

Section 88G certificates (Section 88G of Conveyancing Act)	\$10.00	\$10.00	\$0.00	\$10.00	LR
Section 88G certificate requiring inspection	\$35.00	\$35.00	\$0.00	\$35.00	LR

Swimming Pool Safety Certificate

Fee For Provision of Registration Information of Swimming Pool	\$10.00	\$9.09	\$0.91	\$10.00	LR
Swimming Pool Application Exemption Fee	\$250.00	\$250.00	\$0.00	\$250.00	LR
Swimming Pool Compliance Certificate	\$150 plus \$100 for second and subsequent inspections.				LR
Swimming Pool Sign	\$26.40	\$24.91	\$2.49	\$27.40	RR

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Compliance

Abandoned Articles

Motor Vehicles, Trucks, Trailers and Caravans

Impounding/Admin/Processing Fee	\$230 impounding fee plus \$50/day admin/processing fee + \$220 towing fee				FC
	Last year fee \$225 impounding fee plus \$50/day admin/processing fee + \$215 towing fee				

Other Goods

Political Poster per poster per day	\$15.00	\$20.00	\$0.00	\$20.00	LR
Water Craft Impounding Fee		\$100 admin fee plus \$15 per day			FC
		Last year fee \$150 admin fee plus \$10 per day			
All Other Items Impounding Fee		\$100 admin fee + \$30 per day			FC
		Last year fee \$150 admin fee + \$30 per day			

Clothing Bank Bins

Annual Permit Fee Per Bin - Not Registered Charity	\$1,110.00	\$1,150.00	\$0.00	\$1,150.00	LR
Annual Permit Per Bin - Registered Charity	\$483.00	\$500.00	\$0.00	\$500.00	RR
Initial Annual Application Fee	\$377.00	\$391.00	\$0.00	\$391.00	FC

Public Health Inspections

Improvement Notice Fee – Food Act	\$330.00	\$330.00	\$0.00	\$330.00	LR
Improvement Notice/Prohibition Notice – Public Health Act (Other)	\$295.00	\$295.00	\$0.00	\$295.00	LR
Improvement Notice/Prohibition Notice – Public Health Act (Per Regulated System)	\$635.00	\$635.00	\$0.00	\$635.00	LR
Brothel Audit	\$565.00	\$585.00	\$0.00	\$585.00	FC
Food – Pre-Occupation Inspection	\$190.00	\$197.00	\$0.00	\$197.00	FC
Food – Annual Itinerant/Mobile Food Vendor Fee (Includes Administration Fee, Approval & Inspections)	\$190.00	\$197.00	\$0.00	\$197.00	FC
Food – Reinspection	\$190.00	\$197.00	\$0.00	\$197.00	FC
Food - Home Jurisdiction Inspection	\$324.00	\$336.00	\$0.00	\$336.00	LR
Food – Level Zero Inspection Fee	\$167.00	\$173.00	\$0.00	\$173.00	FC
Food – Level One Annual Business Fee (Includes Administration Fee & Routine Inspections)	\$324.00	\$336.00	\$0.00	\$336.00	FC
Food – Level Two Annual Business Fee (Includes Administration Fee & Routine Inspections)	\$630.00	\$655.00	\$0.00	\$655.00	FC
Food – Level Three Annual Business Fee (Includes Administration Fee & Routine Inspections)	\$905.00	\$940.00	\$0.00	\$940.00	FC
Food – Temporary Food Stall Admin/Inspection	\$105.00	\$109.00	\$0.00	\$109.00	FC
Food – Temporary Food Event – Food Vendor (per stall/ vehicle)	\$105.00	\$109.00	\$0.00	\$109.00	FC

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 25 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Public Health Inspections [continued]

Food - Temporary Food Event - (late submission - Urgency Fee)	\$350.00	\$350.00	\$0.00	\$350.00	FC
Food - Mobile Food Vendor Permit Fee includes admin fee & inspection fee (exclusive to Permit Plug Play Pilot Program)	\$0.00	\$395.00	\$0.00	\$395.00	FC
Food Sample		Total cost of analysis & sampling			FC
Mortuary/Funeral Parlour/Undertaker Audit	\$162.00	\$168.00	\$0.00	\$168.00	FC
Regulated Cooling Tower System/Warm Water System Audit (each system)	\$209.00	\$217.00	\$0.00	\$217.00	FC
Shared Accommodation/Boarding House Audit	\$192.00	\$199.00	\$0.00	\$199.00	FC
Skin Penetration Business Inspection & Administration Fee	\$190.00	\$197.00	\$0.00	\$197.00	FC
Skin Penetration Business Reinspection	\$145.00	\$151.00	\$0.00	\$151.00	FC
Skin Penetration Preoccupation Inspection Fee	\$190.00	\$197.00	\$0.00	\$197.00	FC
Regulated Swimming Pool Inspection & Administration Fee	\$165.00	\$171.00	\$0.00	\$171.00	FC
Petrol Station Audit	\$408.00	\$424.00	\$0.00	\$424.00	LR

Protection of Environment Operations Act

Environmental Audit	\$373.00	\$387.00	\$0.00	\$387.00	FC
POEO – Cost compliance (S.104)		Total cost of compliance			RR
POEO – Notice Administration Fee	\$803.00	\$821.00	\$0.00	\$821.00	LR
Wastewater Management Facility – Approval to Install (Includes Assessment of Application and Initial Inspection)	\$259.00	\$269.00	\$0.00	\$269.00	FC
Wastewater Management Facility – Approval to Operate (Includes Assessment of Application and Initial Inspection)	\$135.00	\$140.00	\$0.00	\$140.00	FC
Water Sample		Total cost of analysis and sampling			FC

Community Services

Aged Services and Services for People with a Disability

Active Adults (JUL-DEC)	\$0.00	\$29.09	\$2.91	\$32.00	PC
Active Adults (JAN-JUN)	\$32.00	\$30.00	\$3.00	\$33.00	PC
Bay Connection (JUL-DEC)	\$0.00	\$25.91	\$2.59	\$28.50	PC
Bay Connection (JAN-JUN)	\$28.50	\$26.82	\$2.68	\$29.50	PC

Child Care

Wellbank Children's Centre

Enrolment Bond + Holding Fee	One week of full fees based on childs days of attendance + \$70 holding fee				BAGS
Fee per Day	\$169.00	\$176.00	\$0.00	\$176.00	PC

Victoria Avenue Children's Centre

Enrolment Bond + Holding fee	One week of full fees based on childs attendance patterns + \$70 holding fee				BAGS
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 26 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Victoria Avenue Children's Centre [continued]

Fee per Day	\$169.00	\$176.00	\$0.00	\$176.00	PC
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Street Parties and School Fetes

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

General Note:

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

Note 1:

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

Note 2:

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

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

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

DA for development up to \$5,000	\$144.00	\$144.00	\$0.00	\$144.00	LR
Between \$5,001 – \$50,000	\$220 plus \$3.00 for each \$1,000 or part above \$5,000				LR
Between \$50,001 – \$250,000	\$459 plus \$3.64 for each \$1,000 or part above \$50,000				LR
Between \$250,001 – \$500,000	\$1,509 plus \$2.34 for each \$1,000 or part above \$250,000				LR
Between \$500,001 – \$1 Million	\$2,272 plus \$1.64 for each \$1,000 or part above \$500,000				LR
Greater than \$1 Million less than \$10 Million	\$3,404 plus \$1.44 for each \$1,000 above \$1 Million				LR
Greater than \$10 Million	\$20,667 plus \$1.19 for each \$1,000 above \$10 Million				LR
Development application for development involving the erection of a dwelling house with an estimated cost of \$100,000 or less	\$592.00	\$592.00	\$0.00	\$592.00	LR
DA not involving building work, demolition or sub division	\$370.00	\$370.00	\$0.00	\$370.00	LR
Additional fee for development application for designated development	\$1,198.00	\$1,198.00	\$0.00	\$1,198.00	LR

Amended DA Plan Reassessment Fee

Estimated cost of works up to \$1million	\$283.00	\$294.00	\$0.00	\$294.00	LR
Estimated cost of works of between \$1million and up to \$5million	\$565.00	\$585.00	\$0.00	\$585.00	LR
Estimated cost of works between \$5million and up to \$10million	\$1,020.00	\$1,060.00	\$0.00	\$1,060.00	LR
Estimated cost of works in excess of \$10million	\$1,420.00	\$1,470.00	\$0.00	\$1,470.00	LR

Refund of Development Application Fees

Withdrawal of application before assessment.	Maximum 75% of fees paid				PC
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 27 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Refund of Development Application Fees [continued]

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

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

The long service levy is applied to all NSW building and construction projects of \$250,000 or more (inc. GST).	The current rate is 0.25% of the total cost of the work.	LR
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Other Developments – Statutory

Development Applications for the pruning or removal of a tree for Heritage Items and Properties in H.C.A	\$110/application or \$44/application where applicant is a pensioner	LR
Development for the purpose of one or more advertisements.	\$371 plus an additional \$93 per advertisement in excess of one, or the fee in accordance with the above table, whichever is greater.	LR

Subdivisions Schedule 4 Part 2

Other than Strata subdivision, involving the opening of a public road.	\$865 plus \$65 per additional lot	LR
Other than Strata subdivision, not involving the opening of a public road.	\$430 plus \$53 per additional lot	LR
Strata Units Subdivision	\$430 plus \$65 per additional lot	LR

Linen Releases (Subdivision Certificates)

Subdivision Certificates Application per lot				\$320/lot	MP
Re-inspection Fee	\$91.00	\$94.50	\$0.00	\$94.50	MP
Checking of Section 88 instruments	\$995.00	\$1,030.00	\$0.00	\$1,030.00	MP
Re-execution of Subdivision Plans or Section 88 Instrument	\$995.00	\$1,030.00	\$0.00	\$1,030.00	MP
Minor boundary adjustments, where no new lots are proposed	\$935.00	\$970.00	\$0.00	\$970.00	MP

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

Additional fee for development application for integrated development	\$183 + \$416 for each approval body to which the DA is to be forwarded				LR
Additional fee for development application for development requiring concurrence, other than if concurrence is assumed under Environmental Planning and Assessment Regulation 2021, section 55	\$183 + \$416 for each Concurrence authority body to which the DA is to be forwarded				LR

Additional fees payable for development that requires advertising

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

a. in case of designated development	\$2,890.00	\$2,890.00	\$0.00	\$2,890.00	LR
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 28 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Additional fees payable for development that requires advertising [continued]

b. in case of advertised development	\$1,438.00	\$1,438.00	\$0.00	\$1,438.00	LR
c. in case of prohibited development	\$1,438.00	\$1,438.00	\$0.00	\$1,438.00	LR
d. in case of development for which an environmental planning instrument requires notice to be given otherwise than as referred to in a, b or c above.	\$1,438.00	\$1,438.00	\$0.00	\$1,438.00	LR
e. Development Application that is accompanied by a voluntary planning agreement under S7.4 of the Act.	\$1,438.00	\$1,438.00	\$0.00	\$1,438.00	LR
f. Modification of consent (only if previously advertised or required by DCP 2017 to be notified)	\$1,438.00	\$1,438.00	\$0.00	\$1,438.00	LR
g. Application to review a determination as required by Section 8.2-8.5 of the EP&A Act. (where required by DCP 2017 to be notified)	\$1,438.00	\$1,438.00	\$0.00	\$1,438.00	LR

Development Applications - Notification

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

3D Digital Architectural Model (where Development Application is required to be referred to JRPP)	\$2,670.00	\$2,770.00	\$0.00	\$2,770.00	RR
3D Digital Architectural Model (where required to accompany a Development Application)	\$1,330.00	\$1,380.00	\$0.00	\$1,380.00	RR
a. Works up to \$10,000	\$48.60	\$50.50	\$0.00	\$50.50	RR
b. Works between \$10,001 and up to \$100,000	\$177.00	\$184.00	\$0.00	\$184.00	RR
c. Works between \$100,001 and up to \$500,000	\$350.00	\$363.00	\$0.00	\$363.00	RR
d. Works between \$500,001 and up to \$1 Million	\$427.00	\$443.00	\$0.00	\$443.00	RR
e. Works greater than \$1 Million and up to \$10 Million	\$760.00	\$790.00	\$0.00	\$790.00	RR
f. Works greater than \$10 Million	\$870.00	\$905.00	\$0.00	\$905.00	RR

Notification fee for amended development application plans

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

1. Review of determination of any other development up to \$5,000.	\$71.00	\$71.00	\$0.00	\$71.00	LR
2. Review of determination of any other development with an estimated cost of \$5,001 – \$250,000.	\$110 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeds \$5,000				LR
3. Review of determination of any other development with an estimated cost of \$250,001-\$500,000.	\$651 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.				LR
4. Review of determination of any other development with an estimated cost of \$500,001-\$1,000,000.	\$927 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.				LR
5. Review of determination of any other development with an estimated cost of \$1,000,001-\$10,000,000.	\$1,285 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.				LR
6. Review of determination of any other development with an estimated cost more than \$10,000,000.	\$6,167 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.				LR

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Review of Determination Under S8.2-S8.5 [continued]

Review of determination for a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building.	50% of original application fee				LR
Review of determination for a development application that involves the erection of a dwelling house with an estimated cost of construction of \$100,000 or less.	\$247.00	\$247.00	\$0.00	\$247.00	LR
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is (a)	\$71 if the estimated cost is less than \$100,000				LR
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is (b)	\$195 if the estimated cost is \$100,000 - \$1 million				LR
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is (c)	\$325 if the estimated cost is more than \$1 million				LR
Appeal against determination of modification application under the Act, section 8.9	50% fee that was payable for the application the subject of appeal				LR
Notice of application for review of a determination under the Act, section 8.3	\$807.00	\$807.00	\$0.00	\$807.00	LR

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

Section 4.55 (1) – Corrections	\$92 under EPA Regulation 2021 Schedule 4 Clause 4.1				LR
Section 4.55 (1A) – Minor modifications	Lesser of \$839 or 50% fee for original application				LR
S4.55 (2) of the Act, or under section 4.56 of the Act if the fee for the original application was less than \$100.	50% of the fee for the original development application				LR
S4.55 (2) of the Act, or under section 4.56 of the Act where the fee of the original application was more than \$100 but does not involve the erection of a building, the carrying out of work or the demolition of a work or building.	50% of the fee for the original development application				LR
S4.55 (2) of the Act, or under section 4.56 of the Act where the original application was for a dwelling house with an estimated cost of construction of \$100,000 or less.	\$247.00	\$247.00	\$0.00	\$247.00	LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$5,000.	\$71.00	\$71.00	\$0.00	\$71.00	LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$5,001-\$250,000.	\$110 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeds \$5,000				LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$250,001-\$500,000.	\$651 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.				LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$500,001-\$1,000,000.	\$927 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.				LR
S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of \$1,000,001-\$10,000,000.	\$1,285 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.				LR

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 30 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

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

S4.55 (2) of the Act, or under section 4.56 of the Act for any other development up to an estimated cost of more than \$10,000,000.	\$6,167, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.				LR
Review of Section 4.55 Modification under Section 8.2(1)(b)	50% of original S96 Application Fee				LR
Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)				\$866	LR
Additional fee for modification application that is accompanied by statement of qualified designer	\$990.00	\$990.00	\$0.00	\$990.00	RR

Development Applications - Other Services

Certified Planning Documents – Statutory

Provision of certified copy of a document, map or plan under the EP&A Act, section 10.8(2)	\$66.00	\$66.00	\$0.00	\$66.00	RR
Copy of Standard Conditions of Development Applications	\$38.20	\$39.70	\$0.00	\$39.70	RR

DA Pre-Lodgement Panel

Type of development Fee for service DA - Minor developments (Dwelling houses and Heritage)	\$700.00	\$659.09	\$65.91	\$725.00	RR
Type of development Fee for service DA - Major developments	\$1,110.00	\$1,045.45	\$104.55	\$1,150.00	RR

Design Review Panel Referrals

Referral of Development Applications and Pre-lodgement Applications to the Design Review Panel	\$3,905.00	\$3,905.00	\$0.00	\$3,905.00	LR
Referral of amended plans (DA or Pre-DA) to the Design Review Panel	\$1,953.00	\$1,953.00	\$0.00	\$1,953.00	LR

Covenant Removals or Amendments

Application	\$140 plus \$70 per hour or part thereof in excess of 2 hours				LR
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Registration of Notice of Class 2 Remediation

Registration of notice of intention to carry out Class 2 remediation works (clause 16 – SEPP 55)	\$237.00	\$246.00	\$0.00	\$246.00	RR
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Development Contributions to Services and Amenities

City of Canada Bay Local Infrastructure Contribution Plan

<https://www.canadabay.nsw.gov.au/development/plans-policies-and-controls/development-contribution-plans>

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

City of Canada Bay S7.11 Contributions

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

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

City of Canada Bay S7.4 Contributions

Application for planning agreement under s 7.4 of the Environmental Planning and Assessment Act.	Negotiated with each applicant as S7.4 Agreement proposed				LR
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DCP Amendments and Re-zoning

Pre-Planning Proposal Meeting

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

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

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

Events

Administrations of Event

Cancellation fee (prior to 1 month before event)	50% of fee				FC
Cancellation fee (within 1 month of event)	100% of Fee				FC
Fete Stall Hire (2.4m X 2.4m or similar)*	\$165.00	\$154.55	\$15.45	\$170.00	PC
*external hire arranged by Council – only available for certain events					
Marquee Hire (3m X 3m or similar)*	\$330.00	\$313.64	\$31.36	\$345.00	PC
*external hire arranged by Council – only available for certain events					
Pop Up Marquee Hire - collection only	\$165.00	\$45.45	\$4.55	\$50.00	FC
Post Event – Garbage Clean-Up penalty	\$150.00	\$145.45	\$14.55	\$160.00	RR

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 32 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Administrations of Event [continued]

Food - Temporary Food Event - Food Vendor (per stall/ vehicle)	\$105.00	\$109.00	\$0.00	\$109.00	RR
Larger Event Equipment Hire & Delivery (Equipment list available on demand)				At Cost	
Outdoor Event Space - Small Equipment Access & Hire (Equipment list available on demand)	\$0.00	\$136.36	\$13.64	\$150.00	

Ferragosto Applications

Ferragosto Applications open in April and charges raise for Ferragosto in August each year.

Local Business based in Five Dock Town Centre - Merchandise / Other Site previously known as Great North Road Business Stall.

*Temporary food stall admin/inspection fee is included for all food stalls and vans

Local Business Based in Five Dock Town Centre - Merchandise / Other Site #	\$230.00	\$218.18	\$21.82	\$240.00	PC
Local Business Based in Five Dock Town Centre - Pre-packaged Food Site	\$230.00	\$218.18	\$21.82	\$240.00	
Local Business Based in Five Dock Town Centre - Alcohol Site	\$230.00	\$218.18	\$21.82	\$240.00	
Local Business Based in Five Dock Town Centre - Food Stall*	\$285.00	\$322.73	\$32.27	\$355.00	
Not-For-Profit Community Group Site	\$230.00	\$218.18	\$21.82	\$240.00	FC
City of Canada Bay Business - Merchandise / Other Site	\$460.00	\$436.36	\$43.64	\$480.00	FC
City of Canada Bay Business – Pre-packaged Food Site	\$460.00	\$436.36	\$43.64	\$480.00	
City of Canada Bay Business - Alcohol Site	\$460.00	\$436.36	\$43.64	\$480.00	
City of Canada Bay Business – Food Stall*	\$630.00	\$595.45	\$59.55	\$655.00	FC
City of Canada Bay Business – Food Van * (up to 6 metres)	\$1,090.00	\$1,031.82	\$103.18	\$1,135.00	FC
Merchandise / Other Site	\$610.00	\$577.27	\$57.73	\$635.00	FC
Pre-packaged Food Site	\$610.00	\$577.27	\$57.73	\$635.00	FC
Alcohol Site	\$610.00	\$577.27	\$57.73	\$635.00	
Food Stall*	\$780.00	\$736.36	\$73.64	\$810.00	FC
Food Van* (up to 6 metres)	\$1,240.00	\$1,172.73	\$117.27	\$1,290.00	FC
Food Van per metre over 6 metres	\$100.00	\$90.91	\$9.09	\$100.00	FC
Site Safety Non-Compliance Fee (e.g. unsafe structure, no fire extinguisher..)	\$150.00	\$145.45	\$14.55	\$160.00	
Late Application Fee (admin fee for applications received after closing date)	\$50.00	\$45.45	\$4.55	\$50.00	

Large Events (over 10,000 but less than 40,000 attendees)

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

Not-For-Profit Community Group Stall	\$220.00	\$209.09	\$20.91	\$230.00	FC
City of Canada Bay Business – Food Stall*	\$400.00	\$381.82	\$38.18	\$420.00	FC
City of Canada Bay Business – Food Van	\$695.00	\$663.64	\$66.36	\$730.00	FC
City of Canada Bay Business – Pre-packaged Food Site	\$295.00	\$281.82	\$28.18	\$310.00	FC
City of Canada Bay Business – Merchandise / Other Site	\$295.00	\$281.82	\$28.18	\$310.00	FC
City of Canada Bay Business – Alcohol Site	\$295.00	\$281.82	\$28.18	\$310.00	FC

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 33 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Large Events (over 10,000 but less than 40,000 attendees) [continued]

Food Stall*	\$550.00	\$518.18	\$51.82	\$570.00	FC
Food Van	\$995.00	\$936.36	\$93.64	\$1,030.00	FC
Pre-packaged Food Stall	\$445.00	\$418.18	\$41.82	\$460.00	FC
Merchandise / Other Site	\$445.00	\$418.18	\$41.82	\$460.00	FC
Alcohol Site	\$445.00	\$418.18	\$41.82	\$460.00	FC
Amusement Hire Space		Price on application			FC

Medium Events (1,000 - 10,000 attendees)

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

Not-For-Community Group	\$110.00	\$104.55	\$10.45	\$115.00	FC
City of Canada Bay Business – Food Site	\$250.00	\$236.36	\$23.64	\$260.00	FC
City of Canada Bay Business – Food Van	\$395.00	\$372.73	\$37.27	\$410.00	FC
City of Canada Bay Business – Pre-packaged Food Site	\$145.00	\$136.36	\$13.64	\$150.00	FC
City of Canada Bay Business – Merchandise / Other Site	\$145.00	\$136.36	\$13.64	\$150.00	FC
City of Canada Bay Business – Alcohol Site	\$145.00	\$136.36	\$13.64	\$150.00	FC
Food Site	\$325.00	\$304.55	\$30.45	\$335.00	FC
Food Van	\$545.00	\$509.09	\$50.91	\$560.00	FC
Pre-packaged Food Site	\$220.00	\$204.55	\$20.45	\$225.00	FC
Merchandise / Other Site	\$220.00	\$204.55	\$20.45	\$225.00	FC
Alcohol Site	\$220.00	\$204.55	\$20.45	\$225.00	FC
Amusement Hire Space per ride		Price on application			FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Facilities Hire and Use

General Conditions of Venues Hire

Note 1

The venue hire terms and conditions are located on the council website or when requested by the Venues management team. Groups may additionally pay:

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

Note 2

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

Note 3

Council reserves the right to do the following:

- Revise minimum hire booking periods at any time.

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

Venue Co-ordination

Breach of terms and conditions (per breach)	\$0.00	\$130.00	\$0.00	\$130.00	PC
Additional to any further costs incurred (if applicable)					
Cancellation fees - Less than four weeks prior to time of hire	50% of room hire fees				PC
Cancellation fees - Less than two weeks prior to time of hire	100% of room hire fees				FC
Damage to Council Property	Full Cost Recovery per booking				FC
Category 1 - Bond (except Five Dock Library Bay Room, Concord Library Function Room, The Connection Event Space)	\$600.00	\$600.00	\$0.00	\$600.00	BAGS
Category 2/3 - Bond (except Five Dock Library Bay Room, Concord Library Function Room, The Connection Event Space)	\$300.00	\$300.00	\$0.00	\$300.00	BAGS
Regular Hirer Bond (except Five Dock Library Bay Room, Concord Library Function Room)	\$300.00	\$300.00	\$0.00	\$300.00	BAGS
A regular hirer is defined as any individual, business or organisation that has booked 10 or more dates within a calendar year.					
Category 1,2&3 - Bond - The Connection Event Space	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BAGS
Insurance- Once off Hall Hirers	\$29.00	\$27.27	\$2.73	\$30.00	FC

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Venue Co-ordination [continued]

Key Replacement for Halls		Full cost of Recovery			FC
Replacement Cost of Access Card	\$53.00	\$50.00	\$5.00	\$55.00	FC
Fire Alarm Turn-Out Fee by NSW Fire & Rescue	\$1,760.00	\$1,600.00	\$160.00	\$1,760.00	LR
The NSW Fire Brigades ACT 1989, Sect 42 allows FRNSW to charge for attending false alarm call-outs to monitored AFA systems. Council reserves the right to pass on the charge to applicant.					
Security Guard Fee Per hour Per Guard (minimum 4 hours)	\$82.00	\$77.27	\$7.73	\$85.00	FC
Alarm Call Out Fee	\$121.00	\$114.55	\$11.45	\$126.00	FC
Cleaning Fee (Payable if venue requires additional cleaning)		Full Cost Recovery per booking			FC
Venue Call Out Fee per hour		Full Cost Recovery per booking			FC

Storage Fees

Category 1

Small (0-0.99m3) per annum	\$0.00	\$90.91	\$9.09	\$100.00	FC
Medium (1-1.59m3) per annum	\$0.00	\$181.82	\$18.18	\$200.00	FC
Large (1.60+m3) per annum	\$0.00	\$272.73	\$27.27	\$300.00	FC

Category 2/3

Small (0-0.99m3) per annum	\$0.00	\$45.45	\$4.55	\$50.00	PC
Medium (1-1.59m3) per annum	\$0.00	\$90.91	\$9.09	\$100.00	PC
Large (1.60+m3) per annum	\$0.00	\$136.36	\$13.64	\$150.00	PC

Cabarita Conservatory

Category 1: Cabarita Conservatory

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm (per hour)	\$81.00	\$81.82	\$8.18	\$90.00	FC
Peak Hours - Friday to Sunday 7am -11pm, PH (per hour)	\$148.00	\$140.00	\$14.00	\$154.00	FC

Category 2: Cabarita Conservatory

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm (per hour)	\$42.50	\$46.36	\$4.64	\$51.00	PC
Peak Hours - Friday to Sunday – 7am -11pm, PH (per hour)	\$74.00	\$70.00	\$7.00	\$77.00	PC

Campbell Park Community Hall

Category 1: Campbell Park Community Venue

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday 7am -11pm (per hour)	\$42.50	\$42.27	\$4.23	\$46.50	FC
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 36 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 1: Campbell Park Community Venue [continued]

Peak Hours - Saturday to Sunday 7am – 11pm, PH (per hour)	\$78.00	\$73.64	\$7.36	\$81.00	FC
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Category 2/3: Campbell Park Community Venue

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$33.00	\$21.82	\$2.18	\$24.00	PC
Peak Hours -Saturday to Sunday 7am – 11pm, Friday – Sunday 6pm – 11pm, PH (per hour)	\$59.00	\$36.82	\$3.68	\$40.50	PC

Canada Bay Civic Hall

Category 1: Canada Bay Civic Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$60.00	\$56.36	\$5.64	\$62.00	FC
Peak Hours - Friday to Sunday – 6pm -11pm, Saturday to Sunday – 7am – 6pm,PH (per hour)	\$70.50	\$67.27	\$6.73	\$74.00	FC

Category 2: Canada Bay Civic Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$43.00	\$28.18	\$2.82	\$31.00	PC
Peak Hours - Friday to Sunday – 6pm -11pm, Saturday to Sunday – 7am – 6pm,PH (per hour)	\$66.50	\$33.64	\$3.36	\$37.00	PC

Chiswick Community Centre

Category 1: Chiswick Community Hall

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$54.00	\$50.91	\$5.09	\$56.00	FC
Peak Hours - Friday - 6pm -11pm, Saturday to Sunday – 7am – 11pm,PH(per hour)	\$67.00	\$63.64	\$6.36	\$70.00	FC

Category 2: Chiswick Community Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday – 7am – 6pm (per hour)	\$36.00	\$25.45	\$2.55	\$28.00	PC
Peak Hours - Friday - 6pm -11pm, Saturday to Sunday – 7am – 11pm,PH(per hour)	\$54.00	\$31.82	\$3.18	\$35.00	PC

Concord Library Function Room

Category 1: Concord Library Rooms

A minimum of 2 hours will be charged

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 37 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 1: Concord Library Rooms [continued]

Off Peak Hours- Monday to Thursday – 9:30am – 7:30pm, Friday – 9:30am – 5pm (per hour)	\$54.00	\$50.91	\$5.09	\$56.00	FC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$67.50	\$63.64	\$6.36	\$70.00	FC

Category 2: Concord Library Rooms

A minimum of 2 hours will be charged

Off Peak Hours = Monday to Thursday – 9:30am – 7:30pm, Friday – 9:30am – 5pm (per hour)	\$41.50	\$39.09	\$3.91	\$43.00	PC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$52.00	\$49.09	\$4.91	\$54.00	PC

Concord Community Centre

Concord Community Centre Function Room

Category 1: Concord Community Centre Function Room

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$72.00	\$68.18	\$6.82	\$75.00	FC
Peak Hours - Friday – 6pm – 11pm, Saturday to Sunday – 7am – 11pm, PH (per hour)	\$89.00	\$84.55	\$8.45	\$93.00	FC

Category 2: Concord Community Centre Function Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$51.00	\$47.73	\$4.77	\$52.50	PC
Peak Hours - Friday – 6pm – 11pm, Saturday to Sunday – 7am – 11pm, PH (per hour)	\$67.00	\$62.73	\$6.27	\$69.00	PC

Concord Community Centre Meeting Room

Category 1: Concord Community Centre Meeting Room

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$50.00	\$46.36	\$4.64	\$51.00	FC
Peak Hours - Friday – 6pm – 11pm, Saturday to Sunday – 7am – 11pm, PH (per hour)	\$56.00	\$55.45	\$5.55	\$61.00	FC

Category 2: Concord Community Centre Meeting Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$37.50	\$35.45	\$3.55	\$39.00	PC
Peak Hours - Friday – 6pm – 11pm, Saturday to Sunday – 7am – 11pm, PH (per hour)	\$42.50	\$40.00	\$4.00	\$44.00	PC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Concord Memorial Hall

Category 1: Concord Memorial Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$41.00	\$40.00	\$4.00	\$44.00	FC
Peak Hours - Friday to Sunday – 6pm – 11pm, Saturday to Sunday – 7am – 6pm, PH (per hour)	\$51.00	\$49.09	\$4.91	\$54.00	FC

Category 2: Concord Memorial Hall

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am – 11pm, Friday – 7am – 6pm (per hour)	\$26.00	\$24.09	\$2.41	\$26.50	PC
Peak Hours - Friday to Sunday – 6pm – 11pm, Saturday to Sunday – 7am – 6pm, PH (per hour)	\$36.50	\$34.09	\$3.41	\$37.50	PC

Concord Senior Citizens Centre

Concord Senior Citizens Club

Concord Senior Citizens Club (per hour)	\$7.10	\$6.73	\$0.67	\$7.40	PC
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Concord Senior Citizens Centre Meeting Room 1

Category 1: Concord Senior Citizens Centre Meeting Room 1

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Friday 7am - 11pm (per hour)	\$37.00	\$40.00	\$4.00	\$44.00	FC
Peak Hours - Saturday and Sunday 7am-11pm, PH (per hour)	\$62.00	\$49.09	\$4.91	\$54.00	FC

Category 2: Concord Senior Citizens Centre Meeting Room 1

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Friday 7am-11pm (per hour)	\$20.00	\$20.00	\$2.00	\$22.00	PC
Peak Hours - Saturday and Sunday 7am-11pm,PH (per hour)	\$31.00	\$24.55	\$2.45	\$27.00	PC

Concord Senior Citizens Centre Meeting Room 2

Category 1: Concord Senior Citizens Centre Meeting Room 2

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Friday 7am - 11pm (per hour)	\$42.00	\$47.27	\$4.73	\$52.00	PC
Peak Hours - Saturday and Sunday 7am-11pm,PH (per hour)	\$52.00	\$58.18	\$5.82	\$64.00	PC

Category 2: Concord Senior Citizens Centre Meeting Room 2

A minimum of 2 hours will be charged

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2: Concord Senior Citizens Centre Meeting Room 2 [continued]

Off Peak Hours - Monday to Friday 7am - 11pm (per hour)	\$21.00	\$20.91	\$2.09	\$23.00	PC
Peak Hours - Saturday and Sunday 7am-11pm,PH (per hour)	\$26.00	\$29.55	\$2.95	\$32.50	PC

Concord Senior Citizens Centre Auditorium

Category 1: Concord Senior Citizens Centre Auditorium

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday 7am -6pm (per hour)	\$54.00	\$50.91	\$5.09	\$56.00	FC
Peak Hours - Friday – 6pm -11pm, Saturday to Sunday – 7am – 11pm, PH (per hour)	\$67.00	\$63.64	\$6.36	\$70.00	FC

Category 2: Concord Senior Citizens Centre Auditorium

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 7am -11pm, Friday 7am -6pm (per hour)	\$30.00	\$29.09	\$2.91	\$32.00	PC
Peak Hours - Friday – 6pm -11pm, Saturday to Sunday – 7am – 11pm, PH (per hour)	\$44.00	\$40.91	\$4.09	\$45.00	FC

Drummoyne Oval - Greg Davis Stand

Category 1: Drummoyne Oval - Greg Davis Stand

A minimum of 4 hours will be charged

Off Peak Hours - Monday – Thursday 7am-11pm, Friday – 7am - 11pm (per hour)	\$108.00	\$120.00	\$12.00	\$132.00	FC
Peak Hours - Saturday and Sunday – 7am-11pm, PH (per hour)	\$164.00	\$149.09	\$14.91	\$164.00	FC

Category 2/3: Drummoyne Oval - Greg Davis Stand

A minimum of 2 hours will be charged

Off Peak Hours - Monday – Thursday 7am-11pm, Friday – 7am - 11pm (per hour)	\$87.50	\$79.55	\$7.95	\$87.50	FC
Peak Hours - Saturday and Sunday – 7am - 11pm, PH (per hour)	\$93.00	\$84.55	\$8.45	\$93.00	FC

Five Dock Library - Bay Room

Category 1: Five Dock Library - Bay Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 09:30am – 7:30pm, Friday – 9:30am – 5pm (per hour)	\$44.50	\$41.82	\$4.18	\$46.00	FC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$55.50	\$52.27	\$5.23	\$57.50	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2: Five Dock Library - Bay Room

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Thursday – 9:30am – 7:30pm, Friday – 9:30am – 5pm (per hour)	\$33.00	\$31.36	\$3.14	\$34.50	PC
Peak Hours - Saturday – 9:30am – 4pm, Sunday – 1pm – 5pm, PH (per hour)	\$41.50	\$39.09	\$3.91	\$43.00	PC

Rhodes Community Centre

Category 1: Rhodes Community Centre (Combined)

A minimum of 4 hours will be charged

Off Peak Hours - Monday to Friday – 7am – 11pm, Saturday to Sunday – 6pm – 11pm (per hour)	\$56.00	\$56.36	\$5.64	\$62.00	FC
Peak Hours Saturday to Sunday – 7am – 6pm, PH (per hour)	\$70.00	\$69.55	\$6.95	\$76.50	FC

Category 2: Rhodes Community Centre (Combined)

A minimum of 2 hours will be charged

Off Peak Hours - Monday to Friday – 7am – 11pm, Saturday to Sunday – 6pm – 11pm (per hour)	\$37.50	\$36.36	\$3.64	\$40.00	PC
Peak Hours Saturday to Sunday – 7am – 6pm, PH (per hour)	\$52.00	\$48.18	\$4.82	\$53.00	PC

The Connection - Rhodes

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

Category 1: The Connection - Rhodes Event Space Combined

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$306.00	\$279.09	\$27.91	\$307.00	FC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$370.00	\$349.09	\$34.91	\$384.00	FC

Category 2: The Connection - Rhodes Event Space Combined

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$153.00	\$140.00	\$14.00	\$154.00	PC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$191.00	\$174.55	\$17.45	\$192.00	PC

The Connection - Rhodes Event Space 1

Category 1: The Connection - Event Space 1

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$85.00	\$80.00	\$8.00	\$88.00	FC
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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 1: The Connection - Event Space 1 [continued]

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$106.00	\$100.00	\$10.00	\$110.00	FC
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Category 2: The Connection - Rhodes Event Space 1

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$39.00	\$36.36	\$3.64	\$40.00	PC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$47.00	\$45.45	\$4.55	\$50.00	PC

The Connection - Rhodes Event Space 2

Category 1: The Connection - Rhodes Event Space 2

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$148.00	\$140.00	\$14.00	\$154.00	FC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$185.00	\$175.45	\$17.55	\$193.00	FC

Category 2: The Connection - Rhodes Event Space 2

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$77.50	\$73.18	\$7.32	\$80.50	PC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm, (per hour)	\$105.00	\$98.18	\$9.82	\$108.00	PC

The Connection – Rhodes Meeting Room 1 & 2 (Combined)

Category 1: The Connection - Meeting Room 1&2 Combined

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$68.00	\$65.45	\$6.55	\$72.00	PC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$85.00	\$80.91	\$8.09	\$89.00	FC

Category 2: The Connection - Meeting Room 1&2 Combined

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$34.00	\$32.73	\$3.27	\$36.00	PC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$42.50	\$40.45	\$4.05	\$44.50	FC

The Connection - Rhodes Meeting Room 1

Category 1: The Connection - Rhodes Meeting Room 1

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$57.00	\$53.64	\$5.36	\$59.00	FC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$69.00	\$65.45	\$6.55	\$72.00	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2: The Connection - Rhodes Meeting Room 1

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$25.00	\$23.18	\$2.32	\$25.50	PC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$27.00	\$27.27	\$2.73	\$30.00	PC

The Connection - Rhodes Meeting Room 2/3

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

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$47.00	\$43.18	\$4.32	\$47.50	FC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$52.00	\$50.00	\$5.00	\$55.00	FC

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

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$21.00	\$20.00	\$2.00	\$22.00	PC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$26.00	\$25.00	\$2.50	\$27.50	PC

The Connection - Rhodes Activity Room

Category 1: The Connection - Rhodes Activity Room

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$59.00	\$55.45	\$5.55	\$61.00	FC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$73.00	\$69.09	\$6.91	\$76.00	FC

Category 2: The Connection - Rhodes Activity Room

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thurs 7am-5pm, Fri – Sun 7am-11pm (per hour)	\$25.00	\$23.18	\$2.32	\$25.50	PC
Peak Hours – Mon – Thurs 5pm-11pm, PH 7am-11pm (per hour)	\$29.50	\$30.00	\$3.00	\$33.00	PC

The Connection - Deck & Amphitheatre

Off Peak Hours - Mon – Fri 09:00 – 17:00, Sun – Thu 17:00 – 23:00 (per hour)	\$92.50	\$87.27	\$8.73	\$96.00	FC
Peak Hours - Fri – Sat, Public Holidays 17:00 – 23:00, Sat – Sun, Public Holidays 09:00 – 17:00 (per hour)	\$121.00	\$114.09	\$11.41	\$125.50	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Concord Oval

Canadian Exiles Room - Combined (incl. Terrace & Balcony)

Category 1: Canadian Exiles Combined

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$125.00	\$118.18	\$11.82	\$130.00	FC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm (per hour)	\$185.00	\$174.55	\$17.45	\$192.00	FC

Category 2&3: Canadian Exiles Combined

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$73.00	\$69.09	\$6.91	\$76.00	FC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm (per hour)	\$99.00	\$90.91	\$9.09	\$100.00	FC

Canadian Exiles Room 1

Category 1: Canadian Exiles Room 1

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$78.00	\$74.55	\$7.45	\$82.00	FC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm (per hour)	\$106.00	\$100.00	\$10.00	\$110.00	PC

Category 2&3: Canadian Exiles Room 1

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$36.00	\$34.55	\$3.45	\$38.00	FC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm (per hour)	\$43.50	\$42.73	\$4.27	\$47.00	PC

Canadian Exiles Room 2

Category 1: Canadian Exiles Room2

A minimum of 4 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$63.00	\$60.91	\$6.09	\$67.00	FC
Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm (per hour)	\$83.00	\$79.09	\$7.91	\$87.00	PC

Category 2&3: Canadian Exiles Room2

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Thu 7am -11pm , Fri 7am-4pm (per hour)	\$34.00	\$31.82	\$3.18	\$35.00	FC
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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2&3: Canadian Exiles Room2 [continued]

Peak Hours – Fri 4pm-11pm, Sat, Sun & PH 7am-11pm (per hour)	\$41.50	\$39.55	\$3.95	\$43.50	PC
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Sunnyside Rooms 1&3

Category 1: Sunnyside Rooms 1&3

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Fri 5pm -11pm , Sat - Sun 7am-11pm (per hour)	\$26.00	\$24.55	\$2.45	\$27.00	FC
Peak Hours – Mon - Fri 7am-5pm, PH 7am-11pm (per hour)	\$32.00	\$30.45	\$3.05	\$33.50	PC

Category 2&3: Sunnyside Rooms 1&3

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Fri 5pm -11pm , Sat - Sun 7am-11pm (per hour)	\$20.00	\$18.64	\$1.86	\$20.50	FC
Peak Hours – Mon - Fri 7am-5pm, PH 7am-11pm (per hour)	\$25.00	\$23.18	\$2.32	\$25.50	PC

Sunnyside Room 2

Category 1: Sunnyside Rooms 2

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Fri 5pm -11pm , Sat - Sun 7am-11pm (per hour)	\$30.00	\$28.18	\$2.82	\$31.00	FC
Peak Hours – Mon - Fri 7am-5pm, PH 7am-11pm (per hour)	\$37.00	\$35.00	\$3.50	\$38.50	PC

Category 2&3: Sunnyside Rooms 2

A minimum of 2 hours will be charged

Off Peak Hours – Mon – Fri 5pm -11pm , Sat - Sun 7am-11pm (per hour)	\$25.00	\$23.18	\$2.32	\$25.50	FC
Peak Hours – Mon - Fri 7am-5pm, PH 7am-11pm (per hour)	\$30.00	\$27.73	\$2.77	\$30.50	PC

Rhodes Recreation Centre

The Canvas

Category 1: The Canvas

A minimum of 2 hours will be charged

Off peak hours: Mon – Fri (7am -11pm) per hour	\$0.00	\$57.27	\$5.73	\$63.00	MP
Peak hours: Mon – Fri (5pm-11pm), Sat-Sun & PH (7am-11pm) per hour	\$0.00	\$70.91	\$7.09	\$78.00	MP

Category 2&3: The Canvas

A minimum of 2 hours will be charged

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 45 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Category 2&3: The Canvas [continued]

Off peak hours: Mon – Fri (7am -11pm) per hour	\$0.00	\$28.64	\$2.86	\$31.50	PC
Peak hours: Mon – Fri (5pm-11pm), Sat-Sun & PH (7am-11pm) per hour	\$0.00	\$35.45	\$3.55	\$39.00	PC

Community Lounge

Category 1: Community Lounge

A minimum of 2 hours will be charged

Off peak hours: Mon – Fri (7am -11pm) per hour	\$0.00	\$181.82	\$18.18	\$200.00	MP
Peak hours: Mon – Fri (5pm-11pm), Sat-Sun & PH (7am-11pm) per hour	\$0.00	\$227.27	\$22.73	\$250.00	MP

Category 2/3: Community Lounge

A minimum of 2 hours will be charged

Off peak hours: Mon – Fri (7am -11pm) per hour	\$0.00	\$90.91	\$9.09	\$100.00	PC
Peak hours: Mon – Fri (5pm-11pm), Sat-Sun & PH (7am-11pm) per hour	\$0.00	\$113.64	\$11.36	\$125.00	PC

The Canvas & Community Lounge (Combined)

Category 1: The Canvas & Community Lounge (Combined)

A minimum of 2 hours will be charged

Off peak hours: Mon – Fri (7am -11pm) per hour	\$0.00	\$215.18	\$21.52	\$236.70	MP
Peak hours: Mon – Fri (5pm-11pm), Sat-Sun & PH (7am-11pm) per hour	\$0.00	\$268.36	\$26.84	\$295.20	MP

Category 2/3: The Canvas & Community Lounge (Combined)

A minimum of 2 hours will be charged

Off peak hours: Mon – Fri (7am -11pm) per hour	\$0.00	\$107.59	\$10.76	\$118.35	PC
Peak hours: Mon – Fri (5pm-11pm), Sat-Sun & PH (7am-11pm) per hour	\$0.00	\$134.18	\$13.42	\$147.60	PC

Recreation Centres

Credit Card Charges – Recreation Centres

Onsite/In Centre Terminal

- Amex Credit Card Use Charge – GST Applicable = 1%
- Mastercard and Visa Credit Card Use Charge – GST Applicable = 0.60%
- Saving/Eftpos Use Charge – GST Applicable = Fee Free

Direct Debit

- Amex Credit Card Use Charge – GST Applicable = 5.78%
- Mastercard and Visa Credit Card Use Charge – GST Applicable = 2.53%
- Bank Account Details Use Charge – GST Applicable = Fee Free

Note: These fees maybe subject to change based on Debit Providers charges. 30 days' notice will be provided for any changes.

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Indoor Sports

Court Hire – After Hours (Non-Event) per court – per hour	125% of the applicable court hire rate (rounded up)				
Court Hire – NFP rate - per court – per hour	75% of applicable court hire rate (rounded up)				
Court Hire – Rhodes – per court – per hour – Weekday	\$0.00	\$95.45	\$9.55	\$105.00	
Court Hire – Rhodes – per court – per hour – Weekend	\$0.00	\$120.00	\$12.00	\$132.00	
Court Hire – CORC/FDLC - per court - per hour - Weekday	\$90.00	\$86.36	\$8.64	\$95.00	MP
Court Hire – CORC/FDLC - per court - per hour - Weekend	\$105.00	\$108.18	\$10.82	\$119.00	MP
Court Hire – Casual Usage – 10 Visit Pass	\$89.10	\$81.82	\$8.18	\$90.00	MP
Court Hire – Casual Usage – 10 Visit Pass (Off Peak)	\$53.00	\$65.45	\$6.55	\$72.00	MP
Court Hire – Casual Usage – Concession – 10 Visit Pass	\$69.31	\$57.27	\$5.73	\$63.00	MP
Court Hire – Casual Usage – Concession – No Booking – Per Person	\$7.70	\$7.27	\$0.73	\$8.00	MP
Court Hire – Casual Usage – No Booking – Per Person	\$9.90	\$9.09	\$0.91	\$10.00	MP
Court Hire – Casual Usage – No Booking – per person – Off Peak	\$6.60	\$6.36	\$0.64	\$7.00	MP
Court Hire – Events – per court – per hour	160% of the applicable court hire rate (rounded up)				MP
Court Hire – Events – per court – per hour – After Hours	200% of the applicable court hire rate (rounded up)				MP
Court Hire – Events – Cleaning Fee – per hour	\$203.00	\$195.45	\$19.55	\$215.00	MP
Court Hire – Volleyball – 1court per hour	\$90.00	\$86.36	\$8.64	\$95.00	MP
Sports Activity - Badminton - Off Peak - per hour	30% of the applicable weekday court hire rate to nearest 50cents				MP
Court Hire – Volleyball – 2courts per hour	\$180.00	\$172.73	\$17.27	\$190.00	MP
Sport Activity - Badminton - Peak - per hour	40% of the applicable weekday court hire rate to nearest 50cents				MP
Court Hire – Volleyball – 3courts per hour	\$225.00	\$215.91	\$21.59	\$237.50	MP
Sport Activity - Pickle Ball (Off Peak) - Per person	\$9.90	\$10.00	\$1.00	\$11.00	MP
Sport Activity - Pickle Ball (Peak) - Per person	\$0.00	\$15.00	\$1.50	\$16.50	MP
Sports Competition – Nomination Fee – All competitions – Per Season	\$32.00	\$29.09	\$2.91	\$32.00	MP
Sports Competition – One Day Registration Fee	\$11.00	\$10.91	\$1.09	\$12.00	MP
Sports Competition – Soccer – Per Game	\$96.00	\$90.91	\$9.09	\$100.00	MP
Sports Competition Calendar Year Registration Fee – Futsal	\$96.00	\$90.91	\$9.09	\$100.00	MP
Sports Competition One Season Registration Fee – Futsal	\$67.00	\$54.55	\$5.45	\$60.00	MP
Sports Competition Season Registration Fee – Junior Futsal	\$67.00	\$63.18	\$6.32	\$69.50	MP
Storage – Stadium Store Room Hire – Per Week – Per 2m2	\$22.00	\$22.73	\$2.27	\$25.00	MP

Health Club

Casual Entry - 10 Visit Pass - EP/Physio	\$0.00	\$159.09	\$15.91	\$175.00	MP
Casual Entry - Exercise Physiologist/Physiotherapist	\$0.00	\$17.73	\$1.77	\$19.50	
Casual Entry - Rhodes	\$0.00	\$29.55	\$2.95	\$32.50	MP

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 47 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Health Club [continued]

Casual Entry - Rhodes - 10 Visit Pass - Adult - 6 Month Validity	\$0.00	\$254.55	\$25.45	\$280.00	MP
Casual Entry - Rhodes - 10 Visit Pass - Concession	\$0.00	\$159.09	\$15.91	\$175.00	MP
Casual Entry - Rhodes - 10 Visit Pass - EP/Physio	\$0.00	\$168.18	\$16.82	\$185.00	MP
Casual Entry - Rhodes - 20 Visit Pass - Adult - 12 Month Validity	\$0.00	\$472.73	\$47.27	\$520.00	MP
Casual Entry - Rhodes - 20 Visit Pass - Concession - 12 Month Validity	\$0.00	\$281.82	\$28.18	\$310.00	MP
Casual Entry - Rhodes - Concession Card/PT Client Gym Use	\$0.00	\$18.64	\$1.86	\$20.50	MP
Casual Entry - Rhodes - Exercise Physiologist/ Physiotherapist	\$0.00	\$20.45	\$2.05	\$22.50	MP
Health Club Hire - Full Group Fitness/Cycle Room (Inc Instructor) - Public or Sports - per hour	\$0.00	\$145.45	\$14.55	\$160.00	MP
Health Club Program - Rhodes - Myzone - 10 Visit Pass	\$0.00	\$77.27	\$7.73	\$85.00	MP
Membership - Direct Debit - Adult incl 1x45min PT Weekly	\$0.00	\$89.09	\$8.91	\$98.00	MP
Membership - Direct Debit - Rhodes - Corporate - Weekly	\$0.00	\$22.73	\$2.27	\$25.00	MP
Membership - Direct Debit - Weekly - Reciprocal	\$0.00	\$34.55	\$3.45	\$38.00	MP
Membership - Rhodes - Direct Debit - Adult - Weekly	\$0.00	\$25.91	\$2.59	\$28.50	MP
Membership - Upfront - Reciprocal - 12 Months	\$0.00	\$1,204.55	\$120.45	\$1,325.00	MP
Membership - Upfront - Reciprocal - 6 Months	\$0.00	\$645.45	\$64.55	\$710.00	MP
Membership - Upfront - Rhodes - Adult - 12 Months	\$0.00	\$1,131.82	\$113.18	\$1,245.00	MP
Membership - Upfront - Rhodes - Adult - 6 Months	\$0.00	\$600.00	\$60.00	\$660.00	MP
Personal Training - Rhodes - 10 Sessions - 30 Minutes	\$0.00	\$504.55	\$50.45	\$555.00	MP
Personal Training - Rhodes - 10 Sessions - 45 Minutes	\$0.00	\$622.73	\$62.27	\$685.00	MP
Personal Training - Rhodes - 10 Sessions - 60 Minutes	\$0.00	\$750.00	\$75.00	\$825.00	MP
Personal Training - Rhodes - 20 Sessions - 30 Minutes	\$0.00	\$954.55	\$95.45	\$1,050.00	MP
Personal Training - Rhodes - 20 Sessions - 45 Minutes	\$0.00	\$1,181.82	\$118.18	\$1,300.00	MP
Personal Training - Rhodes - 20 Sessions - 60 Minutes	\$0.00	\$1,413.64	\$141.36	\$1,555.00	MP
Personal Training - Rhodes - 5 Sessions - 45 Minutes	\$0.00	\$331.82	\$33.18	\$365.00	MP
Personal Training - Rhodes - 5 Sessions - 60 Minutes	\$0.00	\$386.36	\$38.64	\$425.00	MP
Personal Training - Rhodes - Group Session (2-4 People) - 45 Minutes	\$0.00	\$104.55	\$10.45	\$115.00	MP
Personal Training - Rhodes - Group Session (2-4 People) - 60 Minutes	\$0.00	\$127.27	\$12.73	\$140.00	MP
Personal Training - Rhodes - Single Session - 30 Minutes	\$0.00	\$59.09	\$5.91	\$65.00	MP
Personal Training - Rhodes - Single Session - 45 Minutes	\$0.00	\$72.73	\$7.27	\$80.00	MP
Personal Training - Rhodes - Single Session - 60 Minutes	\$0.00	\$84.09	\$8.41	\$92.50	MP
Personal Training - Rhodes - Starter Pack - 3x45 Minute Sessions	\$0.00	\$168.18	\$16.82	\$185.00	MP
Casual Entry	\$28.00	\$26.82	\$2.68	\$29.50	MP
Casual Entry - 10 Visit Pass - Adult - 6 Month Validity	\$243.00	\$234.55	\$23.45	\$258.00	MP
Casual Entry – 10 Visit Pass Concession	\$145.00	\$140.91	\$14.09	\$155.00	MP

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 48 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	
Casual Entry – 20 Visit Pass – 12 Month Validity - Concession	\$270.00	\$254.55	\$25.45	\$280.00	MP
Casual Entry - 20 Visit Pass - Adult - 12 Month Validity	\$445.00	\$436.36	\$43.64	\$480.00	MP
Casual Entry – Concession Card / PT Client Gym Use	\$17.50	\$16.82	\$1.68	\$18.50	MP
Casual Entry – Non Member – Body Scan	\$45.00	\$59.09	\$5.91	\$65.00	MP
Casual Entry – Non Member – First Assessment - Nutritional Plan	\$145.00	\$163.64	\$16.36	\$180.00	MP
Casual Entry – Non Member – Nutritional Review	\$80.00	\$95.45	\$9.55	\$105.00	MP
Casual Entry – Sporting Group – Min 10 Participants – Per Person	\$13.00	\$12.27	\$1.23	\$13.50	MP
Health Club Hire – Group Fitness Half Studio (Inc Instructor) – per hour	\$120.00	\$113.64	\$11.36	\$125.00	MP
Health Club Hire – Group Fitness Half Studio (no instructor) – per hour	\$60.00	\$56.82	\$5.68	\$62.50	FC
Health Club Hire – Group Fitness Instructor – per hour	\$80.00	\$81.82	\$8.18	\$90.00	MP
Health Club Hire - Full group fitness/Cycle Room (Inc Instructor) - Schools - per hour	\$140.00	\$131.82	\$13.18	\$145.00	MP
Health Club Hire - Group Fitness Full Studio Hire (no instructor) - per hour	\$82.00	\$77.27	\$7.73	\$85.00	MP
Health Club Program – Fit For Life/Strong Pathways – Casual Visit	\$8.00	\$7.50	\$0.75	\$8.25	MP
Health Club Program – Fit for Life/Strong Pathways – 10 Visit Pass	\$74.00	\$68.18	\$6.82	\$75.00	MP
Health Club Program – Member - 12 Week Program with 1 x 45 min PT session per week + Nutrition Plan	\$950.00	\$1,136.36	\$113.64	\$1,250.00	MP
Health Club Program – Member - 8 Week Program with 1 x 45 min PT session per week + Nutrition Plan	\$625.00	\$772.73	\$77.27	\$850.00	MP
Health Club Program - Member - First Assessment - Nutritional Plan	\$125.00	\$127.27	\$12.73	\$140.00	MP
Health Club Program – Member Body Scan ex promotion	\$35.00	\$50.00	\$5.00	\$55.00	MP
Health Club Program – Myzone – 10 Visit Pass	\$75.00	\$70.91	\$7.09	\$78.00	MP
Health Club Program – Non-Member - 12 Week Program with 1 x 45 min PT session per week + Nutrition Plan	\$1,050.00	\$1,354.55	\$135.45	\$1,490.00	MP
Health Club Program – Non-Member - 8 Week Program with 1 x 45 min PT session per week + Nutrition Plan	\$750.00	\$1,263.64	\$126.36	\$1,390.00	MP
Health Club Program – Nutritional Review	\$65.00	\$77.27	\$7.73	\$85.00	MP
Gym – Group Fitness – Specialty Class - Short Class	\$8.50	\$11.36	\$1.14	\$12.50	MP
Gym – Group Fitness – Specialty Class – External - Equipment	\$16.00	\$18.18	\$1.82	\$20.00	MP
Gym – Group Fitness – Specialty Class – Long or external Class	\$12.50	\$14.55	\$1.45	\$16.00	MP
Gym – Group Fitness – Specialty Class – Subscription - Long or External Class per week	\$16.50	\$15.68	\$1.57	\$17.25	MP
Gym – Group Fitness – Specialty Class Subscription - Weekly - Short Class	\$12.50	\$11.82	\$1.18	\$13.00	MP
Health Club Program – Teen Gym – One Off Casual Visit	\$13.50	\$12.73	\$1.27	\$14.00	MP
Health Club Program – Teen Gym – 10 Visit Pass	\$116.00	\$109.09	\$10.91	\$120.00	MP
Health Club Program – Teen Gym – 20 Visit Pass	\$195.00	\$186.36	\$18.64	\$205.00	MP

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 49 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Health Club [continued]

Membership – Direct Debit – Adult – Weekly	\$25.50	\$24.55	\$2.45	\$27.00	MP
Membership – Direct Debit – Adult inc myzone – Weekly	\$36.50	\$34.55	\$3.45	\$38.00	MP
Membership – Direct Debit – Corporate – Weekly	\$22.00	\$20.91	\$2.09	\$23.00	MP
Membership – Direct Debit – Off Peak	\$15.50	\$14.55	\$1.45	\$16.00	MP
Membership – Direct Debit – Pension – Weekly	\$12.50	\$11.82	\$1.18	\$13.00	MP
Membership – Direct Debit – Concession – Weekly	\$16.50	\$15.91	\$1.59	\$17.50	MP
Membership – Failed Payment Fee	\$8.80	\$9.00	\$0.90	\$9.90	MP
Membership – Joining Fee	\$90.00	\$81.82	\$8.18	\$90.00	MP
Membership – Off Peak member entry during peak hours, per visit	\$10.00	\$9.09	\$0.91	\$10.00	MP
Membership – Upfront – 3 Month Rehabilitation Membership	\$554.00	\$522.73	\$52.27	\$575.00	MP
Membership – Upfront – 6 Month Rehabilitation Membership	\$1,029.50	\$977.27	\$97.73	\$1,075.00	MP
Membership – Upfront – 12 Month Rehabilitation Membership	\$1,993.00	\$1,877.27	\$187.73	\$2,065.00	MP
Membership – Upfront – Adult – 12 Months	\$1,175.00	\$1,104.55	\$110.45	\$1,215.00	MP
Membership – Upfront – Adult – 6 Months	\$610.00	\$581.82	\$58.18	\$640.00	MP
Membership – Upfront – Adult – 3 Months	\$323.00	\$307.27	\$30.73	\$338.00	MP
Membership – Upfront – Corporate – 12 Months	\$1,010.00	\$959.09	\$95.91	\$1,055.00	MP
Membership – Upfront – Off Peak – 12 Months	\$710.00	\$677.27	\$67.73	\$745.00	MP
Membership – Upfront – Concession – 12 Months	\$765.00	\$722.73	\$72.27	\$795.00	MP
Membership - Upfront - Concession - 6 Months	\$398.00	\$380.00	\$38.00	\$418.00	MP
Membership - Upfront – Pension - 6 Months	\$300.00	\$283.64	\$28.36	\$312.00	MP
Membership – Upfront – Pension – 12 months	\$580.00	\$550.00	\$55.00	\$605.00	MP
Personal Training – 10 Sessions – 30 Minutes	\$518.00	\$493.64	\$49.36	\$543.00	MP
Personal Training – 10 Sessions – 45 Minutes	\$640.00	\$609.09	\$60.91	\$670.00	MP
Personal Training – 10 Sessions – 60 Minutes	\$745.00	\$713.64	\$71.36	\$785.00	MP
Personal Training – 20 Sessions – 30 Minutes	\$940.00	\$890.91	\$89.09	\$980.00	MP
Personal Training – 20 Sessions – 45 Minutes	\$1,160.00	\$1,100.00	\$110.00	\$1,210.00	MP
Personal Training – 20 Sessions – 60 Minutes	\$1,350.00	\$1,281.82	\$128.18	\$1,410.00	MP
Personal Training – 5 Sessions – 30 Minutes	\$277.00	\$263.64	\$26.36	\$290.00	MP
Personal Training – 5 Sessions – 45 Minutes	\$344.00	\$327.27	\$32.73	\$360.00	MP
Personal Training – 5 Sessions – 60 Minutes	\$401.00	\$381.82	\$38.18	\$420.00	MP
Personal Training – Group Session – 45 Minutes – 2 – 4 People	\$107.00	\$102.27	\$10.23	\$112.50	MP
Personal Training – Group Session – 60 Minutes – 2 – 4 People	\$124.00	\$122.73	\$12.27	\$135.00	MP
Personal Training – Single Session – 30 Minute	\$57.00	\$54.55	\$5.45	\$60.00	MP
Personal Training – Single Session – 45 Minute	\$70.00	\$68.18	\$6.82	\$75.00	MP
Personal Training – Single Session – 60 Minute	\$82.00	\$80.91	\$8.09	\$89.00	MP
Personal Training – Starter Pack – 3 X 45 Minute Sessions	\$145.00	\$136.36	\$13.64	\$150.00	MP
Personal Training – 14/15yr Starter Pack – 2 x 45 Minute Sessions	\$80.00	\$77.27	\$7.73	\$85.00	MP

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Gymnastics

Birthday Parties - Additional Child on the day	\$0.00	\$36.36	\$3.64	\$40.00	MP
Birthday Parties - Use of mezzanine for an extra 30mins	\$0.00	\$31.82	\$3.18	\$35.00	FC
Gymnastics – Competitive Training- 11hrs per week	\$0.00	\$82.27	\$8.23	\$90.50	MP
Gymnastics – Competitive Training- 13.5hrs per week	\$0.00	\$94.55	\$9.45	\$104.00	MP
Gymnastics – Competitive Training- 17hrs per week	\$0.00	\$103.64	\$10.36	\$114.00	MP
Gymnastics - Gala Day	\$0.00	\$22.73	\$2.27	\$25.00	MP
Gymnastics – Gala Day Late Entry Fee	\$0.00	\$32.73	\$3.27	\$36.00	MP
Gymnastics - In-house Competition	\$0.00	\$45.45	\$4.55	\$50.00	MP
Gymnastics - In-house Competition Late Entry Fee	\$0.00	\$54.55	\$5.45	\$60.00	MP
Birthday Parties – Cancellation / Deposit Fee	\$100.00	\$109.09	\$10.91	\$120.00	MP
Birthday Parties – Party – Per Child	\$35.00	\$31.82	\$3.18	\$35.00	MP
Casual Usage – Adult Gym	\$20.00	\$20.00	\$2.00	\$22.00	MP
Casual Usage – Adult Gym – 10 Visit Pass	\$180.00	\$180.00	\$18.00	\$198.00	MP
Casual Usage – Adult Gym – 20 Visit Pass	\$360.00	\$360.00	\$36.00	\$396.00	MP
Gymnastics – Competitive Training – 3hrs per week	\$41.00	\$38.91	\$3.89	\$42.80	MP
Gymnastics - Competitive/Recreational Training - 5hrs per week	\$49.00	\$46.36	\$4.64	\$51.00	MP
Gymnastics - Competitive/Recreational Training - 6hrs per week	\$54.50	\$51.55	\$5.15	\$56.70	MP
Gymnastics - Competitive/Recreational Training - 8hrs per week	\$68.00	\$64.55	\$6.45	\$71.00	MP
Gymnastics – Competitive Training – 12hrs per week	\$94.00	\$89.09	\$8.91	\$98.00	MP
Gymnastics - Competitive Training - 14.5hrs per week	\$105.00	\$100.00	\$10.00	\$110.00	FC
Gymnastics – Competitive Training – 9hrs per week	\$72.00	\$68.18	\$6.82	\$75.00	MP
Gymnastics – Competitive Training – 18hrs per week	\$105.00	\$103.64	\$10.36	\$114.00	MP
Gymnastics - Recreational 1 hour session	\$27.50	\$25.00	\$2.50	\$27.50	MP
Gymnastics - Recreational 1.5 hour session	\$32.90	\$31.09	\$3.11	\$34.20	MP
Gymnastics - Recreational 2 hour session	\$38.40	\$36.36	\$3.64	\$40.00	MP
Gymnastics - Recreational 3 hour session	\$41.20	\$38.91	\$3.89	\$42.80	MP
Gymnastics – Recreation – Junior Gym – per session	\$22.00	\$20.91	\$2.09	\$23.00	MP
Gymnastics – Recreation – Mini Gym per session	\$22.00	\$20.91	\$2.09	\$23.00	MP
Gymnastics – Recreation – Play Gym – per session	\$22.00	\$20.91	\$2.09	\$23.00	MP
Gymnastics Hall Hire – After Hours	\$343.00	\$324.55	\$32.45	\$357.00	MP
Gymnastics Hall Hire – Competition – Inner City Region – per hour	\$141.00	\$133.64	\$13.36	\$147.00	MP
Gymnastics Hall Hire – Competition – Other Regions – per hour	\$188.00	\$177.27	\$17.73	\$195.00	MP
Gymnastics Hall Hire – Regular Hirer – per hour More than 2 Bookings per week – Monday – Friday	\$142.00	\$134.55	\$13.45	\$148.00	MP
Gymnastics Hall Hire – Saturday – Sunday – per hour	\$277.00	\$261.82	\$26.18	\$288.00	MP
Gymnastics Hall Hire Mon-Friday – per hour	\$187.00	\$177.27	\$17.73	\$195.00	MP
Gymnastics – casual usage – external squad – one apparatus rotation (up to 8 gymnasts per rotation) – per gymnast per hour	\$7.00	\$7.27	\$0.73	\$8.00	MP
Gymnastics Program – GymAbility – 45 Minutes – per session	\$9.00	\$9.09	\$0.91	\$10.00	MP
Membership – Annual Gymnastics Registration – Adult	\$62.50	\$65.45	\$6.55	\$72.00	MP

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Gymnastics [continued]

Membership – Annual Gymnastics Registration – Competitive	\$135.00	\$140.00	\$14.00	\$154.00	MP
Membership – Annual Gymnastics Registration – Recreational	\$91.00	\$82.73	\$8.27	\$91.00	MP
Membership – Term 4 Gymnastics Registration – Recreational	\$52.00	\$50.00	\$5.00	\$55.00	MP

Schools

Schools – Gymnastics – Per Hour (1:10 ratio)	\$125.00	\$127.27	\$12.73	\$140.00	MP
Schools – Health Club – Functional Class – Per Hour (1:13 ratio)	\$160.00	\$153.64	\$15.36	\$169.00	MP
Schools – Health Club – Virtual Cycle Class – Per Hour (0:25 ratio)	\$115.00	\$109.09	\$10.91	\$120.00	MP
Schools – Health Club Group Fitness – Per Hour (1:30 group fitness and 1:25 cycle ratios)	\$194.00	\$184.09	\$18.41	\$202.50	FC
Schools – Stadium Hire – Per Hour	\$130.00	\$123.64	\$12.36	\$136.00	MP
Schools – Gymnastics – Per Extra Instructor	\$60.00	\$63.64	\$6.36	\$70.00	PC
Schools – Health Club – Per Extra Instructor	\$79.00	\$75.45	\$7.55	\$83.00	PC

Activities Room

Activities Room – Hire – per hour	\$72.50	\$72.73	\$7.27	\$80.00	MP
Crèche – Member – 90 Minutes	\$7.00	\$6.64	\$0.66	\$7.30	MP
Crèche – 10 Visit Pass – 90 Minutes	\$63.00	\$59.73	\$5.97	\$65.70	MP
Crèche – 20 Visit Pass – 90 Minutes	\$126.00	\$119.45	\$11.95	\$131.40	MP
Crèche – 1st Child Fortnightly Direct Debit – unlimited	\$30.60	\$29.09	\$2.91	\$32.00	MP
Crèche – Additional Child Fortnightly Direct Debit – unlimited	\$23.20	\$22.00	\$2.20	\$24.20	MP
Crèche – Late Fee – Per 30 Minutes	\$7.00	\$6.64	\$0.66	\$7.30	MP
Crèche – No Show Fee – Per 90 Minutes	\$7.00	\$6.64	\$0.66	\$7.30	MP

Retail

Merchandise – Cap	\$15.00	\$14.55	\$1.45	\$16.00	MP
Merchandise – Card Holder	\$10.00	\$10.00	\$1.00	\$11.00	MP
Merchandise – Coffee Mug	\$16.00	\$16.36	\$1.64	\$18.00	MP
Merchandise – Draw String Bag	\$0.00	\$8.18	\$0.82	\$9.00	
Merchandise – Gymnastics Gloves	\$0.00	\$6.36	\$0.64	\$7.00	MP
Merchandise – Gymnastics T shirt	\$0.00	\$20.00	\$2.00	\$22.00	
Merchandise – Gymnastics WAG Leotard Lev 5+	\$0.00	\$127.27	\$12.73	\$140.00	
Merchandise – Gymnastics WAG Shorts	\$0.00	\$13.64	\$1.36	\$15.00	
Merchandise – Hoodies	\$40.00	\$38.18	\$3.82	\$42.00	MP
Merchandise – Singlet	\$30.00	\$29.55	\$2.95	\$32.50	MP
Merchandise – Sports Strapping Tape	\$0.00	\$8.18	\$0.82	\$9.00	
Merchandise – Tights/Leggings	\$0.00	\$20.00	\$2.00	\$22.00	
Merchandise – Tote bag	\$8.00	\$7.73	\$0.77	\$8.50	MP
Merchandise – Tracksuit Jacket	\$0.00	\$40.00	\$4.00	\$44.00	

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 52 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Retail [continued]

Merchandise – Tracksuit Pants	\$0.00	\$27.27	\$2.73	\$30.00	
Merchandise – Tshirt	\$30.00	\$29.09	\$2.91	\$32.00	MP
Merchandise – Badminton Racquet	\$26.40	\$25.45	\$2.55	\$28.00	MP
Merchandise – Badminton Shuttlecocks - 12 pack	\$35.00	\$36.36	\$3.64	\$40.00	MP
Merchandise – Badminton Shuttlecocks - Singles	\$3.50	\$3.64	\$0.36	\$4.00	MP
Merchandise – Boxing Gloves	\$50.00	\$59.09	\$5.91	\$65.00	MP
Merchandise – Boxing Inners	\$6.50	\$6.36	\$0.64	\$7.00	MP
Merchandise – EzyDry Towel	\$2.00	\$1.82	\$0.18	\$2.00	MP
Merchandise – Gym Bag	\$45.00	\$42.73	\$4.27	\$47.00	MP
Merchandise – Gym Towel	\$12.50	\$11.82	\$1.18	\$13.00	MP
Merchandise – Gymnastics Chalk	\$5.00	\$4.73	\$0.47	\$5.20	MP
Merchandise – Gymnastics Recreation Leotard	\$50.00	\$52.73	\$5.27	\$58.00	MP
Merchandise – Gymnastics WAG Training Leotard	\$50.00	\$60.00	\$6.00	\$66.00	MP
Merchandise – Membership Cards	\$5.30	\$5.00	\$0.50	\$5.50	MP
Merchandise – Miscellaneous	Additional items may be added throughout the year				MP
Merchandise – Pickleball Ball	\$6.00	\$6.36	\$0.64	\$7.00	MP
Merchandise – Pickleball Paddle	\$68.50	\$63.64	\$6.36	\$70.00	MP

FDLC Sponsorship and Promotions

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

Filming

General Condition for Filming

Note 1 Exclusive use of venue/open space

When a venue or open space area is barricaded or sectioned off exclusively.

Note 2 Waivers of Council Fees

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

Note 3 Changes to original applications

Major revisions to a filming application will incur a surcharge of 75% of original application fee.

Note 4

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

Note 5 Risk Cost

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

As listed above.	As listed above.	Z
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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Definitions for impact of filming/ photography:

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

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

Application Fee

Application Fee – Ultra low impact less than 10 crew, 1 camera, sound, 1 light, no vehicles	\$0.00	\$0.00	\$0.00	\$0.00	Z
Application Fee – Low impact 11-25 crew, minimal vehicles, minimal equipment/lighting, small unit base	\$158.00	\$164.00	\$0.00	\$164.00	LR
Application Fee – Medium impact 26-50 no more than 10 trucks, some equipment, unit base	\$317.00	\$330.00	\$0.00	\$330.00	LR
Application Fee – High impact more than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base	\$530.00	\$550.00	\$0.00	\$550.00	LR
Application Fee – Council approval for parking when filming on private property such as unit base plans or parking plans.	\$158.00	\$164.00	\$0.00	\$164.00	LR
Major revisions to a filming application	75% of original application fee				FC

Filming over 3 days

Standard low impact filming per day	\$158.00	\$164.00	\$0.00	\$164.00	LR
Standard medium impact per day	\$317.00	\$329.00	\$0.00	\$329.00	LR
Standard high impact filming per day	\$530.00	\$550.00	\$0.00	\$550.00	LR

Traffic Management for Filming

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

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 54 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Traffic Management for Filming [continued]

Administration and assessment of Traffic Management Plan - high impact	Refer to Traffic Management section of this document.	LR
High impact Traffic Management Plans include situations where the primary form of traffic management will generally include road closures on Local, Regional or State classified roads. The fee includes Council's consultation with the NSW Police and Transport for NSW. Fee is calculated per Traffic Management Plan submission.		
Advertising for Temporary Road Closures	Refer to Traffic Management section of this document.	LR
Partial Road Closure	Refer to Traffic Management section of this document.	LR
Full Road Closure	Refer to Traffic Management section of this document.	LR

Hire of Parks and Open Space for Exclusive Use

Filming Drummoyne Oval, Rothwell and Goddard Park (low impact)	\$1,470.00	\$1,530.00	\$0.00	\$1,530.00	LR
per day					
Filming Golf Courses (low impact)	\$1,290.00	\$1,340.00	\$0.00	\$1,340.00	LR
per day					
Passive Park (low impact)	\$142.00	\$147.00	\$0.00	\$147.00	LR
per day					
Filming Drummoyne Oval, Rothwell and Goddard Park (medium impact)	\$2,090.00	\$2,170.00	\$0.00	\$2,170.00	LR
per day					
Filming Golf Courses (medium impact)	\$1,720.00	\$1,790.00	\$0.00	\$1,790.00	LR
per day					
Passive Park (medium impact)	\$271.00	\$281.00	\$0.00	\$281.00	LR
per day					
Filming Drummoyne Oval, Rothwell and Goddard Park (high impact)	\$2,600.00	\$2,700.00	\$0.00	\$2,700.00	LR
per day					
Filming Golf Courses (high impact)	\$2,290.00	\$2,380.00	\$0.00	\$2,380.00	LR
per day					
Passive Park (high impact)	\$408.00	\$424.00	\$0.00	\$424.00	LR
per day					
Risk Cost – less than 3 days notification to Council	\$510.00	\$530.00	\$0.00	\$530.00	LR
Risk Cost – less than 7 days notification to Council	\$264.00	\$274.00	\$0.00	\$274.00	LR
Sports Field (low impact)	\$203.00	\$211.00	\$0.00	\$211.00	LR
per day					
Sports Field (medium impact)	\$339.00	\$352.00	\$0.00	\$352.00	LR
per day					
Sports Field (high impact)	\$475.00	\$493.00	\$0.00	\$493.00	LR
per day					

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Other Fees of Filming

Occupation of Parking Meter Area	80% of current parking rate per car space occupied for the period in operation				LR
Access Fee	\$317.00	\$329.00	\$0.00	\$329.00	LR
Cleaning Fee (per hour)	\$106.00	\$110.00	\$0.00	\$110.00	LR
Location research/site inspections/supervisor (per hour)	\$78.00	\$81.00	\$0.00	\$81.00	LR
Power Access (per hour)	\$78.00	\$81.00	\$0.00	\$81.00	LR
Site Preparation (per hour)	\$78.00	\$81.00	\$0.00	\$81.00	LR
Site Remediation	To be determined by location & activities				LR
Temporary Structure – (installation of table & Chairs in parks, marquees, signage, barriers, cabling)	\$425 per day per structure				LR

Still Photography

Standard Ultra Low per hour, non-commercial (all-inclusive per application)	\$0.00	\$0.00	\$0.00	\$0.00	Z
Standard low impact per day (all-inclusive per application)	\$121.00	\$126.00	\$0.00	\$126.00	LR
Standard medium impact per day (all-inclusive per application)	\$180.00	\$187.00	\$0.00	\$187.00	LR
Standard high impact Still Photography per day (all-inclusive per application)	\$232.00	\$241.00	\$0.00	\$241.00	LR

Golf Courses

Barnwell Park Golf Course

BP Adults

Mondays (excl. Public Holidays) – Eighteen (18) Holes	\$20.50	\$19.09	\$1.91	\$21.00	MP
Tue – Fri (excl. Public Holidays) – Eighteen (18) Holes	\$27.50	\$26.36	\$2.64	\$29.00	MP
Eighteen (18) Holes Weekends and Public Holidays	\$33.50	\$31.82	\$3.18	\$35.00	MP
Mondays (excl. Public Holidays) – Nine (9) Holes	\$15.50	\$14.55	\$1.45	\$16.00	MP
Tue – Fri (excl. Public Holidays) – Nine (9) Holes	\$22.00	\$20.91	\$2.09	\$23.00	MP
Nine (9) Holes Weekends and Public Holidays	\$26.50	\$25.45	\$2.55	\$28.00	MP

BP Multi-Golf (Foot/Disc)

Multi- Golf (Foot/Disc) Adults (cost per person)	\$17.00	\$16.36	\$1.64	\$18.00	MP
Multi- Golf (Foot/Disc) School Children (cost per person)	\$11.00	\$10.91	\$1.09	\$12.00	MP

BP School Children

Eighteen (18) Holes	\$17.00	\$16.36	\$1.64	\$18.00	MP
Nine (9) Holes	\$11.50	\$10.91	\$1.09	\$12.00	MP
School Programs per Child	\$5.50	\$5.45	\$0.55	\$6.00	MP

BP Pensioner/Senior/Uni or TAFE Student

Concessions (Pensioner/Senior/Uni or TAFE Student) Tue - Fri Eighteen (18) Holes	\$23.50	\$21.82	\$2.18	\$24.00	MP
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 56 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

BP Pensioner/Senior/Uni or TAFE Student [continued]

Concessions (Pensioner/Senior/Uni or TAFE Student) Tue - Fri Nine (9) Holes	\$19.00	\$18.18	\$1.82	\$20.00	MP
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BP Twilight Golf

Admission after 3 pm all year round	\$17.00	\$16.36	\$1.64	\$18.00	MP
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BP Club Members Competition Times

BP Club Members Annual Block Booking Fee		To be negotiated by Council			MP
Adults - all days comp / social Eighteen (18) Holes	\$22.00	\$20.91	\$2.09	\$23.00	MP
Concessions (Pensioner/Senior/Uni or TAFE Student) all days (18) Holes	\$18.00	\$17.27	\$1.73	\$19.00	MP
School Children Eighteen (18) Holes	\$13.50	\$12.73	\$1.27	\$14.00	MP
Adults - all days comp / social Nine (9) Holes	\$17.00	\$16.36	\$1.64	\$18.00	MP
Concessions (Pensioner/Senior/Uni or TAFE Student) all days Nine (9) Holes	\$12.50	\$11.82	\$1.18	\$13.00	MP
School Children Nine (9) Holes	\$9.50	\$9.09	\$0.91	\$10.00	MP

BP Sponsorship and Promotions

BP Promotions	Available on request subject to approval of contract manager				MP
Yearly course hole sponsorship	Available on Request				MP

Use of Private Golf Carts

Administration Fee per 3 Year Term	\$16.50	\$15.45	\$1.55	\$17.00	MP
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Massey Park Golf Course

MP Adults

Eighteen (18) Holes	\$41.00	\$38.64	\$3.86	\$42.50	MP
Nine (9) Holes	\$29.50	\$27.73	\$2.77	\$30.50	MP

MP Seniors

Eighteen (18) Holes	\$33.00	\$31.36	\$3.14	\$34.50	MP
Nine (9) Holes	\$26.50	\$25.00	\$2.50	\$27.50	MP

MP School Children Mon-Fri

Eighteen (18) Holes	\$19.00	\$17.73	\$1.77	\$19.50	MP
Nine (9) Holes	\$14.00	\$13.18	\$1.32	\$14.50	MP

MP University & TAFE Students Mon-Fri

Eighteen (18) Holes	\$28.00	\$26.36	\$2.64	\$29.00	MP
Nine (9) Holes	\$22.00	\$20.91	\$2.09	\$23.00	MP

MP Pensioners Mon-Fri (only)

Eighteen (18) Holes	\$28.00	\$26.36	\$2.64	\$29.00	MP
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 57 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

MP Pensioners Mon-Fri (only) [continued]

Nine (9) Holes	\$22.00	\$20.91	\$2.09	\$23.00	MP
Weekend Concessions (School, University & TAFE, Pensioners)	\$33.00	\$31.36	\$3.14	\$34.50	MP

MP Twilight Golf

Admission after 3 pm during non-Daylight Saving Periods and after 4 pm Daylight Saving Periods	\$24.00	\$22.73	\$2.27	\$25.00	MP
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MP Club Members Competition Times

MP Club Members Competition Annual Block Booking Fee	To be negotiated by Council				MP
MP Club Members Competition Eighteen (18) Holes – Adults	\$24.00	\$22.73	\$2.27	\$25.00	MP
MP Club Members Competition Eighteen (18) Holes – Pensioner	\$19.50	\$18.18	\$1.82	\$20.00	MP
MP Club Members Competition Eighteen (18) Holes – Junior	\$17.00	\$15.91	\$1.59	\$17.50	MP

MP Sponsorship

MP Promotions	Available on request subject to approval of contract manager				MP
Yearly course hole sponsorship	Available on Request				MP

Tennis Courts

Cintra Park

Casual Monday – Friday (9am-5pm) per hour	\$27.10	\$25.55	\$2.55	\$28.10	MP
Casual Monday – Friday (5pm-10.30pm) & Weekends per hour	\$30.50	\$28.82	\$2.88	\$31.70	MP
Permanent Monday – Friday (9am-5pm) per hour	\$23.80	\$22.45	\$2.25	\$24.70	MP
Permanent Monday – Friday (5pm-10.30pm) & Weekends per hour	\$28.30	\$26.73	\$2.67	\$29.40	MP

Croker Park

Monday-Friday before 5pm per hour	\$28.30	\$26.73	\$2.67	\$29.40	MP
All other times per hour	\$31.70	\$29.91	\$2.99	\$32.90	MP

Five Dock Park

Casual Hire	\$28.30	\$26.73	\$2.67	\$29.40	MP
Night Play Under Lights per hour	\$31.70	\$29.91	\$2.99	\$32.90	MP

Greenlees

Casual Hire Monday – Friday (7am-5pm) per hour	\$28.30	\$26.73	\$2.67	\$29.40	MP
Casual Hire Monday – Friday (5pm-10.30pm) & Weekends per hour	\$30.50	\$28.82	\$2.88	\$31.70	MP

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Powells Creek

Monday-Friday before 5pm per hour	\$28.30	\$26.73	\$2.67	\$29.40	MP
All other times	\$29.50	\$27.82	\$2.78	\$30.60	MP

Graffiti Removal - Non-Council Property and Assets

Note At the 15 February 2005 Council Meeting, Council endorsed to undertake removal of graffiti on an even shared cost basis through City Services only with the consent of the owner (within legislation).

Graffiti removal from non Council property and assets - resident contribution to cleaning materials	At Shared Cost	PO
If requested by the owner an estimate of the cost of materials to be used in removing the graffiti at the time of obtaining consent from the owner. Council will endeavour to advise the consenting owner if an estimate provided requires variation during the work. However, the Council will charge 50% of the actual cost to the Council for the materials used to remove the graffiti. This fee will be charged in conjunction with the cost of labour and equipment used.		
Graffiti removal from non Council property and assets - resident contribution for Council staff, vehicle and high pressure cleaner	At Shared Cost	PO
If requested by the owner an estimate of the cost of the Council staff, vehicle, high-pressure cleaner or other equipment used in removing the graffiti at the time of obtaining consent from the owner. Council will endeavour to advise the consenting owner if an estimate provided requires variation during the work. However, the Council will charge 50% of the actual cost to the Council for its staff, plant hire of the vehicle, pressure cleaner or other equipment used to remove the graffiti. This fee will be charged in conjunction with the cost of materials used.		

Library

Library Service Charges

Overdue Items

Overdue fee if matter referred to a collection agency	\$20.30	\$21.50	\$0.00	\$21.50	FC
Library Items Overdue – Adult & Young Adult Members for Second Notice (Capped at \$20 per borrower)	\$0.00	\$0.00	\$0.00	\$0.00	PC
Library Items Overdue – Junior Members 14 y.o. and under	\$0.00	\$0.00	\$0.00	\$0.00	Z

Reserved Items - Miscellaneous

Inter-Library Loans**	\$5.50 plus costs				PO
If additional charges by Library borrowed from, costs are passed onto borrower.					
Reserved Items	\$0.00	\$0.00	\$0.00	\$0.00	Z

Printing and photocopying charges

Photocopying & Printing Charges – Black/White A3	\$0.40/copy			PC
Photocopying & Printing Charges – Black/White A4	\$0.20/copy			PC
Photocopying & Printing Charges – Colour A3	\$2/copy			PC
Photocopying & Printing Charges – Colour A4	\$1.00/copy			PC
Photographic reproduction	POA + \$6			PC
Photographic reproduction – Commercial	POA + \$30			PC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Item Sale

Library 2nd Hand Book Sales #	Minimum \$0.50/per book				PC
Price at the discretion of the Manager.					
Mailing Tube (to fit A0 print)	\$5.00	\$4.55	\$0.45	\$5.00	PC
Per Cotton Bag	\$6.00	\$5.45	\$0.55	\$6.00	RR
Per Poly Bag	\$2.00	\$1.82	\$0.18	\$2.00	RR
USB stick, earphones etc	Maximum \$20 per item				FC

Materials Replacement Costs

CD Cases/DVD Cases (Damaged or Lost)	\$2.00	\$2.00	\$0.00	\$2.00	PC
Library Items (Damaged or Lost) *	Cost of Item+\$16.50 processing				PC
Donated paperbacks replaced by similar item at discretion of manager.					
Library Items(Replacement of Barcode Label or Tag)	\$2.00	\$2.00	\$0.00	\$2.00	PC
Membership Card Replacement	\$5.00	\$5.00	\$0.00	\$5.00	PC

Local History Research

Concord: A centenary history on CD Rom	\$34.50	\$31.36	\$3.14	\$34.50	PC
Drummoyne/Concord Combined history book on CD Rom	\$39.50	\$35.91	\$3.59	\$39.50	PC
Drummoyne: A western suburbs history on CD Rom	\$29.50	\$26.82	\$2.68	\$29.50	PC
Pictorial History of Canada Bay – hardback	\$34.95	\$31.77	\$3.18	\$34.95	PC
Pictorial History of Canada Bay – paperback	\$24.95	\$22.68	\$2.27	\$24.95	PC
Research	First hour free then \$60/hour				PC
Research – Commercial	First hour free then \$110/hour				PC

Library Programs

A0 160 gsm matte colour poster print per page	\$41.50	\$39.09	\$3.91	\$43.00	FC
A0 160gsm matte b/w plan print per page	\$15.00	\$14.09	\$1.41	\$15.50	FC
A0 200 gsm glossy colour photo print per page	\$65.50	\$61.82	\$6.18	\$68.00	FC
A1 or 50x70 cm 160gsm matte colour poster print per page	\$25.00	\$23.64	\$2.36	\$26.00	FC
A1 or 50x70 cm 200gsm glossy colour photo print per page	\$39.50	\$37.27	\$3.73	\$41.00	FC
3D Printing in ABS (acrylonitrile butadiene styrene print material included)	\$5.00 per hour or part thereof				FC
3D Printing Set Up – per print job	\$5.00	\$4.55	\$0.45	\$5.00	FC
Makerspace activity consumables	Dependent on Activity				FC
Booking of special after school and school holiday activities	Dependent on Activity				PC
Booking of The Lab Rhodes and Five Dock	Dependent on The Lab Network guidelines and sessions per term.				PC
Booking of The Lab Five Dock and The Lab Rhodes Dependent on The Network Guidelines and No. of Sessions/Term.					
Booking of special events/workshops/programs/activities	Dependent on Activity				FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Parks Hire

General Conditions of Open Space Hire

- **Additional Costs**
Any additional costs (i.e. staff time, cleaning, line marking etc.) will be levied at cost recovery rates.
- **Bond Payments**
Council reserves the right to charge a refundable bond.
- **Booking Fee**
A non-refundable booking is charged for all bookings.
- **Casual Hire**
Casual use is defined as a single application for 9 or less consecutive hire events within a 12 month period.
- **Pre-season period**
Pre-season applies during the lead up to the winter season from 1 Feb to 31 Mar each year. Fees for pre-season hire are charged at 50% of seasonal fees reflecting the reduced service level which excludes the provision of line marking, goalposts and lighting. All pre-season use is subject to availability from the in season hirer.
- **Public Convenience Access**
Public Convenience Access of \$250 may be applicable to sporting and training events when no other hire fees are charged and Council may require a key bond of \$100.
- **Public Liability Insurance**
Seasonal hirers are required to provide evidence of current public liability insurance coverage to a minimum value of \$20,00,000.
- **Schools Use**
Schools located in the City of Canada Bay can book and use Council sportsgrounds for free within during normal school hours (8.30am to 4.00pm weekdays during school terms) with the exception of Majors Bay Reserve, Cintra Hockey and Concord Oval. Booking fees apply to all bookings.
Schools located outside the City of Canada Bay can book and use Council sportsgrounds at 50% of the Casual rate within during normal school hours (8.30am to 4.00pm weekdays during school terms) with the exception of Majors Bay Reserve, Cintra Hockey, Concord Oval and all use of turf wickets. Booking fees apply to all bookings.
- **Seasonal Hire**
Seasonal hire is defined as a single application for 10 or more consecutive hire events within a 12 month period.
- **Seasonal Use**
Summer Season is from 3rd week of September to 31 March each year.
Winter Season is from 1 April to 31 August each year.
- **Sports Floodlighting**
Hourly fees for sports floodlighting are not covered by ground hire. In the event users have paid in advance for sports lighting, they will be refunded for any park closures due to wet weather.

As listed above.	As listed above.	Z
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Open Space Miscellaneous

Use of Parks

Casual Booking Fee	\$39.50	\$37.27	\$3.73	\$41.00	FC
Change to Seasonal Booking Fee	\$65.00	\$61.36	\$6.14	\$67.50	FC
Pre-Seasonal Booking Fee	\$65.00	\$61.36	\$6.14	\$67.50	FC
Seasonal Booking Fee	\$117.00	\$110.00	\$11.00	\$121.00	FC
Call out fee	\$220.00	\$207.27	\$20.73	\$228.00	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Licence Fees

Licence Agreement Fee	\$389.00	\$367.27	\$36.73	\$404.00	FC
Alteration of Licence Agreement	\$780.00	\$736.36	\$73.64	\$810.00	FC
Minimum Charge for Lease of Council Sporting Fields		As per Gazettal by Dept of lands			FC

One off Events

Sporting Fields – additional/one off installation of goal posts	\$1,620.00	\$1,527.27	\$152.73	\$1,680.00	FC
Sporting Fields – additional/one off line marking	\$1,620.00	\$1,527.27	\$152.73	\$1,680.00	FC
Turf Wicket Preparation	\$1,620.00	\$1,527.27	\$152.73	\$1,680.00	FC
Unauthorised use of field by organised teams/clubs	\$500.00	\$472.73	\$47.27	\$520.00	FC

Open Space Key Hire

Key Bond – Casual Users	\$100.00	\$100.00	\$0.00	\$100.00	BAGS
Key Bond – Seasonal Initial Bookings	\$50.00	\$50.00	\$0.00	\$50.00	BAGS
Key Replacement/Provide Additional Key	\$66.50	\$62.73	\$6.27	\$69.00	FC

Drummoyne Oval

Bond – Corporate Cricket Day	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	BAGS
Facility Cleaning Fee				At Cost	FC
Ground Hire (per hour)	\$489.00	\$463.64	\$46.36	\$510.00	FC
Grounds staff for match day (per staff per hour)	\$100.00	\$94.55	\$9.45	\$104.00	FC
Seasonal Fee – Leased arrangements				Negotiated by Council	FC

Drummoyne Oval Lights Usage

Lights at 100lux level / per hour	\$32.00	\$30.00	\$3.00	\$33.00	FC
Lights at 250lux level / per hour	\$97.50	\$91.82	\$9.18	\$101.00	FC
Lights at 500lux level / per hour	\$325.00	\$306.36	\$30.64	\$337.00	FC
Lights at 1400lux level / per hour	\$720.00	\$677.27	\$67.73	\$745.00	FC

Special Events

Special Events				POA	FC
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Concord Oval

Seasonal Fee – Cleaning & Waste Management		To be negotiated by Council			FC
Casual Hire (per day)	\$3,250.00	\$3,063.64	\$306.36	\$3,370.00	FC
Concord Oval – Professional/Elite Training Field Hire Per Hour	\$500.00	\$472.73	\$47.27	\$520.00	FC
Seasonal Fee – Waste Management for current lessees only		To be negotiated by Council			FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Majors Bay Reserve Synthetic

Full Field

Casual training and matchplay (nfp organisation) per hour	\$91.00	\$85.91	\$8.59	\$94.50	FC
Commerical Hire (commercial organisation) per hour	\$209.00	\$197.27	\$19.73	\$217.00	FC
Seasonal training and matchplay (nfp organisation) per hour	\$54.50	\$51.36	\$5.14	\$56.50	FC

Half Field

Casual training and matchplay (nfp organisation) per hour	\$56.50	\$53.18	\$5.32	\$58.50	FC
Commerical Hire (commercial organisation) per hour	\$124.50	\$117.27	\$11.73	\$129.00	RR
Seasonal training and matchplay (nfp organisation) per hour	\$34.00	\$32.27	\$3.23	\$35.50	FC

Others

Local schools per hour (1.5 fields)	\$28.50	\$26.82	\$2.68	\$29.50	PC
Informal Community Use (Set Times)	\$0.00	\$0.00	\$0.00	\$0.00	PC

Category - Hockey

St Lukes Hockey Complex

Schools/Juniors (full field)/hour or part there of	\$142.00	\$133.64	\$13.36	\$147.00	FC
Schools/Juniors (half field)/hour or part there of	\$79.00	\$74.55	\$7.45	\$82.00	FC
Seniors (full field)/hour or part there of	\$213.00	\$200.91	\$20.09	\$221.00	FC
Seniors (half field)/hour or part there of	\$121.00	\$114.55	\$11.45	\$126.00	FC

Category - Netball, Basketball, Volleyball, Archery and Dog Training

Netball Courts - Cintra Park

Casual per hour per court	\$31.00	\$29.09	\$2.91	\$32.00	FC
Seasonal Mon-Friday per court per club per night	\$327.00	\$308.18	\$30.82	\$339.00	FC
Seasonal Saturday per court	\$327.00	\$308.18	\$30.82	\$339.00	FC

Archery

Seasonal (Saturday only)	\$920.00	\$868.18	\$86.82	\$955.00	FC
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Dog Training

Yearly Fee Hire of St Lukes 1 only Sun 8am to 12pm. This does not include access to cricket nets	\$815.00	\$768.18	\$76.82	\$845.00	FC
Yearly Hire of St Lukes Clubhouse (This does not include cricket nets)	\$815.00	\$768.18	\$76.82	\$845.00	FC

Category – Baseball

Baseball - Timbrell Park, Sid Richards

* Cost per field per usage rate per season. Includes training and games.

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 63 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Baseball - Timbrell Park, Sid Richards [continued]

Casual per hour per field	\$38.50	\$36.36	\$3.64	\$40.00	FC
Seasonal weekends Saturday OR Sunday (max 6 hours) (per season per field)	\$835.00	\$786.36	\$78.64	\$865.00	FC
3 nights a week plus Saturday/Sunday (or as per licence agreement) (per season per field)	\$1,670.00	\$1,572.73	\$157.27	\$1,730.00	FC
Line marking for casual bookings (per season per field)	\$431.00	\$406.36	\$40.64	\$447.00	FC

Category – Cricket

Synthetic Cricket Wicket

Five Dock Park, Queen Elizabeth Park Field 1, Campbell Park Fields 1&2, Edwards Park, St Lukes Fields 1&2, Timbrell Park Fields 1&2, Arthur Walker Reserve, Powells Creek 1&2, Jessie Stewart Reserve, Russell Park, Greenlees Park

Casual per hour per field	\$38.50	\$36.36	\$3.64	\$40.00	FC
Seasonal training week night (max 4 hours) per night	\$419.00	\$395.45	\$39.55	\$435.00	FC
Seasonal weekends Saturday OR Sunday	\$835.00	\$786.36	\$78.64	\$865.00	FC
Seasonal (3 week day training and Saturday and Sunday) (per season per field)	\$1,670.00	\$1,572.73	\$157.27	\$1,730.00	FC

Turf Cricket Wicket

Goddard Park, Ron Routley Oval, Rothwell Park, St Lukes Oval

Casual per day per field	\$835.00	\$786.36	\$78.64	\$865.00	FC
Seasonal training week night (max 4 hours per night)	\$525.00	\$495.45	\$49.55	\$545.00	FC
Seasonal weekends Saturday OR Sunday	\$2,770.00	\$2,618.18	\$261.82	\$2,880.00	FC
Seasonal (Saturday AND Sunday) per season per field	\$5,540.00	\$5,227.27	\$522.73	\$5,750.00	FC

Senior Fields - Soccer, AFL, Rugby Union, Rugby League, etc.

* Cost per field per usage rate per season. Includes training and games.

Five Dock Park, Goddard Park, Queen Elizabeth Park, Ron Routley Park, Rothwell Park, St Lukes Oval, Sid Richards Park, Taplin Park, Campbell Park, Greenlees Park, Timbrell Park, Edwards Park, St Lukes Park, Powells Creek, Nield Park, St Lukes North*

Casual per hour per field	\$38.50	\$36.36	\$3.64	\$40.00	FC
Seasonal training week night (max 4 hours) per night	\$419.00	\$395.45	\$39.55	\$435.00	FC
Seasonal weekends Saturday OR Sunday	\$835.00	\$786.36	\$78.64	\$865.00	FC
Seasonal (Max 25 hours, 3 week day training and Saturday and Sunday) (per season per field)	\$1,670.00	\$1,572.73	\$157.27	\$1,730.00	FC

Junior Fields - Mini Soccer, Rugby, AFL and Touch Football

* Cost per field per usage rate per season. Includes training and games.

Edwards Fields 3, 4 & 5, Nield Field 2, 3 & 4, QEP Field 3, Timbrell Fields 1, 2, 3, 4 & 5, Taplin Park Field 2

Casual per hour per field	\$29.00	\$27.27	\$2.73	\$30.00	FC
Seasonal training week night (max 4 hours per night)	\$302.00	\$284.55	\$28.45	\$313.00	FC
Seasonal weekends Saturday OR Sunday	\$595.00	\$563.64	\$56.36	\$620.00	FC
Seasonal (Max 25 hours, 3 week day training and Saturday and Sunday) (per season per field)	\$1,190.00	\$1,127.27	\$112.73	\$1,240.00	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Sports Field Lighting

Field Lighting (50/100 lux) per field per hour	\$32.00	\$30.00	\$3.00	\$33.00	FC
Field Lighting (200 lux) per field per hour	\$64.00	\$60.45	\$6.05	\$66.50	FC
Cintra Park Lighting per netball court per hour	\$11.00	\$10.45	\$1.05	\$11.50	FC

Social Recreation

Bayview Park Access Management

Fisherman's Club Key Hire – (located at Concord Community Centre) Annual key hire	\$43.00	\$40.45	\$4.05	\$44.50	FC
Non-Residential – Annual Key Fee	\$180.00	\$170.00	\$17.00	\$187.00	FC
Park gate locked in release fee (Security patrol call out)	\$139.00	\$130.91	\$13.09	\$144.00	FC
Replacement Key – Residential & Non-Residential	\$73.50	\$69.55	\$6.95	\$76.50	FC
Residential – Annual Key Fee	\$43.00	\$40.45	\$4.05	\$44.50	FC

Ceremonies & Related Photography

Additional pre-cleaning of Rotundas at Cabarita Park or Prince Edward Park (per hour)	\$279.00	\$263.64	\$26.36	\$290.00	FC
Booking Fee (per application, non-refundable)	\$39.50	\$37.27	\$3.73	\$41.00	FC
Ceremony/Ceremony Photography/Professional Photography (per hour)	\$220.00	\$207.27	\$20.73	\$228.00	FC

Personal Training and Commercial Activities

Personal Trainers – Permit (Allows for up to 3 sessions per week, 1 hour per session)	\$173.00	\$163.64	\$16.36	\$180.00	FC
Additional Sessions in excess of 3 per week (maximum of 15 sessions per week) (per session)	\$75 per additional session per year in excess of 3 per week				PC
Additional trainer on permit (Allows for up to 3 sessions per week, 1 hour per session)	\$92.50	\$87.27	\$8.73	\$96.00	FC
Booking Fee (per application, non-refundable)	\$39.50	\$37.27	\$3.73	\$41.00	FC

Fishing & Other Water Based Competitions (per day)

Booking Fee (per application, non-refundable)	\$39.50	\$37.27	\$3.73	\$41.00	FC
<101 people	\$325.00	\$306.36	\$30.64	\$337.00	FC
>100 people	\$595.00	\$563.64	\$56.36	\$620.00	FC

Private, Corporate and Community Groups, Social Recreation

Booking Fee – Private & Community Groups (per application, non-refundable)	\$39.50	\$37.27	\$3.73	\$41.00	FC
Community Groups< 80	\$0.00	\$0.00	\$0.00	\$0.00	Z
Community Groups 81-150	\$295.00	\$278.18	\$27.82	\$306.00	FC
Community Groups > 150 Booking at Council discretion	\$730.00	\$690.91	\$69.09	\$760.00	FC
Booking Fee – Corporate booking fee (per application, non-refundable)	\$247.00	\$232.73	\$23.27	\$256.00	FC
Corporate Groups< 80	\$383.00	\$361.82	\$36.18	\$398.00	FC
Corporate Groups 81-150	\$765.00	\$722.73	\$72.27	\$795.00	FC

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 65 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Private, Corporate and Community Groups, Social Recreation [continued]

Corporate Groups > 150 Booking at Council discretion, this figure includes park hire approval of temporary structures (such as amusement devices, marquees & stages)	\$1,810.00	\$1,709.09	\$170.91	\$1,880.00	FC
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Regattas - Rodd Point-Bayview Park

Booking Fee (per application, non-refundable) one-off Regatta	\$83.50	\$78.64	\$7.86	\$86.50	FC
Corporate Regatta – Per Regatta	\$1,290.00	\$1,218.18	\$121.82	\$1,340.00	FC
For Non Profit Community Org – Per Regatta	\$545.00	\$513.64	\$51.36	\$565.00	FC
School Rowing NSW Regatta fee per day	\$1,110.00	\$1,045.45	\$104.55	\$1,150.00	FC

Event - (large scale provided to/for general community)

Bond			At Council Discretion		BAGS
Booking Fee (per application, non-refundable)	\$238.00	\$224.55	\$22.45	\$247.00	FC
Council staff Attendance & Labour			At Cost		PC
Low Impact event (up to 1000 people) - inclusive park hire & temporary structure	\$1,370.00	\$1,420.00	\$0.00	\$1,420.00	FC
Medium Impact Event (1000 to 2500 people) – inclusive park hire & temporary structure	\$2,750.00	\$2,850.00	\$0.00	\$2,850.00	FC
High Impact Event (more than 2500 people) – inclusive park hire & temporary structure	\$4,120.00	\$4,280.00	\$0.00	\$4,280.00	FC
Power Access per hour (where available)	\$88.50	\$83.64	\$8.36	\$92.00	FC
Water Access per hour (where available)	\$88.50	\$83.64	\$8.36	\$92.00	FC

Permit Fees for Temporary Installations (site fees only)

* Public Liability Insurance Policy of \$20 Million dollars is required.

* As part of Council's Risk Management procedures Safe Work Method Statements (SWMS) will be required to be submitted to Council for temporary installations such as jumping castles, stages, large and commercial marquees. For amusement devices / rides all relevant Work Cover certification will need to be submitted to Council.

Amusement Devices Application	\$400.00	\$415.00	\$0.00	\$415.00	LR
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Parks Hire of Schools

* Each booking must have at least 1 school residing in LGA.

Booking Fee (per application, non-refundable)	\$39.50	\$37.27	\$3.73	\$41.00	FC
Local School (weekday only)	\$0.00	\$0.00	\$0.00	\$0.00	Z
Non Local and Private Schools (weekday only)		50% of the normal usage rate			PC

Roads and Footpaths

Stormwater Drainage

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Stormwater Drainage [continued]

Stormwater Drainage Works	At cost + 15% Estimate available prior to commencement.	FC
This item includes work to modify/reconstruct/construct as a stormwater drainage pit. Stormwater drainage pits are constructed or modified to comply with Council's Engineering Specification. This fee applies to drainage pits where the maximum dimension (H, W, D) exceeds 1.5m. This fee is charged per drainage pit modification/reconstruction or construction on a cost-plus basis		

General Conditions for Roads and Footpaths

1. All fees described include the basic provision of the service during normal business hours under normal circumstances. Other costs such as traffic control, night work and other unusual costs that may arise may require a variation. Where possible these variations will be agreed upon before works commences. If additional costs arise due to unforeseen circumstances, such as a poor subgrade for a road pavement, the costs will be passed on and the applicant will be advised as soon as practical.
2. The RMS may require specific requirements, including Road Occupancy Licences for State Roads, and these costs are not included in these fees. The costs associated with complying with the requirements of the RMS will be fully payable by the applicant.
3. RMS peak period time constraints are not included in the rates set out in this document. Where these constraints are imposed, the rates will be modified to reflect the limited access period to undertake the work. The applicant will be advised of the modified rate as soon as practical.
4. All of the pricing included in these fees are based on the underlying base, subbase and subgrade meeting AUSPEC standards. Works that have been undertaken that do not meet AUSPEC requirements, including the 306 Specification, will impact on the cost of the works to be provided and shall be fully borne by the applicant.
5. A charge for restoration work made under Section 101 and Section 102 of the Roads Act within the Council area is not subject to GST, whether charged direct to Telstra, Sydney Water, etc, or charged to a contractor engaged by them.

As listed above.	As listed above.	Z
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Road Openings

In accordance with Division 3 of the Roads Act, a person must not carry out work in, on or over a public road without the consent of the Roads Authority. If you need to undertake any work between private property boundaries beside a public road you must obtain a Road Opening Permit from Council. This includes any work on a nature strip area, footpath, road pavement, or road island. For information on the Road Reserve Opening Permit and the process for applying for one, refer to Council's Fact Sheet at www.canadabay.nsw.gov.au/residents/your-home/driveway-and-ancillary-works/road-and-footpath-openings.

Any damage to Council's assets caused by the works proposed by the applicant for the Road Reserve Opening Permit, must be temporarily restored by the applicant in accordance with the condition of the Permit. The applicant must pay Council the cost of permanently reinstating the damaged asset/s at the time of application together with a security deposit to cover the reinstatement of any unforeseen and unexpected damage to Council assets. Should additional permanent restoration work be required the applicant will be asked to make an additional payment. Any balance of the security deposit lodged by the applicant will be returned to the applicant once the permanent restoration work is completed.

Where a contractor is undertaking works on behalf of a recognised utility provider under Legislation, the contractor will be required to obtain and pay for a Road Opening Permit and comply with all of the conditions of the Permit, including the payment of expected reinstatement costs, unless they are able to have the utility provider who engaged them to provide Council with an undertaking to accept responsibility of the work performed by the contractor.

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Road Reserve Opening Permit

A Cost of Works will be issued upon determination of agreed scope of works prior to a Road Reserve Opening Permit being approved. Upon completion of the applicant's temporary restoration of the worksite, a pre-scheduled final inspection will be undertaken by Council to verify the extent of permanent reinstatement works required. The final Cost of Works for Council to undertake the permanent reinstatement will be invoiced to applicant. If the invoice for the permanent reinstatement work is not paid within 14 days, the security deposit will be used to fund the work.

In addition, the applicant will be required to lodge a security deposit which will be the full amount of the Assessed Cost of Works for Council's permanent reinstatement work. The security deposit will be returned to the applicant once Council has completed a satisfactory final inspection and where required an invoiced Cost of Works has been paid for Council to undertake the permanent reinstatement.

Road Reserve Opening Permit Application	\$329.00	\$342.00	\$0.00	\$342.00	FC
This fee will be calculated on the basis of each application (each). This fee is non-refundable once the Road Reserve Opening Permit has been issued, even if the works do not proceed by the applicant.					
Change of Private Contractor Application	\$91.00	\$94.50	\$0.00	\$94.50	FC
This fee is payable when the holder of an approved Road Reserve Opening Permit seeks to change the person undertaking the work that was nominated on the application form. This fee is calculated on an a per application (each) basis.					
Additional inspection / re-inspection	\$384.00	\$399.00	\$0.00	\$399.00	FC
Further inspection work could be necessary for a number of reasons, such as to review the extent of work being undertaken by the applicant or to review the extent of the permanent reinstatement work planned. Any inspection required will incur a fee which must be paid prior to the inspection. This fee is calculated on the basis of each inspection.					
Final Inspection	\$384.00	\$399.00	\$0.00	\$399.00	FC
Final Inspection fee is payable upon lodgement of Road Reserve Opening Permit Application (in al cases)					
Confirmation of Road Reserve Opening Permit Finalisation	\$118.00	\$122.00	\$0.00	\$122.00	FC
Once permanent reinstatement works have been completed by Council, the applicant of a Road Reserve Opening Permit can request confirmation of the finalization of the Permit. The finalization of the Permit releases the applicant from any further liability for the road opening.					
Security deposit - permanent reinstatement work valued at 100% of cost of works	Security Deposit (refundable after works completed to Council specification, and in accordance with the Council Standard Conditions for Openings)				BAGS
Security Deposit (refundable upon works being completed to Council specification, and in accordance with the Council Standard Conditions for Openings)					
Assessed Cost of works - this fee is calculated on the basis of the scope of works to be undertaken by Council for the permanent reinstatement	100% of the Cost of Works value for Council to undertake the permanent reinstatement work.				BAGS
Urgent/emergency fee (non-refundable; excludes inspections, application fee and re-arrangement of other inspections.	\$665.00	\$690.00	\$0.00	\$690.00	FC

Asset Integrity Charge - Road Openings (Permanent Restoration applications only)

Asset Integrity Charge - work valued from \$3,000 to \$7,999	30% of the value of assessed Cost of Works	FC
Asset Integrity Charge - work valued from \$8,000 and greater	25% of the value of assessed Cost of Works	FC
Asset Integrity Charge - work valued up to \$2,999	45% of the value of assessed Cost of Works	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Survey Marks

Recovery / relocation of survey marks (State Survey Marks, Permanent Mark or Cadastral Marks) by Registered Surveyor				Cost + 15%	FC
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Adjustment of Utility Service Assets

Adjustment of service pipes to new level				Cost plus 15%	RR
Adjustment of utility service lids to new level				Cost plus 15%	RR
Placing streetlight shades				Cost plus 15%	RR
Reconstruction of Concrete Threshold to the nearest joint				Cost plus 15%	RR
Relocation or adjustment of utility service pits to new levels				Cost plus 15%	RR
Replacement of damaged utility service pits				Cost plus 15%	RR
Undergrounding of overhead power lines				Cost plus 15%	RR
phase a - design by ASP phase b - approval by authority phase c - installation of underground conduits, pulling of cables, jointing, installation of property access point					

Vehicular Crossing & Ancillary Works

Approval for a vehicular crossing or other ancillary type works such as kerb & gutter or footpath works must be obtained through a Vehicular Crossing &/or Ancillary Works application (**excluding stormwater connections**). Approval for these type of works **must** be gained through the lodgement of a Road Reserve Opening Permit Application.

Vehicular Crossing &/or Ancillary Works Application

Approval for a vehicular crossing or other ancillary type works such as kerb & gutter or footpath works must be obtained through a Driveway Location &/or Ancillary Works application (**excluding stormwater connections**). Approval for these type of works **must** be gained through the lodgement of a Road Reserve Opening Permit Application.

Vehicular Crossing &/or Ancillary Works Application - residential / duplex building up to 3 storey (non-refundable)	\$384.00	\$399.00	\$0.00	\$399.00	FC
Note: A Vehicular Crossing &/or Ancillary Works Application must be approved prior to the lodgement of a Vehicular Crossing Construction by a Private Contractor Application.					
Vehicular Crossing &/or Ancillary Works Application - industrial / commercial / residential above 3 storey (non-refundable)	\$1,120.00	\$1,160.00	\$0.00	\$1,160.00	FC
Note: A Vehicular Crossing &/or Ancillary Works application must be approved prior to the lodgement of a Vehicular Crossing Construction by Private Contractor Application.					
Pre-Commencement Damage Report Form	Refer to Asset Management - Pre-Commencement Damage Report Form				FC
Quote preparation fee for driveway work coordinated by Council	\$209.00	\$217.00	\$0.00	\$217.00	FC
Council can coordinate all the works necessary to construct a driveway from the kerb to the property boundary. This fee includes an onsite inspection and preparation of a quote. Additional inspections or re quoting of work will incur a further inspection fee. If the quote validity period expires a new quote will need to be prepared and a new fee paid.					

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Vehicular Crossing &/or Ancillary Works Application [continued]

Urgent/emergency fee (non-refundable; excludes inspections, application fee and re-arrangement of other inspections.	\$665.00	\$690.00	\$0.00	\$690.00	MP
Confirmation of Finalisation of Vehicular Crossing works	\$118.00	\$122.00	\$0.00	\$122.00	FC
Re-assessment of driveway approval resulting from a section 96 being lodged	\$142.00	\$147.00	\$0.00	\$147.00	FC

Vehicular Crossing Construction by a Private Contractor

Vehicular Crossing Construction by Private Contractor Application – residential / duplex building up to 3 storey driveway (non-refundable)	\$275.00	\$285.00	\$0.00	\$285.00	LR
Vehicular Crossing Construction by Private Contractor Application – industrial / commercial / residential above 3 storey (non-refundable)	\$610.00	\$635.00	\$0.00	\$635.00	RR
Change of Private Contractor Application	\$91.00	\$94.50	\$0.00	\$94.50	FC

Security Deposit for Vehicular Crossing & Ancillary Works Undertaken by Private Contractor

When vehicular crossing and/or ancillary construction works are being undertaken by a private contractor, Council requires the submission of a security deposit. The security deposit is held until the works are completed and inspection by Council. Where Council assets, such as a concrete footpath, have been damaged during the driveway construction, Council will ask the applicant to pay for Council to reinstate the damaged assets. The security deposit can be used to pay for this work by Council. Should there be a balance outstanding then the applicant will be liable to pay the balance. If there is no damage to Council assets at the time of final inspection then the security deposit will be refunded.

Where an applicant for a vehicular crossing &/or ancillary works application seeks to have the works undertaken by a private contractor and the works are directly associated with a current development application where a Damage Deposit is currently held by Council, no security deposit will be required under this section provided that the Damage Deposit held by Council exceeds the value required by this section. If the value of the Damage Deposit is lower than the security deposit described in this section then the applicant for the driveway application will be required to submit the balance as a security deposit.

Security deposit - residential / duplex building up to 3 storey application	\$3,150.00	\$3,150.00	\$0.00	\$3,150.00	BAGS
Security deposit - industrial / commercial / residential above 3 storey application	\$5,780.00	\$5,780.00	\$0.00	\$5,780.00	BAGS

Driveway Inspections

Vehicular Crossing &/or Ancillary Works Inspections - 2 standard inspections	\$768.00	\$795.00	\$0.00	\$795.00	FC
This fee applies in all cases and is for the purpose of an inspection of the formwork and steel prior to the concrete pour and a final inspection when all construction works are completed.					
Vehicular Crossing inspections - for additional driveway entries	\$384.00	\$399.00	\$0.00	\$399.00	FC
This fee applies where two or more driveways are being constructed and are not able to be inspected at the same time as the first driveway entry.					
Additional Inspection / Re-inspection fee	\$384.00	\$399.00	\$0.00	\$399.00	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Roads Pavement Reinstatement

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Asphaltic concrete surface roadway with DGB roadbase

Asphaltic Concrete laid with depth tolerances for construction purposes. Construction practices complying with Council's Engineering Specifications.

Quantity of work is calculated on a per m² basis and will cover pavements of a depth up to 150mm

Asphaltic concrete surface roadway with DGB roadbase - up to 15m ²	\$433.00	\$408.18	\$40.82	\$449.00	RR
Asphaltic concrete surface roadway with DGB roadbase - Greater than 15m ² , up to 50m ²	\$362.00	\$341.82	\$34.18	\$376.00	RR
Asphaltic concrete surface roadway with DGB roadbase - Greater than 50m ² , up to 100m ²	\$331.00	\$312.73	\$31.27	\$344.00	RR
Asphaltic concrete surface roadway with DGB roadbase - Greater than 100m ² , up to 500m ²	\$308.00	\$290.91	\$29.09	\$320.00	RR
Asphaltic concrete surface roadway with DGB roadbase - Greater than 500m ²	At cost + 15% Estimate available prior to commencement				RR
Asphalt depths from 150mm to 250mm	Asphalt depths from 150mm to 250mm will incur a 10% increase to rates above				RR

Asphaltic Concrete (AC10) over Concrete

Asphaltic concrete laid within depth tolerances for construction purposes over a concrete base consisting of 230mm of 50MPa concrete with 2 layers of SL81 reinforcing mesh on 150mm of 5MPa lean mix sub-base. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC10 over a concrete base – up to 15m ²	\$1,150.00	\$1,081.82	\$108.18	\$1,190.00	FC
AC10 over a concrete base – greater than 15m ² , up to 50m ²	\$810.00	\$763.64	\$76.36	\$840.00	FC
AC10 over a concrete base – greater than 50m ² , up to 100m ²	\$710.00	\$668.18	\$66.82	\$735.00	FC
AC10 over a concrete base – greater than 100m ² , up to 500m ²	\$680.00	\$640.91	\$64.09	\$705.00	FC
AC10 over a concrete basis – greater than 500m ²	At cost + 15% Estimate available prior to commencement.				FC

Concrete over Lean Mix

Concrete pavement slab consisting of 230mm of 50MPa concrete with 2 layers of SL81 reinforcing mesh on 150mm of 5MPa lean mix sub-base. Construction practices to comply with Council's Engineering Specifications. This fee is calculated on a per m² basis.

Concrete – up to 15m ²	\$1,010.00	\$954.55	\$95.45	\$1,050.00	FC
Concrete – greater than 15m ² , less than 50m ²	\$735.00	\$695.45	\$69.55	\$765.00	FC
Concrete – greater than 50m ² , less than 100m ²	\$680.00	\$640.91	\$64.09	\$705.00	FC
Concrete – greater than 100m ² , less than 500m ²	\$655.00	\$618.18	\$61.82	\$680.00	FC
Concrete – greater than 500m ²	At cost + 15% Estimate available prior to commencement				FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Footpath Reinstatement

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Concrete Footpath

Concrete footpath constructed in accordance with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

Concrete Footpath – less than 15m ²	\$329.00	\$310.91	\$31.09	\$342.00	FC
Concrete Footpath – greater than 15m ² , less than 50m ²	\$283.00	\$267.27	\$26.73	\$294.00	FC
Concrete Footpath – greater than 50m ² , less than 100m ²	\$244.00	\$230.00	\$23.00	\$253.00	FC
Concrete Footpath – greater than 100m ² , less than 500m ²	\$211.00	\$199.09	\$19.91	\$219.00	FC
Concrete Footpath – greater than 500m ²	At cost + 15% Estimate available prior to commencement				FC

Asphaltic Concrete Footpath

Asphaltic concrete (AC5) laid within depth tolerances for construction purposes. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC7 – up to 15m ²	\$267.00	\$251.82	\$25.18	\$277.00	FC
AC7 – greater than 15m ² , up to 50m ²	\$181.00	\$170.91	\$17.09	\$188.00	FC
AC7 – greater than 50m ² , up to 100m ²	\$143.00	\$134.55	\$13.45	\$148.00	FC
AC5 – greater than 100m ²	At cost + 15% Estimate available prior to commencement				FC

Asphaltic Concrete with Concrete Base Footpath

Asphaltic concrete (AC5) laid at 25mm depth with concrete base of 25MPa concrete, 100mm thick. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per m² basis.

AC7 with concrete base – up to 15m ²	\$570.00	\$536.36	\$53.64	\$590.00	FC
AC7 with concrete base – greater than 15m ² , up to 50m ²	\$397.00	\$374.55	\$37.45	\$412.00	FC
AC5 with concrete base – greater than 50m ² , up to 100m ²	\$300.00	\$282.73	\$28.27	\$311.00	FC
AC5 with concrete base – greater than 100m ²	At cost + 15% Estimate available prior to commencement				FC

Paving

Supply and laying pavers in a pattern to match surrounding area. Note: where a concrete slab under the paving is necessary in accordance with Council's Engineering Specifications, then the concrete slab is at additional cost. The quantity of work is calculated on a per m² basis.

Pavers – less than 15m ²	\$875.00	\$827.27	\$82.73	\$910.00	FC
Pavers – greater than 15m ² , up to 50m ²	\$805.00	\$759.09	\$75.91	\$835.00	FC
Pavers – greater than 50m ² , up to 100m ²	\$630.00	\$595.45	\$59.55	\$655.00	FC
Pavers – greater than 100m ² , up to 500m ²	\$590.00	\$554.55	\$55.45	\$610.00	FC

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Paving [continued]

Pavers – greater than 500m ²		At cost + 15% Estimate available prior to commencement			FC
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Turfing

Turfing - supply and lay	\$106.00	\$100.00	\$10.00	\$110.00	FC
Where a grassed area is disturbed by works, Council may request that turf be replaced if the area is not reinstated in a reasonable fashion, or the area disturbed consists of high quality grass and/or presentation. The turf will be laid to match the surrounding grass type. In order to promote the establishment of the turf, it will require watering during its establishment and this will be charged separately. Council will defer the laying of turf from May to September to increase survivability and reduce establishment periods. This item is calculated on a per m ² basis.					
Watering of turf to establish	\$113.00	\$106.36	\$10.64	\$117.00	FC
Where new turf is laid it will require regular watering for a minimum of 6 to 8 weeks for the turf to establish. The time required for watering the turf will be determined upon application based on the area of turf laid and prevailing weather conditions. This item is calculated on a per hour of watering basis.					

Driveway Reinstatement

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Residential driveway - up to 15m ²	\$435.00	\$410.91	\$41.09	\$452.00	FC
Residential driveway - greater than 15m ² , up to 50m ²	\$356.00	\$336.36	\$33.64	\$370.00	FC
Residential driveway - greater than 50m ² , up to 100m ²	\$297.00	\$280.00	\$28.00	\$308.00	FC
Residential driveway - greater than 100m ²	\$270.00	\$254.55	\$25.45	\$280.00	FC
Driveway for residential flat building, commercial or industrial premises - up to 15m ²	\$468.00	\$441.82	\$44.18	\$486.00	FC
Driveway for residential flat building, commercial or industrial premises - greater than 15m ² , less than 50m ²	\$389.00	\$367.27	\$36.73	\$404.00	FC
Driveway for residential flat building, commercial or industrial premises - greater than 50m ² , less than 100m ²	\$329.00	\$310.91	\$31.09	\$342.00	FC
Driveway for residential flat building, commercial or industrial premises - greater than 100m ²	\$297.00	\$280.00	\$28.00	\$308.00	FC

Kerb & Gutter Reinstatement

per lineal metre

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Kerb and Gutter

Construction of Council's standard kerb and gutter to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Kerb and gutter - less than 15 metres	\$560.00	\$527.27	\$52.73	\$580.00	FC
Kerb and gutter - greater than 15 metres, up to 50 metres	\$441.00	\$416.36	\$41.64	\$458.00	FC
Kerb and gutter - greater than 50 metres, up to 100 metres	\$409.00	\$386.36	\$38.64	\$425.00	FC

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Kerb and Gutter [continued]

Kerb and Gutter - greater than 100 metres, up to 500 metres	\$376.00	\$354.55	\$35.45	\$390.00	FC
Kerb and gutter - greater than 500 metres	At cost + 15% Estimate available prior to commencement				FC

Kerb only

Construction of the kerb only component of Council's standard kerb and gutter to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Kerb only - less than 15 metres	\$555.00	\$522.73	\$52.27	\$575.00	FC
Kerb only - greater than 15 metres, up to 50 metres	\$455.00	\$429.09	\$42.91	\$472.00	FC
Kerb only - greater than 50 metres, up to 100 metres	\$389.00	\$367.27	\$36.73	\$404.00	FC
Kerb only - greater than 100 metres, up to 500 metres	\$356.00	\$336.36	\$33.64	\$370.00	FC
Kerb Only - greater than 500 metres	At cost + 15% Estimate available prior to commencement				FC

Concrete Layback

Construction of a standard concrete driveway layback to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Layback – less than 15 metres	\$700.00	\$659.09	\$65.91	\$725.00	FC
Layback – greater than 15 metres, up to 50 metres	\$625.00	\$590.91	\$59.09	\$650.00	FC
Layback – greater than 50 metres, up to 100 metres	\$540.00	\$509.09	\$50.91	\$560.00	FC
Layback – greater than 100 metres	\$474.00	\$447.27	\$44.73	\$492.00	FC

Concrete Dish Drain at Intersections

Construction of a standard concrete dish drain to comply with Council's Engineering Specification. Pricing is calculated per lineal metre.

Concrete dish drain - less than 15 metres	\$785.00	\$740.91	\$74.09	\$815.00	FC
Concrete dish drain - greater than 15 metres, up to 50 metres	\$685.00	\$645.45	\$64.55	\$710.00	FC
Concrete dish drain - greater than 50 metres, up to 100 metres	\$625.00	\$590.91	\$59.09	\$650.00	FC
Concrete dish drain - greater than 100 metres	\$540.00	\$509.09	\$50.91	\$560.00	FC

Miscellaneous Kerb & Gutter Items

Construct a Standard 1.2m Pram Ramp (Billed per Pram Ramp)	\$3,050.00	\$2,881.82	\$288.18	\$3,170.00	FC
Construction of a standard concrete pram ramp to comply with Council's Engineering Specification. This fee is charged per pram ramp constructed (each).					
Gutter bridge crossing with hinged heavy duty steel grating	\$4,950.00	\$4,672.73	\$467.27	\$5,140.00	FC
Construction of a "gutter bridge crossing" with hinged heavy duty steel grating. Pricing is calculated per lineal metre, with a minimum of 4.5m. This fee is charged at a per lineal metre rate.					
Install kerb outlet	\$342.00	\$322.73	\$32.27	\$355.00	FC
Provision of a kerb outlet to allow for the connection of stormwater from private property to the Council's kerb and gutter. This work is performed to comply with Council's Engineering Specification. The fee is charged at a per kerb outlet (each).					

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Sawcutting

This is an additional charge for when it is necessary to saw cut for construction purposes or to obtain a straight edge with existing materials. Construction practices to comply with Council's Engineering Specifications. The quantity of work is calculated on a per lineal metre basis of saw cut with a site establishment fee for every site and every time the service is required.

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Site establishment for saw cutting	\$430.00	\$405.45	\$40.55	\$446.00	FC
Saw cutting in asphalt - up to 100mm depth	\$19.20	\$18.09	\$1.81	\$19.90	FC
Saw cutting in asphalt - up to 250mm depth	\$62.50	\$59.09	\$5.91	\$65.00	FC
Saw cutting in concrete - up to 150mm depth	\$43.00	\$40.55	\$4.05	\$44.60	FC
Saw cutting in concrete - up to 300mm depth	\$91.00	\$85.91	\$8.59	\$94.50	FC
Saw cutting in reinforced concrete - up to 150mm depth	\$30.50	\$28.82	\$2.88	\$31.70	FC
Saw cutting in reinforced concrete - up to 300mm depth	\$91.00	\$85.91	\$8.59	\$94.50	FC

Crack Sealing

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Crack sealing of asphaltic concrete (AC) per meter - up to 15m	\$106.00	\$100.00	\$10.00	\$110.00	FC
per metre					
Crack sealing of asphaltic concrete (AC) - greater than 15m, up to 50m	\$69.50	\$65.45	\$6.55	\$72.00	RR
Crack sealing of asphaltic concrete (AC) - greater than 50m	\$34.80	\$32.82	\$3.28	\$36.10	RR

Line Marking

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Line marking - sprayed or thermoplastic application	At cost + 15%				FO
Estimate available prior to commencement.					
This fee is replacement of line marking that may have been removed during works, or where the condition has deteriorated due to works. This fee is charged on a cost of works to Council plus 15% basis.					
Parking lines perpendicular to driveway	\$300.00	\$282.73	\$28.27	\$311.00	FO
Installation of painted lines on either side of a driveway to aid in keeping the driveway clear of parked vehicles. Fee also applies to replace lines due to normal wear or fading.					

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Sign Posting

Where works are required to be undertaken on weekend or as night works as surcharge of 50% shall apply to these rates. This provision will apply where work is required on or close to major roads or in sensitive locations, such as commercial precincts or where access may need to be restricted due to the works. The application of this surcharge will be discussed with the applicant prior to commencing works.

Directional sign installation (Community based, non-profit & religious organisations only)	\$266.00	\$250.91	\$25.09	\$276.00	FC
Approved directional signs are erected in accordance with Council's Engineering Specification. The fee for this item is calculated on a per sign basis and includes a sign post if necessary.					
Street signage -supply and install	\$402.00	\$379.09	\$37.91	\$417.00	FC
This item includes the supply and installation of an Australian Standard, Road Rule Compliant sign when approved by Council. Note some signage may require the approval of the Traffic Committee and Council. The fee for this item is calculated on a per sign basis and includes a sign post if necessary.					

Miscellaneous Works

Business hours are from 7am to 4pm excluding weekend and public holidays.

Miscellaneous project - labour costs	Full cost + 25% Estimate available prior to commencement				FC
This fee will be applied where Council elects to undertake work on behalf of another person or organisation involving the Council's assets, that is not included in other fees or charges in this document. Such work may include the coordination of public utility adjustments, project management/coordination or work on unique assets. This fee will not apply to grants from Government agencies. This fee will include all labour costs associated with the works. This will be tracked by timesheet and will include all day-labour, professional and management staff involved in the work. This fee is calculated on an actual cost-plus basis.					
Miscellaneous project - material, plant, contract and professional service costs	Full cost + 15% Estimate available prior to commencement				FC
This fee will be applied where Council elects to undertake work on behalf of another person or organisation involving the Council's assets, that is not included in other fees or charges in this document. Such work may include the coordination of public utility adjustments, project management/coordination or work on unique assets. This fee will not apply to grants from Government agencies. This fee will include all costs associated with materials, plant, contract and professional services used for the works. This fee is calculated on an actual cost-plus basis.					
Traffic Control per hour per person (min 4 hours)	\$242.00	\$228.18	\$22.82	\$251.00	FC
Concrete/ Asphalt Plant Opening Fee	\$4,070.00	\$3,836.36	\$383.64	\$4,220.00	RR
ROL (Road Occupancy License) Application	\$525.00	\$495.45	\$49.55	\$545.00	RR
Where submission and approval of traffic management plan must be organised.					
Restoration Inspection Fee/ Scope and Signoff	\$384.00	\$399.00	\$0.00	\$399.00	RR
Additional scoping/ inspection fee for restoration works. Chargeable per site visit.					
Removal of dumped waste - including collection from site and disposal	At cost + 20%				FC
Asbestos removal – using Council coordinated accredited contractor	At cost + 50%				FC
Removal and disposal of damaged asbestos stormwater outlet pipes identified during restoration construction works by Council	At cost + 20%				FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Swimming Pools

Cabarita and Drummoyne Swimming Centres

General Entry

Casual Adult Entry (16 years & over)	\$8.20	\$7.73	\$0.77	\$8.50	MP
Casual Child (4 -15 years)	\$6.00	\$5.64	\$0.56	\$6.20	MP
Casual Child (under 4 years)	\$0.00	\$0.00	\$0.00	\$0.00	Z
Casual Pensioner (with valid pension card)	\$2.95	\$2.77	\$0.28	\$3.05	MP
Casual Senior (with valid seniors card)	\$5.60	\$5.27	\$0.53	\$5.80	MP
Casual Student Concession	\$5.60	\$5.27	\$0.53	\$5.80	MP
Carer for a person with a disability	\$0.00	\$0.00	\$0.00	\$0.00	Z
Spectators	\$4.85	\$4.55	\$0.45	\$5.00	MP
Family Pass (2 Adults + 2 Children or 1 Adult + 3 Children)	\$24.20	\$22.82	\$2.28	\$25.10	MP
Additional Family Member	\$5.70	\$5.36	\$0.54	\$5.90	MP

Multi Visit Passes

Valid for 12 months from purchase

Spectator 20 Pass	\$76.00	\$71.82	\$7.18	\$79.00	RR
Spectator 50 Pass	\$163.00	\$153.64	\$15.36	\$169.00	RR
10 Adult Entry Pass	\$72.00	\$67.73	\$6.77	\$74.50	MP
10 Concession Entry Passes	\$55.00	\$51.82	\$5.18	\$57.00	MP
10 Pensioner Entry Pass (With valid pension card)	\$29.50	\$27.82	\$2.78	\$30.60	MP
20 Adult Entry Pass	\$133.00	\$125.45	\$12.55	\$138.00	MP
20 Concession Entry Passes	\$99.50	\$93.64	\$9.36	\$103.00	MP
20 Pensioner Entry Pass (With valid pension card)	\$59.00	\$55.68	\$5.57	\$61.25	MP
50 Adult Entry Pass	\$283.00	\$267.27	\$26.73	\$294.00	MP
50 Concession Entry Passes	\$197.00	\$185.45	\$18.55	\$204.00	MP
50 Pensioner Entry Pass (With valid pension card)	\$147.50	\$139.18	\$13.92	\$153.10	MP
10 Family Entry Pass	\$206.00	\$194.55	\$19.45	\$214.00	MP
20 Family Entry Pass	\$378.00	\$357.27	\$35.73	\$393.00	MP

Season Pass

Adult Season Pass	\$560.00	\$527.27	\$52.73	\$580.00	MP
Senior/Child/Student Season Pass	\$452.00	\$427.27	\$42.73	\$470.00	MP
Pensioner Season Pass	\$321.00	\$302.73	\$30.27	\$333.00	PC
Off Peak Season Pass (9am-3pm) Drummoyne & Cabarita	\$284.00	\$268.18	\$26.82	\$295.00	MP
Family Season Pass (2 Adults + 2 Children or 1 Adult + 3 Children)	\$1,760.00	\$1,663.64	\$166.36	\$1,830.00	MP
Additional Family Member (Family Season Pass)	\$338.00	\$319.09	\$31.91	\$351.00	MP

School Entry

Carnival Admission per attendee	\$4.85	\$4.55	\$0.45	\$5.00	MP
Carnival Hire per hour (LGA Schools)	\$247.00	\$232.73	\$23.27	\$256.00	MP

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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

School Entry [continued]

Carnival Hire per hour (Non LGA Schools)	\$272.00	\$256.36	\$25.64	\$282.00	PC
Dept of Education Special Swimming Scheme per hour	\$4.55	\$4.32	\$0.43	\$4.75	MP
General Swimming per hour	\$6.30	\$5.91	\$0.59	\$6.50	MP
Half Lane Hire (Drummoyne) – 25m per hour	\$19.00	\$17.91	\$1.79	\$19.70	MP
Half Pool Hire (Drummoyne) per hour	\$69.50	\$65.45	\$6.55	\$72.00	MP
Lane Hire – 50m per hour	\$35.50	\$33.64	\$3.36	\$37.00	MP

Pool and Function Room Hire

Function Room (Cabarita only) per hour	\$45.00	\$42.27	\$4.23	\$46.50	MP
Half Pool Hire (Drummoyne) per hour	\$95.00	\$89.55	\$8.95	\$98.50	MP
Lane Hire – 50m per hour	\$54.00	\$50.91	\$5.09	\$56.00	MP
Olympic Pool per hour	\$378.00	\$357.27	\$35.73	\$393.00	MP

Water Polo Seasonal Pool Hire

(For usage outside agreed licensed usage)

Carnival Admission per attendee	\$4.00	\$3.77	\$0.38	\$4.15	MP
Carnival Hire per hour	\$207.00	\$195.45	\$19.55	\$215.00	MP
Half Lane Hire – 25m (Drummoyne) per hour	\$15.80	\$14.91	\$1.49	\$16.40	MP
Half Pool Hire (Drummoyne) per hour	\$57.00	\$53.64	\$5.36	\$59.00	MP

Programs

Swim Program per lesson	\$19.50	\$18.18	\$1.82	\$20.00	MP
Swimming Lessons – Private – 1:1 (30 minute)	\$68.25	\$64.41	\$6.44	\$70.85	MP
Fitness 10 classes Pass	\$160.50	\$151.36	\$15.14	\$166.50	MP
Fitness Concession 10 Classes Pass	\$112.00	\$105.45	\$10.55	\$116.00	MP
Fitness Concession per class	\$12.10	\$11.45	\$1.15	\$12.60	MP
Fitness Class per class	\$18.50	\$17.27	\$1.73	\$19.00	MP
Birthday Parties per person (with a party host)	\$21.10	\$19.91	\$1.99	\$21.90	MP
Birthday Parties deposit (to be provided 48 hour before prior to booking)	\$180.00	\$170.00	\$17.00	\$187.00	MP
Learn to Swim Teaching (26 weeks) Direct debit or PIF option.	\$510.00	\$481.82	\$48.18	\$530.00	MP
Membership (3rd Child Discount)	\$463.00	\$437.27	\$43.73	\$481.00	MP
School Group Swim Lessons per lesson	\$9.20	\$8.73	\$0.87	\$9.60	MP
School Holiday Intensive Swim Program per lesson	\$19.50	\$18.18	\$1.82	\$20.00	MP
School Holiday Intensive Swim Program per week	\$76.00	\$71.82	\$7.18	\$79.00	MP
Squad Program per person per program (2 or more programs per week)	\$9.50	\$9.00	\$0.90	\$9.90	MP
Teens Fitness per class	\$12.50	\$11.82	\$1.18	\$13.00	MP

Promotions

Swimming Centre Promotions	Available on Request	MP
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Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Use of Public Spaces

Administration of Traffic Management for Events, Filming or Construction Activities

Car Parking on Council Parks (Special Events) Per Field at discretion of Council		Hire Fee and Possible Renovation Fee			FC
Administration and assessment of Traffic Management Plan - low impact	\$323.00	\$335.00	\$0.00	\$335.00	RR
Low impact Traffic Management Plans include situations where the primary form of traffic management is not more than stop / go traffic control on a local, Council managed road. The fee includes the Council's consultation with the NSW Police. Fee is determined per Traffic Management Plan submission.					
Administration and assessment of Traffic Management Plan - medium impact	\$610.00	\$635.00	\$0.00	\$635.00	RR
Medium impact Traffic Management Plans include situations where the primary form of traffic management will include stop / go traffic control on a Regionally classified Road, State classified road or a multi-lane local, Council managed road. The fee includes Council's consultation with the NSW Police and Transport for NSW. The fee is applied per Traffic Management Plan submission.					
Administration and assessment of Traffic Management Plan - high impact	\$1,050.00	\$1,090.00	\$0.00	\$1,090.00	RR
High impact Traffic Management Plans include situations where the primary form of traffic management will generally include road closures on Local, Regional or State classified roads. The fee includes Council's consultation with the NSW Police and Transport for NSW. Fee is calculated per Traffic Management Plan submission.					
Temporary road closure application	\$169.00	\$175.00	\$0.00	\$175.00	RR
Fee is calculated per temporary road closure application submitted.					
Advertising for temporary road closures	\$1,180.00	\$1,220.00	\$0.00	\$1,220.00	RR
Fee is calculated per temporary road closure processed.					
Erection of parking and regulatory signs	\$271.00	\$255.45	\$25.55	\$281.00	FC
Fee is applicable for erection for any parking or Regulatory sign necessary for the implementation of a Traffic Management Plan. Fee is calculated per sign. Even if more than one sign is placed on a sign post.					

Temporary Road Closures

Full Closure

Full road closure fees to be applied to any width of road.

Full road closures to be limited to the length of the property street frontage unless otherwise approved by Council.

Fee is based on the length of the closure or the length of the property street frontage, whichever is the higher.

Fee is based on the range of the Length of Closure (e.g. a 25m closure shall be charged at the 21m-40m fee).

No additional cost for road closures over 80 metres.

Length of full road closure - 0m to 20m	\$1,750.00	\$1,820.00	\$0.00	\$1,820.00	RR
Length of full road closure - 21m to 40m	\$2,140.00	\$2,220.00	\$0.00	\$2,220.00	RR
Length of full road closure - 41m to 60m	\$3,230.00	\$3,350.00	\$0.00	\$3,350.00	RR
Length of full road closure - 61m to 80m	\$3,670.00	\$3,810.00	\$0.00	\$3,810.00	RR
Length of full road closure - greater than 80m	\$4,590.00	\$4,760.00	\$0.00	\$4,760.00	RR

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Partial Closure

Partial road closure fees shown are per lane fees. Total fee to be charged as a multiple of the number of lanes closed (maximum of 3 lanes).

Partial road closures are limited to the length of the property street frontage unless otherwise approved by Council.

Fee is based on the length of the closure or the length of the property street frontage, whichever is the higher.

Fee is based on the range of the Length of Closure (e.g. a 25m closure shall be charged at the 21m-40m fee).

No additional cost for road closures over 80 metres.

Length of partial road closure - 0m to 20m	\$395.00	\$410.00	\$0.00	\$410.00	RR
Length of partial road closure - 21m to 40m	\$610.00	\$635.00	\$0.00	\$635.00	RR
Length of partial road closure - 41m to 60m	\$840.00	\$870.00	\$0.00	\$870.00	RR
Length of partial road closure - 61m to 80m	\$1,070.00	\$1,110.00	\$0.00	\$1,110.00	RR
Length of partial road closure - greater than 80m	\$1,280.00	\$1,330.00	\$0.00	\$1,330.00	RR

Construction Works Zone

Urgency Fee to issue permits for processing construction work zone without required notice (within 4 weeks)	\$322.00	\$550.00	\$0.00	\$550.00	LR
Note processing will be restricted by schedule of Traffic Committee regardless of the Urgency Fee (other components of processing will be completed quicker).					
Application fee for a Construction Works Zone	\$960.00	\$995.00	\$0.00	\$995.00	FC
This fee applies to the assessment of an application for a construction work zone or an application to amend an existing application or approval. Further fees apply if application is approved on the basis of the circumstances as outlined in this section. Fee is calculated as per application per site the construction zone applies to.					
Manage approved Construction Works Zone in a commercial centre	\$257/lineal metre/month or part thereof				FC
This fee applies after the approval of a Construction Works Zone application. The fee Includes placement and removal of signage as approved for implementation. Fee is calculated as per lineal metre per month (or part thereof).					
Manage approved Construction Works Zone in a residential area	\$94/lineal metre/month or part thereof				FC
This fee applies after the approval of a Construction Works Zone application. The fee Includes placement and removal of signage as approved for implementation. Fee is calculated as per lineal metre per month (or part thereof).					
Construction Work Zone within a parking meter area – additional fee	80% of current parking rate for the period in operation.				RR
This fee applies when the construction Works Zone is to be implemented within an area with parking meters administered by the City of Canada Bay Council. This fee is in addition to application and management charges. This fee is calculated as a percentage of the maximum daily potential parking revenue from parking meters within the Construction Works Zone for the period the Construction Works Zone is applied in days.					

Permits for Construction Activities Within the Road Reserve

Urgency Fee to issue permits for construction activities within the Road Reserve without required notice (within 72 business hours). This fee is calculated in addition to length of road closure (limited to 1 road frontage per application) per day.	\$322.00	\$550.00	\$0.00	\$550.00	LR
Permit to Stand Plant	\$545.00	\$565.00	\$0.00	\$565.00	FC
This fee is calculated as per work area (limited to 1 road frontage per application) per day.					

continued on next page ...

Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 80 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Permits for Construction Activities Within the Road Reserve [continued]

Application for a Crane Permit for activity over a roadway	\$750.00	\$750.00	\$0.00	\$750.00	FC
This fee applies to any site based crane that results in activity over a roadway. This includes cranes, such as tower or internal cranes based within private property that result in activity over a public road reserve. Fee is calculated as per crane per application.					

Skip Bins Roadside Placements

Application Fee Skip Bins	\$430 deposit plus \$430.00 per week (maximum 1 week placement)				FC
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Hoardings

Ground Level Hoarding – Type A (Temporary fencing, where any part of the fencing structure occupies the Public Domain. A minimum period of 6 months, paid in advance, applies. Once this period is reached, additional payments shall be made for 3 months in advance). (Periods of less than 3 months can be resolved by negotiation).	\$340 plus an additional \$130/metre/month (frontage) or part thereof	FC			
	\$330 plus an additional \$125/metre/month (frontage) or part thereof	Last year fee			
Overhead Hoarding – Type B (A minimum period of 6 months, paid in advance, applies. Once this period is reached, additional payments shall be made for 3 months in advance). (Periods of less than 3 months can be resolved by negotiation).	\$620 plus an additional \$160/metre/month (frontage) or part thereof	FC			
	\$600 plus an additional \$155/metre/month (frontage) or part thereof	Last year fee			
Urgency fee for Application within three working days	\$530.00	\$550.00	\$0.00	\$550.00	RR

Occupy or Access Through a Public Space

Fees to occupy or access through a public space are subject to an onsite inspection between the applicant and Council staff.

- * A refundable damage bond is required based on the nature of the work being undertaken. The minimum damage deposit is \$3,000 and up to \$10,000.
- # Access is likely to be denied across a park or reserve and will only be granted in exceptional circumstances.

Application Fee for Electric Vehicle Charging Infrastructure	\$1,000.00	\$1,038.00	\$0.00	\$1,038.00	FC
An application fee of \$1,000 is proposed for requests to install Electric Vehicle Charging Infrastructure (EVCI) on Council property in accordance with Council resolution 221/23, Agenda Item 9.3 of 19 September 2023.					
Application Fee to Access Through or Occupy Public Space (Non Refundable)	\$342.00	\$355.00	\$0.00	\$355.00	RR
Urgency fee for Application within three working days	\$456.00	\$473.00	\$0.00	\$473.00	RR
Refundable Bond Associated with access to private property via council land (Park/Reserve/Public Land)#	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	RR
Public Open Space (per week) (Park, Reserves or Public Land)*	\$3,360.00	\$3,490.00	\$0.00	\$3,490.00	RR
Road Reserve (per m2 per week) (inclusive of footpaths)*	\$19.00	\$19.70	\$0.00	\$19.70	RR
Approval of Using Unused Roads	Fee negotiated				FC
Footpath Area (per m2 per week) (inclusive of Nature strips)*	\$19.00	\$19.70	\$0.00	\$19.70	RR

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Parking Management

Cabarita Park and Bayview Park Parking Permits

PARKING PERMITS FOR CABARITA PARK AND BAYVIEW PARK

For more information about parking permits for Cabarita Park and Bayview Park please refer to the following link - www.canadabay.nsw.gov.au/community/parking-and-transport/parking-and-permits

Delivery of parking permit/s using Registered Post	\$11.60	\$12.00	\$0.00	\$12.00	FC
Fee is calculated on the number of mail items required. Multiple parking permits can be mailed to the one address for one fee if all the permits are requested at the same time.					
1st and 2nd Park Parking Permit (Per rateable property within the Council area)	\$0.00	\$0.00	\$0.00	\$0.00	Z
Additional Park Parking Permit (Per rateable property within the Council area)	\$283.00	\$294.00	\$0.00	\$294.00	FC
Park Parking Permit (Non-Residents & Non-Ratepayers)	\$283.00	\$294.00	\$0.00	\$294.00	FC
Replacement Permit	\$48.20	\$50.00	\$0.00	\$50.00	FC
Replacement Permit – Pensioners	\$24.10	\$25.00	\$0.00	\$25.00	PC

On-Street Parking Permit

ON-STREET PARKING PERMIT WITHIN CITY OF CANADA BAY

The issue of street parking permits is subject to eligibility criteria, and in particular the number of off street parking spaces available at the place of residence. Resident pensioners are entitled to a 50% reduction in the published fees for resident On-Street Parking Permits and replacement On-Street Parking Permits. For more information about parking permits for on-street parking permits please refer to the following link - www.canadabay.nsw.gov.au/community/parking-and-transport/parking-and-permits

Residence with no eligible onsite parking space

Residence with no eligible onsite parking space - 1st on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with no eligible onsite parking space - 2nd on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with no eligible onsite parking space - 3rd on street resident parking permit	\$79.00	\$82.00	\$0.00	\$82.00	PC

Residence with 1 eligible onsite parking space

Residence with 1 eligible onsite parking space - 1st on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with 1 eligible onsite parking space - 2nd on street resident parking permit	\$79.00	\$82.00	\$0.00	\$82.00	PC
Residence with 1 eligible onsite parking space - 3rd on street resident parking permit	Not eligible for Residential Parking Permit.				Z

Residence with 2 eligible onsite parking spaces

Residence with 2 eligible onsite parking spaces - 1st on street resident parking permit	\$0.00	\$0.00	\$0.00	\$0.00	Z
Residence with 2 eligible onsite parking spaces - 2nd and 3rd on street resident parking permit	Not eligible for Residential Parking Permit.				Z

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Residence with 3 or more eligible onsite parking spaces

Residence with 3 or more eligible onsite parking spaces - on street resident parking permit	Not eligible for Residential Parking Permit.				Z
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Business Parking Permits

<https://www.canadabay.nsw.gov.au/community/parking-and-transport/parking-and-permits>

Business Parking Permit Area 1 to 5	\$30 per permit per month or part thereof, minimum 2 months				FC
Business Parking Permit Five Dock - Area 6	Free				FC

On-Street Parking Permits – Other

Delivery of Parking Permit/s using Registered Post	\$11.60	\$12.00	\$0.00	\$12.00	FC
Fee is calculated on the number of mail items required. Multiple parking permits can be mailed to the one address for one fee if all the permits are requested at the same time.					
Visitor Parking Permit – Limited to 1 only per residence	\$0.00	\$0.00	\$0.00	\$0.00	Z
Replacement Resident (All Areas) and Business Parking Permit (Areas 1-5)	\$35.00	\$36.30	\$0.00	\$36.30	FC
Replacement Resident Parking Permit for pensioner	\$17.50	\$18.20	\$0.00	\$18.20	FC

Car Share Parking

Trial car share parking space installation	\$585.00	\$605.00	\$0.00	\$605.00	FC
A trial of a car share space is required before permanent installation. Fee is calculated as per car share parking space.					
Permanent car share parking space installation	\$1,340.00	\$1,390.00	\$0.00	\$1,390.00	FC
Applicable only after successful trial - includes linemarking and signposting. Fee is calculated as per car share parking space.					
Car share parking space administration	\$295.00	\$306.00	\$0.00	\$306.00	FC
Includes all parking spaces, including those in parking meter areas. Fee is calculated as per car share parking space per year.					
Car share space in ticket parking area - additional fee	\$1,020.00	\$1,060.00	\$0.00	\$1,060.00	FC
This fee is in addition to the yearly administrative fee to recognise lost revenue in parking meter area. Fee is calculated as per car share parking space per year.					

Free Parking Agreements

Less than 20 Parking Bays	\$790.00	\$820.00	\$0.00	\$820.00	RR
21 to 50 Parking Bays	\$1,580.00	\$1,640.00	\$0.00	\$1,640.00	RR
51 or More Parking Bays	\$2,590.00	\$2,690.00	\$0.00	\$2,690.00	RR

Metered Parking

For more information about Council's Metered Parking please refer to the following link
- www.canadabay.nsw.gov.au/community/parking-and-transport/parking-and-permits

Cabarita Park and Bayview Park (All Days)	\$4.20/hr up to 3 hrs, then \$2.10/hr up to 24 hrs max.				FC
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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 83 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Metered Parking [continued]

Rhodes Recreation Centre - Car Park (Special Rate)	1st Visit up to 2 hours free and \$4.35 per hour thereafter. *2 hours free parking is available once per day, maximum daily charge \$50.				MP
Rider Boulevard and Hospital Road (All Days) Per Hour	\$4.20	\$3.95	\$0.40	\$4.35	FC
Everton Road (Weekdays) Per Hour	\$4.20	\$3.95	\$0.40	\$4.35	FC
Everton Road (Weekends and public holidays) Per Hour	\$2.10	\$2.00	\$0.20	\$2.20	FC

Tree Management

Tree Preservation

Tree Permit Application Appeal fee	\$263.00	\$273.00	\$0.00	\$273.00	FC
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Residential and Strata Properties

Application for up to 2 trees (per tree dead or alive)	\$96.00	\$99.50	\$0.00	\$99.50	FC
Application for 3 trees (dead or alive)	\$238.00	\$247.00	\$0.00	\$247.00	FC
for each tree (dead or alive) in excess of 3 per property	\$28.50	\$29.60	\$0.00	\$29.60	FC

Eligible Pensioner - Residential Non-Strata Only

Application up to 2 trees (per tree dead or alive)	\$47.70	\$49.50	\$0.00	\$49.50	FC
Application for 3 Trees (dead or alive)	\$118.00	\$122.50	\$0.00	\$122.50	FC
for each tree (dead or alive) in excess of 3 trees per property	\$14.50	\$15.10	\$0.00	\$15.10	FC

Commercial and Other Properties

Application up to 2 trees (per tree dead or alive)	\$192.00	\$200.00	\$0.00	\$200.00	RR
Application for 3 trees (dead or alive)	\$475.00	\$493.00	\$0.00	\$493.00	RR
for each tree (dead or alive) in excess of 3 trees per property	\$56.50	\$58.70	\$0.00	\$58.70	RR

Re-inspection of tree re-planting

Application for up to 2 trees (per tree dead or alive)	\$96.00	\$99.50	\$0.00	\$99.50	FC
Application for 3 trees (dead or alive)	\$238.00	\$247.00	\$0.00	\$247.00	FC
For each tree (dead or alive) in excess of 3 per property	\$28.50	\$29.60	\$0.00	\$29.60	FC

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Waste Management Charges

Residential Waste Charges

Residential waste service inclusions

- Waste
- Recycling
- Garden organics
- Bulk household
- Chemical Clean Out
- E-waste Drop Off event
- Community Recycling Centre
- Recycling stations
- Illegal dumping
- Community engagement and education
- Strategic planning and advocacy
- Future proofing
- Corporate overheads

Residential Waste Standard Service

A Waste Management Charge will be levied on all domestic residential properties, entitling each property to the standard residential service which includes the following:

Residential Standard: 1 x 120L Waste (weekly) + 1 x 240L Recycling (fortnightly) + 1 x 240L Garden Organics Bins (fortnightly) + 2 x Bulk Household Collections per annum	\$460.00	\$478.00	\$0.00	\$478.00	FC
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Residential Large Waste Service

Residents may apply to have their Residential Standard Waste Service replaced by a Residential Large Waste Service. This service includes the following:

Residential Large: 1 x 240L Waste (weekly) + 1 x 240L Recycling (fortnightly) + 1 x 240L Garden Organics Bins (fortnightly) + 2 x Bulk Household Collections per annum	\$749.00	\$777.00	\$0.00	\$777.00	FC
Residential Large (ECO option): 1 x 240L Waste (weekly) + 2 x 240L Recycling (fortnightly) + 1 x 240L Garden Organics Bins (fortnightly) + 2 x Bulk Household Collections per annum	\$797.00	\$828.00	\$0.00	\$828.00	FC

Residential Waste Additional Services

Upon application for additional services, an additional Waste Management Charge will be levied on a property for any additional bins. Each application for an additional service will be considered separately by Council's waste team and upon approval each property will be entitled to the additional services. The following additional services may be applied for:

Residential Extra Recycling - 1 x 240L (fortnightly)	\$57.00	\$59.00	\$0.00	\$59.00	FC
Residential Extra Garden Organics - 1 x 240L (fortnightly)	\$62.00	\$64.00	\$0.00	\$64.00	FC
Residential MUD Extra Recycling - 1 x 240L (weekly)	\$114.00	\$118.00	\$0.00	\$118.00	Z
Residential MUD Extra Recycling - 1 x 660L (weekly)	\$324.00	\$336.00	\$0.00	\$336.00	RR
Residential MUD Extra Recycling - 1 x 1100L (weekly)	\$448.00	\$465.00	\$0.00	\$465.00	RR
Residential MUD additional 660L: 1 x 660L Waste (weekly) + 1 x 660L Recycling (weekly)	\$1,532.00	\$1,590.00	\$0.00	\$1,590.00	FC

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Proposed Fees and Charges 2025-2026 City of Canada Bay last reviewed 10/04/2025 | Page 85 of 87

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Residential Waste Additional Services [continued]

Residential MUD additional 1100L: 1 x 1100L Waste (weekly) + 1 x 1100L Recycling (weekly)	\$2,392.00	\$2,483.00	\$0.00	\$2,483.00	FC
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Boarding House Residential Waste Charge

Boarding House Residential Waste Charge - First 2 Residential Units/Rooms	\$460.00	\$478.00	\$0.00	\$478.00	FC
Boarding House Residential Waste Charge - For Each Additional Residential Unit/Room	\$200.00	\$208.00	\$0.00	\$208.00	FC

Residential Vacant lots

Residential properties where a dwelling has been demolished for the purpose of constructing a new dwelling may be eligible for a rebate of approx. 75% off the Domestic Waste Management Charge.

Upon application and approval this rebate will be applied for periods where the service will be removed by Council.

Waste Management Vacant Block	\$117.00	\$122.00	\$0.00	\$122.00	FC
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Non-rateable properties

Upon application Council may provide non-rateable properties (including schools, churches, non-profit and/or community organisations) with a waste service at rates detailed in the table below.

Non-rateable Standard: 1 x 120L waste (weekly) 1 x 240L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$592.50	\$615.00	\$0.00	\$615.00	RR
Non-rateable Large: 1 x 240L waste (weekly) 1 x 240L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$1,090.00	\$1,132.00	\$0.00	\$1,132.00	RR
Non Rateable Large (ECO option): 1 x 240L waste (weekly) 2 x 240L recycling (fortnightly) 1 X 240L garden organics (fortnightly)	\$1,174.50	\$1,219.00	\$0.00	\$1,219.00	RR
Non-rateable 660L: 1 x 660L waste (weekly) 1 x 660L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$1,648.50	\$1,711.00	\$0.00	\$1,711.00	RR
Non-rateable 1100L: 1 x 1100L waste (weekly) 1 x 1100L recycling (fortnightly) 1 x 240L garden organics (fortnightly)	\$2,598.00	\$2,697.00	\$0.00	\$2,697.00	RR
Non Rateable Extra Recycling - 1 x 240L (fortnightly)	\$163.00	\$169.00	\$0.00	\$169.00	RR
Non Rateable Extra Recycling - 1 x 660L (fortnightly)	\$432.00	\$448.00	\$0.00	\$448.00	RR
Non Rateable Extra Recycling - 1 x 1100L (fortnightly)	\$598.00	\$620.00	\$0.00	\$620.00	FC
Non Rateable Extra Garden Organics - 1 x 240L (fortnightly)	\$183.00	\$190.00	\$0.00	\$190.00	RR
Non Rateable Extra Waste - 1 x 240L (weekly)	\$1,072.00	\$1,113.00	\$0.00	\$1,113.00	RR

Fee Description	Year 24/25 Fee incl. GST	Year 25/26			Pricing Code
		Fee excl.	GST	Fee incl.	

Commercial Waste Charges

Where an application is received and approved for a commercial service, a Waste Management Charge will be levied on the commercial (business) property rates to collect the applicable fee. The service for Commercial properties is optional and owners/occupiers may use Council's waste and recycling collection service or a private collection contractor. Council's service entitles each property to a weekly collection of waste and fortnightly collection of recyclables. These premises will be levied with one or more of the following charges depending upon the service/bin type(s) requested.

Commercial Waste Standard Service

Commercial Standard: 1 x 120L Waste (weekly) + 1 x 240L Recycling (fortnightly)	\$592.50	\$615.00	\$0.00	\$615.00	RR
Commercial Large: 1 x 240L Waste (weekly) + 1 x 240L Recycling (fortnightly)	\$1,090.00	\$1,132.00	\$0.00	\$1,132.00	RR
Commercial Large (ECO option): 1 x 240L waste (weekly) 2 x 240L recycling (fortnightly)	\$1,174.50	\$1,219.00	\$0.00	\$1,219.00	RR
Commercial 660L: 1 x 660L waste (weekly) 1 x 660L recycling (fortnightly)	\$1,648.50	\$1,711.00	\$0.00	\$1,711.00	RR
Commercial 1100L: 1 x 1100L waste (weekly) 1 x 1100L recycling (fortnightly)	\$2,598.00	\$2,697.00	\$0.00	\$2,697.00	RR

Commercial Additional Services

Commercial Extra Recycling - 1 x 240L (fortnightly)	\$163.00	\$169.00	\$0.00	\$169.00	RR
Commercial Extra Recycling - 1 x 660L (fortnightly)	\$432.00	\$448.00	\$0.00	\$448.00	RR
Commercial Extra Recycling - 1 x 1100L (fortnightly)	\$598.00	\$620.00	\$0.00	\$620.00	FC
Commercial Garden Organics - 1 x 240L (fortnightly)	\$183.00	\$190.00	\$0.00	\$190.00	RR
Commercial Extra Waste - 1 x 240L (weekly)	\$1,072.00	\$1,113.00	\$0.00	\$1,113.00	RR
Commercial Extra Waste - 1 X 660L (weekly)	\$1,538.00	\$1,596.00	\$0.00	\$1,596.00	FC
Commercial Extra Waste - 1 X 1100L (weekly)	\$2,424.00	\$2,516.00	\$0.00	\$2,516.00	FC

Waste Services for Council Facilities, Parks & Special Events

1 x 240L Waste + 1 x 240L Recycling Bin per set Monday to Sunday	\$47.50	\$44.55	\$4.45	\$49.00	FC
Cost of replacement bin if damage occurs (each)	\$140.00	\$131.82	\$13.18	\$145.00	FC



Acknowledgement of Country

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

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

The Resourcing Strategy was adopted by Council on xx June 2025.
This document is a summary.

Translation information

ENGLISH

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

ITALIAN

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

GREEK

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KOREAN



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Introduction

This document presents a summary of the three components that make up Council's Resourcing Strategy. They are:

<p>PEOPLE: A Workforce Management Strategy that builds the capacity and capability of our staff to ensure we provide the best services and outcomes for you.</p> 	<p>ASSETS: Asset Management Strategy and Plans to ensure that our existing assets are well maintained and that new assets are planned strategically to meet current and future needs.</p> 	<p>FINANCES: A Long-term Financial Plan that provides for financial security to deliver our services and resilience to recover from shocks.</p> 
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Background

Under Section 403 of the Local Government Act 1993, Council plans its operations in accordance with the Office of Local Government Integrated Planning and Reporting Framework. See the figure below.

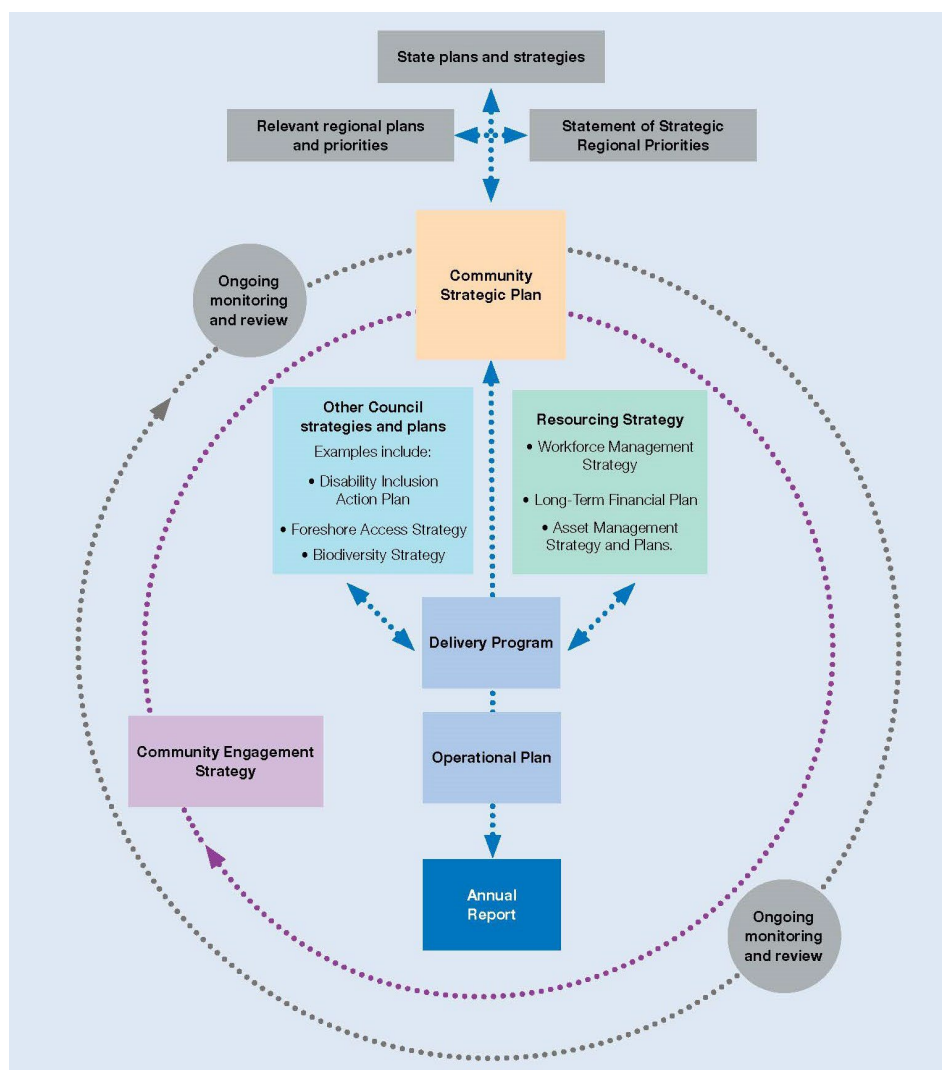


Figure 1: Integrated Planning and Reporting Framework, adapted from Office of Local Government.

It is a framework that guides Council to carry out its functions responsibly, exercising leadership, having regard for the long-term effects of its decisions, planning strategically on behalf of the local community, and effectively planning for and managing public assets.

At the top of the framework is the Community Strategic Plan (CSP) which holds the community's aspirations for the future. The City of Canada Bay CSP is called *Our Future 2036*.

A four-year Delivery Program contains an outline of Council's Business Units and the principal activities that they will undertake during the four-year period. An annual Operational Plan which contains the operational projects, capital works, budget and fees and charges is prepared and exhibited each year.

The Delivery Program and Operational Plan are informed by the Resourcing Strategy.

Under the Integrated Planning and Reporting requirements of the Local Government Act, the City of Canada Bay has undertaken an extensive resource planning process to understand the key needs and challenges over the coming years in terms of its finances, assets, and workforce. This document presents a summary of the three components that form Council's Resourcing Strategy.

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Key facts about the City of Canada Bay¹

The City of Canada Bay is in the inner-western suburbs of Sydney, approximately six kilometres from Sydney's CBD. The City is 19.90 km² in size with 35 kilometres of river frontage.

Population	Governance	Council staff *
<ul style="list-style-type: none"> 91,385 people 30% growth forecast by 2046 44% born overseas 39 years median age 	<ul style="list-style-type: none"> Nine Councillors. Online business papers. Livestreamed meetings. Annual Operational Plan and Budget exhibited for 28 Days each year Progress reports published every six months. 	<ul style="list-style-type: none"> 361 full time. 117 casuals. 75 part time. 404.4 full time equivalent. <p>* As at 1 Jan 2025.</p>
Environment	Housing	Open space
<ul style="list-style-type: none"> > 28,000 trees on public land. 3 endangered ecological communities. 9 threatened local or migratory fauna species. 	<ul style="list-style-type: none"> 17 suburbs. 64% of dwellings are medium-high density. 	<ul style="list-style-type: none"> 104 sports fields and courts. 2 public golf courses. 180 parks. 49 playgrounds. 19 off-leash dog areas
Assets		
<ul style="list-style-type: none"> \$1,296 million of infrastructure assets 206 km roads 140 km of underground stormwater pipes 17.9 km of constructed seawalls 		

¹ 2024 snapshot obtained from <https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA11520> and <https://forecast.id.com.au/Canada-bay/> accessed 06/01/2025

Our Future 2036

Our Future 2036 is the community's strategic plan, outlining aspirations and priorities for the next 10 years.

Development of the plan involved three initial phases of community engagement commencing in June 2021 and ending in May 2022. Community members were invited to have their say on the future of the City of Canada Bay and over 3,000 people provided their perspectives on what they valued most, their priorities, and vision for the area. Several recurring themes arose, and these themes inform the five strategic directions of *Our Future 2036*:

- Connected community
- Sustainable natural environment
- Vibrant urban living
- Infrastructure and transport
- Civic leadership.

All Council's activities are aligned with these five directions and seek to achieve the objectives of *Our Future 2036*. As part of this aim, Council's vision is to provide the programs, services and projects that ensure our residents enjoy where they live and work.

An online community engagement activity in early 2024 confirmed that the five strategic directions developed two years prior are still current.



Key challenges and assumptions

To project future resource requirements, Council has had to make assumptions about the key impacts and drivers that will influence its finances, assets, and workforce into the future. These assumptions include:

- **Strategic direction** - The strategic directions of the Community Strategic Plan: Our Future 2036 are current at the time of developing this document. They will be subject to a review commencing in the 2026-27 financial year.
- **Population growth** - City's population is expected to increase from the estimated resident population in 2023 of 91,385 people, to approximately 120,620 by 2046². This is an increase of over 30% and does not include recently implemented planning reforms.
- **Asset expansion** - New infrastructure assets, such as bike paths, footpaths and playgrounds are being built and planned to support existing and new residents, which in turn leads to increasing life cycle asset costs.
- **Revenue** - Council's primary revenue base is determined by the setting of its rates increases by the Independent Pricing and Regulatory Tribunal. The resourcing forecasts consider rate capping, as well as grants and income derived as a result of population growth.
- **Service charges** – Fees and charges for Council services will be reviewed annually and indexed on an individual basis (generally by inflation).
- **Business as usual** – The forward projections on Council's resources are based on maintaining current service levels. Any new services and facilities at the City of Canada Bay will be subject to development of a business case.
- **Efficiencies** – Council staff will continue to investigate and adopt service delivery and process efficiencies to ensure financial sustainability in the face of growth in demand for services.
- **Infrastructure maintenance** - Council's infrastructure and open spaces will be well maintained and fit for purpose and cash reserves will be drawn upon as required.
- **Financial sustainability** - Council acknowledges challenges associated with ensuring a fully funded operational position, maintaining sufficient cash reserves, delivering a fully funded capital program, asset management and financial recovery from shocks, such as weather events or other incidents. Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision-making.
- **Climate and environmental change** – The impact of and recovery from more frequent and severe weather events are factored into the Resourcing Strategy.
- **Cyber security** – The importance of maintaining Council's protection from cyber attack has been considered in the production of the Resourcing Strategy.

² Source: <https://forecast.id.com.au/Canada-bay/>, accessed 06/01/2024, 07:42am

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- **Workforce** – Council’s workforce planning acknowledges challenges such as industry skills shortages in critical occupation areas, competition with market remuneration, an increasingly ageing workforce, and meeting staffing needs for expansion of services required through new facilities and increased population pressures. Attracting and retaining highly skilled staff is an ongoing challenge, as is fostering a diverse and representative workforce.

These assumptions influence the future resource requirements and have been used to develop our plans for services and resources over the next 10 years.

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Summary - Long-Term Financial Plan

Introduction

A Long-term Financial Plan is a rolling ten-year plan that informs Council's decision-making and demonstrates how the goals of the Community Strategic Plan *Our Future 2036* can be achieved and how the Delivery Program and Operational plan commitments will be funded.

The Long-Term Financial Plan seeks to answer the following questions:

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

As well as making sure Council has the funds to deliver its annual Operational Plan, Council's Long-Term Financial Plan is also in place to ensure the long-term financial sustainability of the organisation.

Long-term financial sustainability

A financially sustainable Council can fund ongoing service delivery, and renew and replace assets, without imposing excessive debt or rate increases on future generations.

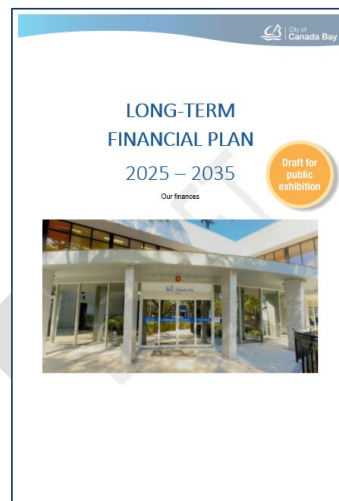
To do this, Council must:

- achieve a fully funded operating position reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation;
- maintain sufficient cash reserves to ensure it can meet its short-term working capital requirements;
- have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works; and
- maintain its asset base, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

Current financial sustainability of the City of Canada Bay Council

The most recent Audited Consolidated Financial Statements, as at 30 June 2024, resulted in a net operating result (before capital grants and contributions) of \$2.1 million. This figure includes a revaluation increment for the fair value for investment properties of \$3.3 million and loss from disposal of infrastructure assets of \$3.9 million. When adjusting for these items, the net operating result is a surplus of \$2.6 million.

Council's performance against the performance measures and performance benchmarks set



by the Office of Local Government (OLG) as at 30 June 2024 were all better than benchmark as detailed in Table 1 below. However, the three Asset Management Ratios (7-9) indicate that Council needs to ensure there is increasing funding for assets as these ratios are not quite meeting the benchmarks.

The measures in Table 1 are indicators of recurrent operations and how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions), fiscal flexibility and the degree to which Council relies on external funding sources such as operating grants and contributions, liquidity as measured by Council's ability to meet short term obligations as they fall due, debt service obligations for all borrowings and lease obligations and how long Council can meet these obligations without additional cash inflow, and the adequacy of debt recovery efforts.

These same indicators have been used to review Council's Long-Term Financial Plan forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed Delivery Program.

Table 1: Statement of performance measures from Financial Statements 30 June 2024.

Ratio	Purpose of measure	Benchmark	2023-24 result
1 Operating performance ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	> 0%	2.28%
2 Own source operating revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	> 60%	60.92%
3 Unrestricted current ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	> 1.5x	4.02x
4 Debt service cover ratio	This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments	> 2x	11.44x
5 Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	> 3 months	15.95 months
6 Rates and annual charges outstanding percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	< 5%	3.99%
7 Asset maintenance ratio	Compares actual vs required annual asset maintenance.	> 100%	97.19%
8 Infrastructure backlog ratio	Shows proportion of the backlog against the total value of Council's Infrastructure.	< 2	2.02%

	Ratio	Purpose of measure	Benchmark	2023-24 result
9	Building and infrastructure renewal ratio	Compares the rate of renewal against the rate at which the building and infrastructure assets are deteriorating.	> 100%	85.12%

Financial management at the City of Canada Bay

Council operates in a highly regulated environment, which means that Council has a range of responsibilities and obligations which must be met. Council's ability to align rating revenues with the increased cost of providing services is further restrained by rate pegging, which means that the annual increase in rating revenue is determined by an external body, namely the Independent Pricing and Regulatory Tribunal. This situation is factored into Council's forward financial planning.

As at 30 June 2024, Council had total assets of \$2,876 million while the total liabilities were only \$60 million. Council is in a very strong financial position.

Planning assumptions on the current Long-Term Financial Plan

In addition to the overall Key challenges and assumptions of the Resourcing Strategy, the Long-Term Financial Plan 2025-2035 has been prepared to enable Council to keep within the existing financial constraints, consistent with the following planning assumptions:

- **Rating Income Strategy** — fair and equitable rating system where each rating category and property contributes according to the demands placed on Council's limited resources.
- **Domestic Waste Management Charge** — covers the cost of all aspects of domestic waste management.
- **Investment principles** — reinforces Council's ongoing commitment to maintaining a conservative risk/return portfolio.
- **Loan borrowings** — a low level of debt with no new borrowings proposed, and a policy that the use of loans is appropriate for new community assets or to smooth the cost of major asset renewals.
- **Cash reserves and restrictions** — Council has several cash reserves that are either a legislative requirement (externally restricted) or made through a Council decision (internally restricted).
- **Developer contributions** — Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development. These funds are externally restricted and can only be used in the area and for the purpose for which they were collected.
- **Fees and charges** — some of Council's fees and charges are regulatory (determined by State Government legislation) and some are discretionary (determined by Council). Council sets its fees and charges under the principle that it does not intend to profit from them, but that they are to recover the cost of the services provided.

-
- **Asset Disposal and Investment Strategy** — this strategy guides the time-to-time disposal of Council's property assets.
 - **Workforce Management Strategy** – known resource requirements and consideration of award increases over time.

Major capital and operational expenditure implications

Council's largest capital expenditure project with impacts on the Long-Term Financial Plan is the Rhodes Recreation Centre, due for completion in the 2025-26 financial year. The operation, ongoing maintenance and depreciation of this asset has been factored into the Long-Term Operating Statement shown at Table 2.

Conclusion

Council can demonstrate financial sustainability over the forecast period with service levels and asset condition maintained along with a sound cash position.

Council's financial position is reported to Council at the end of each financial year quarter and the overall Long Term Financial Plan is reviewed and updated annually.

Table 2: Long-Term Operating Statement (\$'000) showing projected income and expenditure

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$60,193	\$67,310	\$71,607	\$75,685	\$78,834	\$81,852	\$85,007	\$88,344	\$91,422	\$93,700	\$96,123	\$98,528	\$101,962
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES	\$60,193	\$67,310	\$71,607	\$75,685	\$78,834	\$81,852	\$85,007	\$88,344	\$91,422	\$93,700	\$96,123	\$98,528	\$101,962
User Charges and fees	\$17,675	\$21,446	\$22,318	\$24,136	\$24,853	\$25,593	\$26,354	\$27,736	\$28,752	\$29,813	\$30,982	\$32,132	\$33,307
Other revenues	\$6,483	\$7,175	\$7,641	\$7,564	\$7,791	\$8,024	\$8,265	\$8,451	\$8,641	\$8,857	\$9,079	\$9,333	\$9,594
Interest and Investment Income	\$4,214	\$7,413	\$8,610	\$7,433	\$7,133	\$7,431	\$7,581	\$7,150	\$7,375	\$6,623	\$6,730	\$7,004	\$7,299
Other Income	\$10,027	\$7,591	\$4,484	\$4,986	\$5,530	\$5,789	\$5,962	\$6,141	\$6,325	\$6,515	\$6,710	\$6,912	\$7,119
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$98,592	\$110,935	\$114,660	\$119,804	\$124,141	\$128,689	\$133,169	\$137,823	\$142,515	\$145,508	\$149,624	\$153,908	\$159,281
Grants & Contributions - Operating Purposes	\$8,822	\$8,288	\$8,430	\$9,240	\$9,477	\$7,264	\$7,225	\$7,370	\$7,517	\$7,667	\$7,821	\$7,977	\$8,137
Grants & Contributions for Capital Purposes	\$38,220	\$63,681	\$45,367	\$18,057	\$18,995	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$145,634	\$182,904	\$168,457	\$147,101	\$152,613	\$147,903	\$152,344	\$157,142	\$161,982	\$165,125	\$169,394	\$173,835	\$179,368
TOTAL OPERATING INCOME (Excl. Capital)	\$107,414	\$119,223	\$123,090	\$129,044	\$133,618	\$135,953	\$140,394	\$145,192	\$150,032	\$153,175	\$157,444	\$161,885	\$167,418
Employee Benefits	\$41,527	\$45,409	\$50,069	\$56,258	\$57,679	\$58,759	\$60,152	\$62,272	\$64,467	\$63,069	\$64,947	\$67,236	\$69,606
Materials and Contracts	\$38,728	\$42,229	\$44,452	\$44,442	\$46,425	\$46,375	\$48,540	\$50,526	\$52,210	\$53,963	\$55,865	\$57,752	\$59,682
Borrowing Costs	\$699	\$633	\$587	\$552	\$516	\$478	\$438	\$369	\$324	\$278	\$255	\$232	\$207
Depreciation & Amortisation	\$15,549	\$17,763	\$18,828	\$20,463	\$21,499	\$22,662	\$23,389	\$23,967	\$24,809	\$26,004	\$26,920	\$27,634	\$28,676
Other Expenses	\$6,075	\$7,126	\$7,174	\$7,240	\$7,420	\$7,605	\$7,795	\$7,970	\$8,150	\$8,353	\$8,562	\$8,802	\$9,049
Losses on disposal of assets	\$2,450	\$3,881	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$105,028	\$117,041	\$121,110	\$128,955	\$133,539	\$135,879	\$140,314	\$145,105	\$149,962	\$151,668	\$156,550	\$161,656	\$167,220
OPERATING RESULT (Excl. Capital)	\$2,386	\$2,182	\$1,980	\$89	\$79	\$74	\$80	\$87	\$70	\$1,507	\$895	\$229	\$197
OPERATING RESULT (Excl. Capital and Asset Sales)	\$4,836	\$6,063	\$1,980	\$89	\$79	\$74	\$80	\$87	\$70	\$1,507	\$895	\$229	\$197
OPERATING RESULT (Incl. Capital)	\$40,606	\$65,863	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$40,606	\$65,863	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Net Operating Result from Income Statement	\$40,653	\$62,863	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Gain / (Loss) on Reval of PP&E	\$332,830	-\$79,456	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$332,830	-\$79,456	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COMPREHENSIVE INCOME	\$373,483	-\$16,593	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147

Table 3: Projected performance measure results.

Nominal Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Own Source Revenue Ratio	67.7%	60.7%	68.1%	81.4%	81.3%	87.0%	87.4%	87.7%	88.0%	88.1%	88.3%	88.5%	88.8%
Operating Performance Ratio	4.5%	5.1%	1.6%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	1.0%	0.6%	0.2%	0.1%
Backlog Ratio (All Classes)	2.4%	2.0%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
Maintenance Ratio (All Classes)	99.4%	97.2%	98.0%	97.0%	97.0%	96.0%	95.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%
Consumption Ratio (All Classes)	88.8%	88.1%	88.7%	89.1%	89.3%	89.6%	89.9%	90.1%	90.3%	90.4%	90.6%	90.7%	90.9%

Summary - Asset Management Strategy

Introduction

Council's Asset Management Strategy and the plans that are attached to it are in place to effectively manage the infrastructure assets that are used in the delivery of services to the community. The Strategy documents the decision-making processes required to plan effectively and adequately manage, renew, and replace the existing assets and develop any new assets.

In developing the Asset Management Strategy and plans, Council has addressed the key challenges and assumptions on page 9 as well as predicted infrastructure consumption, asset renewal needs and additional infrastructure requirements to meet future community service expectations as identified in *Our Future 2036*.

It is essential that the assets used in provision of services to the community are managed and maintained in a sustainable manner.

Council's strategy provides for long-term sustainability of assets, to be achieved over a period of 20 years. To achieve this, the scope and standard of services will continually be reviewed, and consideration will be given to extending these where necessary to cover any changing community needs.

The purpose of the Asset Management Strategy is to:

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

The Strategy is supported by the:

- Asset Management Policy
- Asset Management Plans for each asset class
- Asset management information system
- Delivery Program and Operational Plans.

Asset management principles

The key elements of infrastructure asset management are:

- Taking a life cycle approach — this means considering assets over their entire life.
- Developing cost-effective management strategies for the long term.
- Providing a defined level of service and monitoring performance.
- Understanding and meeting the demands of growth through demand management and infrastructure investment.
- Managing risks associated with asset failures.
- Sustainably using physical resources.
- Ensuring continuous improvement in asset management practices.

It is essential that the assets required to provide the services to the community are managed and maintained in a sustainable manner. Asset sustainability identifies the need to spend more on asset renewal than is being consumed on an annual and ongoing basis.

Council's strategy provides for long-term sustainability of assets, to be achieved over a period of 20 years. To achieve this, the scope and standard of services will continually be reviewed, and consideration will be given to extending these where necessary to cover any changing community needs.

Asset classes

The Asset Management Strategy covers Council's Infrastructure Assets with a total value of \$1,296 million and categorised into the following asset classes:

- Buildings
- Roads and transport assets
- Stormwater drainage
- Open space assets
- Marine assets
- Lighting

Council also manages \$1,709M of non-infrastructure assets such as land, plant and equipment (e.g., trucks and machinery, vehicles) and other (including office furniture, library books, and artwork,).

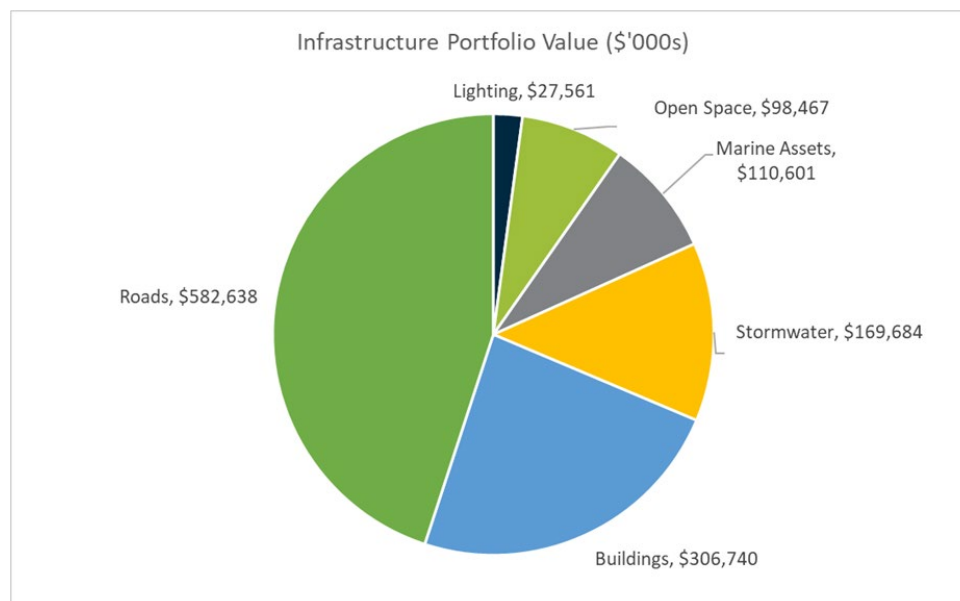


Figure 2: Capital Infrastructure Asset Portfolio Value as at 30 June 2024

Lifecycle management strategy

Good asset management relies on an understanding of the costs of assets across their entire lifecycle. Council has undertaken lifecycle analysis across each of its asset classes and the major budget implications associated.

Future demand

With the expected population growth over the next 15 years, the demand for assets, and the changes that take place in this demand over time, will need to be carefully managed.

Council employs a range of strategies to address the increasing and changing requirements on community assets over time, including (but not limited to):

- Refurbishment and maintenance to cater for increasing service levels on Council's buildings
- Consideration of environmental factors such as climate change and energy usage
- Legislative and safety requirements
- Engagement with the community
- Identification of under-supply and under-use of existing assets.

The demand for new and enhanced assets and services will be managed through a combination of better use and upgrading of existing assets and providing new assets to meet growth.

Developer contributions will contribute funding towards new assets and infrastructure.

Summary - Workforce Management Strategy

Introduction

Workforce management planning identifies the people and skills required to deliver on the strategic direction of the community, outlined in the Community Strategic Plan, *Our Future 2036*, and the 2025-2029 Delivery Program.

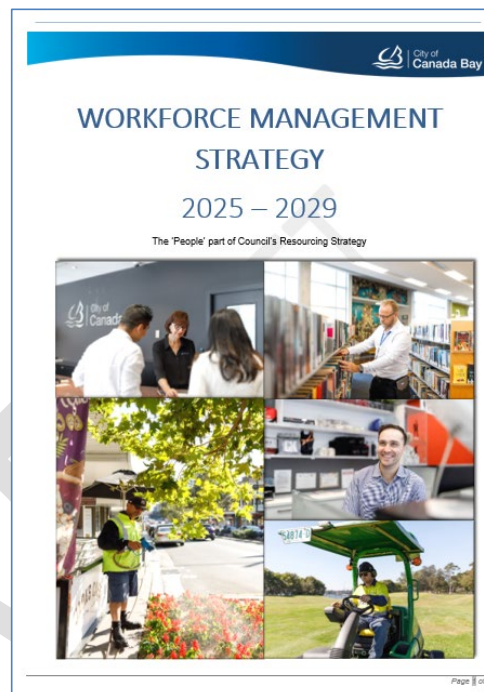
In partnership with Council's Long-Term Financial Plan and Asset Management Strategy and Plans, the Workforce Management Strategy is about ensuring that there are sufficient people available in the right place, at the right time, with the right skills, to deliver on the community's vision and aspirations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

The Workforce Management Strategy helps Council understand the human resource requirements for the next four years and enables delivery of outcomes through a highly skilled and capable workforce.

Planning assumptions on the current Workforce Management Strategy

In addition to the overall Key challenges and assumptions of the Resourcing Strategy, the Workforce Management Strategy 2025-2029 has been prepared through taking consideration of the following additional factors:

- Skills shortages in professional areas.
- Leadership capability.
- Legislative changes.
- Market conditions.
- Diversity and inclusion factors.



Key changes identified in Council's workforce since 2022:

- Increased female representation in Operational Management/Coordinator positions.
- Council embedded as a Child Safe Organisation.
- Stabilised turnover rate, and notable decrease in the less than 12-month service group.
- Workforce headcount has increased by 19% since 2022. The increase in headcount is through active recruitment to fill vacant roles, organisational structure changes and business alignments to support the delivery of goals within the Community Strategic Plan, the opening of new Recreation Centre at Concord and Special Rate Variation positions in City Assets and Community Services.
- New specialisation skills continue to be required in project management and compliance fields.
- Around 27% of employees have reached the top step of their respective grades.
- The workforce engagement score has stabilised.
- Continual increase in higher duties payments due to ongoing employee movements, secondments, and internal promotions
- A remuneration review across Council identified and adjusted salaries in line with Market values.

Workforce metrics

- 553 staff members delivering 404.4 full time equivalent positions
- 20% of senior executives are women
- 54% of staff are women (including casuals)
- 49% are women (excluding casuals)
- Women make up the majority of casual and part time workers
- Men make up most positions in Roads and Traffic, Health Building and Compliance, Strategic Asset Services and Innovation, and Project Management
- Women dominate positions within Library and Community Services, Communications and Engagement, Sustainability and Waste, Venues Management, and People and Culture
- 44.5 years is the average age of Council staff
- 27% of Council staff are over 50 years old
- 26% of Council's workforce are less than 30 years old and half of these are employed in casual positions

Opportunities for Council

To sustain and build on Council's reputation as an innovative, fair, and ethical employer, Council will address its challenges with the following strategies which are reflected in Council's Delivery Program for 2025 to 2029:

- Implementation of service reviews, technology initiatives and continuous improvement initiatives aimed at improving productivity.
- Developing a new recruitment and marketing strategy to attract staff, including in critical areas, to improve workforce diversity.
- Reviewing and improving the onboarding, induction and offboarding processes within Council to provide a better employee experience and enhance data.
- Explore funding opportunities to enhance Council's traineeships and employment programs to attract a younger and more diverse workforce.
- Incorporate a mental health support strategy as a key pillar of Council's workplace health and safety practices.
- Review and update Council's Business Continuity Plan.
- Develop a knowledge transfer program, linked to succession planning, to mitigate the risk of losing valuable corporate knowledge as older employees transition to retirement.
- Invest in data capture and analytics to further enhance workforce understanding and improve decision-making.
- Roll out improved capability and accountability frameworks, and coaching, mentoring and leadership development programs.

More information



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ACCESSIBLE FORMAT

If you need this information in an accessible format, please telephone 9911 6555 or email council@canadabay.nsw.gov.au.

LONG-TERM FINANCIAL PLAN 2025 – 2035

Our finances

Draft for
public
exhibition



ACKNOWLEDGEMENT OF COUNTRY

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

This document was adopted by Council on xx date

TRANSLATION INFORMATION

ENGLISH

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

ITALIAN

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

GREEK

Αν δεν καταλαβα νετε αυτ τις πληροφοριες, παρακαλο με ελ τε στο Δημο επισκοινων στε με την Τηλεφωνικη Υπηρεσια Διημερμηνων (TIS) στο 13 14 50 καις ζητε στε να σα συνδ σουν με τον Δημο στον αριθμο 9911 6555. Θα προσπαθ σουμε να απαντ σουμε στις ερωτ σεις σα χρησιμοποις ντα να διημερμηνα.

SIMPLIFIED CHINESE

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

KOREAN

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

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1. INTRODUCTION

1.1. Plan purpose

Following an ordinary council election, NSW councils undertake a review and update of their Integrated Planning and Reporting document suite, which includes the Resourcing Strategy that provides the finances, assets and people to complete the work required to meet community aspirations.

The Long-Term Financial Plan (LTFP) is the part of the Resourcing Strategy that projects Council's finances forward for a ten year horizon to enable the organisation to remain financially sustainable into the future. Refer to section 3.1 for more detail about the framework.

1.2. Key elements of the Plan

Preparation of the LTFP is a process governed by the Local Government Act 1993. The LTFP contains the following elements, as recommended by the Office of Local Government:

- Context
- Planning assumptions that inform forecasting of income and expenditure over time.
- Revenue forecasts that examine the likely revenue that will be available to meet the community's long-term aspirations.
- Expenditure forecasts that project the expenses associated with service delivery over time.
- Risk assessment, which is a rigorous consideration of the assumptions over time.

1.3. Review cycle

The LTFP is subject to a thorough review every four years as part of the Council's review of the documents that comprise its Integrated Planning and Reporting (IP&R) framework. See section 3.1 of this document for more information on the framework.

Council performance towards a long-term financial sustainability is monitored every quarter through the quarterly budget review, and annually through its audited Annual Financial Statements which are published in the Annual Report.

The LTFP is also reviewed annually during the development of Council's budget.

1.4. How to read this Plan

The LTFP contains ten-year projections of income and expenditure, based on the assumptions made within the plan. Figure 1 from the Office of Local Government IP&R Handbook shows how the relationship between the LTFP projections and the Delivery Program and Operational Plan.

As you read this plan, recognise that the projects for one to four years are the most accurate and note that longer-term projections are subject to change as each year of implementation occurs.

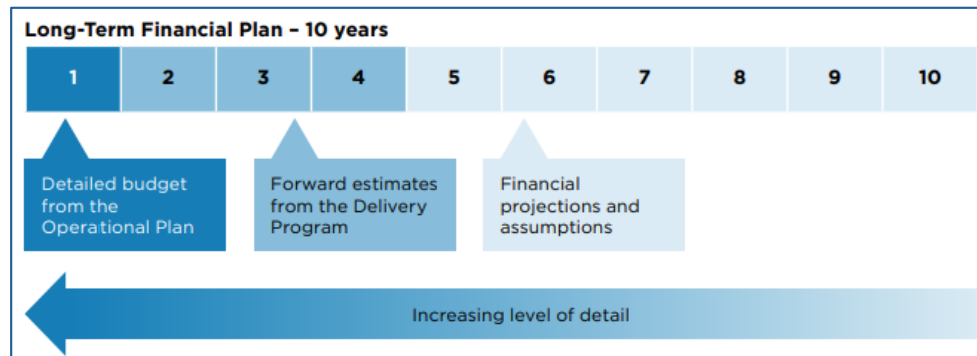


Figure 1: Showing how the financial forecasting works in relation to available detail.

2. CONTEXT

2.1. Our City

The City of Canada Bay is located in Sydney's Inner West, about six kilometres from Sydney's centre. The City is bounded by Parramatta river in the north, Inner West Council in the east, Burwood and Strathfield Councils to the south and Parramatta Council to the west.

In 2024, the City's estimated resident population was 92,255 with a forecast population of 120,620 in 2046, an estimate that does not consider recently implemented planning reforms. The 2046 population estimate is conservative.

2.2. Our assets

Council has infrastructure assets with a total value of \$1,296 million and which have been categorised into the following asset classes:

- Buildings
- Roads and transport assets
- Stormwater drainage
- Open space assets
- Marine assets
- Lighting

The six infrastructure asset classes included in the Asset Management Strategy and Plans, and their values, are detailed in the following table.

Table 1: Asset class values and annual depreciation as at 30 June 2024.

Asset class	Gross Replacement Cost \$'000	Written Down Value \$'000	Annual Depreciation \$'000
Transport	\$582,638	\$431,647	\$6,169
Buildings	\$306,740	\$249,806	\$4,756
Stormwater	\$169,684	\$105,698	\$1,687
Open Space	\$98,467	\$81,166	\$2,128
Marine	\$110,601	\$51,927	\$1,535
Lighting	\$27,561	\$21,683	\$695
Total	\$1,295,691	\$941,928	\$16,971

Council's Asset Management Strategy and Plans contain information about how these assets are to be managed for the next ten years, considering maintenance, renewal and replacement as well as asset creation and disposal.

The implications of responsible asset management are incorporated into the LTFP.

2.3. Our services

Council's organisational structure is built to deliver community aspirations across the five strategic directions of the community strategic plan, Our Future 2036, as shown in Figure 2. Detailed information about Council services is available in the Delivery Program 2025-2029.

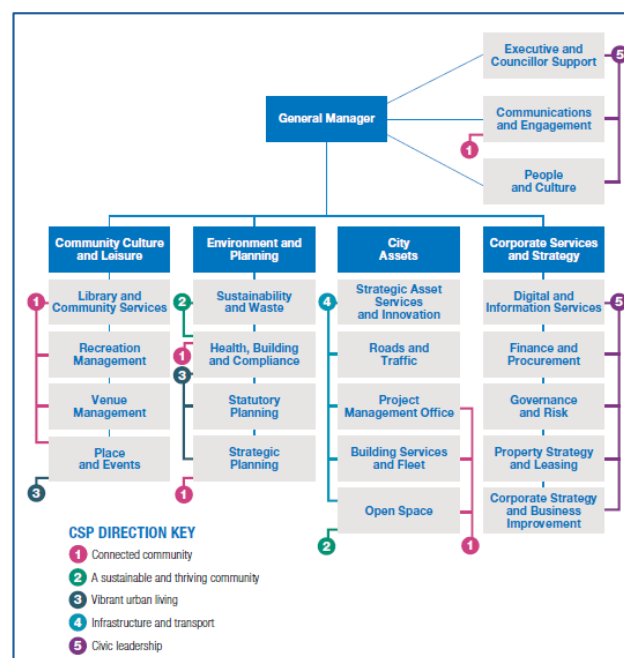


Figure 2: Council's Organisational Structure and how it delivers the Community Strategic Plan Our Future 2036

As at 1 January 2025, Council has 553 employees delivering the services of 404.4 full time equivalent positions.

Council's Workforce Management Strategy contains more information and context around the current and future workforce. Workforce management has been considered in the development of Council's LTFP.

2.4. Stakeholders and partners

Council delivers services in conjunction with stakeholders and partners. Each of our service partners has a role to play in delivering community aspirations and the contribution of each is appreciated.

Community partners

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

Business Partners

- Chambers of Commerce
- Industry Groups
- Local businesses

Government

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

The contribution of stakeholders and partners, including subsidies and grants, was taken into account in the development of this LTFP.

2.5. Council's financial management objectives

The City of Canada Bay Council undertakes its financial management obligations consistently with the principles of sound financial management from section 8 B of the Local Government Act 1993.

8B Principles of sound financial management

The following principles of sound financial management apply to councils--

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following--
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following--
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services.

In addition to the legislated objectives the City of Canada Bay also demonstrates financial sustainability through:

- Delivery of operating surpluses
- Funding existing service levels
- Funding infrastructure renewals

2.6. Financial issues and risks facing Council

Council has used a range of assumptions to forecast income and expenditure over the ten years of this Plan. See section 4 of the plan for detailed information about the assumptions. See section 6, which contains tables showing the actual forecasts.

Rating Growth

Significant population growth is anticipated over the next 10 years. The timing of the delivery of new dwellings is difficult to forecast. The LTFP has included a growth factor of 500 additional rateable dwellings per year across the 10-year plan amounting to rating growth of approximately \$32M. The model projects that over the 10 years, approximately \$13M of this growth will fund the depreciation cost associated with the delivery of the Rhodes Recreation Centre.

A risk to forecast rating revenue growth across the LTFP relates to the provision of “build to rent” housing under the “In-fill” Affordable Housing SEPP. Whilst additional housing is delivered to support population growth, rating growth remains unchanged unless the property is sub-divided.

Domestic Waste Management

The LTFP has factored in the cost of delivering the existing waste service. The Domestic Waste Management Charges is forecast to increase in accordance with the schedule included in Table 3 - “Annual Charges”. Changes to the existing service, necessitated by the State Government requirements to deliver a Food Organic Garden Organic service may require a change to the forecast increase to the annual charge. There will be no impact on the forecast operating results as all additional costs associated with delivering a changed service will be funded by additional revenue raised through the charge.

3. STRATEGIC ALIGNMENT

3.1. The Integrated Planning and Reporting Framework

The Local Government Act 1993 requires councils in NSW to comply with its Integrated Planning and Reporting Framework as shown in Figure 3.

The LTFP is a component of Council’s Resourcing Strategy and it informs the development of the four-year Delivery Program and one-year Operational Plan.

The Resourcing Strategy is subject to review each year and a more detailed review in line with the development of a Delivery Program and Operational Plan in the year following an ordinary council election.

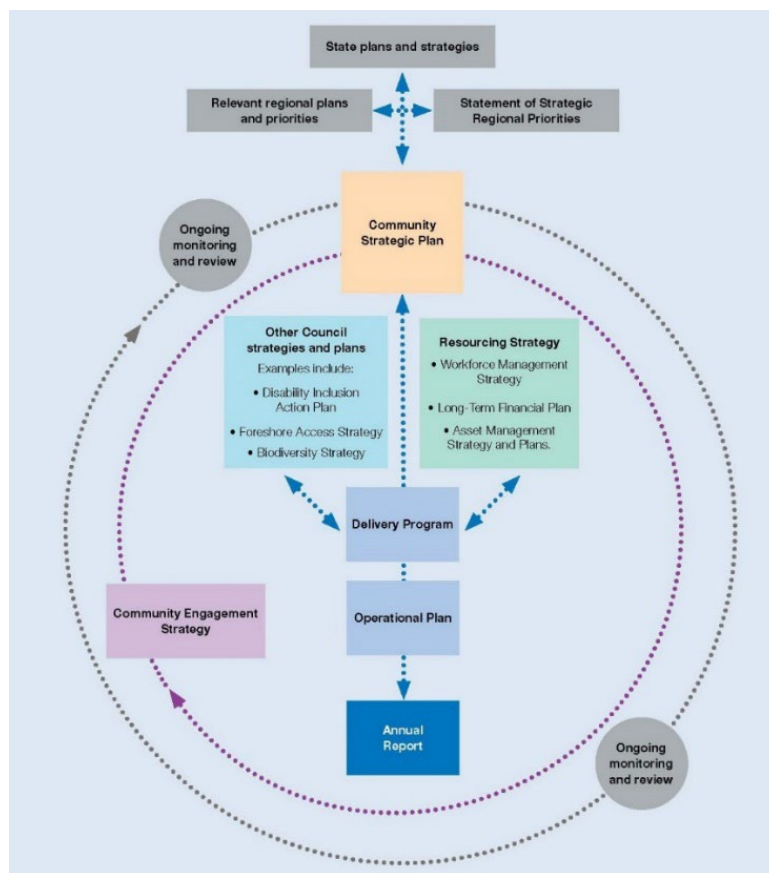


Figure 3: Integrated Planning and Reporting Framework from the Office of Local Government Guidelines 2021.

3.2. Community Strategic Plan: Our Future 2036

The Community Strategic Plan: Our Future 2036 was prepared following extensive community engagement between 2021 and 2022, and its strategic directions and goals were confirmed in an online engagement in 2024.

The CSP contains five strategic directions for Council to work towards:

- Connected community
- Sustainable and thriving environment
- Vibrant urban living
- Infrastructure and transport
- Civic leadership

All of Council's principal activities and deliverables are aligned to these strategic directions and their associated goals.

3.3. Purpose of the Long-Term Financial Plan

The Long-Term Financial Plan acts as a tool for stakeholders to use in deciding what resources Council needs to apply to deliver the goals of the Community Strategic Plan: Our Future 2036, through its Delivery Program. The Long-Term Financial Plan seeks to answer the following questions:

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

This LTFP models the financial implications of delivering the CSP goals along with the ability to maintain existing facilities and infrastructure assets based on a range of assumptions and within any known constraints.

The LTFP contained within this document is prepared to support the Delivery Program 2025-2029 for the City of Canada Bay and has an outlook to the 2035-36 financial year.

4. LTFP ASSUMPTIONS

4.1. Revenue

4.1.1. Rates

Council's ability to align rating revenues with the increased cost of providing local government services has been restrained for a number of years by rate pegging, a legislative instrument whereby the maximum increase in rating revenues is set by IPART NSW.

The City of Canada Bay Council was granted a special rate variation to general rate revenue over a four-year period commencing 1 July 2023.

The final two years of the SRV determination provide for rate increases of 4.69% and 4.58%. From 2027-28 through to the end of the 10-year LTFP, rates are projected to increase by a rate peg forecast of 2.5% per annum.

Table 2: Rate income growth assumptions.

Financial year	Rate increases %	Growth in number of assessments %
2025-26	4.69%	1.0%
2026-27	4.58%	1.0%
2027-28	2.5%	1.0%
2028-29	2.5%	1.0%
2029-30	2.5%	1.0%
2030-31	2.5%	1.0%
2031-32	2.5%	1.0%
2032-33	2.5%	1.0%
2033-34	2.5%	1.0%
2034-35	2.5%	1.0%

4.1.2. Interest and investments

Council has an Investment Policy that reinforces its ongoing commitment to maintaining a conservative risk/return portfolio, an important component of its ongoing prudent financial management practices. The overall objectives of the Policy are to ensure that Council invests its funds:

- in accordance with the requirements of the Local Government Act (1993) and Council's Investment Policy
- in a conservative manner where preservation of capital is the principal objective
- in a manner that seeks to ensure the security of Council's cash and investment portfolio, achieve appropriate earnings and manage cash resources to ensure there is sufficient liquidity to meet Council's business objectives.

The policy outlines:

- the manner in which Council may invest funds
- the institutions and products which Council can invest in

- delegations
- the reporting requirements including benchmarking of Council's investment portfolio.

Interest on investments is received on three types of funding:

- General Fund revenues raised through the year from all sources of revenue excluding reserves and developer contributions
- Reserves held until expended
- Developer contributions held until expended

Council has control over the interest it earns on general fund revenues and reserves, but developer contribution interest on investments must be used for the purpose for which the contribution relates the interest Council earns on general fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

Council has used an average of 4.3% as the investment interest rate over the life of this LTFP. Interest rates were at historic lows until recent Reserve Bank moves to reduce inflation have resulted in interest rate increases. Interest rate movements pose both a risk to Council from diminished return on investments and increased repayments on debt.

4.1.3. Discretionary and regulatory fees and charges

Council has the ability to raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

- Regulatory fees - these fees are generally determined by State Government legislation and primarily relate to building development or compliance activities. Council has no control over the calculation or any annual increases in these fees and charges.
- Discretionary fees - Council is able to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

Table 3: Key revenue assumptions - fees and charges

Financial year	Annual charges increase %	Fees and Charges increase %	Other revenues %
2025-26	3.8%	3.8%	3.0%
2026-27	3.0%	3.0%	3.0%
2027-28	3.0%	3.0%	3.0%
2028-29	3.0%	3.0%	3.0%
2029-30	2.5%	3.0%	3.0%
2030-31	2.5%	2.5%	3.0%
2031-32	2.5%	2.5%	3.0%
2032-33	2.5%	2.5%	3.0%
2033-34	2.5%	2.5%	3.0%
2034-35	2.5%	2.5%	3.0%

4.1.4. Domestic Waste Management Charge

Council charges a Domestic Waste Management Charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, State Government charges and tipping fees.

4.1.5. Grants and contributions

Council receives income from grants and contributions for operating and capital purposes from State and Federal Government Agencies. These income streams may be granted to Council for purposes such as:

- Local roads
- Child care
- Library
- Environmental Programs
- Community and recreation
- Transport (other roads and bridges)
- Lighting

Income streams from grants and contributions are estimated in the LTFP based on previous year's contributions and known grant schemes. Forecasts for outer years in the plan are less accurate than in the first four years of planning.

4.1.6. Developer contributions

The Environmental Planning And Assessment Act (1979) enables Council to levy contributions for public amenities and services as required as a consequence of development.

Council's adopted Developer Contributions Plan (section 7.11 and 7.12 developer contribution plan) provides funds for Council-wide application:

- Roads
- Parking
- Open space
- Community facilities

With two locality-based section 7.11 developer contribution plans at Rhodes Peninsula and Strathfield Triangle

The Contributions Plan contains detailed schedules of works for which development contributions are required. The plan estimates projected future contributions of approximately \$150 million over the 15-year life of the plans to fund new and upgraded facilities projects. A forecast balance of \$33.8 million is anticipated for 30 June 2025.

4.1.7. Borrowings

Council has a low level of loan borrowings with a balance for 30 June 2025 of \$12.7 million. Repayments have been incorporated over the 10-year LTFP at \$1.3M per annum to 2032 then \$800K to 2042. Council's policy is that the use of debt (borrowings) is available to fund the cost of major new community assets or to smooth the cost of major asset renewals however any minor asset acquisitions and the required level of asset renewals (guided by the level of annual depreciation charge) should be funded out of operating revenues.

4.1.8. Cash reserves and restrictions

Council has a number of cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditure that could not otherwise be financed during a single year without having a material impact on the budget. For example, local government elections occur every four years, so Council sets aside one quarter of the estimated cost of this activity each financial year.

The balance of cash reserves, is forecast to be held for 30 June 2025 as reported in the Second Quarter Budget Review for 2024/25 amounted to \$148,569,000 comprising:

- externally restricted reserves \$99,232,000
- internally restricted reserves \$39,064,000
- unrestricted cash \$10,273,000

The table on the following page outlines the various reserves Council has established, the funds available in each, and the purpose of the reserve. Externally restricted reserves can only be used for the purpose for which they were collected.

Table 4: Forecast External Restrictions fort 30 June 2025 (As reported in Second Quarter Budget Review 2024/25)

Reserve	Balance 30/06/2025 \$'000	Purpose of reserve
Externally restricted reserves		
Developer contributions - general and VPA	\$33,814	in accordance with s7.11, 7.12 and 7.4 of the Environmental Planning And Assessment Act, all unexpended developer contributions are to be restricted and only used for the purpose for which they were collected under the various contribution plans Council has adopted.
Affordable Housing Contributions Scheme	\$37,643	In accordance with State Environment Planning Policy (Housing) 2021, and as per Council's adopted Affordable housing contribution scheme, a developer may pay monetary contributions to Council, for the purpose of purchasing and/or the construction of affordable housing.
Unexpended grant funding and Contract Liabilities	\$0	This holds the balance of grants received for specific purposes that are yet to be spent. These funds can only be used for the purpose for which they were granted to Council.
Domestic Waste Management	\$19,144	This reserve holds the balance of the Domestic Waste Management Charges that have not yet been spent.

Reserve	Balance 30/06/2025 \$'000	Purpose of reserve
Externally restricted reserves		
Stormwater management	\$292	This reserve holds the balance of the Stormwater Management Charges that have not yet been spent.
Unexpended loans contracts	\$8,339	This reserve holds the balance of the unexpended loan and contract liabilities relating to civil infrastructure.
Total external reserves	\$99,232	

Table 5: Forecast Internal Restrictions for 30 June 2025 (As reported in Second Quarter Budget Review 2024/25)

Reserve	Balance 30/06/2025 \$'000	Purpose of reserve
Internally restricted reserves		
Plant replacement	\$1,006	Cash set aside to replace plant and equipment as required.
Employees leave entitlement	\$2,206	Leave entitlements accrued by staff but not yet taken.
Affordable housing	\$4,529	Net rents and federal and state grants restricted to fund future acquisitions and property maintenance.
Energy efficiency fund	\$32	Provision for future energy efficiency initiatives.
Bonds and deposits	\$12,458	Bonds are held as condition of development consent. Refunded on completion of works unless council infrastructure is damaged which would necessitate forfeiture of bond.
Carry-over works	\$2,934	Funds held to cover cost of works budgeted in a prior year that have been re phased to a future year.
Financial assistance grant advance	\$2,656	Restriction of funds received in advance of the applicable financial year to which they are intended.
Concord library and Wellbank Children's Centre	\$802	Funds utilised for equipment furniture and fixture replacement at childcare facility and library.
Infrastructure replacement parking	\$812	Net income from on street parking meters to be used to upgrade footpath and roads. Priority for expenditure initiatives will be in those zones where meters are placed.
Drummoyne Oval	\$10	Funds utilised for building and infrastructure renewal.

Reserve	Balance 30/06/2025 \$'000	Purpose of reserve
Internally restricted reserves		
Election of Councillors	\$0	Funds allocated from general revenue each year towards the cost of conducting Council's general elections every four years.
Investment fund	\$5,068	Comprised of net proceeds from disposal of land and property. The investment fund may be utilised to fund projects that result in additional recurrent revenue or reduced recurrent costs thus contributing to improvement to council's financial position.
Victoria Avenue Children's Centre	\$83	Funds utilised for equipment furniture and fixture replacement at childcare facilities.
Massey Park Golf Course	\$33	Provides for the future repairs improvements and upgrades to councils building occupied by Massey Park Golf Club.
Financial sustainability	\$676	Council's Long-Term Financial Plan is based around annual budgets being prepared that make provision for asset maintenance and renewal expenditure at levels identified in the asset management strategy and plans. This reserve receives approximately \$2 million per annum from infringement revenue.
Water for community	\$392	Provides for the future replacement of plant and equipment for the water recycling facility. Funds equivalent to the annual depreciation expense are transferred to reserve.
Commercial Waste	\$4,926	Provides for the future renewal of seawalls and other infrastructure at the Massey Park Canal
Information Systems	\$316	Provides for future upgrades of Council's information systems.
Workers Compensation Reserve	\$125	Provides for premium increases beyond budgeted amounts. Premium savings are transferred to this reserve.
Total internal reserves	\$39,064	

Council's reserves are considered as funding sources in the budget process.

4.1.9. Asset disposal and investment strategy

The majority of Council's property assets deliver on services such as:

- transport infrastructure
- environmental services such as stormwater management
- community facilities
- operational assets including administration buildings.

The only asset sales forecast in this LTFP relate to the sale of plant and equipment that are traded in on replacement.

Council has prepared a draft Property Strategy that envisages some property disposals and the redevelopment of Council land. The financial implications of the draft Property Strategy have not been incorporated into this plan.

4.2. Expenditure

4.2.1. Employee costs

The LTFP calculations for expenditure relating to employee costs are based on the assumptions contained within the Workforce Management Strategy:

- Significant population growth is anticipated over the next 20 years
- The community's expected service levels will remain stable
- Council will strive for efficiencies in service delivery and process
- Any expansion of services will require ongoing review and adjustment over the life of the plan, with any such changes to be reflected in the annual review of the LTFP

Although there are no major plans to increase the workforce or substantially change service provision over time, known factors impacting employee costs over the course of this LTFP that have been factored into Council's forecasts, as shown in Table 6:

- Rhodes Recreation Centre will be operational in the 2025-2026 financial year and funding for 17.5 full-time equivalent staff have been allowed for.
- Award increases to wages are forecast as detailed in Table 6 below.

Table 6: Employee benefits and on-costs assumptions

Financial year	Forecast increase %
Employee benefits and on-costs	
2025-26	3.0%
2026-27	2.5%
2027-28	2.5%
2028-29	2.5%
2029-30	2.5%
2030-31	2.5%
2031-32	2.5%
2032-33	2.5%
2033-34	2.5%
2034-35	2.5%

4.2.2. Materials and services

An increase in expenditure on materials and services has generally been based on the forecasted CPI to maintain existing service levels. Further adjustments have been made to account for costs for new initiatives in areas such as the Information and Communications Technology Strategy, Rhodes Recreation Centre and funding for strategies preparing for future population growth.

The LTFP calculations for expenditure relating to materials and services are based on the assumptions contained in the table below:

Table 7: Materials and services assumptions

Financial year	Forecast increase %
Materials and services	
2025-26	2.5%
2026-27	2.5%
2027-28	2.5%
2028-29	2.5%
2029-30	2.5%
2030-31	2.5%
2031-32	2.5%
2032-33	2.5%
2033-34	2.5%
2034-35	2.5%

4.2.3. Capital expenditure assumptions

The LTFP calculations assume that Council's assets will be sustainably maintained in accordance with the Asset Management Strategy and Plans for the period 2025-2036.

Any new capital works will be delivered through the capital works program based on a solid business case and community need. New capital works also include those identified through developer contribution projects.

Other capital expenditure for the period may include minor assets.

These assumptions have been factored into the LTFP.

4.2.4. Debt servicing

Debt servicing of annual repayments of principal and interest of \$1.3M per year have been allowed until 2032, and then the repayments drop to \$800K for over the term of the 10-year plan. No provision has been made for additional borrowings.

4.2.5. Depreciation

Depreciation for Council's assets is a non-cash expense that reflects the utilisation of Council's assets and the degradation of their capacity to provide functionality over time. Depreciation expense is an indicator used by the Office of Local Government to determine the level of asset renewals that councils should be undertaking. Depreciation of \$20.4M is budgeted for 2025/26 increasing to \$28.7M in 2034/35.

Council uses a straight-line method of depreciation which is very commonly applied to local government infrastructure.

An annual revaluation of the Council's infrastructure assets based on appropriate Australian Bureau of Statistic indexes occurs. The LTFP has factored in index increases of 2.5% per annum. External valuations for all infrastructure assets will occur twice throughout the 10 years. The estimated impact of this revaluation and future revaluations has been included in this plan.

5. COUNCIL'S CURRENT FINANCIAL POSITION

5.1. Asset and financial ratios

The most recent Audited Consolidated Financial Statements, as at 30 June 2024, resulted in a net operating result (before capital grants and contributions) of \$2.1 million. This figure includes a revaluation increment for the fair value for investment properties of \$3.3 million and loss from disposal of infrastructure assets of \$3.9 million. When adjusting for these items, the net operating result is a surplus of \$2.6 million.

Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) as at 30 June 2024 were all better than benchmark as detailed in below. However, the three Asset Management Ratios (7-9) indicate that Council needs to ensure there is increasing funding for assets as these ratios are not quite meeting the benchmarks.

The measures in Table 8 are indicators of recurrent operations and how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions), fiscal flexibility and the degree to which Council relies on external funding sources such as operating grants and contributions, liquidity as measured by Council's ability to meet short term obligations as they fall due, debt service obligations for all borrowings and lease obligations and how long Council can meet these obligations without additional cash inflow, and the adequacy of debt recovery efforts.

These same indicators have been used to review Council's Long-Term Financial Plan forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed Delivery Program.

Table 8: Statement of performance measures from Financial Statements 30 June 2024.

Ratio	Purpose of measure	Benchmark	2023-24 result
1 Operating performance ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	> 0%	2.28%
2 Own source operating revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	> 60%	60.92%
3 Unrestricted current ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	> 1.5x	4.02x
4 Debt service cover ratio	This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments	> 2x	11.44x

Ratio	Purpose of measure	Benchmark	2023-24 result
5 Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	> 3 months	15.95 months
6 Rates and annual charges outstanding percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	< 5%	3.99%
7 Asset maintenance ratio	Compares actual vs required annual asset maintenance.	> 100%	97.19%
8 Infrastructure backlog ratio	Shows proportion of the backlog against the total value of Council's Infrastructure.	< 2	2.02%
9 Building and infrastructure renewal ratio	Compares the rate of renewal against the rate at which the building and infrastructure assets are deteriorating.	> 100%	85.12%

6. Financial Statements

Table 9: Long-Term Operating Statement (\$'000) showing projected income and expenditure

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$60,193	\$67,310	\$71,607	\$75,685	\$78,834	\$81,852	\$85,007	\$88,344	\$91,422	\$93,700	\$96,123	\$98,528	\$101,962
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES	\$60,193	\$67,310	\$71,607	\$75,685	\$78,834	\$81,852	\$85,007	\$88,344	\$91,422	\$93,700	\$96,123	\$98,528	\$101,962
User Charges and fees	\$17,675	\$21,446	\$22,318	\$24,136	\$24,853	\$25,593	\$26,354	\$27,736	\$28,752	\$29,813	\$30,982	\$32,132	\$33,307
Other revenues	\$6,483	\$7,175	\$7,641	\$7,564	\$7,791	\$8,024	\$8,265	\$8,451	\$8,641	\$8,857	\$9,079	\$9,333	\$9,594
Interest and Investment Income	\$4,214	\$7,413	\$8,610	\$7,433	\$7,133	\$7,431	\$7,581	\$7,150	\$7,375	\$6,623	\$6,730	\$7,004	\$7,299
Other Income	\$10,027	\$7,591	\$4,484	\$4,986	\$5,530	\$5,789	\$5,962	\$6,141	\$6,325	\$6,515	\$6,710	\$6,912	\$7,119
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$98,592	\$110,935	\$114,660	\$119,804	\$124,141	\$128,689	\$133,169	\$137,823	\$142,515	\$145,508	\$149,624	\$153,908	\$159,281
Grants & Contributions - Operating Purposes	\$8,822	\$8,288	\$8,430	\$9,240	\$9,477	\$7,264	\$7,225	\$7,370	\$7,517	\$7,667	\$7,821	\$7,977	\$8,137
Grants & Contributions for Capital Purposes	\$38,220	\$63,681	\$45,367	\$18,057	\$18,995	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$145,634	\$182,904	\$168,457	\$147,101	\$152,613	\$147,903	\$152,344	\$157,142	\$161,982	\$165,125	\$169,394	\$173,835	\$179,368
TOTAL OPERATING INCOME (Excl. Capital)	\$107,414	\$119,223	\$123,090	\$129,044	\$133,618	\$135,953	\$140,394	\$145,192	\$150,032	\$153,175	\$157,444	\$161,885	\$167,418
Employee Benefits	\$41,527	\$45,409	\$50,069	\$56,258	\$57,679	\$58,759	\$60,152	\$62,272	\$64,467	\$63,069	\$64,947	\$67,236	\$69,606
Materials and Contracts	\$38,728	\$42,229	\$44,452	\$44,442	\$46,425	\$46,375	\$48,540	\$50,526	\$52,210	\$53,963	\$55,865	\$57,752	\$59,682
Borrowing Costs	\$699	\$633	\$587	\$552	\$516	\$478	\$438	\$369	\$324	\$278	\$255	\$232	\$207
Depreciation & Amortisation	\$15,549	\$17,763	\$18,828	\$20,463	\$21,499	\$22,662	\$23,389	\$23,967	\$24,809	\$26,004	\$26,920	\$27,634	\$28,676
Other Expenses	\$6,075	\$7,126	\$7,174	\$7,240	\$7,420	\$7,605	\$7,795	\$7,970	\$8,150	\$8,353	\$8,562	\$8,802	\$9,049
Losses on disposal of assets	\$2,450	\$3,881	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$105,028	\$117,041	\$121,110	\$128,955	\$133,539	\$135,879	\$140,314	\$145,105	\$149,962	\$151,668	\$156,550	\$161,656	\$167,220
OPERATING RESULT (Excl. Capital)	\$2,386	\$2,182	\$1,980	\$89	\$79	\$74	\$80	\$87	\$70	\$1,507	\$895	\$229	\$197
OPERATING RESULT (Excl. Capital and Asset Sales)	\$4,836	\$6,063	\$1,980	\$89	\$79	\$74	\$80	\$87	\$70	\$1,507	\$895	\$229	\$197
OPERATING RESULT (Incl. Capital)	\$40,606	\$65,863	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$40,606	\$65,863	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Net Operating Result from Income Statement	\$40,653	\$62,863	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Gain / (Loss) on Reval of PP&E	\$332,830	-\$79,456	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$332,830	-\$79,456	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COMPREHENSIVE INCOME	\$373,483	-\$16,593	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147

Table 10: Balance sheet forecasts (\$'000)

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$40,856	\$37,393	\$36,620	\$12,759	\$2,900	\$9,583	\$9,266	\$11,158	\$10,820	\$12,470	\$18,256	\$24,435	\$30,178
Investments - Current	\$58,000	\$106,000	\$106,000	\$107,060	\$108,131	\$109,212	\$110,304	\$112,510	\$113,635	\$113,635	\$113,635	\$113,635	\$113,635
Receivables - Current	\$9,483	\$9,731	\$10,347	\$10,952	\$11,451	\$11,881	\$12,352	\$12,875	\$13,344	\$13,698	\$14,078	\$14,453	\$14,979
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$239	\$300	\$307	\$313	\$320	\$327	\$335	\$344	\$352	\$361	\$370	\$380	\$389
Other Current Assets	\$1,349	\$2,189	\$2,237	\$2,286	\$2,337	\$2,388	\$2,448	\$2,509	\$2,572	\$2,636	\$2,702	\$2,769	\$2,839
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$109,927	\$155,613	\$155,511	\$133,371	\$125,139	\$133,391	\$134,705	\$139,396	\$140,724	\$142,800	\$149,041	\$155,672	\$162,020
Receivable Collection Days	79	71	71	71	71	71	71	71	71	71	71	71	71
Investments - Non-Current	\$50,500	\$35,151	\$35,924	\$36,751	\$37,596	\$38,461	\$39,326	\$40,211	\$41,115	\$42,143	\$43,197	\$44,406	\$45,650
Infrastructure Property & Equip	\$2,696,427	\$2,638,284	\$2,686,484	\$2,726,029	\$2,752,969	\$2,754,544	\$2,764,809	\$2,771,330	\$2,781,367	\$2,791,741	\$2,798,049	\$2,803,836	\$2,809,870
Intangible Assets	\$1,052	\$1,574	\$1,574	\$1,590	\$1,606	\$1,622	\$1,638	\$1,671	\$1,687	\$1,687	\$1,687	\$1,687	\$1,687
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$53	\$21	\$21	\$21	\$21	\$22	\$22	\$22	\$23	\$23	\$23	\$23	\$23
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$42,120	\$45,376	\$45,376	\$45,830	\$46,288	\$46,751	\$47,218	\$48,163	\$48,644	\$48,644	\$48,644	\$48,644	\$48,644
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$2,790,152	\$2,720,406	\$2,769,379	\$2,810,221	\$2,838,480	\$2,841,399	\$2,853,013	\$2,861,397	\$2,872,837	\$2,884,239	\$2,891,600	\$2,898,597	\$2,905,875
Inventory Days	0	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0
TOTAL ASSETS	\$2,900,079	\$2,876,019	\$2,924,890	\$2,943,591	\$2,963,618	\$2,974,790	\$2,987,718	\$3,000,793	\$3,013,561	\$3,027,039	\$3,040,642	\$3,054,270	\$3,067,895
Payables - Current	\$20,549	\$23,297	\$23,558	\$23,372	\$24,564	\$24,056	\$25,269	\$26,465	\$27,434	\$28,447	\$29,561	\$30,659	\$31,780
Contract Liabilities - Current	\$18,031	\$10,316	\$10,543	\$10,785	\$11,034	\$11,287	\$11,541	\$11,801	\$12,066	\$12,368	\$12,677	\$13,032	\$13,397
Lease Liabilities - Current	\$3	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$1,174	\$792	\$795	\$831	\$868	\$906	\$946	\$993	\$1,032	\$1,070	\$495	\$517	\$541
Provisions - Current	\$8,971	\$9,183	\$10,210	\$11,452	\$11,741	\$11,957	\$12,239	\$12,671	\$13,117	\$12,833	\$13,215	\$13,681	\$14,163
TOTAL CURRENT LIABILITIES	\$48,728	\$43,589	\$45,107	\$46,441	\$48,208	\$48,207	\$49,996	\$51,931	\$53,650	\$54,718	\$55,949	\$57,890	\$59,882
Payables Days	259	267	267	267	267	267	267	267	267	267	267	267	267
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$4,752	\$3,234	\$3,234	\$3,266	\$3,299	\$3,332	\$3,365	\$3,433	\$3,467	\$3,467	\$3,467	\$3,467	\$3,467
Lease Liabilities - Non-Current	\$50	\$20	\$20	\$21	\$21	\$22	\$22	\$23	\$23	\$24	\$25	\$25	\$26
Borrowings - Non current	\$13,516	\$12,724	\$12,714	\$11,885	\$11,019	\$10,117	\$9,175	\$8,192	\$7,167	\$6,097	\$5,602	\$5,085	\$4,544
Provisions - Non-Current	\$716	\$728	\$744	\$761	\$779	\$797	\$814	\$833	\$852	\$873	\$895	\$920	\$945
TOTAL NON-CURRENT LIABILITIES	\$19,034	\$16,706	\$16,712	\$15,933	\$15,118	\$14,267	\$13,377	\$12,480	\$11,509	\$10,460	\$9,988	\$9,496	\$8,982
TOTAL LIABILITIES	\$67,762	\$60,295	\$61,819	\$62,374	\$63,327	\$62,475	\$63,373	\$64,411	\$65,159	\$65,179	\$65,937	\$67,387	\$68,864
NET ASSETS	\$2,832,317	\$2,815,724	\$2,863,071	\$2,881,217	\$2,900,291	\$2,912,315	\$2,924,345	\$2,936,382	\$2,948,402	\$2,961,860	\$2,974,704	\$2,986,883	\$2,999,031
Accumulated Surplus	\$1,342,631	\$1,405,494	\$1,452,841	\$1,470,987	\$1,490,061	\$1,502,085	\$1,514,115	\$1,526,152	\$1,538,172	\$1,551,629	\$1,564,474	\$1,576,653	\$1,588,801
Revaluation Reserves	\$1,489,686	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230	\$1,410,230
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$2,458,834	\$2,832,317	\$2,815,724	\$2,863,071	\$2,881,217	\$2,900,291	\$2,912,315	\$2,924,345	\$2,936,382	\$2,948,402	\$2,961,860	\$2,974,704	\$2,986,883

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$2,458,834	\$2,832,317	\$2,815,724	\$2,863,071	\$2,881,217	\$2,900,291	\$2,912,315	\$2,924,345	\$2,936,382	\$2,948,402	\$2,961,860	\$2,974,704	\$2,986,883
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$2,458,834	\$2,832,317	\$2,815,724	\$2,863,071	\$2,881,217	\$2,900,291	\$2,912,315	\$2,924,345	\$2,936,382	\$2,948,402	\$2,961,860	\$2,974,704	\$2,986,883
Net Operating Result for the Year	\$40,653	\$62,863	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Gain / (Loss) on Reval of PP&E	\$332,830	-\$79,456	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$373,483	-\$16,593	\$47,347	\$18,146	\$19,074	\$12,024	\$12,030	\$12,037	\$12,020	\$13,457	\$12,845	\$12,179	\$12,147
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$2,832,317	\$2,815,724	\$2,863,071	\$2,881,217	\$2,900,291	\$2,912,315	\$2,924,345	\$2,936,382	\$2,948,402	\$2,961,860	\$2,974,704	\$2,986,883	\$2,999,030

Table 11: Cash flow projections (\$'000)

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$107,002	\$120,875	\$114,660	\$119,804	\$124,141	\$128,689	\$133,169	\$137,823	\$142,515	\$145,508	\$149,624	\$153,908	\$159,281
Grants and Contributions	\$53,723	\$59,908	\$8,430	\$9,240	\$9,477	\$7,264	\$7,225	\$7,370	\$7,517	\$7,667	\$7,821	\$7,977	\$8,137
Other Income from Continuing Operations	\$16,921	\$17,589	-\$356	-\$791	\$694	-\$938	\$741	\$673	\$500	\$659	\$734	\$723	\$595
Employee Benefits	\$40,588	\$44,460	\$50,069	\$56,258	\$57,679	\$58,759	\$60,152	\$62,272	\$64,467	\$63,069	\$64,947	\$67,236	\$69,606
Materials and Contracts	\$28,138	\$34,775	\$44,452	\$44,442	\$46,425	\$46,375	\$48,540	\$50,526	\$52,210	\$53,963	\$55,865	\$57,752	\$59,682
Other Expenses from Continuing Operations	\$35,429	\$27,826	\$7,174	\$7,240	\$7,420	\$7,605	\$7,795	\$7,970	\$8,150	\$8,353	\$8,562	\$8,802	\$9,049
CASHFLOW FROM OPERATIONS	\$73,491	\$91,311	\$21,039	\$20,313	\$22,788	\$22,276	\$24,648	\$25,096	\$25,705	\$28,448	\$28,805	\$28,817	\$29,676
Sale of Current Investments	\$202,756	\$196,912	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$636	\$841	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$172,980	\$229,562	\$0	\$1,060	\$1,071	\$1,081	\$1,092	\$2,206	\$1,125	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$773	\$826	\$845	\$865	\$865	\$885	\$905	\$1,028	\$1,054	\$1,210	\$1,243
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$2,380	\$2	\$0	\$454	\$458	\$463	\$468	\$944	\$482	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$60,683	\$43,344	\$87,021	\$44,485	\$31,323	\$30,751	\$29,778	\$33,025	\$33,129	\$32,211	\$32,616	\$33,031	\$33,457
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$506	\$824	\$0	\$16	\$16	\$16	\$16	\$33	\$17	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$33,157	-\$75,979	-\$87,794	-\$46,841	-\$33,713	-\$33,176	-\$32,220	-\$37,093	-\$35,657	-\$33,239	-\$33,669	-\$34,241	-\$34,701
Proceeds from Grants and Contributions - Capital purposes	\$38,220	\$63,681	\$45,367	\$18,057	\$18,995	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,381	\$1,206	\$1,360	\$1,358	\$1,357	\$1,355	\$1,354	\$1,352	\$1,350	\$1,348	\$750	\$749	\$748
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$36,839	\$62,475	\$44,007	\$16,699	\$17,638	\$10,595	\$10,596	\$10,598	\$10,600	\$10,602	\$11,200	\$11,201	\$11,202
Opening Cash	\$101,959	\$68,087	\$178,544	\$156,569	\$148,627	\$157,255	\$158,896	\$163,879	\$165,571	\$168,248	\$175,088	\$182,476	\$189,463
Change in Cash	\$47,397	\$110,457	-\$21,975	-\$7,943	\$8,629	\$1,641	\$4,983	\$1,692	\$2,677	\$6,839	\$7,389	\$6,987	\$7,421
CLOSING CASH	\$149,356	\$178,544	\$156,569	\$148,627	\$157,255	\$158,896	\$163,879	\$165,571	\$168,248	\$175,088	\$182,476	\$189,463	\$196,884
TOTAL CASH AND LIQUID INVESTMENTS	\$149,356	\$178,544	\$156,569	\$148,627	\$157,255	\$158,896	\$163,879	\$165,571	\$168,248	\$175,088	\$182,476	\$189,463	\$196,884

Table 12: Projected performance measure results.

Nominal Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Own Source Revenue Ratio	67.7%	60.7%	68.1%	81.4%	81.3%	87.0%	87.4%	87.7%	88.0%	88.1%	88.3%	88.5%	88.8%
Operating Performance Ratio	4.5%	5.1%	1.6%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	1.0%	0.6%	0.2%	0.1%
Backlog Ratio (All Classes)	2.4%	2.0%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
Maintenance Ratio (All Classes)	99.4%	97.2%	98.0%	97.0%	97.0%	96.0%	95.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%
Consumption Ratio (All Classes)	88.8%	88.1%	88.7%	89.1%	89.3%	89.6%	89.9%	90.1%	90.3%	90.4%	90.6%	90.7%	90.9%

6.1. Sensitivity analysis

Variations to assumptions applied in this Plan may occur during the life of the plan and these variations could have a major or significant impact on the results of the financial modelling.

The Plan contains a range of assumptions which are obtained from a number of sources. Council has ensured that these sources are reputable and are the best-known available source for that data.

A conservative approach has been taken in the development of the Plan, to ensure that the chosen option is more likely to succeed and exposes Council to the least amount of risk.

Conservative financial planning is used as a tool to keep pressure on operating budgets, with any surpluses that eventuate being allocated towards capital expenditure.

Cash rates

Cash rates are at levels that realistically means that leaving rates on hold or reducing them are the only anticipated scenarios in the future. Reductions in cash rates will have a negative impact on Council's investment portfolio, as investment returns are driven down. An decreasing cash rate also has a negative impact on Treasury Bond Yields. These yields are used for discounting Council's employee leave provisions, therefore decreasing yields result in higher discounting rates and leave provisions. Lower cash rates do result in lower borrowing costs for both owner occupiers and investors which could create a flow on effect in terms of development activity across the City.

Consumer price index

Consumer Price Index (CPI) assumptions are heavily used throughout the Plan and is an assumption used on both expenditure and revenue which mitigates any substantial impact on the results of the financial modelling should there be any significant variance.

Forecast CPI over the 10-year LTFP is forecast on average to be 2.5 per cent.

Insurance premiums

Insurance premiums are difficult to predict and are driven by claims which are often determined by environmental events which Council cannot control. Council endeavours to mitigate any event that may result in an insurance claim through prudent risk management.

Workers compensation premiums are driven by claims experience. Council has a strong safety culture which had driven down premiums in the past and is always seeking to further strengthen this safety culture to help prevent future claims.

Financial assistance grant

Council has a strong reliance on the \$3.4M Financial Assistance Grant (FAG) it receives each year. The NSW Grants Commission is transitioning to a new allocation model for the FAG. However, the minimum allocation per capita is controlled by the Commonwealth, so Council's current allocation is forecast to remain constant. It is noted however, that the NSW Grants Commission recommended the Commonwealth Grants Commission remove the minimum entitlement which would see Council's entitlement reduced to zero.

6.2. Performance monitoring

Council's Annual Financial Statements are independently audited at the conclusion of every financial year and the full reports are published in the Annual Report.

Every quarter a report is made to Council on progress towards project completion and status of the income and expenditure of the budget.

The LTFP is revisited annually in accordance with the requirements of the Local Government Act and Integrated Planning and Reporting Framework.



Asset Management Strategy

City of Canada Bay

March 2025

**Document status**

Ref	Version	Written	Peer Review	Approving director	Date
7790	Draft	C. Scanlon	G. Smith	C. Anich	10 October 2024
7790	Revision	C. Scanlon	G. Smith	NA	4 February 2025
7790	Revision 2 – Final	C. Scanlon	NA	NA	31 March 2025

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1 Executive Summary

This overarching Asset Management Strategy (AMS) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. The asset groups covered by this AMS are transport, buildings, stormwater drainage, lighting, open space and marine assets.

The strategy supports Council's aim to have the 'best value' asset management strategies and practices. This is achieved by continually developing and improving Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets now and into the future.

The AMS highlights major issues which need to be addressed for each of the asset classes over the next few years. The strategy also highlights the necessary actions for City of Canada Bay Council (Council) to help close the gap between current asset management practice and moving towards a best appropriate practice position in the future.

Both the AMS and the accompanying Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM). Development of AMPs for Council's infrastructure assets is a mandatory requirement for NSW local governments.

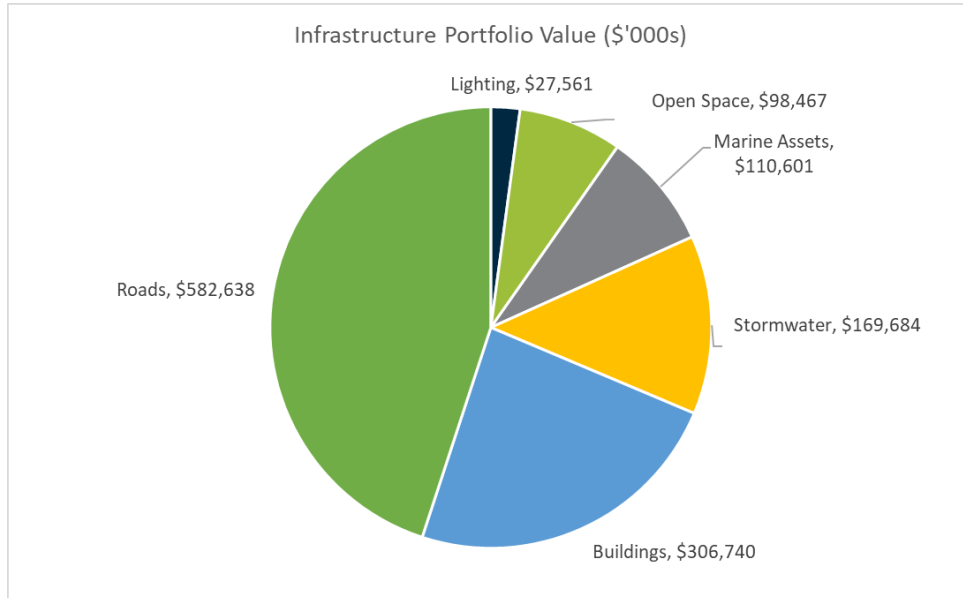
This Strategy includes Council's Asset Management Policy which will be adopted as part of this strategy and reviewed every four years. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

1.1 Portfolio Value

The City of Canada Bay Council owns and manages infrastructure assets with a current replacement cost of over \$1,295 million. The six asset classes included in this plan and their values are detailed in Table 1 and figure below.

Table 1 Summary of combined infrastructure assets values (as at June 30 2024)

Asset Class	Gross Replacement Cost (\$'000s)	Written Down Value (\$'000s)	Annual Depreciation Expense (\$'000s)
Transport	582,638	431,647	6,169
Buildings	306,740	249,806	4,756
Stormwater	169,684	105,698	1,687
Open Space	98,467	81,166	2,128
Marine	110,601	51,927	1,535
Lighting	27,561	21,683	695
Combined	1,295,691	941,928	16,971



1.2 Main Findings

The main findings of the six Asset Management Plans are summarised below.

Asset Type	Main Findings
Transport	Excellent condition overall, with a focus on reducing the backlog to 0.00% by 2033/34. Maintenance strategies are effective. .
Buildings	Good condition, but new assets will increase operations and maintenance costs. A comprehensive review of the building portfolio is needed to ensure it meets community needs. Reported backlog is not reflective of component condition and is inconsistent with funding position.
Stormwater	Good condition, but 18.2% less than satisfactory, and confidence in condition data remains uncertain. Highest cost to satisfactory of all asset classes.
Open Space	Excellent condition, with 94.8% in condition 3 or above. High maintenance costs due to cyclical activities. Community expectations are high, especially for sports fields and drainage.
Marine	28.2% in poor or very poor condition. Second highest cost to satisfactory of all asset classes, but significant grant-funded renewals are expected to reduce the backlog in coming years. Marine structures in acceptable condition, but demand is expected to increase with growing population.
Lighting	Very good condition overall. Focus on reducing environmental impacts while ensuring safety.

While overall Council appears to be in a healthy financial position with an asset backlog at 2.36%, there are



considerable variances across the asset classes with Roads receiving more than adequate funding while Buildings is underfunded in both maintenance and renewals, and the reported cost to satisfactory for buildings is \$2,000.

Council's asset management practices are estimated to be at a 'Core' level of maturity as measured by Morrison Low Consultants (2024). Council's asset management improvement plan actions are progressing with some closed out and others underway (noting actions can take one or more years to complete across all asset classes).

1.3 Asset Condition

Details of Council's current asset conditions are detailed in the table below. The condition is represented as a percentage of replacement cost of Council's six asset classes as well as combined.

Table 2 Summary of combined asset condition

Asset Class	Asset Condition (% of CRC)				
	1	2	3	4	5
Transport	22.7%	42.7%	31.0%	3.2%	0.4%
Buildings*	37.1%	21.8%	38.4%	2.7%	0.0%
Stormwater	12.2%	39.6%	30.0%	9.5%	8.7%
Open Space	48.1%	30.2%	16.5%	4.7%	0.5%
Marine	8.6%	19.6%	43.6%	21.3%	6.9%
Lighting	40.1%	35.6%	19.6%	4.4%	0.2%
Combined	25.8%	34.3%	32.3%	5.6%	2.0%

*Buildings condition profile has been recalculated from internal engineering data to give a more accurate picture of the condition profile.

Based on the review of asset condition data, just over 60% of Council's assets are in 'excellent' or 'very good' condition. The condition data of most asset classes appears to be acceptable. A condition review of some asset types at the component level is suggested to ensure that high value, shorter life components that are in fair or poor condition, are accurately reflected in the forward works program and in the cost to satisfactory (backlog).

1.4 Asset Backlog

Council has a combined asset backlog of \$22.2 million (2.36% backlog ratio) to bring assets to satisfactory standard which is currently taken as Condition 3. The breakdown of backlog per asset class is shown in the table below.

No buildings are reported to be in condition 4 or 5, hence the backlog is reported as zero. It is highly likely that some building components (e.g. roof, fitouts) are in condition 4 or 5, and Council should consider assessing and reporting the cost to satisfactory for these components.



Table 3 Infrastructure backlog (2023/24)

Estimated cost to satisfactory	Backlog (\$'000s)	Backlog Ratio %	Estimated 2024/25	Forecast 2033/34	Comment
Transport	3,137	0.73%	0.65%	0.38%	Expected to decline due to effective maintenance strategies.
Buildings	2,133	0.85%	0.68%	2.37%	Backlog expected to increase further following condition assessment in 2025.
Stormwater	7,536	7.13%	6.99%	6.51%	Remains relatively high due to the condition of the drainage network.
Open Space	476	0.59%	0.48%	2.04%	Expected to increase slightly due to the upgrade component in renewals.
Marine	8,572	16.51%	15.76%	5.82%	Significant grant-funded renewals are expected to reduce the backlog.
Lighting	339	1.56%	1.83%	3.28%	Expected to increase slightly due to funding gaps.
Combined Assets	22,193	2.36%	2.14%	2.05%	

The overall estimated backlog ratio for Council in 2023/24 was 2.36% which is slightly above the 2% benchmark set by the Office of Local Government (OLG). Backlog ratios and cost to satisfactory in Stormwater and Marine assets is well above the benchmark, at 7.13% and 16.51% respectively, reflecting the 'lumpy' nature of renewals in these asset classes.

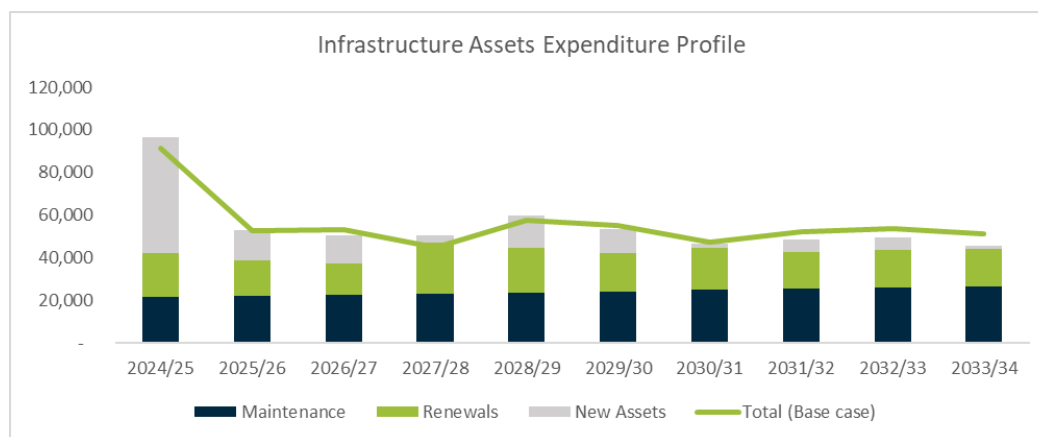
Council should use a consistent, OLG-verified approach to calculating the backlog to ensure that its SS7 reporting accurately reflects the true level of expenditure required.

1.5 Asset Expenditure

The average capital and maintenance expenditure on Council assets over the ten-year forecast (2025-2034) period is approximately \$55.4 million per year. This compares to the expenditure required to maintain, operate and renew the asset network being \$56.0 million per year. This indicates that Council has funded 99.0% of its required asset expenditure over the period of the plan. Council has funded more renewals expenditure (\$186.9 million) than is required (\$182.4 million), or 102.5%, while funding less maintenance (\$239.9 million) than is required (\$250.2 million) or 95.9%.



Figure 1 Infrastructure expenditure profile



The highest expenditure is in the Roads asset class, and there is a surplus of renewals expenditure of around \$6 million due to Council's desire to keep the backlog ratio in this asset class close to zero. The largest funding surplus is the anticipated grant funded seawall renewals, which are considered priority works due to the criticality of these assets and their overall poor condition.

There is also slightly higher expenditure in the short-term on renewals around large development sites including the Rhodes Station Precinct, Strathfield triangle and Victoria Road Precinct.

The largest shortfall in expenditure is in the Buildings asset class. This is due in part to the addition of new assets, but also a lack of program detail and recurring programs for buildings systems and components. The expenditure shortfall could be addressed through improved data collection and analysis, lifecycle costing, and detailed forward works programming.



Table 4 Expenditure projections

Expenditure Projections (\$000) - Combined Assets		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Planned	Renewal	20,580	16,814	14,877	23,932	21,138	17,999	19,725	17,196	17,496	17,173
	New and Expanded Assets	54,405	13,981	13,182	3,662	15,102	11,214	2,133	5,822	5,828	1,841
	O&M	21,410	21,945	22,494	23,056	23,633	24,223	24,829	25,450	26,086	26,738
	Total planned expenditure	96,394	52,740	50,554	50,650	59,873	53,437	46,687	48,468	49,410	45,752
Required	Required Renewal (Depreciation)	15,577	16,280	16,826	17,433	17,892	18,548	19,161	19,651	20,214	20,789
	New and Expanded Assets	54,405	13,981	13,182	3,662	15,102	11,214	2,133	5,822	5,828	1,841
	Required O&M	21,410	22,309	23,156	23,800	24,680	25,498	26,174	26,933	27,711	28,438
	Total required expenditure	91,391	52,570	53,164	44,895	57,674	55,260	47,468	52,405	53,753	51,069
Gap	Maintenance Gap	0	-364	-662	-744	-1,047	-1,275	-1,345	-1,483	-1,625	-1,700
	Renewals Gap	5,003	533	-1,948	6,499	3,246	-549	564	-2,455	-2,718	-3,616
	Overall (GAP)	5,003	170	-2,610	5,754	2,199	-1,824	-781	-3,938	-4,343	-5,316



1.6 Levels of Service

Council has prepared specific Levels of Service that require further consultation with the community. The AMPs detail and specify levels of service for each asset class that are developed to address the lifecycle management of assets. The AMS establishes a basic framework to measure service level outcomes. These outcomes are accessibility, quality / condition, responsiveness, customer satisfaction, affordability and sustainability.

Current performance of levels of service is summarised in the table below:

Table 5 Levels of service performance (2023/24)

Level of Service Outcome	Measure	Transport	Buildings	Stormwater	Parks, Recreation and Other	Marine	Lighting
Quality / condition	Asset condition	Partly meeting	Meeting	Not meeting	Meeting	Not meeting	Not meeting
(Financial) Sustainability	Sustainability ratios	Exceeding	Partly meeting	Not meeting	Meeting	Partly meeting	Not meeting
Health & Safety	Incidents	Partly meeting	Not measured	Not measured	Not measured	Not measured	Not measured

The levels of service not currently measured are summarised in the table below. As Council's systems and data are improved, these levels of service should be able to be measured.

Table 6 Levels of service not currently measured

Level of Service Outcome	Measure
Other	Environmental impacts
Reliability / Responsiveness	Customer requests completed
Affordability	Costs are benchmarked against other Councils

1.7 Critical Assets

Council has identified critical assets. The key criteria and highest criticality assets for each asset class are summarised below:



Table 7 Critical assets summary

Asset class	Highest consequences of failure	Highest criticality assets
Roads	Access to critical facility (hospital)	Hospital access road
Buildings	Impact on Council service delivery	Civic Centre and Works Depot
Stormwater	Flooding	Pipes and channels in identified areas
Open Space	Public health risk	Water treatment systems
Marine Assets	Structural failure	Multiple Foreshore structures and seawalls
Lighting	Safety	Switchboards; multiple lights

1.8 Strategic Actions

Based on the observations and analysis of current asset management practices, a range of strategic actions has been developed that apply to all asset groups. These strategic actions are to ensure adequate provision is made for the long-term management of Council's infrastructure assets. Short term actions linked to the strategic actions are detailed in the improvement plan.



Table 8 High level strategic actions

Area of focus	Strategy	Desired Outcome
Financial management	Continue the move from annual budgeting to long term financial planning	The long-term implications of Council services are considered in annual budget deliberations
	Review and update asset management plan financial projections and Long Term Financial Plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
	Continue to Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that Asset remaining lives are assessed on an annual basis	Financial sustainability information is available for Council and the community
Data and technology	Enhance Council's asset register data to enable more comprehensive reporting and decision support	Improved decision making and greater value for money
	Investigate emerging technologies such as artificial intelligence (AI) that may improve the speed and accuracy of condition assessment and defect identification	
People and capability	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
	Implement an improvement plan to progress to 'advanced' maturity	Improved financial and asset management capacity within Council
	Report annually to Council on development and implementation of Asset Management Strategy and Plan and Long Term Financial Plan	Oversight of resource allocation and performance



2 Introduction

2.1 Asset Planning - Background

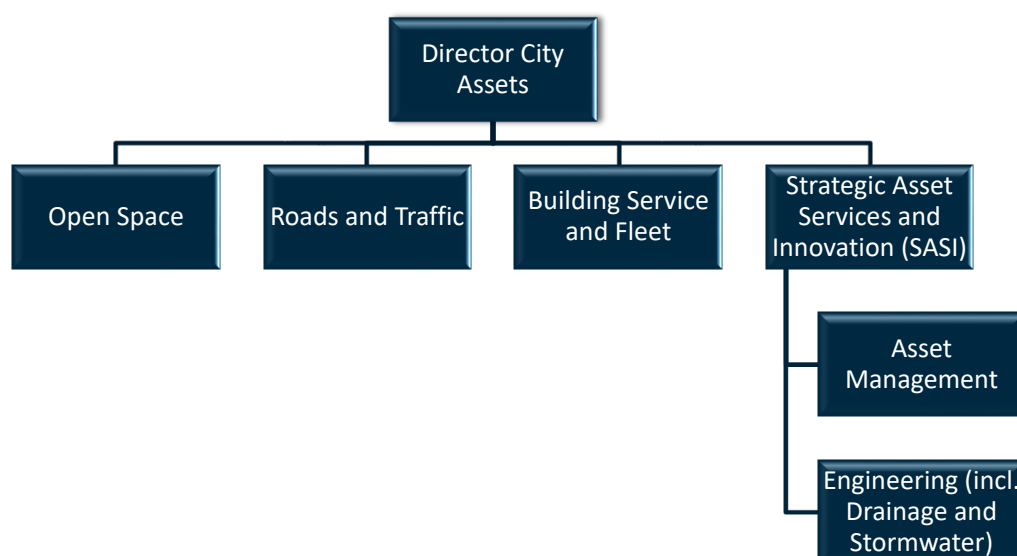
Council owns and manages assets to support the delivery of services to the community. As Council's assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support. At the same time, the population and number of dwellings is increasing resulting in a need to expand existing infrastructure and build new infrastructure to support a larger population.

City of Canada Bay Council is following the NSW Local Government Act 1993 and regulations as amended in the development of asset management plans and strategy. Development of asset management plans for Council's infrastructure assets is a mandatory requirement for NSW local governments. The key findings for each asset class are included in the asset management plans section of this strategy and are covered in concise but detailed manner.

The current Council planning framework has been revised to align with the legislated planning framework in the Integrated Planning and Reporting (IP&R) Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

Council's asset management planning function sits within the City Assets directorate. The key teams and staff responsible for asset management are shown in the org chart below:

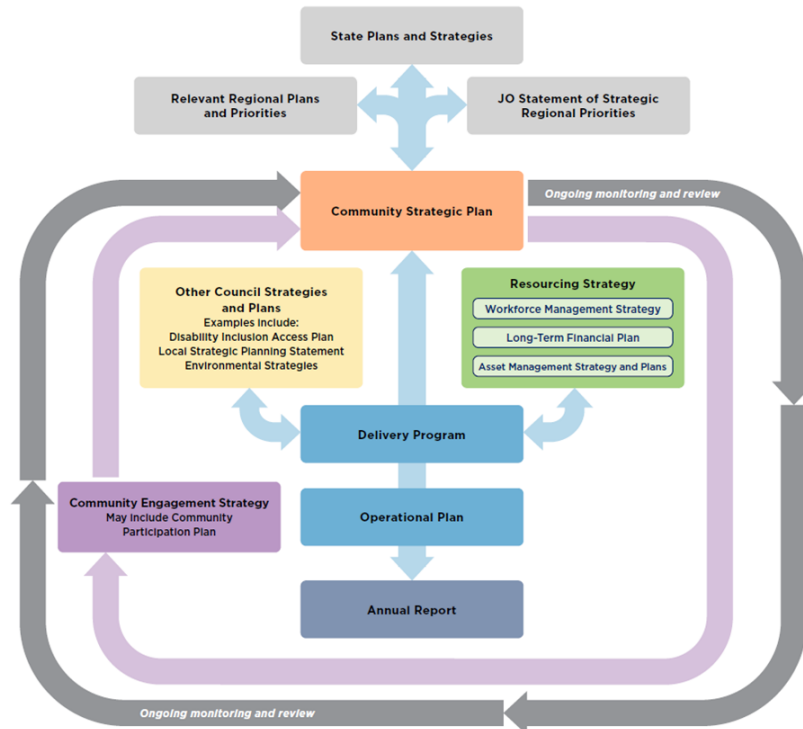
Figure 2 Organisation chart



Council's asset management staff work in collaboration with other areas of Council (e.g. Finance, Governance, Planning) to develop, inform and align the Asset Management Strategy and Plans in line with the IPR framework illustrated below.

Council's asset accountability matrix details the lifecycle responsibilities for all asset classes and types within those classes.

Figure 3 Relationship between Council's plans and resourcing strategies



The figure above demonstrates the relationship between the various plans and elements of the Resourcing Strategy.

- **Community Strategic Plan** – outlines the community's aspirations structured into five strategic directions with associated goals
- **Resourcing Strategy** – details the resources that the Council has to deliver the CSP
- **Delivery Program/Operational Plan** – how Council will use the resources that it has to meet the goals contained in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies
- **Six monthly progress reporting and Annual Reporting** – is the mechanism used by Council to report on those activities and actions that Council proposed in its Delivery Program and Operational Plan

This Asset Management Strategy establishes a framework to enable prioritisation of asset groups through planning, construction, maintenance and operation of the infrastructure necessary to achieve the goals and objectives as set out in City of Canada Bay Council Community Strategic Plan, Delivery Program and Operational Plan.

2.2 Scope of this Asset Management Strategy

This Asset Management Strategy has been developed to provide the framework to ensure that Council's



infrastructure assets are operated, maintained, renewed and upgraded to ensure that the Levels of Service are achieved in the most cost effective and sustainable way. It meets Council commitments under the IP&R framework by ensuring that all Council's infrastructure assets are fully accounted for. Details on each asset class including the inventory, financial and predicted expenditure and required expenditure are included in the appendices.

The audience for this Asset Management Strategy is Council staff, the Council executive management team, elected representatives (Councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are to:

- prioritise funding and resources between asset groups
- demonstrate responsible and sustainable stewardship of the community assets
- define how Council's assets are, and will be, managed to achieve the levels of service
- assist the management of the environmental, financial and public risks related to the infrastructure assets
- provide the basis for forward works programs
- provide the basis for optimising whole of life costs
- support long term financial planning across all asset classes.

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance
- levels of service
- forecast demand for infrastructure and services
- funding constraints.

The strategy supports Council's aim to have the 'best value' asset management strategies and practices. This is achieved by continually developing and improving Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets now and into the future.

This is a core asset management strategy and plans prepared using a 'top down' approach where analysis is applied at the 'system' or 'network' level. The focus is on current Levels of Service and current practices. It includes expenditure forecasts for asset maintenance, rehabilitation and replacement based on local knowledge of assets and options for meeting current Levels of Service.

Future revisions of this asset management plan and strategy will move towards a more 'advanced' level of asset management, using a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision-making techniques.

This strategy is based generally on the guidelines outlined in the IIMM incorporating the sections defined in the table below.



Table 9 Asset Management Strategy sections

Section	Guidelines
1. Executive Summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration
2. Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies
3. Asset Management Policy	Statement of Council's commitment to asset management principles and practices.
4. Asset Management Practices	Provision of a comprehensive strategic asset management gap analysis process for asset management
5. Levels of Service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service
6. Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning
7. Financial Outlook	Projected expenditure for the asset portfolio and the expected funding position at the end of the planning period.
8. Risk and Criticality	Provision of an asset-based risk management approach
9. Strategic Actions	Areas of focus and high-level initiatives to deliver advanced asset management practices

2.3 Assets covered by this Strategy

The following asset groups are covered by this Asset Management Strategy and Plan:

- Transport
- Stormwater Drainage
- Open Space
- Buildings
- Marine
- Lighting

Full details of the Council's assets are included in the Appendices (Asset Management Plans) to this strategy.

2.4 About City of Canada Bay Council

The City of Canada Bay is in the inner-western suburbs of Sydney, about six kilometres from the Sydney CBD. It is bounded by the Parramatta River to the north, the Inner West Council to the east, Burwood and Strathfield Council areas to the south and the City of Parramatta to the west.

The traditional owners of the area are the Wangal clan of the Dharug Aboriginal people with European settlement dating from 1793. More recently, significant development occurred during the post-war years followed by a period of stability in population growth between 1991 and 1996. The estimated resident population in 2024 is 94,847 people. The population is forecast to grow to 126,391 by 2041.



Recent growth has been largely due to the redevelopment of previous industrial sites into residential developments, and will continue under the NSW State Government's housing targets and programs to achieve them (e.g. infill development, and transport-oriented development (TOD) around the existing heavy rail and proposed new metro train system stations).

2.5 Links to Council Plans and Strategies

The Asset Management Strategy and Plans have been prepared in line with the vision, strategic directions and goals outlined in the Community Strategic Plan 'Our Future 2036'.

Infrastructure assets will play both a direct and an indirect role in achieving the strategic objectives. The following tables indicates how Council's assets play a role in the delivery of the key strategies linked to the Community Strategic Plan.



Table 10 CSP Strategic Direction 1 – Connected Community

Goal	Delivery Program Strategy	Transport	Stormwater	Open Space	Buildings	Marine	Lighting
Foster an inclusive community where diversity is welcomed and celebrated	Deliver community initiatives that celebrate diversity and strengthen social inclusion and belonging.	X		X	X		X
Celebrate, recognise and honour Aboriginal and Torres Strait Islander cultures	Increase opportunities to celebrate Aboriginal and Torres Strait Islander cultures.	X	X	X	X	X	X
Provide the community with equitable access to a range of programs, services and facilities	Deliver equitable community and cultural spaces and facilities that respond to the diverse needs of the community.			X	X		
	Deliver equitable programs and services that respond to the diverse needs of the community.			X	X		X
	Deliver initiatives that address local housing affordability.	X		X	X	X	
Promote a community where residents feel safe and secure, and enjoy good health	Implement initiatives that contribute to the community's sense of safety.	X	X	X	X	X	X
	Implement initiatives that support local resilience and adaptability.	X	X	X	X	X	



Goal	Delivery Program Strategy	Transport	Stormwater	Open Space	Buildings	Marine	Lighting
Provide open space, facilities, and programs that promote active lifestyles	Improve quality and capacity of open space to support a diversity of recreation activities.			X	X	X	X
	Develop opportunities for new and connected open spaces, recreation facilities and programs that promote active lifestyles.			X		X	X



Table 11 CSP Direction 2 - Sustainable and Thriving Environment

Goal	Delivery Program Strategy	Transport	Stormwater	Open Space	Buildings	Marine	Lighting
Reduce greenhouse gas emissions	Implement the Emissions Reduction Plan.	X	X	X	X	X	X
	Implement the Electric Vehicle (EV) Strategy and Action Plan	X					X
Increase urban tree canopy	Implement the Urban Tree Canopy Strategy.	X	X	X		X	X
Reduce waste to landfill through waste avoidance and increasing recycling and reuse	Implement the Resource Recovery and Waste Strategy	X	X	X	X	X	
	Deliver innovative programs aimed at reducing illegal dumping and littering.	X	X	X	X	X	
Enhance and protect native flora and fauna to support local biodiversity	Implement the Biodiversity Strategy to protect, manage and restore the City's habitat areas, fauna, and native species.		X	X			X
Improve access to, and enhance quality of, foreshore and waterways	Implement the Foreshore Access Strategy initiatives to expand, enhance and promote public spaces and paths along the foreshore.	X	X	X		X	X
	Work with the Parramatta River Catchment Group.	X	X	X		X	



Table 12 CSP Direction 3 - Vibrant Urban Living

Goal	Delivery Program Strategy	Transport	Stormwater	Open Space	Buildings	Marine	Lighting
Create vibrant local village centres and community hubs	Implement the Place Management Framework for city-wide social, economic and cultural development.			X	X		
Improve access to local art, culture and creative activities	Deliver innovative and accessible events, place activation and cultural projects, programs and creative activities.			X	X		
	Deliver the Public Art Strategy.	X		X	X	X	
Support and promote the City as an attractive, welcoming place to do business	Provide economic development activities that stimulate the local economy in partnership with key stakeholders.	X		X	X		X
Ensure the built environment respects neighbourhood character and responds deftly to evolving community needs	Effectively plan for future growth by balancing regional priorities with local values.	X	X	X	X	X	X
	Implement best practice land use planning and construction approaches to deliver quality development outcomes.	X	X	X	X	X	X



Table 13 CSP Direction 4 – Infrastructure and transport

Objective (where we want to be)	Delivery Program Strategy	Transport	Stormwater	Open Space	Buildings	Marine	Lighting
Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues	Implement the Asset Management Strategy and Plans.	X	X	X	X	X	X
Manage traffic and parking to minimise congestion and improve the City's road safety	Plan, deliver and manage traffic, parking and road safety, to support population change.	X					X
Encourage active and accessible transport opportunities	Support and advocate for safe and accessible public transport networks.	X					
	Plan and deliver active transport opportunities.	X		X			X



Table 14 CSP Direction 5 – Civic Leadership

Goal	Delivery Program Strategy	Transport	Stormwater	Open Space	Buildings	Marine	Lighting
Council is accountable, efficient and ready to meet future challenges	Ensure decision making is open, accountable, and informed by community engagement, integrated planning and risk management.						
	Strengthen Council's financial operations and processes.	X	X	X	X	X	X
	Implement sustainable practices and measures across Council assets and services.	X	X	X	X	X	X
Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community	Establish timely plans for future workforce needs and deliver Workforce Management Plan.						
	Promote Council as an employer of choice with a talented and valued workforce.						
	Implement best practice technology and processes.	X	X	X	X	X	X
	Deliver business and service delivery improvements.	X	X	X	X	X	X
Council works with partners to actively shape the City's future	Engage with stakeholders and partners to advocate for the City of Canada Bay community	X	X	X	X	X	X



Goal	Delivery Program Strategy	Transport	Stormwater	Open Space	Buildings	Marine	Lighting
The City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them	Ensure the community is well-informed through high quality, accessible and timely information.	X	X	X	X	X	X



3 Asset Management Policy

The Asset Management Policy sets out Council's commitment to manage its assets, which will help achieve the Our Future 2036 vision to meet the needs of the community. This policy will guide the strategic management of Council's assets.

It will be supported by:

- an Asset Management Strategy
- an Asset Management Plan and detailed plans for each asset class
- operational and delivery plans
- an asset management information system.

Together, these documents and our processes, software and data, make up Council's Asset Management Framework that support the management of Council's assets.

3.1 Objectives

The IIMM defines asset management as:

The combination of management, financial, economic, and engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner

A broader interpretation appropriately introduces environmental and social considerations into the context.

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost-effective manner for present and future consumers.

3.2 Policy

In order to realise the policy objectives, Council is committed to:

- preparing an Asset Management Strategy that details how this policy is to be implemented
- preparing and reviewing detailed asset management plans for all major classes of assets and using these plans to assist in determining priorities for capital and maintenance expenditure
- funding asset maintenance and renewal to levels identified in the Asset Management Plans
- integrating planning, linking asset management strategy, policy and procedures to other Council policies, strategies and procedures
- investigating and if appropriate adopting technologies relevant to asset management
- improving maintenance and rehabilitation practices
- maintaining and rehabilitating its existing assets in a manner that is acceptable to the community in terms of affordability, safety, quality, impact on the environment, and meeting service needs



- maximising resources to achieve the best outcome for the community
- consulting and surveying the community to determine whether its needs are being satisfied
- managing assets in accordance with relevant legislation
- monitoring performance in accordance with measures developed as part of its Asset Management Strategy.

3.3 Responsibility

Councillors are responsible for adopting the Policy and providing high level oversight of the delivery of the City of Canada Bay's Asset Management Strategy and Plans. The Council is also responsible for ensuring that the City of Canada Bay's resources are appropriately allocated to ensure sustainable service delivery.

The **Director City Assets** has overall responsibility for developing and monitoring the asset management Policy, Strategy, and Plans and procedures and reporting on the status and effectiveness of asset management within the City of Canada Bay.

Review Date

This Policy has a life of four years or less at the discretion of the current Council. It will be reviewed on or before **September 2028**.

3.4 Adoption of Policy

Council's Asset Management Policy is adopted by Council in conjunction with its Asset Management Strategy. This Asset Management Policy has been developed to ensure that the assets utilised by Council for delivery of quality services to the City of Canada Bay community are managed, maintained and renewed in a manner that is sustainable and meets community expectations.



4 Asset Management Practices

4.1 Asset Management Information Systems

Over the past years, considerable effort has been placed on improving Council's asset knowledge base.

Data collection programs have captured detailed information in a structured and intuitive format. For example, Council can currently locate, value and assess the condition of its assets, understand replacement costs, remaining life and risk and understand the maintenance and renewal requirements of assets.

To improve decision making, Council has implemented an integrated corporate information system from Technology One. Key asset management modules have been implemented to form Council's Asset Information Management System. Significantly, there is a single asset register for both financial and technical use.

4.2 Condition Data Collection and Validation

In the preparation of this Asset Management Strategy and Plans, Council has used the most current and up to date information.

The data used for this Strategy was obtained from Council corporate finance system and Council's Technology One Asset Management System.

Based on the review of asset condition data, just over 63% of Council's assets are in 'excellent' or 'very good' condition. Although the condition data of most assets appears to be reliable, a condition review of Buildings assets at the component level is suggested to ensure that components such as roof, air conditioning, ventilation and fitouts that are in fair or poor condition are accurately reflected in the cost to satisfactory.

As part of the Asset Management Improvement Plan, it is proposed that asset conditions are continually monitored on a wider range with particular focus on the poor condition assets.

The condition data of stormwater assets is believed to be poor. However, condition data is not complete and requires CCTV inspection to review the pipe condition. Council undertakes CCTV inspections on a prioritised basis as it is not possible (cost prohibitive) to CCTV inspect 130km of underground pipe on a five year cycle. Council has been utilising a quick view system to prioritise which pipes require a more thorough CCTV inspection. There is a residual risk associated with this system as localised failures may not be identified within the system.

Seven percent of marine assets (seawalls) are in very poor condition and there has been a substantial amount of work undertaken in recent years to understand condition and treatment options to improve the condition profile of these assets. Many of the seawalls were constructed around the same period and there is a large renewal wave that Council is facing now and for the next 20 years.

In the roads asset class, the aim is to utilise the current pavement management system to optimise Council's road renewal expenditure and develop service levels based on overall pavement condition. This index looks at a range of factors impacting on the road condition and assists in optimising Council's renewal expenditure and achieving best value whilst minimising overall lifecycle cost of the assets.

Council is continuing to collect and monitor asset condition on an ongoing basis. There is likely to be some errors and out of date information in the current system, however these are not expected to be material in



nature. Council will continue to monitor and improve its asset data collection practices.

4.3 Confidence in Data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system.

Table 15 Data confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 16 Summary of asset class data confidence

Asset Class	Inventory	Condition	Age	Overall
Roads and Transport Assets	Reliable	Reliable	Acceptable	Reliable
Stormwater Drainage Assets	Reliable	Uncertain	Reliable	Acceptable
Open Space Assets	Reliable	Acceptable	Uncertain	Acceptable
Buildings Assets	Acceptable	Uncertain	Acceptable	Acceptable
Marine Assets	Reliable	Acceptable	Acceptable	Acceptable
Lighting	Reliable	Acceptable	Acceptable	Acceptable

4.4 Asset Lifecycle Management Strategies

This section considers the need to balance expenditure and risk across all asset classes. As shown in the table



below, some asset classes are in a negative funding position while others are in a positive funding position. Overall such a position is not surprising given the current growth in population and dwelling numbers. However, care must be taken to ensure that the funding position is justifiable. This can be done by

- improving the quality of data and analysis used to be confident that the required amounts of funding are reasonable.

Table 17 Asset lifecycle management strategies

Asset Management Plan – asset class	OPEX funding position	CAPEX funding position	Management Strategies
Transport	-\$645	\$6,079	Investigate effectiveness of renewal methods and consider reducing required opex.
Buildings	-\$4,794	-\$37,995	Verify need for buildings; consider rationalisation
Stormwater	+\$5	-\$6,484	Continue CCTV inspections and consider emerging AI technologies
Open Space	-\$14,037	-\$18,176	Consider rationalising, open space assets, improve lifecycle costing to identify true operational cost, design out maintenance
Marine	+\$23	+\$28,808	Surplus is due to funding injection to renew assets at end of life.
Lighting	-\$794	-\$2,812	Detailed condition assessment to confirm useful life, renewal forecast, and maintenance requirements.

4.4.1 Lifecycle strategies

The key strategies in each asset class are summarised below, with further details in the Appendices.

Buildings

Council has significantly increased its asset portfolio with the acquisitions of the \$85 million redevelopment of Concord Oval and the \$65 million Rhodes Recreation Centre to support the Parramatta Road urban growth corridor and the growing population demand in Rhodes. These new facilities will increase maintenance and operational financial asset demand above present levels. Income from these facilities will part fund some maintenance and operations, however these facilities are available for our entire City and will be funded in a similar manner to all our other buildings and properties.



Other acquisitions include an increasing portfolio of affordable housing. Affordable housing is available to hospital workers and other essential service workers to remain employed locally and continue provide a high level of service for our community. These acquisitions are self-sustaining and provide value to the community by way of continued essential services.

Open Space

Maintenance funding needs to be increased to sustain the current level of service. Increased asset monitoring and condition assessment is required to inform maintenance programs whilst reducing risk.

The application of the appropriate level of maintenance will ensure our parks assets will achieve their intended asset lifecycle and reduce overall asset lifecycle management costs. Council will renew and maintain its playgrounds to achieve a longer asset lifecycle. The savings in playground renewal costs can part fund the maintenance gap.

Demand for Council's sports fields continues to increase and Council must keep their condition in a safe standard. Overuse of sports fields increases safety risks for Council and users as well as forcing an early renewal of the fields which is not funded within Council's Long Term Financial Plan.

Council's strategy to increase tree canopy by six percent will similarly increase tree management costs by a similar amount. Increased tree canopy will also increase the amount of leaf and stick drop requiring additional operational spending in street sweeping, stormwater pit and Gross Pollutant Trap cleaning.

Transport

Road pavements and surfaces are Council's highest value assets (\$300 million) thus small changes in network condition have significant financial impacts for Council. The imperative is to apply the appropriate maintenance at the right time to ensure that road pavements and surfaces achieve the asset lifecycle specified in Council's Asset Accounting Operational Management Standard.

Key strategies include:

- Apply pavement rejuvenation treatments every seven years. We must apply rejuvenation to condition 1 surfaces to delay those pavements from becoming condition 2 and so on. The objective is to keep our pavements to the optimal network condition standard. Rejuvenation is a maintenance treatment. Surface cracks must be crack sealed and pavement failures heavy patched before the rejuvenation treatment is applied
- Crack seal concrete road pavements to protect the sub-base every seven years. Concrete pavement which has been overlaid with asphalt are very susceptible to moisture ingress as the asphalt acts as a reservoir for the water. Concrete pavement must also be monitored for rocking and grout injection applied before the slab fractures.
- Undertake deflection testing prior to all renewals to ensure the appropriate depth of asphalt is applied. This strategy will prevent premature failure of the pavements and ensure that the optimal asset lifecycle is achieved.
- Mapping on a plan and on the kerb of all the heavy patching required during resurfacing to ensure localised pavement failures will not occur and the pavement will achieve its asset lifecycle.
- When undertaking heavy patching, patch the entire lane width such that upon renewal that heavy patch previously installed may not need to be re-deep lifted with asphalt.



Stormwater

Our stormwater drainage system is underground and difficult to inspect. Council expends \$60,000 per annum on CCTV inspections. As the drainage system cannot be inspected on a five year cycle, a quick view system is used to prioritise which pipes should be inspected.

Our stormwater system was designed and constructed in accordance with the standards that applied at that time of construction. Increasing capacity is not possible in most circumstances as the available space underground is consumed with other underground services such as gas, electricity, telecommunications, water and sewer. To mitigate the risk of flooding, Council continues to review overland flow paths where possible.

Council will manage flooding in accordance with the State Government Flood Prone lands Policy and will progressively undertake the development of Flood Risk Management Plans in accordance with the NSW Government Floodplain Development Manual. The application of development controls upon new development will maintain flooding at present frequency and flood depth for a design storm event.

Marine assets

Seawalls are integral in containing landfill used to reclaim parts of the Parramatta River. These reclaimed areas are highly valued by our community as foreshore reserves. Council manages 17.7 km of constructed seawall and a further seven kilometres of river bank.

Most of our seawalls are of a similar age and are in the last phase of their asset lifecycle. The consequence of this is that there is a large renewal demand for seawalls over the next twenty years where most of the 12.4 km of seawalls will need to be renewed.

The seawalls have been condition assessed in 2021 and a renewal program developed to reduce the risk of sudden failure. River Cat ferry wakes have increased the rate of demise of our seawalls. Their high energy wakes scour the toe of the seawall and wash out fine materials from behind the walls which greatly increase the rate and risk of failure.

Lighting

Regular condition assessments are essential to prioritise renewal and maintenance of lighting assets. Council has detailed condition assessment guidelines in the lighting asset management plan. The renewal intervention standard is condition 4. Council's lights are generally in good condition. Upgrades to sports lights may be considered in the open space and recreation strategy.

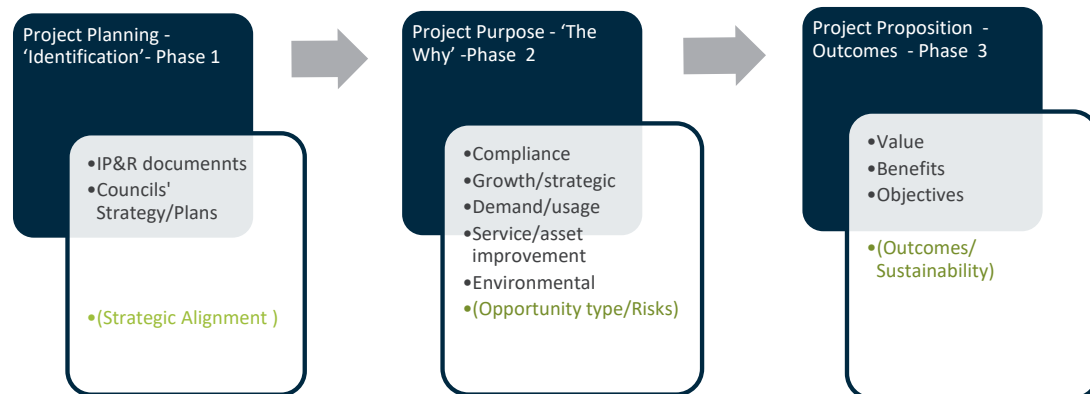
4.4.2 Acquisition Strategies

The growth in populations, dwellings and associated infrastructure will result in Council acquiring brand new assets and upgrading existing assets. Upgrading an existing asset is a combination of renewal, disposal and new.

Council's project prioritisation framework will guide the funding and prioritisation of new and upgraded assets, as shown in the figure below.



Figure 4 Project Prioritisation Framework



When assessing each phase and element the following questions aim to assist in determining the whether the assessment criteria is satisfied and the rating for each criterion.

Council will deliver capital upgrade and new projects to meet level of service objectives by:

- reviewing current and required skills base and implementing training and development to meet required construction and project management needs
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.
- ensuring upgrade forecasts are correctly split between the renewal component and the new component.

4.4.3 Funding Strategies

The fundamental approach that Council has is to align the Long Term Financial Plan to the Asset Management Policy, Strategy and Plans, and have budgets based on lifecycle requirement of assets. Funding for new assets (including the new component of existing assets) is ideally sought from developer contributions and grants, however these do not include the ongoing operation and maintenance costs.

4.5 Monitoring and Review Procedures

The Executive Management Team will consider a summary report on the progress against the Asset Management Improvement Plan on a regular basis. A detailed report will be prepared based on progress against the plan on an annual basis at the end of each financial year and present it to Council.



5 Levels of Service

5.1 Defining Level of Service

There are a variety of ways to describe levels of service (also known as service levels). The concept adopted in this plan is that:

‘Levels of Service are output descriptions supported by quantifiable performance measures’

A level of service is a measurable description of what Council delivers (or intends to deliver) in a particular activity which relates to something that can be controlled. Service levels may relate to:

- how reliable the asset is
- the quality of the assets
- having the right quantity of assets
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on meeting legislative requirements and technical standards and an understanding of customer needs, expectations, preferences. Their willingness to pay for any increase in the levels of service or accept a decrease in levels of service so rate impacts are minimised also needs to be considered.

5.2 Performance Measures

The level of service statement is supported by performance measure(s), also referred to as performance indicators, that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of customer and technical measures. Customer measure relates to how the customer receives the service, whereas technical measures support customer measures to ensure all aspect of organisational performance are being monitored, even those that may not be understood by customers. Technical measures also include meeting legislative requirements and technical standards.

In this plan, the level of services is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example ‘respond to service requests within seven days’. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management but driver behaviour, police enforcement and number of other factors also strongly contribute to the overall outcome.

5.3 Service Level Outcomes

The levels of service in this plan have been developed with a customer focus and grouped into core customer value areas that are referred to as service level outcomes. These service level outcomes (sometimes referred to as service criteria) encompass:

- accessibility and/or availability
- affordability
- health and safety



- quality / condition
- reliability / responsiveness
- customer satisfaction
- sustainability.

5.3.1 Accessibility

To ensure the asset base performs as required it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, the Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

5.3.2 Quality / Condition

Asset quality is also very important. Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 0 - 5, where 0 = new and 5 = totally failed. An industry condition rating matrix is detailed below.

Table 18 Condition assessment matrix

Condition Rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition however is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable.	Significant renewal required (to 20 - 40% of	10 to 40	35



Condition Rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
		Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan.	the asset)		
5	Very Poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

5.3.3 Responsiveness

Council will be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

5.3.4 Affordability

Council will maintain its infrastructure assets in a cost-effective affordable manner in accordance with responsible economic and financial management. For assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques. This will ensure that assets are maintained in their current condition and adequate quality.

5.3.5 Customer Satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

5.3.6 Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long-term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

5.3.7 Health and Safety

Council will endeavour to identify and mitigate all key health and safety risks created by provision of services. Examples of level of service based on safety might include the following:

- Services do not cause a hazard to people
- Water is safe to drink
- Wastewater is managed without risk to public health.

Each of the service level outcomes is related directly to the Council's Community Strategic Plan. Each asset



class helps deliver the services required by the community. These service level outcomes are important to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and Council, as shown in the table below.

Table 19 Levels of Service - current performance

Asset Type	Key Performance Indicators	Target Performance	Current Performance
Roads	Accessibility, Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Sustainability, Health & Safety	100% of road pavements in satisfactory condition or better, 90% of requests completed within Council's customer charter	93.2% for pavements, 95.3% for surfaces, TBC for requests
Buildings	Accessibility, Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Affordability, Sustainability, Health & Safety	95% of assets in satisfactory condition or better, 90% of requests completed within Council's customer charter	100% in condition 3 or better, TBC for requests
Stormwater	Quality/Condition, Reliability/Responsiveness, Affordability, Sustainability, Health & Safety	95% of assets in satisfactory condition or better, 90% of requests completed within Council's customer charter	81.8% in condition 3 or better, TBC for requests
Parks & Recreation	Accessibility, Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Sustainability, Health & Safety	95% of assets in satisfactory condition or better, 90% of requests completed within Council's customer charter	94.8% in condition 3 or better, TBC for requests
Marine	Accessibility, Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Sustainability, Health & Safety	95% of assets in satisfactory condition or better, 90% of requests completed within Council's customer charter	71.8% in condition 3 or better, TBC for requests
Lighting	Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Financial Sustainability, Health & Safety, Affordability, Environmental Impact	100% of lights and poles in condition 3 or better, 90% of requests completed within Council's customer charter	95.3% in condition 3 or better, TBC for requests



6 Future Demand

6.1 Demand Forecast

The future demand for community infrastructure and facilities is driven by changes and trends in and summarised in the table below:

- population growth/reduction
- changes in the demography of the community
- lifestyle changes
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- environmental.

Table 20 Future population projection

Demand drivers	Present position	Projection	Impact on services
Residential development	Estimated population in 2024 of 94,847 39,080 dwelling in 2021	Estimated population of 126,691 by 2041 an increase of 33.57% (source: forecast.id) 55,241 dwellings in 2041	Will lead to increased demand for services and increased usage of community facilities

6.2 Changes in technology

Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.

6.3 Demand management strategies

Demand for specific infrastructure types is analysed in more detail in the overarching service strategies. Increased demand for services and infrastructure can be met by increasing the quantity, capacity or functionality of existing assets, acquiring new assets to meet newly emerging service demand, adjusting levels of service (e.g. more frequent maintenance). Where Council is unable or unwilling to acquire new assets, non-asset solutions should be considered.

Demand for services can also decrease due to changes in demographics, population, lifestyle, technology and fashion. Where demand is decreasing Council can consider rationalising, repurposing or mothballing assets to divert resources to services that are in higher demand.

Demand management strategies will be developed for each asset class to effectively manage the growth of



the City of Canada Bay. The plans will also need to manage the changing expectations of the community as the demographic profile of the area changes and develops. The eventual demographic profile may change as the planned new dwellings are approved and built.

6.4 Demand Management Plan

The following general implications and impacts predicted on the Council assets, based upon changes and trends, are summarised in the table below.

Table 21 Future demand impact on major facilities

Demand Factor	Impact on Services	Demand Management Plan
Population	Population growth will place an increased demand on assets, especially libraries, community centres and lead to increased parking and traffic congestion	<ul style="list-style-type: none"> Develop and implement service strategies (see list below) Consider non-asset solutions
Demographics	The trend towards multicultural society, an increasing and older population will place an increased demand on some assets, especially community centres and recreation assets	
Lifestyle	Will impact on the type and size of facilities provided into the future	
Social/Economic	High inflation and cost-of-living pressures affect demand for (or willingness to pay for) discretionary services	Minimise increases in fees and charges; use asset management forecasting and modelling to ensure best value for money
Transportation Changes	Smart, multi-modal transport solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of transport	Implement transport strategies (see table below)
Environment and Climate	Some assets may be impacted by change such as more severe weather events. Buildings and facilities will need to be safe to occupy and use in more extreme weather (heat, wind, rain).	<ul style="list-style-type: none"> Implement the Environment Strategy Develop asset resilience plans.
Technology	Community may demand Council adopt new or recently emerged technologies such as AI, Internet of Things, Smart (city) poles, renewable energy, battery storage Community may demand Council expand technologies such as public Wi-Fi in buildings and parks, decorative lighting, EV chargers, parking meters (or alternatively may oppose these technologies)	Implement the Smart City Plan (2019)



Council currently has a number of strategies requiring asset investment to meet changing demand. These are listed in the table below.

Table 22 Council strategies requiring asset investment

Theme	Strategy
Community & Culture	Disability Inclusion Action Plan 2021-2025 Local Employment and Productivity 2021-2030 Social Infrastructure Community Strategy
Environment	Biodiversity Strategy Bike Plan - Strategic Review Electric Vehicle (EV) Strategy and Action Plan 2023 Resource Recovery and Waste Strategy Litter Strategy
Play and Recreation	Let's All Play Strategy Recreation and Open Space Strategy
Transport and Access	Foreshore Access Strategy Homebush Bay Circuit Wayfinding Strategy and Masterplan Local Movement Strategy Pedestrian Access Plan
Developer Contributions S711/712	Local Infrastructure Contribution Plan S 711 /712 Plan



7 Expenditure Projections and Reporting

Based on the proposed expenditure detailed in the individual Asset Management Plans, the following figures and table summarise the overall expenditure on infrastructure assets by Council. It compares this to the expenditure required to maintain the asset base in the base case position (i.e. the required spend as reported in the 2023/24 financial statements).

The average capital and maintenance expenditure on Council assets over the ten-year forecast (2025-2034) period is approximately \$55.4 million per year. This compares to the expenditure required to maintain, operate and renew the asset network being \$56.0 million per year. This indicates that Council has funded 99.0% of its required asset expenditure over the period of the plan. Council has funded more renewals expenditure (\$186.9 million) than is required (\$182.4 million), or 102.5%, while funding less maintenance (\$239.9 million) than is required (\$250.2 million) or 95.9%.

The shortfall in expenditure is primarily for Buildings and Open Space asset classes. Council will need to develop long term renewals plans (20 years) for these assets to ensure that any spike in renewal funding is planned and accounted for in both the asset management plan but also the business plans for these services.

Figure 5 Infrastructure expenditure profile

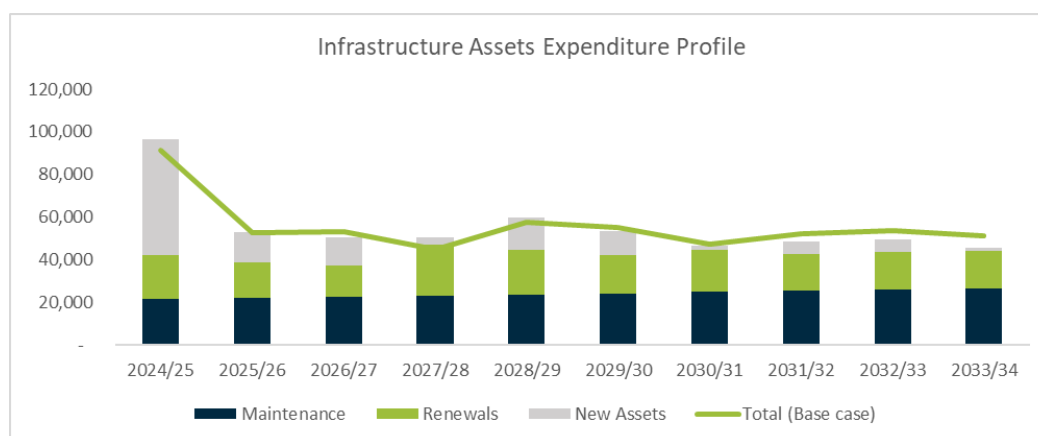




Table 23 Long term expenditure projections

Expenditure Projections (\$000) - Combined Assets		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Planned	Renewal	20,580	16,814	14,877	23,932	21,138	17,999	19,725	17,196	17,496	17,173
	New and Expanded Assets	54,405	13,981	13,182	3,662	15,102	11,214	2,133	5,822	5,828	1,841
	O&M	21,410	21,945	22,494	23,056	23,633	24,223	24,829	25,450	26,086	26,738
	Total planned expenditure	96,394	52,740	50,554	50,650	59,873	53,437	46,687	48,468	49,410	45,752
Required	Required Renewal (Depreciation)	15,577	16,280	16,826	17,433	17,892	18,548	19,161	19,651	20,214	20,789
	New and Expanded Assets	54,405	13,981	13,182	3,662	15,102	11,214	2,133	5,822	5,828	1,841
	Required O&M	21,410	22,309	23,156	23,800	24,680	25,498	26,174	26,933	27,711	28,438
	Total required expenditure	91,391	52,570	53,164	44,895	57,674	55,260	47,468	52,405	53,753	51,069
Gap	Maintenance Gap	0	-364	-662	-744	-1,047	-1,275	-1,345	-1,483	-1,625	-1,700
	Renewals Gap	5,003	533	-1,948	6,499	3,246	-549	564	-2,455	-2,718	-3,616
	Overall (GAP)	5,003	170	-2,610	5,754	2,199	-1,824	-781	-3,938	-4,343	-5,316



Figure 6 Asset renewal expenditure

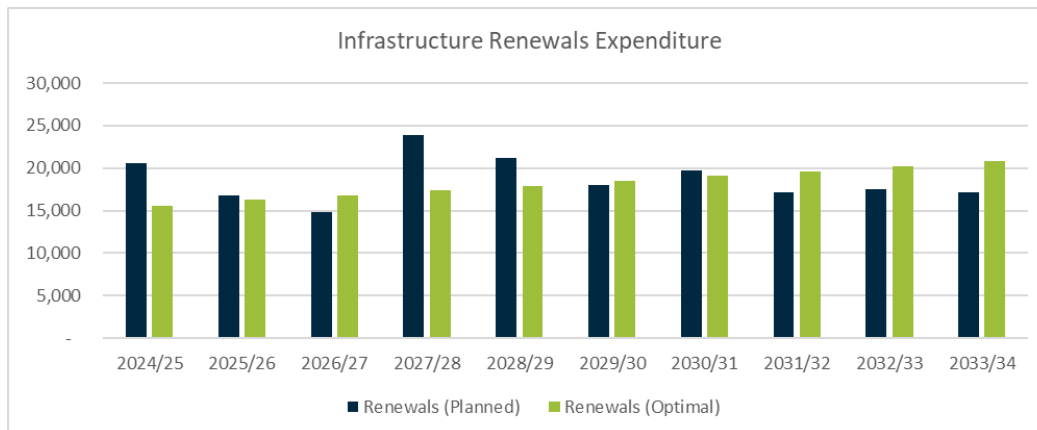
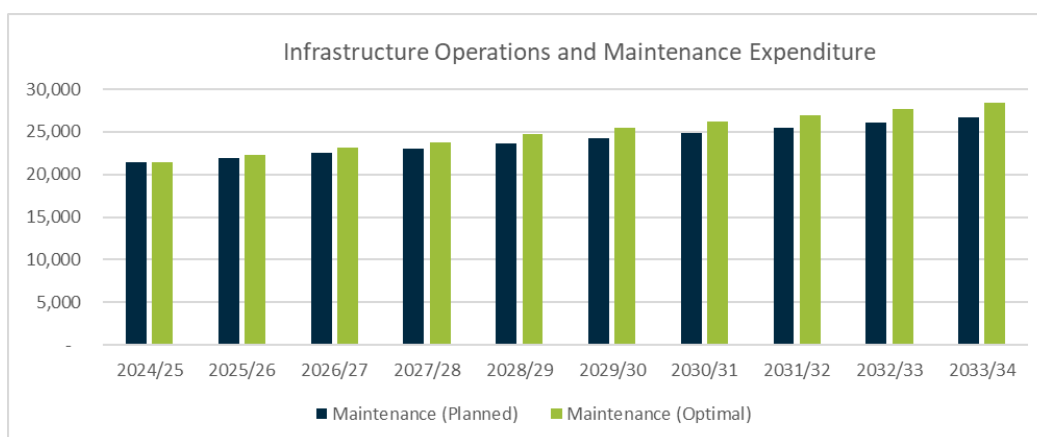


Figure 7 Asset operational and maintenance expenditure



7.1 Financial Ratios

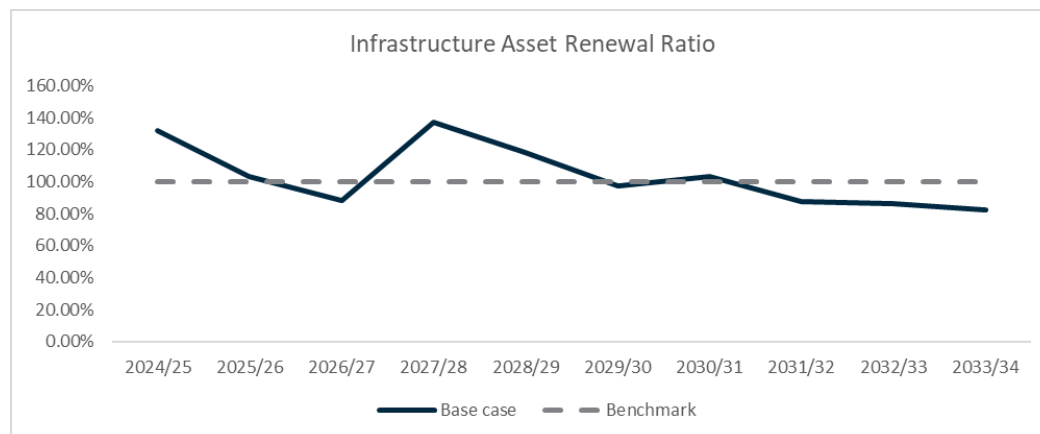
7.1.1 Asset Renewal Ratio

This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. Council would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

The renewal ratio fluctuates largely due to the forecasting of large renewal projects, in particular the seawalls (2027/28) and public domain upgrades (which have a large renewal component).



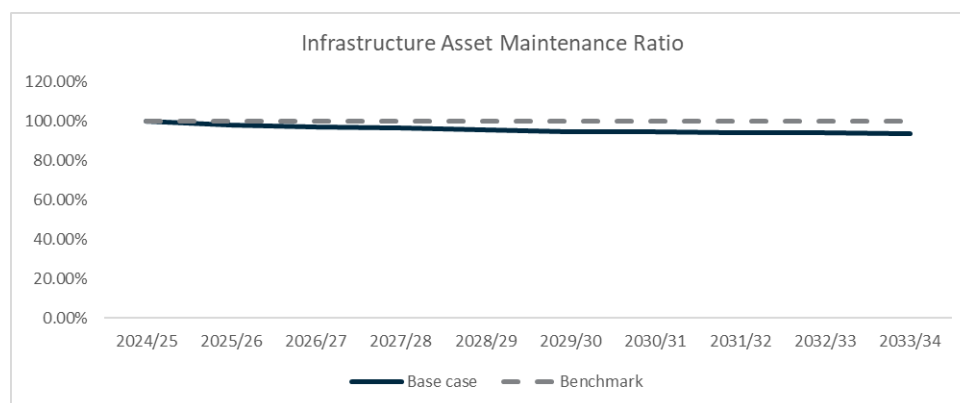
Figure 8 Asset renewal ratio



7.1.2 Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance for each asset class, i.e. the expenditure considered sufficient to keep the asset in service and in the condition expected for its age. A ratio of above 100% indicates that the council is investing enough funds that year to prevent the infrastructure backlog from growing. The benchmark is greater than 100%. The ratio is shown to decline as the current budget does not allow for the increased operations and maintenance costs associated with new assets.

Figure 9 Asset maintenance ratio



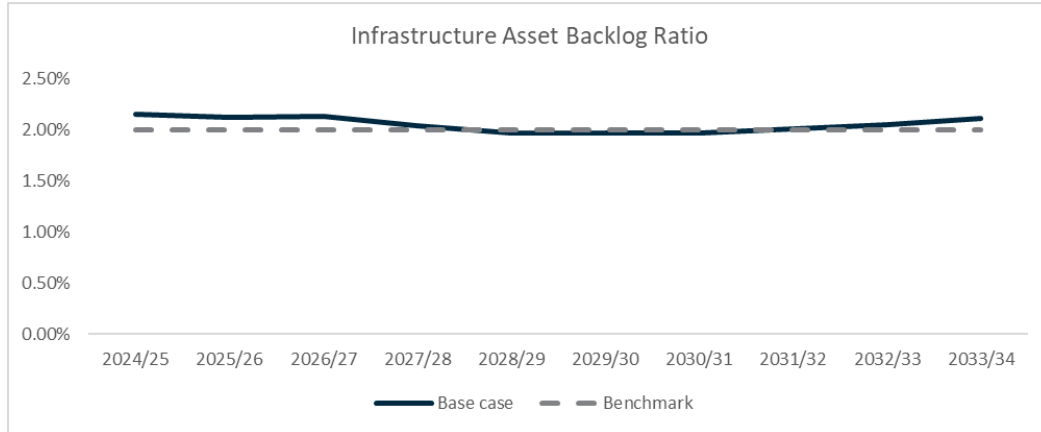
7.1.3 Asset Backlog Ratio

This ratio shows what proportion the infrastructure backlog (cost to satisfactory) is against the carrying value of a council's infrastructure. The benchmark is less than 2%.

Based on 2023/24 reporting and the modelling used for this plan, Council appears to be slightly above the benchmark 2%, however as noted earlier in this Strategy and in the AMPs, the true backlog is likely to be higher. The improvement plan includes recommendations to improve the data and calculation method for this ratio.



Figure 10 Asset backlog ratio





8 Risk and Criticality

8.1 Risk Management

Infrastructure risks are managed in accordance with Council's Enterprise Risk Management Policy and Enterprise Risk Management Strategy. The purpose of infrastructure risk management is to identify, assess and treat risks associated with Council infrastructure and the provision of services from these assets.

8.2 Critical Assets

Critical assets are those assets that are likely to result in significant consequences in terms of impact on organisational objectives in the event they are out of service due to damage or failure.

Council use the risk matrix, as documented within the Enterprise Risk Management Strategy, to identify critical assets by posing the question "What are the consequences if this asset becomes unavailable or fails?" The consequences and likelihood of this scenario are then assessed to determine the asset's criticality.

While the consequence of failure might be significant, they do not necessarily have a high likelihood of failure. The assets with risk ratings identified as high, or above, have currently been ranked as critical. Common criteria for "High" critical assets per asset class are shown in the table below. By identifying critical assets and critical failure modes, Council can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

Table 24 Common criteria for 'High' critical assets per asset class

Transport	Buildings	Stormwater	Open Space	Marine	Lighting
Road classification	Civic purpose	Size	Retaining walls	Seawalls	Risk exposure
Waterway area	Size	Private property / building	Height of land retained	Use(s) of the retained land	Strategic location
Emergency services	Multipurpose	What is on retained land	What is below retained land	Height	Value and investment
Proximity to schools	Frequency of use	Road classification	Composition of retained land	Marine infrastructure	Maintenance complexity
Bus routes	Hazardous materials stored on site	Critical flooding location	Water treatment plant and pumps	Heritage asset	Compliance and standards
Accident history	Historical significance	Flood function	Water tank volume	Utilisation	Community engagement
	Emergency Service / management use		Water tank location	Required for safety	Technological integration
			Water pipes		
			Treated water use		



Having considered the critical risk matrices and based on the operational expertise and experience of Council officers, the following assets have been considered the most critical assets for the organisation as a whole.

Table 25 Critical assets

Asset class	Organisational critical assets
Transport	<ul style="list-style-type: none"> – All Bridges – Hospital Road, Concord - pavement
Buildings	<ul style="list-style-type: none"> – Works Depot Administration Office – City of Canada Bay Civic Centre – Concord Public Library – Concord Oval Building A – Cabarita Pool – Drummoyne Pool
Stormwater	<ul style="list-style-type: none"> – 9x open channels – 36x culverts – Qty pipes to be confirmed
Open Space	<ul style="list-style-type: none"> – Water reticulation facility located in Concord – The Connection, Rhodes – Water play feature – Drummoyne Oval – recycled water system – St Lukes, Concord - Hockey recycled water system – Main Water Storage Tank A, – Main Water Storage Tank B
Marine	<ul style="list-style-type: none"> – 50x seawall assets – 9x foreshore assets
Lighting	<ul style="list-style-type: none"> – Main switchboard (MSB) – Sports field lights – Pedestrian crossing lights – (all crossings)



8.3 Enterprise Risk Management Framework

Council's Enterprise Risk Management (ERM) Framework covers wide range of projects, programs and activities. The plan feeds into the Delivery Program and Operational Plan and is also to be used in management of assets or infrastructure related risk.

Council operates a wide range of diverse projects, programs and activities and has many diverse stakeholders with varying needs and expectations. Therefore, the scope of Council's organisation-wide risk management must cover all activities. Specifically, the context of risk management will include:

Table 26 Risk management context

Governance	Sound processes for decision-making i.e. the processes by which decisions are implemented or not implemented
Compliance	Meeting the expectations and requirements of those stakeholders who regulate the organisation
WH&S	Achieve fewer and less severe injuries, better trained and informed employers and workers, improved morale among workers
Finance/Property	Includes strategic and business planning, financing and accounting
Operational	Includes programs, activities and processes to deliver internal and external services
Environmental	Given exposure or series of exposures that may damage human health or the physical environment

Council's risk management process closely follows guidelines that set out in AS/NZ 31000:2009.



9 Asset Management Strategic Actions

The Asset Management Strategy is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future
- enable Council's Asset Management Policy to be achieved
- ensure the integration of Council's asset management with its Community Strategic Plan.

The Asset Management Strategy proposes the following areas of focus and strategic initiatives to enable the objectives of the Community Strategic Plan to be achieved.

Table 27 Asset Management Strategic Actions

Area of focus	Strategic action	Desired Outcome
Financial management	Continue the move from annual budgeting to long term financial planning	The long-term implications of Council services are considered in annual budget deliberations
	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
	Continue to Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that Asset remaining lives are assessed on an annual basis	Financial sustainability information is available for Council and the community
Data and technology	Enhance Council's asset register data to enable more comprehensive reporting and decision support	Improved decision making and greater value for money
	Investigate emerging technologies such as artificial intelligence (AI) that may improve the speed and accuracy of condition assessment and defect identification	
People and leadership	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
	Implement an improvement plan to initially realise 'core' maturity for the financial and asset management competencies, then progress to 'advanced' maturity	Improved financial and asset management capacity within Council
	Report annually to Council on development and implementation of Asset Management Strategy and Plans and Long- Term Financial Plans	Oversight of resource allocation and performance



Appendix 1 Asset Management Plan – Buildings



Asset Management Strategy

City of Canada Bay – Building Assets

March 2025



Document status

Ref	Version	Written by	Peer review	Approving director	Date
7790	draft	M. Drummond/C. Scanlon	G. Smith	J. McKenzie	August 2024
7790	draft	C. Scanlon	C.Anich	C.Anich	October 2024
7790	Revision	C. Scanlon	G. Smith	G. Smith	5 March 2025
7790	Final	C. Scanlon	NA	NA	31 March 2025

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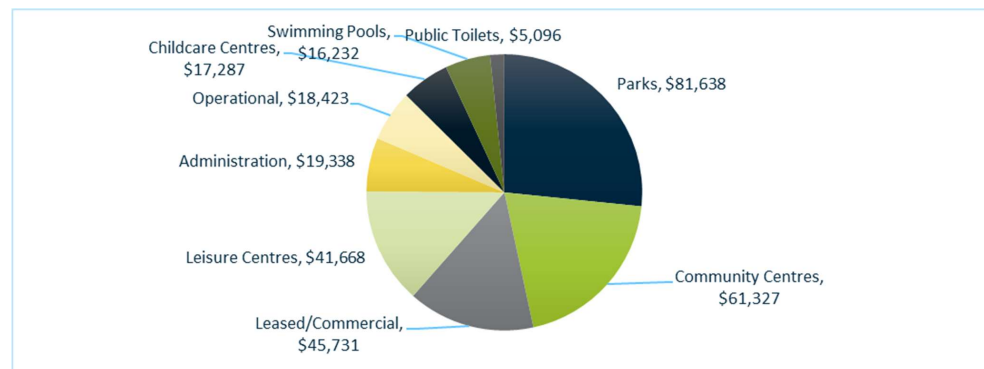
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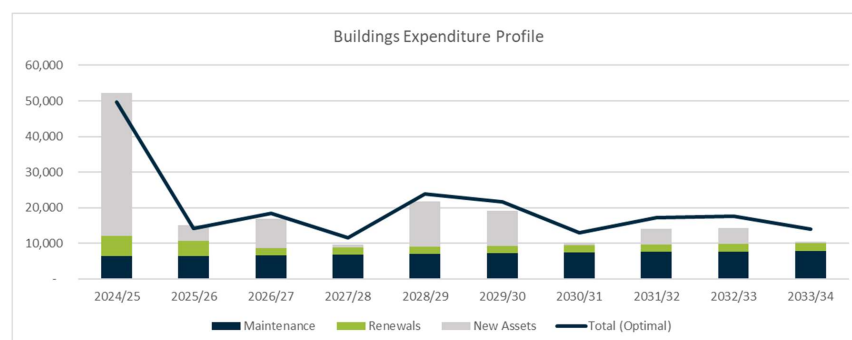
Appendix 1 Asset Management Plan - Buildings

This Asset Management Plan (AMP) covers the City of Canada Bay Council's (Council) extensive building portfolio. The portfolio includes assets essential to the running of Council, such as administration centres and work depots, and services to the community including libraries, childcare centres, and aquatic centres. Council's portfolio of building assets has a gross replacement value of \$321,260,000 (as at June 2023).

Figure 1 Buildings asset dashboard



Infrastructure ratio	Planned 2024/25	Estimated 2033/34	Funding position (\$,000s)	
Infrastructure renewals ratio	186.21%	43.82%	Year 1 (2024/25)	+\$2,636
Target – 100%			Ten-year average	-\$1,252
			Ten year total	-\$12,521
Infrastructure backlog ratio	0.68%	2.37%		
Target – <2%				
Maintenance ratio	100%	89.9%	Year 1	+\$0
Target – 100%			Ten-year average	-\$479
			Ten year total	-\$4,7946
Overall funding position			Year 1	+861
			Ten-year average	-\$1,732
			Ten year total	-\$17,315





A. 1.1 Main Findings

Council's building assets are expected to remain in a condition that supports community service needs. However, as buildings and their components age, it is essential to anticipate potential renewal activities required, by conducting condition assessments across the portfolio.

Buildings are Council's fastest growing asset portfolio. Significant development in the Council area is leading to population growth and the need for additional services. Council's building portfolio will significantly increase in value over the length of the plan. Council will acquire an additional \$86.5 million of buildings by 2033/34. Whilst these facilities are mainly funded by developer contributions, there will be a significant impact in terms of increased depreciation and increased maintenance costs for these facilities.

The planned acquisition of new building assets includes

- Rhodes Recreation Centre – 2025
- Affordable Housing Acquisitions – 2029 and 2030
- Rhodes East local Community Venue – 2031 to 2033

Given that these new facilities will significantly add to the building portfolio, it would be appropriate to assess the whole building portfolio to determine if all the assets are fit for purpose. As the area develops, the issue of building functionality and capacity will be highlighted. Council may need to undertake ongoing reviews of its building portfolio to determine whether the current and future building portfolio is and continues to meet the community's needs.

Council, when developing a long-term renewals program for building assets, will need to consider the current high-level of condition of the portfolio. Currently, the anticipated ten-year renewal expenditure program suggests that the proposed expenditure should be sufficient to maintain the overall asset portfolio in very good to good condition, with the building backlog ratio remaining well below the 2% benchmark for the duration of the plan.

The overall confidence level of the plan is considered to be "acceptable." The improvement plan actions will help Council improve the confidence rating by using better condition data and consistent calculation methods for operations and maintenance costs.



A. 1.2 Asset Inventory, Values and Condition

The table below identifies the components that make up Council's building portfolio, along with asset component values and the overall condition of the asset class.

Table 1 Building assets inventory, values and condition (as at June 2024)

Asset Group	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
					1	2	3	4	5
Buildings	Childcare Centres	17,287	13,477	217	0.0%	34.3%	65.7%	0.0%	0.0%
	Community Centres	61,327	50,607	1,035	0.0%	38.8%	61.2%	0.0%	0.0%
	Council Offices/Administration Centres	19,338	10,824	413	0.0%	1.0%	98.4%	0.6%	0.0%
	Leased/Commercial	45,731	40,310	243	52.1%	28.2%	18.0%	1.7%	0.0%
	Leisure Centre	41,668	35,087	819	73.0%	0.0%	27.0%	0.0%	0.0%
	Operational	18,423	13,012	233	0.0%	34.3%	63.1%	2.5%	0.1%
	Parks	81,638	73,440	1,554	67.4%	15.5%	9.9%	7.2%	0.0%
	Public Toilets	5,096	4,100	60	12.7%	43.2%	21.1%	20.9%	2.0%
Swimming pools		16,232	8,949	182	23.1%	17.8%	59.1%	0.0%	0.0%
Grand total		306,740	249,806	4,756	37.1%	21.8%	38.4%	2.7%	0.0%

Gross replacement cost has increased by \$112.6 million since the publication of the previous AMP (March 2022). The total number of assets in conditions 1, 2 and 3 is currently 97.3%, down from 98.1% in the previous AMP. This AMP includes the swimming pools which were previously in Open Space.

A condition assessment is scheduled in 2025. This updated condition data will influence future project prioritisation and budget allocations, which will be incorporated into the next version of the AMP.



A. 1.3 Asset Based Level of Service

The following table provides Council's level of service for its building assets, showing target performance and current performance (actuals for 2022/23).

Table 2 Building assets levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2023/24 actuals)
Accessibility	Provide adequate physical access to facilities	Disability Discrimination Act (DDA) compliance DDA action plan	Percent of Community facilities are DDA compliant. Compliance with DDA Action Plan.	TBC
Quality / Condition	Percent of physical assets in condition 3 or better	Condition assessment	95% of assets in satisfactory condition or better.	97.3%
Reliability / Responsiveness	. Customer requests are dealt with in a timely manner.	Council's customer Request System	90% of customer requests are completed within Council's Customer Charter.	46%
Community Satisfaction and Involvement	Community Buildings and Facilities meet community needs	Community satisfaction survey – Community Buildings and Facilities	The gap between the importance and Satisfaction rating improves.	2021: -32% 2023: -23% Satisfaction rate of 90% is above the importance rating of 67%
Affordability	The services are affordable and managed using the most cost-effective methods for the required level of service	Review of service agreements and benchmark with other councils	Total operating and maintenance are not greater than benchmarking against comparable councils. Any major renewal and capital works projects go through a capital works framework, requiring business case to demonstrate economic benefits and value.	TBC
Sustainability	Assets are managed with respect for future generations	Life cycle approach to managing assets	Prepare a ten-year asset functionality/condition-based renewals plan. Ensure the plan is approved by authorities and updated every four years.	TBC
	Assets meet financial sustainability ratios	Renewal ratio	Between 90% and 110%	56.32% (FY 23/24)



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2023/24 actuals)
		Backlog ratio	Between 2% and 4%	0.85% (FY 23/24)
		Maintenance ratio	Between 90% and 110%	103.42% (FY 23/24)
Health & Safety	Ensure buildings/facilities are safe and do not cause a hazard to people	Quarterly inspections, operational reports and safety audits	100% of Annual Fire Safety Statements are certified for each facility requiring it. Safety inspections are carried out for each facility.	TBC



A. 1.4 Future Demand / Demand Management Plan

The key impacts on future demand for Council's building assets are outlined below.

Table 3 Building assets future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	The increase in population will impact on the number of people using services provided out of Council owned buildings. Council will need to regularly assess whether the current building portfolio is fit for purpose and has the functionality and capacity to provide the current range of services and any additional services required into the future.	<ul style="list-style-type: none"> Council adopted a Social Infrastructure (Community) Strategy and Action Plan in 2019. The strategy outlines how Council can enhance our existing community facilities and facilitate the delivery of new facilities to respond current and future community needs. The Building Services team are currently preparing a Public Toilet Strategy to guide the needs and future management of Council's public toilet facilities.
Demographics	Changing demographics may not have a direct impact on the type of buildings that Council provides, however if the current and/or new services required as a result of changing demographics are not appropriate for the current facilities, then new, enhanced or different buildings may be required.	<ul style="list-style-type: none"> The Social Infrastructure (Community) Strategy and Action Plan takes into account the current and future demographics of the city and outlines how Council can enhance our existing community facilities and facilitate the delivery of new facilities to respond current and future community needs.
Social/Economic	May have an impact on the type of services provided and indirectly the type of buildings available.	<ul style="list-style-type: none"> The Social Infrastructure (Community) Strategy and Action Plan has reviewed the services our community facilities currently deliver and outlines how Council can enhance our existing and facilitate the delivery of new facilities to respond to current and future community needs. Public Toilet Strategy.
Increasing Costs	Will be a requirement to continue to maximise service delivery within the funding limitations.	Council will continue to review its processes to ensure its getting best value for money.



Demand Factor	Impact on Assets	Demand Management Plan
Environment and Climate	May impact on the environmental sustainability of buildings and their increasing move to renewable energy sources.	<ul style="list-style-type: none"> The Environmental Strategy sets out Council's direction by identifying key actions to achieve our targets. This includes reduction of emissions and decrease in potable water usage. An annual budget of \$350,000 has been allocated for sustainable building project. Council is currently developing a Climate Resilience Framework to describe how Council will proactively plan, adapt and respond to the impacts of climate change
Lifestyle	May have an impact on the type of services provided and indirectly the type of buildings available.	<ul style="list-style-type: none"> The Social Infrastructure (Community) Strategy and Action Plan has reviewed the services our community facilities currently deliver and outlines how Council can enhance our existing and facilitate the delivery of new facilities to respond to current and future community needs.
Technology	Improved technology can better the environmental management of construction and the management of the building portfolio into the future.	<ul style="list-style-type: none"> Council has funded an annual \$300,000 building innovation program to implement new and innovative technologies for our building assets.

A. 1.5 Maintenance Strategies

Council currently has no documented maintenance strategy for buildings maintenance. Council's maintenance is currently in three forms:

- programmed maintenance activities
- cyclical maintenance activities
- reactive maintenance activities.

Council carries out annual inspections to identify building defects and improvements. These items are prioritised and an annual program prepared to repair the high and medium priorities.

Council's cyclical maintenance activities are listed below. These are generally carried out under a periodic contact with suitably qualified contractors.

The remainder of the maintenance activities are reactive in nature. Most of the defects are notified to staff via Council's customer request system.


Table 4 Planned/cyclical maintenance

Activity	Frequency	Cost in 2023/24
Cleaning	Various	\$1,200,000
Security (Access control and CCTV, patrols)	Various	\$180,000
HVAC	Various	\$170,000
R&G and strip drains	Various	\$130,000
Sanitary	Various	\$70,000
Height safety	Annual	\$70,000
Lift	Various	\$60,000
Fire	Various	\$70,000
Pest control	Various	\$40,000
Backflow	Annual	\$20,000
TMV	Annual	\$10,000
Electrical - TNT, RCD, Thermal and PFC	Annual	\$30,000
Auto doors, gates, garage doors, shutters, operable walls	Various	\$15,000
Building exterior - window, roof, façade and exterior	Various	\$15,000
Pump servicing	Various	\$20,000
Total		\$2,100,000.00

Table 5 Reactive maintenance

Activity	Est. no. work orders in 2023/24	Cost in 2023/24
Building maintenance	1,143	\$500,000

In terms of volume, the reactive tasks far exceed the planned; with the commencement of a formalised building inspection program, Council anticipates that additional scheduled tasks or changes in frequencies will occur to reduce the overall number of reactive tasks.

These costs are considerably lower than reported in the financial statements suggesting that there may be other operational or capital costs incorrectly classified as maintenance, for example utilities expenses. Council should develop a methodology to accurately categorise operational expenditure as operations or maintenance and ensure maintenance KPIs are consistently calculated and reported (improvement action BD1). Cleaning, security and sanitary services are operational costs rather than maintenance. Excluding these costs, 56% of the maintenance expenditure is planned or cyclical maintenance. Council should consider monitoring the ratio of planned to reactive maintenance with a view to achieving a ratio around 60:40 to 70:30 (improvement action BD2).



A. 1.6 Renewals Strategies

Council has no documented strategy for buildings renewals projects. In developing Council's renewals plans priority is given to buildings that are not fit for purpose, have accessibility needs or have compliance issues.

Currently most of Council's building assets are in satisfactory condition, and as such renewals are not always based on asset condition. Council staff have identified issues in relation to accessibility and functionality as the primary drivers for asset renewals.

Council is continuing to inspect all Council's buildings on an ongoing basis to ensure that a proactive renewals program is developed that will maintain asset condition and improve overall functionality and accessibility of all building assets (improvement action BD3).

Condition is recorded at the building or valuation component level and may not reflect the actual condition of systems and components within the building (e.g. HVAC systems, vertical transport, plumbing and hydraulics, windows). Annual renewal programs should be at the component level so that the renewal ratio, condition profile and cost to satisfactory more accurately report the state of these assets (improvement action BD4).

Council will, over the course of this plan, acquire an additional \$85.8 million in new building assets. This will add significantly to the annual depreciation and maintenance expenditure for the portfolio, impacting both the buildings renewal ratio and maintenance ratio.

Council should estimate lifecycle costs for new buildings well ahead of the construction phase and consider strategies to reduce operational costs such as designing out maintenance (Improvement action BD5).

Additionally, Council should review the total number and floor space of buildings and develop a rationalisation plan to identify buildings approaching end of functional and/or serviceable life (improvement action BD6).



A. 1.7 Financial Outlook

The table below shows the planned budget forecast compared to the required budget forecast (what Council would need to fund to meet asset condition needs). Over the ten-year period, there is a \$17.3 million funding gap when compared to the required forecast based on asset needs.

Table 6 Expenditure projections

Budget gap by asset group (\$,000s)			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Buildings	Planned*	Renewals	5,693	4,196	2,021	2,021	2,025	2,029	2,033	2,037	2,041	2,052
		New and Expanded Assets	40,289	4,395	8,162	848	12,734	9,888	712	4,496	4,500	506
		Maintenance and Operations	6,305	6,463	6,624	6,790	6,960	7,134	7,312	7,495	7,682	7,874
		Total Planned Expenditure	52,286	15,054	16,808	9,659	21,719	19,050	10,057	14,028	14,223	10,432
	Required**	Renewals	3,057	3,246	3,382	3,588	3,688	3,973	4,218	4,331	4,505	4,683
		New and Expanded Assets	40,289	4,395	8,162	848	12,734	9,888	712	4,496	4,500	506
		Maintenance and Operations	6,305	6,533	6,838	7,021	7,420	7,778	7,981	8,257	8,540	8,759
		Total Required Expenditure	49,651	14,174	18,382	11,457	23,841	21,639	12,910	17,084	17,545	13,948
Funding gap		817	2,636	880	-1,574	-1,798	-2,122	-2,588	-2,854	-3,056	-3,322	

*Planned expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

**Required expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council. OLG does not define required spend for new and expanded assets, for this forecast optimal expenditure is considered to be the expenditure identified in adopted strategies and funded in the long term financial plan.

Over the ten-year period Council plans to spend 15% of its budget on renewals, 49% on new/expanded assets and 36% on maintenance and operations. Council plans to spend \$86.5 million on new or expanded assets over the ten-year period.

A positive funding gap indicates Council is spending more than the required amount and exceeding the financial sustainability benchmarks. A negative funding gap indicates Council is not spending enough to meet the benchmarks.



Asset performance ratios

The following three graphs show the building asset ratios over the ten-year forecast period. All ratios generally sitting below benchmarks, aside from the renewal ratio which sits above the benchmark for 2024/25, in line with the increased renewal expenditure. It then drops to well below the benchmark from 2026/27, and consequently the backlog ratio increases over this period.

Figure 2 Building assets renewal ratios

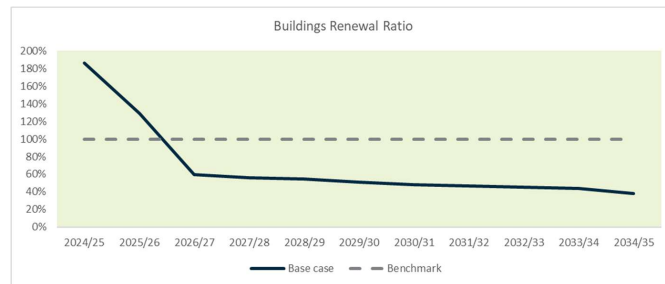
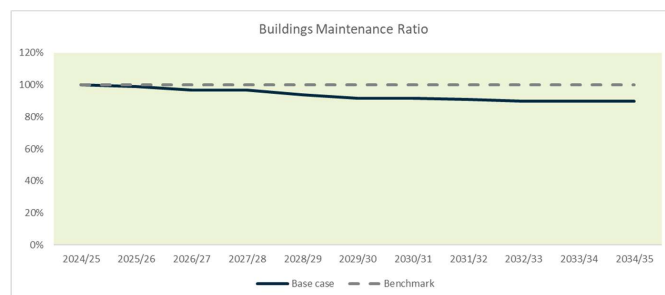
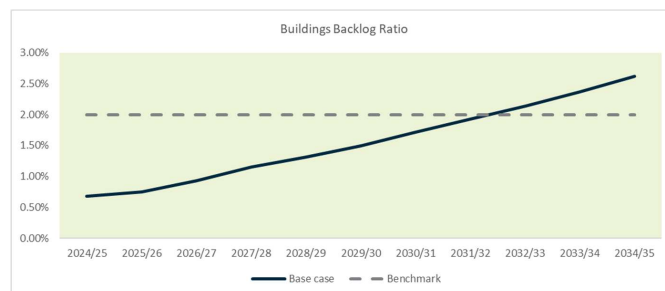


Figure 3 Building assets maintenance ratios



The maintenance ratio decreases largely because the planned budget does not take into account additional maintenance needed for new and upgraded assets.

Figure 4 Building assets backlog ratios



The backlog ratio is well under the benchmark, initially because there are only 2.7% assets reported in Condition 4 or 5. In later years the anticipated renewals are less than depreciation (even allowing for the additional depreciation from new assets), leading to a likely decline in condition and an a growth in backlog.



A. 1.8 Critical Assets

The following asset attributes considered when looking at critical building assets. These factors include:

Table 7 Attributes of critical building assets

Attribute	High	Medium	Low
Civic purpose	Yes	No	No
Size	Large	Medium	Small
Multipurpose	>4 user groups	3-2 user groups	1 primary user
frequency of use	Daily	3 - 4 time per week	1 - 2 time per week
Hazardous materials stored on site	Yes		
Historical significance	Yes		
Emergency Service / management use	Yes		

To be considered a critical asset, the asset should have multiple attributes that meet a high or medium risk. An asset which has a single high or medium risk may not necessarily be considered a critical asset.

Based on the above considerations, Council staff have identified the following assets as of being of high criticality.

Table 8 Critical building assets

Critical Asset	Failure Mode	Impact
1001668 – Works Depot Administration Office	Building not habitable	Impact on Council services
1041509 – Canada Bay Civic Centre	Building not habitable	Impact on Council services
1041512 – Concord Public Library	Building not habitable	Impact on Council services/reputation
1066706 – Concord Oval Building A	Building not habitable	Impact on Council services/reputation
1066707 – Concord Oval Building B	Building not habitable	Impact on Council services/reputation
1041544 – Cabarita Pool	Building not habitable/failure of treatment plant	Impact on Council services/reputation/public health
1041545 – Drummoyne Pool	Building not habitable/failure of treatment plant	Impact on Council services/reputation/public health

These assets should be noted as “Critical” in the asset register (improvement action BD7).



A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 9 Confidence levels

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Acceptable'.

Asset class	Inventory	Condition	Age	Overall
Buildings	Acceptable	Uncertain	Acceptable	Acceptable

A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
BD1	Develop a methodology to accurately categorise operational expenditure as operations or maintenance and ensure required/actual maintenance is consistently calculated and reported.	High	2024/25	Low
BD2	Monitor planned vs reactive maintenance costs with a view to achieving a planned: reactive ratio of at least 60:40.	Medium	ongoing	Low



Ref	Improvement action	Priority	Timeframe	Effort
BD3	Continue the prioritised asset condition inspection program and ensure data is updated in the asset register.	High	Ongoing	Medium
BD4	Inspect and record the condition of asset components (e.g. HVAC systems, pool plant and equipment) so that renewals and backlog for these components can be accurately forecast and reported.	High	2024/25	Medium
BD5	Develop a methodology to estimate lifecycle cost of new and upgraded assets.	Medium	2024/25	Medium
BD6	Consider developing a rationalisation plan to reduce the number of buildings in the portfolio balanced community expectations and outcomes.	Medium	2025/26	High
BD7	Include asset criticality status on the asset register.	High	2024/25	Low



Appendix 2 Asset Management Plan –Transport



Asset Management Plan - Roads and Transport
City of Canada Bay
March 2025



Document status

Ref	Version	Written by	Reviewed	Approving director	Date
7790	draft	R. Slater/C. Scanlon	G. Smith	J. McKenzie	August 2024
7790	Draft	C. Scanlon	C.Anich	C.Anich	4 October 2024
7790	Rev 2	C. Scanlon	G. Smith	NA	5 March 2025
7790	Revision 3 - Final	C. Scanlon	NA	NA	31 March 2025

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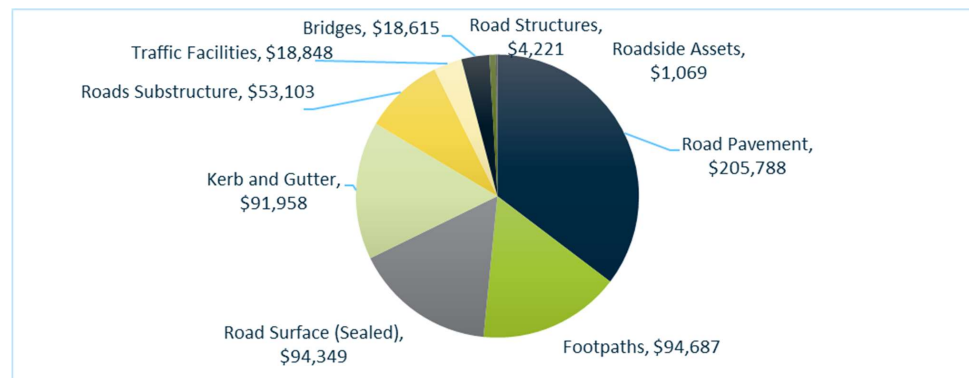


Appendix 1 Asset Management Plan – Roads and Transport Assets

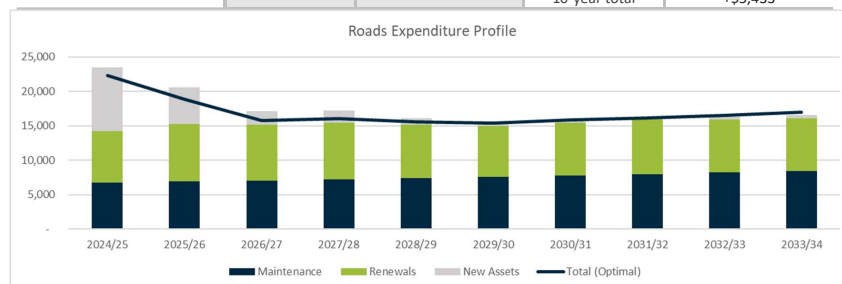
Council's Roads and Transport assets provide an essential day to day service for the ratepayers, residents and visitors to the City of Canada Bay. Council's transport assets include roads, footpaths, kerb and gutter, and ancillary road assets such as traffic facilities and road signs. Combined, these assets provide one of Council's most used and visible services.

The proper management of the transport network will ensure that people and goods move efficiently and effectively around and through the Council area. It should be noted that Council's transport assets are essential and key to economic development within the Local Government Area. The total asset value is \$582,638,000 for 2023/24 as shown below.

Figure 1 Road Transport Asset Dashboard



Infrastructure ratio	Planned 2024/25	Estimated 2023/34	Funding position (\$,000s)	
Infrastructure renewals ratio	118.28	95.62	Year 1 (2024/25)	+\$1,156
Target – 100%			10-year average	+\$607
			10-year total	+\$6,079
Infrastructure backlog ratio	0.65%	0.38%		
Target – 2%				
Maintenance ratio	100%	99.16%	Year 1	\$0
Target - 100%			10-year average	-\$65
			10-year total	-\$645
Total funding gap			Year 1	+\$1,156
			10-year average	+\$543
			10-year total	+\$5,433





A. 1.1 Main Findings

Council's previous Asset Management Plan (AMP 2022) forecast a backlog of 0.50% by 2032/33. This plan forecasts reaching a backlog of 0.38% by 2033/34. While this delivers a road network in excellent condition overall, this may not represent the best value for money if there are other asset types or classes in less than satisfactory condition.

Keeping the roads in good to very good condition should reduce the required and actual maintenance spend, particularly on reactive maintenance. This should help improve road safety, availability, and customer satisfaction

Council is currently undertaking an asset condition survey which will reveal the extent to which the high amount of rainfall in the years since the previous inspection (2019) has affected the condition of the road assets.

Council's renewals and maintenance strategies appears to be adequate for its pavement and surfacing assets. Council now needs to review if there is adequate of funding for its other asset types e.g. bridges, which has seen a marked increase in condition 5 assets.

Council should consider modelling the effects of reducing funding to the optimal level so that other assets in condition 5 can be renewed or maintained to a satisfactory condition.

There is a large amount of development uplift in the area that will lead to new and upgraded assets partly funded by developers and grants. This will increase the value of the portfolio and the operational cost to Council. Upgraded assets include a portion of renewals, the value of which can be difficult to quantify in the asset planning stage.

Council anticipates significant investments in road, footpath, and traffic infrastructure upgrades in response to public demand. These investments will accelerate the renewal of existing infrastructure. Substantial funding is allocated for these projects over the next 4-5 years, starting from 2025-2026. The 10-year financial plan projects a significant increase in the infrastructure renewal rate, although this is indicative and subject to final plans and designs.

The current economic climate, characterized by inflation and the increasing impact of climate change, poses significant challenges for asset management. Rising construction costs, driven by more robust construction standards compared to historical practices, may lead to delays in renewal projects and budget overruns.

To mitigate these risks, it is recommended to conduct more frequent comparisons of current construction rates to historical data. This analysis will enable more accurate forecasting of future costs and the development of proactive strategies to address potential challenges.

Overall, Council's data is considered "reliable." The improvement plan is focussed on improving the maintenance forecasts to give greater confidence in the financial projections and ratios.



A. 1.2 Asset Inventory, Values and Condition

Table 1 Road and transport assets inventory, values and condition (as at June 2024)

Asset Group	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
					1	2	3	4	5
Roads	Sealed Roads Surface	94,349	67,930	1,702	31.1%	24.1%	40.1%	4.0%	0.6%
	Sealed Roads Pavement	205,788	144,538	1,648	11.8%	50.3%	31.1%	6.6%	0.1%
	Road Formation	53,103	53,103	0	100.0%	0.0%	0.0%	0.0%	0.0%
Bridges	Bridges	18,615	12,595	165	13.3%	43.4%	34.8%	2.0%	6.5%
Footpaths	Footpaths/Cycleways	94,687	77,106	1,123	12.0%	86.2%	1.5%	0.2%	0.0%
Other Road Assets	Kerb and Gutter	91,958	56,977	921	3.0%	23.4%	73.3%	0.3%	0.0%
	Traffic Facilities	18,848	14,928	330	26.2%	57.0%	14.7%	2.0%	0.1%
	Road Structures	4,221	3,694	221	76.6%	9.0%	13.5%	0.8%	0.1%
	Roadside Assets	1,069	777	58	51.6%	16.5%	13.0%	11.5%	7.4%
Grand Total		582,638	431,647	6,169	22.7%	42.7%	31.0%	3.2%	0.4%

Gross Replacement Cost (GRC) has increased by \$95,005,000 since the last AMP due to indexation and revaluation. Total asset condition in C1, C2 or C3 is 96.4%, slightly up from 96.2% in the previous AMP. The biggest change in condition was in the bridges assets where Condition 5 has grown from 0.6% to 6.5%.



A. 1.3 Asset Based Level of Service

Table 2 Roads and transport levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2022/23)
Accessibility	The road network is convenient, offers choices of travel, and is available to the whole community	Continuous monitoring as part of operational activities	% of residents and businesses think that the network is adequate to carry the vehicles, and loadings required is increasing	TBC
Quality / Condition	The local road network is strategically and efficiently maintained, renewed and upgraded	Survey of road pavement condition	100% of road pavements in condition 3 or better 90% of road surfaces in condition 3 or better	93.2% 95.3%
Reliability / Responsiveness	Council is responsive to the needs of its residents and asset users	Councils Customer Request System	90% of requests are completed within Council's customer charter	TBC
Community Satisfaction and Involvement	Condition of local sealed roads	Community satisfaction survey	Gap between importance and performance decreases	TBC
	The condition of local streets and footpaths in your area	Community satisfaction survey	Gap between importance and performance decreases	TBC
Sustainability	Transport assets meet financial sustainability ratios	Renewal ratio	Between 90% and 110%	122.61%(2023/24)
		Backlog ratio	Between 2% and 4%	0.73% (2023/24))
		Maintenance ratio	Between 90% and 105%	90.5% (2023/24))
Health & Safety	The network feels safe to use and is regarded safe in comparison to other similar networks	Number of road accidents annual RMS accident reports	Three-year annual average traffic crashes are decreasing	2019 - 208 2020 - 188 2021 - 157 2022 - 180
Affordability	Access to facilities and services is affordable and cost effective	Review of service agreements and benchmark with other councils	Total maintaining and operating cost per km is maintained in line with benchmarking against comparable regional councils	TBC



A. 1.4 Future Demand / Demand Management Plan

Table 3 Roads and transport future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	<p>Population growth of 1.54% per year for the next 20 years will place an increased demand and traffic volumes on Council's roads. Traffic management will continue to be a major issue and will need to be continually assessed and addressed.</p> <p>Much of this growth will be from increasing density and redevelopment of areas including Rhodes East, Strathfield Triangle, and the Parramatta Road Corridor.</p>	<ul style="list-style-type: none"> • Ensure masterplans for future development areas include adequate provision for public infrastructure. • Work with developers to ensure adequate infrastructure is constructed as part of the development. • Allow for 1.54% growth rate in future budgets.
Demographics	<p>The trend towards an increasing and older population will place an increased demand on some transport assets, especially the footpath network and access to public transport.</p>	<ul style="list-style-type: none"> • Council is funding \$300,000 per year to implement the Pedestrian Access and Mobility Plan (PAMP) which identifies a prioritised list of pedestrian improvements. • Council has allocated \$200,000 annually to improve accessibility at bus stops.
Transportation Changes	<p>It is likely that as traffic volumes and the population increase, there will be increased demand for more public transport and as such the expansion of the public transport network will need to be monitored and planned.</p> <p>The current trend in road transport is a move towards electric vehicles and as such infrastructure to support these vehicles may be required.</p> <p>Increasing traffic congestion has seen a higher demand for cycle infrastructure.</p>	<ul style="list-style-type: none"> • Council has developed an Electric Vehicle Strategy and Electric Vehicle Charging Infrastructure Policy to guide the installation of electric vehicle charging infrastructure. • Council has developed its Bike Plan to identify priority works to improve its bicycle network. \$200,000 has been committed each year to implement this plan. • Council has received \$7m in NSW Government funding to construct the East West Regional Cycleway to establish a cycle connection between Concord and the Bay Run.
Increasing Costs	<p>Will be a requirement to continue to maximise service delivery within the funding limitations.</p>	<ul style="list-style-type: none"> • Monitor and review renewal strategies and techniques to minimise asset lifecycle costs.
Environment and Climate	<p>Transport assets will be impacted by severe weather events including heavier rainfall and higher temperatures. This will increase demand for resilient assets that continue to function in all weather conditions. There may be demand for</p>	<ul style="list-style-type: none"> • Design new and renewed assets to withstand effects of climate change.



Demand Factor	Impact on Assets	Demand Management Plan
	new materials and additional structures to withstand these conditions.	
Lifestyle	Will impact on access to facilities provided into the future including vehicular and pedestrian access. Further consideration in relation to the impact on limited parking facilities will need to be considered.	<ul style="list-style-type: none"> Council has adopted a Foreshore Access Strategy to increase connectivity and improve access to Council owned foreshore.
Technology	May require improved environmental management of construction and the management of the transport network into the future.	<ul style="list-style-type: none"> Continue to review and investigate new technologies to reduce asset lifecycle costs.

A. 1.5 Maintenance Strategy

Council generally undertakes maintenance activities in both a planned and reactionary basis. Council's aim is to gradually move more of its maintenance activities to a planned cyclical maintenance, however, there is always a need to be responsive to the request by road users and customers.

Key strategies include:

- Apply pavement rejuvenation as an early intervention maintenance treatment to extend the life of the pavement. Rejuvenation is a cost-effective alternative treatment to asphalt resurfacing. When applied at the correct time, it will extend the life of the pavement without the costly expense of reconstruction. Rejuvenation is a maintenance treatment. Surface cracks must be crack sealed and pavement failures heavy patched before the rejuvenation treatment is applied.
- Crack seal concrete road pavements to protect the sub-base every seven years. Concrete pavement which has been overlaid with asphalt is very susceptible to moisture ingress as the asphalt acts as a reservoir for the water. Concrete pavement must also be monitored for rocking and grout injection applied before the slab fractures.
- We have recently commenced a footpath grinding program for our footpath assets. This is a cost-effective way to reduce the number of trip hazards on our footpath network and reduce the risk of injuries due to slips and falls. The program budget was \$300,000 in 2023/24 and will reduce to \$200,000 from 2024/25 onwards.

Table 4 Planned/Cyclical maintenance

Activity	Frequency	Cost in 2023/24
Joint/Crack Sealing Program	Annual	\$100,000 (25%)
Footpath grinding program	Annual	\$300,000 (75%)
Total		\$400,000

Table 5 Reactive maintenance

Activity	Est. no. work orders in 23/24	Cost in 2023/24
Kerb and Gutter	125 (3.2%)	\$8,950 (0.4%)



Activity	Est. no. work orders in 23/24	Cost in 2023/24
Footpath & Driveway Maintenance	1028 (46.5%)	\$616,668 (28.4%)
Road Pavement Maintenance	1687 (43.4%)	\$862,765 (39.7%)
Street Signs	846 (21.8%)	\$173,530 (8.0%)
Streetscape (Bins and Seats)	158 (4.1%)	\$508,680 (23.4%)
Total	3884	\$2,170,593

Currently council is operating 16% Planned versus 84% Reactive.

Council's maintenance spend is currently less than considered optimal. Council should further analyse and review its required maintenance (usually historical budget) to ensure the estimate reflects the likely need for maintenance given the renewal spend appears to be greater than required (improvement actions RD1 and RD2).

A. 1.6 Renewals Strategies

Asset condition data is used to determine the amount of capital expenditure that is required to be spent on renewal in the next ten years. To provide the current level of service, mitigate risk and optimise maintenance and renewal expenditure, the intervention level for renewal or replacement of the road pavement assets is Condition 4.

Council's road assets are in excellent condition. Council has over the years adopted a strategy of ensuring that road seals are renewed on a regular basis to ensure the overall integrity of the road pavement. As such Council aims to have 100% of its road pavements in better than satisfactory condition.

The current road renewal program was developed following detailed condition inspection in 2019. The program is based on overall pavement and surface condition data and current defects. This initial program is validated each year by field inspections to determine the annual program. The field validation includes:

- Confirmation of condition and need to renew in the field.
- Undertaking deflection testing prior to all renewals to ensure the appropriate depth of asphalt is applied. This strategy will prevent premature failure of the pavements and ensure that the optimal asset lifecycle is achieved.
- Identify heavy patching required to ensure localised pavement failures won't occur and the pavement will achieve its asset lifecycle.
- When undertaking heavy patching, patch the entire lane width so that upon renewal the heavy patch previously installed may not need to be re-deep lifted with asphalt.

The overall strategy will ensure that Council's renewal expenditure is optimised and that pavement renewals (which are approximately 2.5 times more expensive than roads surface) are minimised.

Typically, at Canada Bay, footpaths and kerbs are not reconstructed in total. Generally, footpaths are rehabilitated by replacing only the failed sections of pathway. This is a typical service standard for metropolitan councils.

Council's public domain assets are affected by local development and population growth. Upgrades of these assets to meet demand will include a renewal component. Council's cycleways are also flagged for upgrading to create a regional network, and these upgrades will have a renewal component. The renewal component has been modelled at 25% of the estimated capital value, and will be revised as these projects progress to design



and construction stages.



A. 1.7 Financial Outlook

The table below shows Planned forecast (what Council is planning to fund) vs Required forecast (what Council should consider funding to meet condition needs). Over the 10-year period there is a \$5,433,000 funding surplus when compared to the Required Forecast.

Table 6 10-year expenditure projection – roads

Budget Gap by Asset Group			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Roads and Transport	Planned*	Renewal	7,479	8,357	8,089	8,167	7,713	7,375	7,625	7,889	7,659	7,678
		New and Expanded Assets	9,279	5,291	1,920	1,808	972	420	515	420	421	423
		Maintenance and Operations	6,747	6,916	7,089	7,266	7,447	7,634	7,824	8,020	8,221	8,426
		Total Planned Expenditure	23,505	20,564	17,098	17,240	16,133	15,429	15,965	16,329	16,300	16,527
	Required**	Required Renewal (Depreciation)	6,323	6,580	6,744	6,925	7,108	7,288	7,467	7,651	7,838	8,030
		New and Expanded Assets	9,279	5,291	1,920	1,808	972	420	515	420	421	423
		Required O&M	6,747	6,965	7,152	7,342	7,527	7,712	7,902	8,096	8,294	8,498
		Total Required Expenditure	22,349	18,836	15,816	16,074	15,607	15,420	15,884	16,166	16,554	16,951
		Overall (GAP)	1,156	1,727	1,282	1,167	525	9	81	163	-253	-424

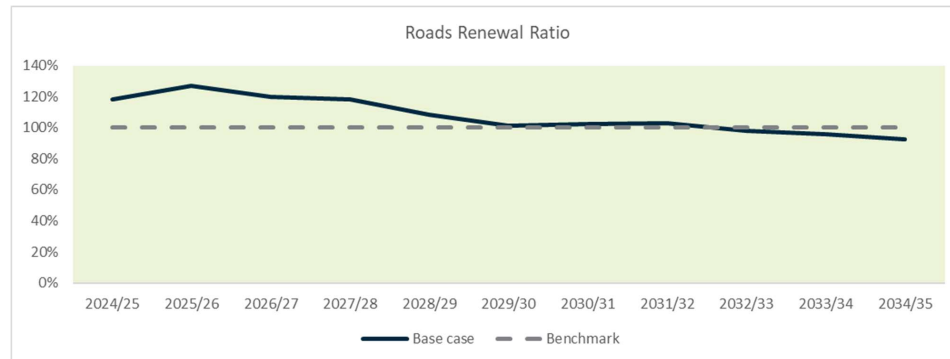
*Planned expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

**Required expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

Over the 10-year period Council plans to spend 45% of its budget on renewals, 12% on new/expanded assets and 43% on maintenance and operations.

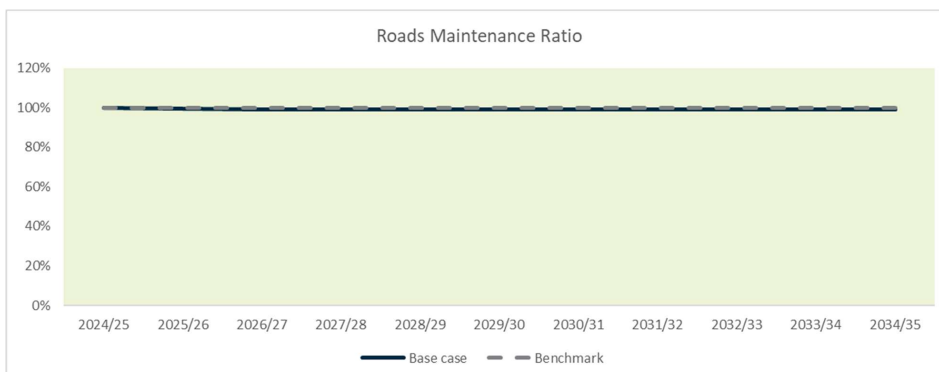


Figure 2 Roads renewal ratio



The performance ratios are generally healthy as a result of Council's large planned renewal spend on road assets. Major upgrade projects include a renewal component of 25%, which results in a renewal ratio well above the benchmark in years 2 to 6 of the planning period. This is an estimate for modelling purposes and will change as these projects are delivered and capitalised.

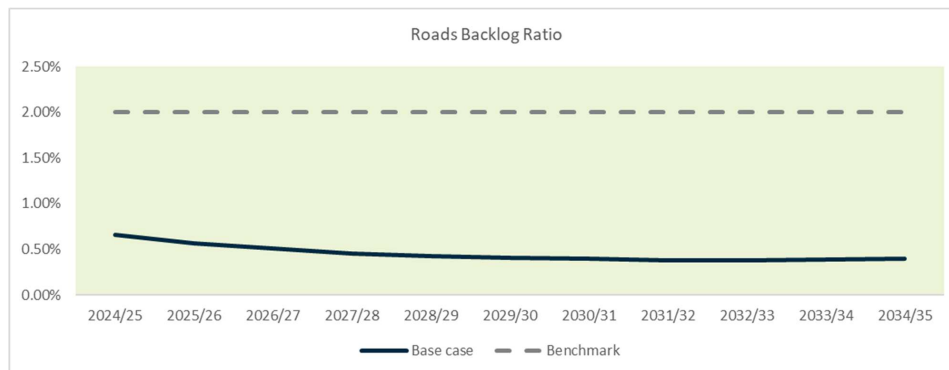
Figure 3 Roads maintenance ratio



Council's required and actual road maintenance costs are in line with comparable councils. However, there is room to improve the budgeting process and cost capture processes which will give greater confidence in this ratio.



Figure 4 Roads backlog ratio



The backlog ratio for road assets is already well below benchmark and the planned renewal program will continue to reduce the backlog to almost zero. While this is a good outcome for road users, it may not represent the best value for Council considering other non-road assets are underfunded for both renewals and maintenance.

A. 1.8 Critical Assets

The following asset attributes were considered when looking at critical road assets. These factors include:

Table 7 Roads and transport critical asset attributes

Attribute	High	Medium	Low
Road Classification	Arterial Roads	Collector Roads	Local/Lanes
Waterway area	Road runs parallel to Waterway	Road runs perpendicular to roadway	
Emergency Services	Police, Ambulance, Hospital	RFS, NSWFB, SES	Council depot
Schools	40km zones		
Bus routes	School bus route		
Accident history	Fatality	Accidents (hospitalisation)>5	
Isolated Communities	Only one road providing access to or from a community		

Critical assets are assets that have a high consequence of failure, but not necessarily a high likelihood of failure. The attributes in the above table have been considered in identifying critical assets. To be considered a critical asset, the asset must meet several high or medium attributes. It does not need to meet all attributes

The following critical assets have been identified. Critical assets should be flagged as such in the asset register (improvement action RD3).



Table 8 Roads and transport critical assets

Critical Asset	Failure Mode	Impact
All Bridges	Deterioration of structure and collapse of bridge	Loss of road and rail access. Injury or Fatality. Loss of reputation
Hospital Road Pavement	Pavement Failure	Loss of access to major hospital. Loss of reputation

A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Each of the individual road asset categories have different reliability rating as considered below.

Table 9 Roads and transport data confidence

Asset class	Inventory	Condition	Age	Overall
Roads	Reliable	Acceptable	Acceptable	Reliable
Other Road Assets	Reliable	Reliable	Acceptable	Reliable
Bridges	Reliable	Reliable	Acceptable	Reliable
Kerb & Guttering	Reliable	Reliable	Acceptable	Reliable
Traffic Facilities	Reliable	Reliable	Acceptable	Reliable



Road Structures	Reliable	Reliable	Acceptable	Reliable
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The overall confidence level of the plan is considered to be 'Reliable'.

A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
RD1	Develop a methodology to accurately categorise operational expenditure as operations or maintenance and ensure required/actual maintenance is consistently calculated and reported	High	2024/25	Low
RD2	Monitor planned vs reactive maintenance costs with a view to achieving a planned: reactive ratio of at least 60:40.	Medium	ongoing	Low
RD3	Include asset criticality status on the asset register.	High	2024/25	Low



Appendix 3 Asset Management Plan – Stormwater



Asset Management Strategy

City of Canada Bay – Stormwater assets

March 2025

**Document status**

Ref	Version	Written by	Peer review	Approving director	Date
7790	draft	R. Slater/C. Scanlon	G. Smith	J. McKenzie	August 2024
7790	Draft	C. Scanlon	C.Anich	C.Anich	2 October 2024
7790	Revision 2	C. Scanlon	G. Smith	NA	5 March 2025
7790	Revision 3 - Final	C. Scanlon	NA	NA	31 March 2025

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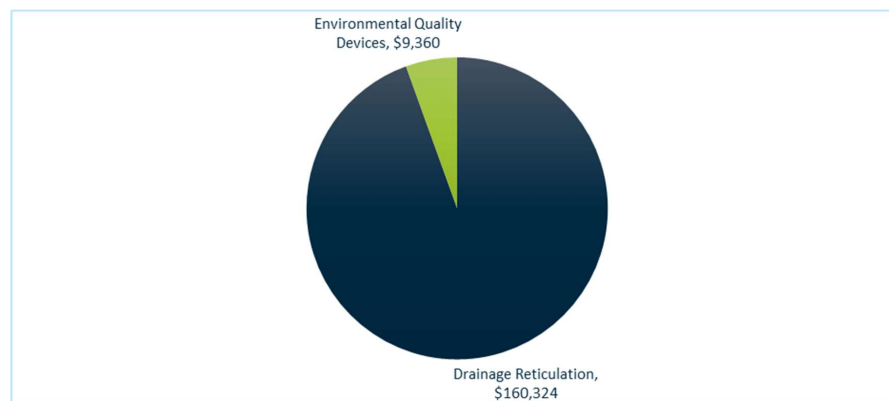
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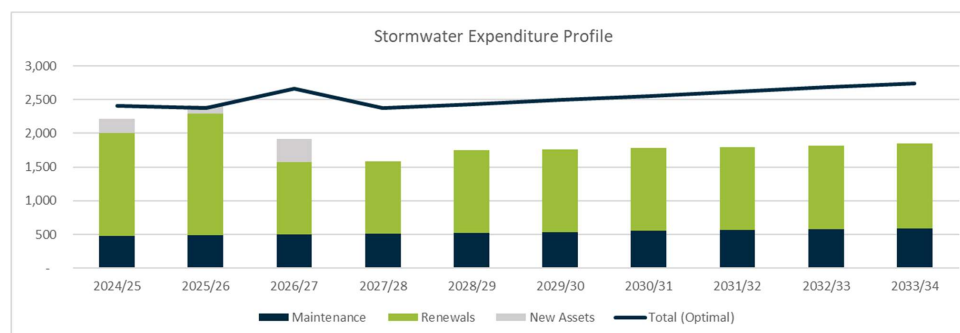
Appendix 1 Asset Management Plan – Stormwater Drainage

This Asset Management Plan (AMP) covers the infrastructure assets that serve Canada Bay Council's (Council) stormwater needs. These assets include pipes, pits, culverts, channels and stormwater quality devices throughout the Council area that assist in the management of stormwater. The total replacement cost of these assets is \$169,684,000 as at June 2024 as shown below.

Figure 1 Stormwater Dashboard



Infrastructure ratio	Planned 2024/25	Estimated 2033/34	Funding position (\$,000s)	
Infrastructure renewals ratio Target – 100%	88.41%	58.33%	Year 1 (2024/25)	-\$200
			10-year average	-\$648
			10-year total	-\$6,484
Infrastructure backlog ratio Target – 2-5%	6.99%	6.51%		
Maintenance ratio Target – 100%	100%	100.32%	Year 1	\$0
			10-year average	\$0
			10-year total	\$5
Total funding gap			Year 1	-\$200
			10-year average	-\$648
			10-year total	-\$6,479





A. 1.1 Main Findings

Nearly 82% of Council's drainage network is in acceptable condition (condition 3 or better). However, with at least 18.2% reported to be less than satisfactory condition, the cost to satisfactory is the second highest of all asset classes at \$7.537m. The asset condition data for Council's stormwater assets is considered acceptable (see Section A.1.9 - Confidence Levels). This is because most of the asset condition data is estimated based on age rather than by physical inspection.

The renewal forecast is based on recurring annual programs for pipe relining and general stormwater management, with no detailed forward works beyond Year 1. Hence the backlog ratio shows no significant improvement over the plan horizon.

To mitigate the ongoing risk of underfunding asset renewals, Council will need to get a better understanding of its stormwater assets and how they are performing through a risk based, prioritised, condition inspection program. Getting a better understanding of the condition and useful life of the asset base will lead to a more realistic estimation of depreciation, allowing better modelling of the future expenditure requirements (Improvement Action SW3).

Maintenance is primarily reactive, and Council should ensure that works are correctly identified as operational or capital. The forecast maintenance ratio is around 85% which is probably acceptable, however, Council should review the calculation method and assumptions to improve confidence in this ratio.

Council's most recent comprehensive asset valuation was in 2021. The next comprehensive revaluation is due in 2026. Desktop valuations have occurred annually to adjust asset values for inflation.

Overall, Council's data is considered "acceptable." The improvement plan is focussed on improving both financial and technical data to give greater confidence in the financial projections and ratios.



A. 1.2 Asset Inventory, Values and Condition

Table 1 Stormwater asset inventory, values and condition (as at June 2024)

Asset Group	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
					1	2	3	4	5
Stormwater									
	Drainage Reticulation	160,324	98,337	1,570	9.9%	41.1%	29.8%	10.0%	9.1%
	Stormwater Quality Devices	9,360	7,361	117	51.1%	15.0%	32.4%	1.0%	0.5%
Grand Total		169,684	105,698	1,687	12.2%	39.6%	30.0%	9.5%	8.7%

Gross Replacement Cost (GRC) has increased by \$25,453 since the last AMP. Total reported asset condition in C1, C2 or C3 = 81.8%, down from 89.1% in the previous AMP. The biggest change in condition was in the Stormwater Quality Devices assets which previously had 100% in Condition 1 and is now distributed over C1 to C3 ratings.



A. 1.3 Asset Based Level of Service

Table 2 Stormwater levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance
Quality/condition	Percent of assets in condition 3 or better	Condition assessment	95% of assets in satisfactory condition or better	79.20%
	Percent of network inspected	Condition assessment	2% per year	1.4%
Reliability / Responsiveness	Percent compliance with Council's documented response time	Council's Customer Request System	90% of requests are completed within Council's customer charter	TBC
Affordability	The services are affordable and managed at the lowest possible cost for required level of service	Review of service agreements and benchmark with other councils	Total maintaining and operating cost per km is maintained in line with benchmarking against comparable councils	TBC
Sustainability	Assets are managed with respect for future generations	Life cycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan. Ensure the plan is approved by authorities and updated every four years	TBC
	Assets meet financial sustainability ratios	Renewal ratio	Between 90% and 110%	33.26% (FY 23/24)
		Backlog ratio	Between 2% and 4%	7.13% (FY 23/24)
		Maintenance ratio	Between 90% and 110%	94.36% (FY 23/24)
Health & Safety	Services do not cause a hazard to people	Annual inspections, operational reports and safety audits CRMS data	Number of health nuisance reported from facilities or assets (noise, mosquitoes, etc), decreasing complaints	TBC



A. 1.4 Future Demand / Demand Management Plan

Table 3 Stormwater assets future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	Increased developments and populations will increase hard runoff surfaces, increasing the peak flow of water into the drainage system. The community's expected level of service may increase as new owners experience nuisance stormwater matters for the first time.	New developments must comply with Council's Development Control Plan, which has requirements for onsite detention of stormwater, which, when applied on a network scale, is anticipated to reduce or maintain the peak flow of water into the drainage system.
Demographics	Demographic changes should not impact the assets themselves. As the demographic changes to a younger population due to the ageing population decreasing and the anticipated increase in populations, the community's expected level of service may increase as new owners experience nuisance stormwater matters for the first time and want them to be resolved.	Council will continue to manage the system as it has been doing. Should Council wish to increase its delivered level of service to meet community expectations, the demand management plan can be reassessed. A future plan may involve construction of new assets, or the upgrade of existing assets.
Social / Economic	Social/economic changes are not expected to affect these assets directly. There are indirect effects, such as economic changes causing Council's delivery capacity to change, but that is also covered under increasing costs.	No plan.
Transportation Changes	As the city promotes more active transport opportunities, the community's expectation will be that active transport routes are not affected by stormwater. As such, the expected level of service for stormwater drainage will increase.	Should Council wish to increase its delivered level of service to meet community expectations, the demand management plan can be reassessed. A future plan may involve construction of new assets, or the upgrade of existing assets.
Increasing Costs	Asset management costs will increase, including cost to maintain, operate, renew, dispose and acquire.	Budgets should be increased each financial year accordingly to maintain the same level of service delivery.
Environment and Climate	Changes to weather patterns, particularly increases in the intensity of more frequent storm events, will see increased usage of the stormwater drainage system, and could possibly accelerate the asset lifecycle and increase frequency of maintenance activities.	Monitor performance of the system in increasing intensity events and adjust design requirements if appropriate. Adjust useful lives of assets if lifecycles are being accelerated due to increased utilisation.
Lifestyle	As for Transportation Changes, as the city promotes more active transport opportunities, the community's expectation will be that active transport routes are not affected by stormwater. As such, the expected level of service for stormwater drainage will increase.	Should Council wish to increase its delivered level of service to meet community expectations, the demand management plan can be reassessed. A future plan may involve construction of new assets, or the upgrade of existing assets.



Demand Factor	Impact on Assets	Demand Management Plan
Technology	As technological capability improves, the resources required to undertake inspection, renewal and construction works will decrease. The improvement of relining technology in particular will improve the efficiency of relining works.	Keep up to date on latest technology and ensure Council is taking advantage of more efficient methodologies for inspection, construction and renewal.

A. 1.5 Maintenance Strategies

No official strategies are in place. Council is currently in the process of establishing an internal, living document “Stormwater Drainage Guidelines”. This document aims to outline ownership and responsibilities, direction, maintenance and renewal strategies, technical requirements for new assets, asset register and GIS requirements, communication and file storage guides, and current project lists (Improvement Action SW1).

When implemented for other asset portfolios, the internal guidelines proved very effective. It was a central place for all of Council’s information regarding that asset portfolio and allowed the transparent and effective sharing of information. The guideline outlines Council’s maintenance approach, including reactive maintenance and cleaning, and proactive maintenance and cleaning, particularly for assets which have been identified as having recurring operational issues.

Table 4 Planned/Cyclical maintenance

Activity	Frequency	Cost in 2023/24
FY23/24 No planned/cyclical maintenance	-	\$0
FY24/25 Cleaning of pits that have been identified as having recurring blocking issues	Monthly	28 pits identified so far, though this is expected to increase. \$160k per year

Table 5 Reactive maintenance

Activity	Est. no. work orders in 23/24	Cost in 2023/24
Pit structure maintenance	105 (34.4%)	\$200k (53.3%)
Cleaning of pits	200 (65.6%)	\$175k (46.7%)
Total	\$305k	\$375k

Currently, Council is operating in a mostly reactive manner. For FY2024/25, Council is aiming to increase the portion of proactive cleaning work to 50%. This will be achieved with scheduled pit inspections and cleaning. Council believes this will be effective as certain pits have proved to require recurring instances of cleaning, and cleaning them before they become blocked will improve their level of service delivery.

For structural maintenance, there is no strategy to increase the proportion of proactive maintenance as these works typically involve repairing damage and Council cannot predict when an asset will be damaged. Scheduled works of this nature will be included in the renewal programs.



A. 1.6 Renewals Strategies

At present, condition is the primary deciding factor regarding renewal schedules. Occasionally, risk and criticality will influence renewal schedule. For example, a new amenities building was recently constructed over an existing brick culvert. The scaling of risk likelihood and consequences of failure outweighed the scaling of condition in this case, and the culvert was scheduled for renewal.

Locational Considerations – When an asset is scheduled to be renewed, Council also considers assets that are located in the proximity of the subject asset, and whether or not they would be suitable for early renewal. It is anticipated that even though this may result in the loss of some residual value and life, the cost savings and future works balancing of performing renewal works in bulk at the same location would outweigh the negatives. If a subject asset is condition 4 or 5, Council would consider proactively renewing nearby assets that are generally at least condition 3, subject to their criticality. Additionally, a factor in works scheduling is location as, if appropriate, assets can be grouped into bundles that share locational proximity to save construction time and cost.

This is assessed manually based on the asset register information, GIS information, and local knowledge.

Level of Service – Expected level of service is also a contributing factor towards the renewal program. If Council determines that the community's expected level of service delivery for an asset is not currently being met, it may consider renewing it before it would be flagged for renewal considering condition alone. For example, if an existing pit is condition 3, but the community expects the pit inlet to be larger to allow more water to enter the drainage pit and pipe network, then Council may consider renewing it early, and renewing it with a pit that has more inlet capacity.

This is assessed and measured on the community's feedback and requests for level of service increases, and also on Council's expected level of service demand changes for that asset, such as expected future developments or public domain plans.

Disposals – The first question that is asked when an asset is flagged for renewal is whether Council or the community require that asset. Council has many assets and often falls into the cycle of acquiring new assets without properly managing or disposing existing assets. If Council determines that the subject asset is not required, it will consider disposing of it instead of renewing it to reduce ongoing asset lifecycle costs.



A. 1.7 Financial Outlook

The table below shows Planned Forecast (what Council is planning to fund) vs Required Forecast (what Council should consider funding to meet condition needs). Over the 10-year period there is a funding deficit of \$6,479,000.

Table 6 Expenditure projections

Budget Gap by Asset Group (\$000's)			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Stormwater	Planned*	Renewal	1,528	1,812	1,072	1,072	1,222	1,226	1,230	1,234	1,238	1,258
		New and Expanded Assets	210	120	350	-	-	-	-	-	-	-
		Maintenance and Operations	474	486	498	510	523	536	550	563	578	592
		Total Planned Expenditure	2,213	2,417	1,920	1,582	1,746	1,762	1,780	1,797	1,815	1,850
	Required**	Required Renewal (Depreciation)	1,729	1,774	1,818	1,866	1,911	1,958	2,006	2,054	2,105	2,156
		New and Expanded Assets	210	120	350	-	-	-	-	-	-	-
		Required O&M	474	486	498	511	523	536	549	562	576	590
		Total Required Expenditure	2,413	2,380	2,666	2,376	2,434	2,494	2,554	2,617	2,681	2,746
		Overall (GAP)	-200	38	-746	-794	-689	-731	-775	-819	-865	-896

*Planned expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

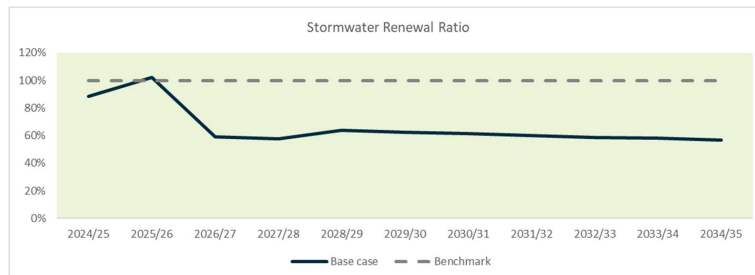
**Required expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

Over the 10-year period Council plans to spend 68% of its budget on renewals, 4% on new/expanded assets and 28% on maintenance and operations.

A positive funding gap indicates Council is spending more than the required amount and exceeding the financial sustainability benchmarks. A negative funding gap indicates Council is not spending enough to meet the benchmarks.

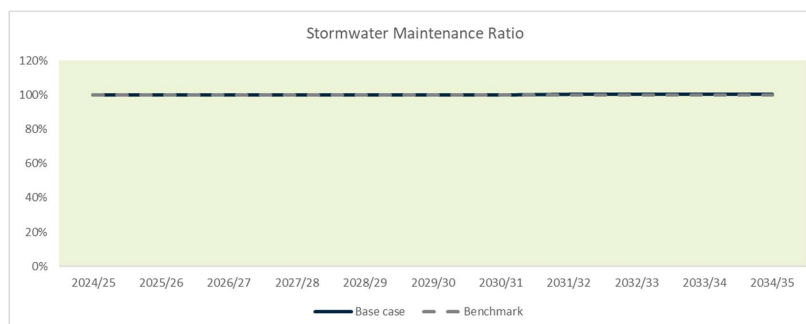


Figure 2 Asset Renewal Ratio



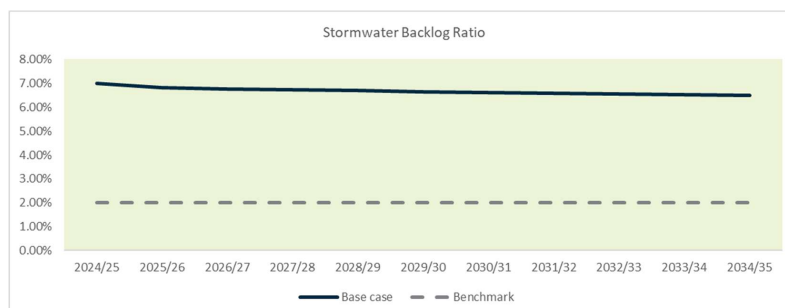
The renewal ratio forecast shows that, other than in the first year, Actual Renewal funding is below the optimal levels for this portfolio. However, the optimal renewal is the depreciation amount and as stormwater assets have long lives, and the useful life is uncertain, this is not a reliable indicator in the short to medium term for this asset class. Depreciation and useful lives should be reviewed (Improvement Action SW5).

Figure 3 Stormwater maintenance ratio



The base case maintenance expenditure is less than the required. The shortfall can be addressed by increasing the funding, or by reviewing the required maintenance (Improvement Action SW4). For example, the required maintenance can be set as a percentage of asset value.

Figure 4 Stormwater backlog ratio



The backlog ratio does not reduce significantly over the ten-year plan timeframe. This reflects the challenge of developing a forward works program beyond 1-2 years based on known asset condition and performance.



A. 1.8 Critical Assets

The following asset attributes were considered when looking at critical stormwater assets. These factors include:

Table 7 Critical asset attributes

Attribute	High	Medium	Low
Size	diameter \geq 900	450 < dia \leq 825	dia \leq 450
Private Property / Building	Underneath a building	In private property, not underneath a building	In road reserve or open space, not underneath a building
Road Classification	Arterial	Collector	Local, Lane, N/A (i.e. open space, property, etc.)
Critical Flooding Location	Yes	No	No
Flood Function	Floodway	Flood storage/fringe	None

Based on the above considerations Council staff have identified critical culvert and channel assets. Council has not identified any critical pipe assets at this stage, however, ongoing analysis of asset criticality will continue (Improvement Action SW2).

Table 8 Stormwater critical assets

Asset type	No. of critical assets
Open Channels	9
Culverts	36
Pipes	TBC

A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 9 Stormwater confidence levels

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment. Recent CCTV footage has been obtained and is stored in Council's record keeping system/asset database.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation. CCTV footage, old or new, has been obtained and is stored in Council's record keeping



Confidence Grade	General Meaning
	system/asset database.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Table 10 Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Stormwater	Reliable	Uncertain	Reliable	Acceptable

The overall confidence level of the plan is considered to be 'Acceptable'.

Confidence in the condition data will increase as the condition inspection program progresses (Improvement Action SW3)

A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
SW1	Update and approve the Stormwater Drainage Guidelines.	High	2025/26	Medium
SW2	Include asset criticality status on the asset register.	High	2025/26	Low
SW3	Continue the prioritised asset condition inspection program and ensure data is updated in the asset register.	High	Ongoing	Medium
SW4	Review and document the "required maintenance" amount to include planned maintenance and estimated reactive maintenance.	Medium	2024/25	Low
SW5	Review the depreciation expenditure and useful lives prior to the next revaluation.	Medium	2024/25	Low

Appendix 4 Asset Management Plan – Open Space



Asset Management Strategy

City of Canada Bay – Open Space Assets

March 2025



Document status

Ref	Version	Written by	Peer review	Approving director	Date
7790	draft	M. Drummond/C. Scanlon	G. Smith	J. McKenzie	August 2024
7790	Revised	C. Scanlon	C. Anich	C. Anich	3 October 2024
7790	Rev 2	C. Scanlon	G. Smith	NA	5 March 2025
7790	Rev 3 - Final	C. Scanlon	NA	NA	31 March 2025

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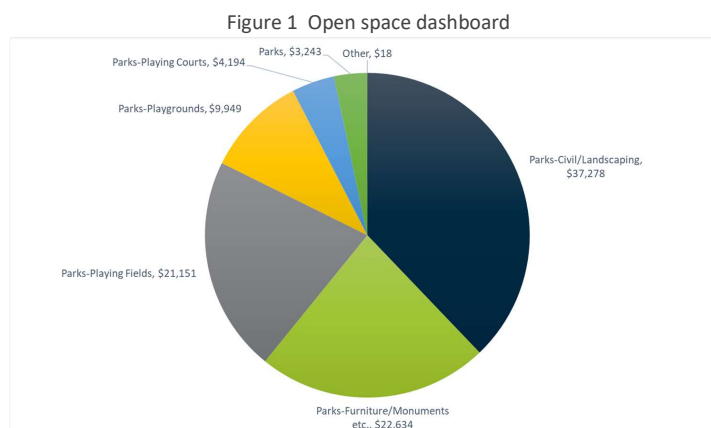
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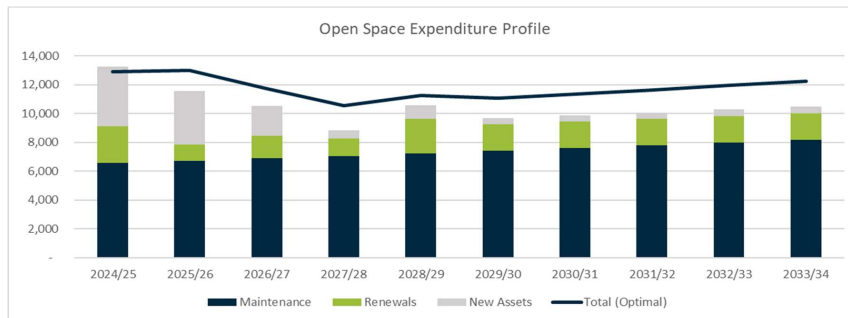
Appendix 1 Asset Management Plan - Open Space Assets

Open space assets play an essential role in ensuring communities are healthy and have a better understanding of the environment, along with a more active and healthier lifestyle. Council's open space assets also help attract and retain visitors and tourists to the area. Open space assets are essential to the wellbeing of a community.

Council's portfolio of open space assets has a gross replacement value of \$98,467,000 as at 30 June 2024 as shown below.



Infrastructure ratio	Planned 2024/25	Estimated 2033/34	Funding position (\$,000s)	
Infrastructure renewals ratio			Year 1 (2024/25)	+\$369
Target – 100%	116.92%	60.73%	Ten-year average	-\$851
			Ten year total	-\$8,511
Infrastructure backlog ratio				
Target – 2%	0.48%	2.04%		
Maintenance ratio			Year 1	\$0
Target – 100%	100%	93.3%	Ten-year average	-\$404
			Ten year total	-\$4,039
Total funding gap			Year 1	\$369
			Ten-year average	-\$1,255
			Ten year total	-\$12,550



A. 1.1 Main Findings

Council's open space assets are often the most prized assets in local government. They significantly assist in the delivery of Council's corporate objectives and are generally highly valued by the local community.

To align with community expectations and anticipated population growth, Council's renewals programs for playgrounds include an upgrade component of up to 20%, expanding the capacity or functionality of existing playgrounds to cater for a greater population and potentially more age groups. This will increase the required maintenance and result in a slight funding gap in the later years of the plan.

Overall, Council's open space assets are currently in very good condition, with more than 94% at condition 3 or above. Condition data for many assets has not been comprehensively updated since 2018; a full condition inspection is scheduled for FY 2024/25.

Parks have higher maintenance and operational costs than other assets due to the cyclical nature of activities such as mowing, vegetation management, and weed control. Community expectations of parks maintenance is usually high.

Parks maintenance is also affected by weather, with heavy rain events in recent years leading to cancellation of sports fixtures and bringing community attention to the role of Council in providing sports fields that are well maintained and have adequate drainage to minimise the impact of adverse weather.

Overall, Council's data is considered "acceptable." The improvement plan is focussed on improving the condition data and aligning the reporting categories to the AMP to give a more accurate condition profile and performance ratios.



A. 1.2 Asset Inventory, Values and Condition

The table below identifies the components that make up Council's open space asset portfolio, along with asset component values and the overall condition of the asset class as at 30 June 2024.

Table 1 Open space asset inventory, values and condition as at June 2024

Asset Group	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)*	Condition				
					1	2	3	4	5
	Parks	3,243	2,807	16	74.2%	0.0%	20.3%	5.5%	0.0%
Open space	Parks - civil/landscaping	37,278	29,438	593	30.9%	37.5%	22.9%	7.8%	1.0%
	Parks - furniture/ monuments etc	22,634	17,402	566	32.4%	39.6%	23.7%	3.5%	0.7%
	Parks - playgrounds	9,949	8,778	507	72.1%	17.0%	5.6%	5.3%	0.0%
	Parks - playing courts	4,194	3,312	89	17.2%	71.7%	8.3%	2.8%	0.0%
	Parks - playing fields	21,151	19,412	357	85.8%	10.0%	3.7%	0.5%	0.0%
	Other	18	17	0	100.0%	0.0%	0.0%	0.0%	0.0%
Grand total		98,467	81,166	2,128	48.1%	30.2%	16.5%	4.7%	0.5%

*Depreciation for all asset components is not included in the Special Schedule 7 report from which this table is derived, and has been calculated from the asset register.

The composition of the portfolio has changed since the previous AMP with Swimming Pools being moved into Buildings and Lighting assets being moved to a new AMP. Hence the asset values and condition profile have not been compared with the previous AMP. To make future reporting and planning easier Council should align its financial reporting categories with the asset management plans (improvement action PR1).



A. 1.3 Asset Based Level of Service

The following table provides Council's levels of service for its open space assets, showing target performance and current performance (actuals for 2023/24).

Table 2 Open space assets levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2022/23 actuals)
Accessibility	Parks are open and available.	Continuous monitoring as part of operational activities	Parks are open and available to the community 365 days/year.	100%
Quality / Condition	Condition assessment	Percent of assets in condition 3 or better for active and passive parks	95% of assets in satisfactory condition or better.	95.6%
Reliability / Responsiveness	Customer requests are actioned in a timely manner	Council's Customer Request System	90% of requests are completed within Council's customer charter.	45%
Community Satisfaction and Involvement	Park facilities are provided that meet community demand	Community satisfaction survey for recreational facilities	The gap between importance and performance rating improves.	2021:-7% 2023: -7% Maintenance of open space assets scored an importance score of 86% and a satisfaction score of 93% in the latest survey
Sustainability	Facilities meet financial sustainability ratios	Renewal ratio	Between 90% and 110%	54.36% (FY 2023/24)



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2022/23 actuals)
		Backlog ratio	Between 2% and 4%	0.59 (FY 2023/24)%
		Maintenance ratio	Between 90% and 110%	85.31%
Health & Safety	Safe park facilities are provided	Playground inspections, operational reports and safety audits	Reduction in the number of high priority playground defects.	0%



A. 1.4 Future Demand / Demand Management Plan

The key impacts on future demand for Council's open space assets are outlined below.

Table 3 Open space assets future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	Population growth will place an increased demand on assets.	Council adopted a Social Infrastructure (Open Space and Recreation) Strategy and Action Plan in 2019. The Strategy outlines how Council can enhance our existing open spaces and enable the delivery of new facilities to respond to current and future community needs.
Demographics	The trend towards a more multicultural society and an increasing and older population will place an increased demand on some assets.	The Social Infrastructure (Open Space and Recreation) Strategy and Action Plan takes into account the current and future demographics of the city and outlines how Council can enhance our existing open space and enable the delivery of new facilities to respond to current and future community needs.
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.	Staff will continue to review processes to ensure Council is getting best value for money.
Environment and climate	Some assets may be impacted by change such as more severe weather events or urban heat islands.	Refer to Urban Tree Canopy Strategy and Environmental Strategy.
Lifestyle	As the expectation of residents increases there is likely to be increased pressure to maximise the environmental elements within parks and reserves.	Council has adopted a Foreshore Access Strategy to increase connectivity and improve access to Council owned foreshore.

A. 1.5 Maintenance Strategies

Council generally undertakes maintenance activities on both a planned and reactionary basis. Council's aim is to gradually move more of its maintenance activities to a planned cyclical maintenance structure, however there is always a need to be responsive to the requests of ratepayers and the asset users.

Playgrounds are inspected quarterly by an external consultant. A prioritised list of maintenance works is prepared following inspection. Council has recently employed two new staff to focus on carrying out repairs and maintenance of its playgrounds.

Council's open spaces are maintained on a cyclical basis across the area based on Council's parks hierarchy.

Maintenance funding needs to be increased to sustain the current level of service. Increased asset monitoring and condition assessment is required to inform maintenance programs whilst reducing risk.

The application of the appropriate level of maintenance will ensure our open space assets will achieve their intended asset lifecycle and reduce overall asset lifecycle management costs.


Table 4 Planned/cyclical maintenance

Activity	Frequency	Cost in 2023/24
Golf course maintenance: <ul style="list-style-type: none"> chemical spraying fertilising grounds irrigation system mowing Sportsfield and passive recreation maintenance: <ul style="list-style-type: none"> bush regeneration gardening grounds mowing playground inspection/repairs preparation turf wickets preparation weed spraying 	On-going basis, dependent on weather, environmental conditions and discretion of relevant Council officer. Estimate guide: <ul style="list-style-type: none"> Golf course, twice every week. Sportsfield, once every week. Passive recreational areas, once every 2-4 weeks. Nature strips, once every 6-8 weeks. Bushcare sites, once every week. 	~\$3,606,000

Table 5 Reactive maintenance

Activity	Estimated number of work orders in 2023/24	Cost in 2023/24
Various maintenance activities: <ul style="list-style-type: none"> inspections and repairs of parks, grounds and playgrounds tree management repairs of irrigation, plumbing, turf and other open space assets 	~1,000	~\$4,324,000

Approximately 45% of Council's maintenance expenditure is planned and cyclical, with 55% being undertaken on a reactive basis. Council proactively manages its open space assets as part of its strategy to decrease the proportion of reactive maintenance. Council should review its required maintenance cost to provide a baseline for future budgets and maintenance reporting (Improvement action PR2).

A. 1.6 Renewals Strategies

The majority of Council's open space assets are reported to be in better than satisfactory condition, with 96.3% of assets by value in condition 3 or better (based on 2018 survey data). This would suggest that most of Council's open space assets are relatively new or are early in the life of the asset. As such, it is likely that condition may not be the primary driver for asset renewals but rather functionality and accessibility will more likely be the driving focus for asset renewals.

Council has a playground renewals strategy in place with planned renewals every 20 years. Playgrounds are inspected annually in accordance with Australian standards. The last comprehensive open space assets inspection was in 2018. Council will undertake a new comprehensive asset condition inspection of all its open space assets in 2024 to help inform future renewal priorities (improvement action PR3).



Council should consider developing a sports field renewal strategy to inform future decisions about sports assets (improvement action PR4).



A. 1.7 Financial Outlook

The table below shows the planned budget forecast compared to the optimal budget forecast (what Council would need to fund to meet asset condition needs). Over the ten-year period there is a \$12.5 million funding gap when compared to the optimal forecast.

Table 6 Expenditure projections

Budget gap by asset group (\$,000s)			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Open space assets	Planned*	Renewals	2,551	1,114	1,575	1,224	2,384	1,824	1,824	1,824	1,830	1,835
		New and Expanded Assets	4,177	3,724	2,050	556	946	456	456	456	457	463
		Maintenance and Operations	6,562	6,726	6,894	7,067	7,243	7,424	7,610	7,800	7,995	8,195
		Total Planned Expenditure	13,290	11,564	10,519	8,847	10,573	9,704	9,890	10,080	10,281	10,493
	Required**	Renewals	2,182	2,326	2,460	2,561	2,634	2,715	2,789	2,865	2,942	3,022
		New and Expanded Assets	4,177	3,724	2,050	556	946	456	456	456	457	463
		Maintenance and Operations	6,562	6,952	7,244	7,453	7,683	7,892	8,107	8,327	8,552	8,783
		Total Required Expenditure	12,921	13,002	11,754	10,570	11,263	11,064	11,352	11,647	11,951	12,267
	Funding gap		369	-1,439	-1,235	-1,723	-690	-1,359	-1,462	-1,567	-1,669	-1,775

*Actual expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

**Optimal expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

Over the ten-year period Council plans to spend 17% of its budget on renewals, 13% on new/expanded assets and 70% on maintenance and operations. Council plans to spend \$13 million on new or expanded assets over the ten-year period.

A positive funding gap indicates Council is spending more than the required amount and exceeding the financial sustainability benchmarks. A negative funding gap indicates Council is not spending enough to meet the benchmarks.



Asset performance ratios

The following three graphs show the open space asset ratios over the ten-year forecast period. All ratios generally sitting outside the benchmark. There are a number of upgrade projects forecast for which an estimate of renewal has been made.

Figure 2 Open space asset renewal ratios

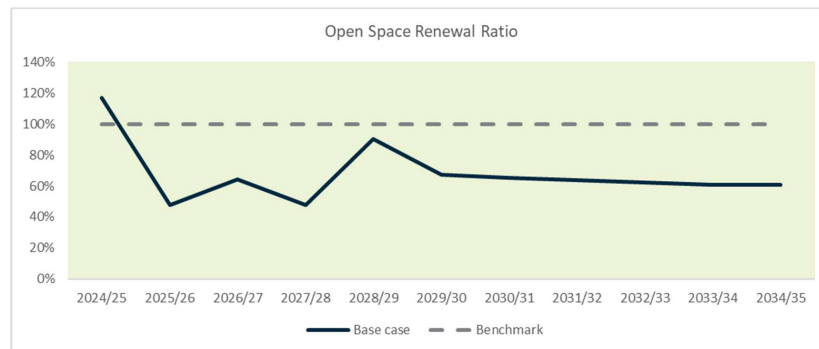


Figure 3 Open space asset maintenance ratios

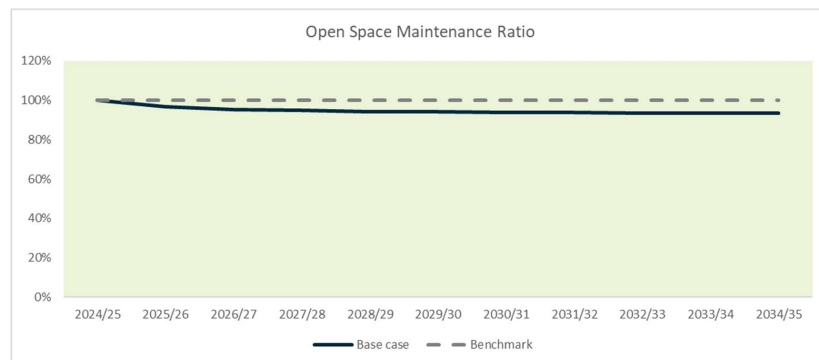
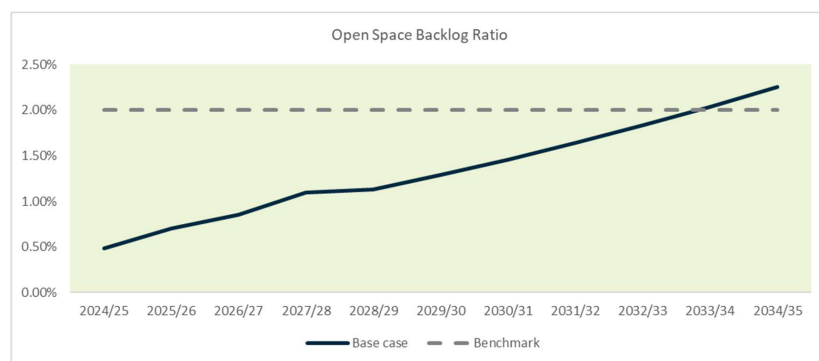


Figure 4 Open space asset backlog ratios





A. 1.8 Critical Assets

The following asset attributes were considered with looking at critical open space assets:

Table 7 Attributes of critical open space assets

Attribute	High	Medium	Low
Retaining walls			
Height of land retained	>3m	1m-3m	<1m
What is on retained land	Building/road	Pathway	Open space
What is below retained land	Building/road	Pathway	Open space
Composition of retained land	Highly contaminated	Unknown	Virgin material
Water treatment plant and pumps	Yes		
Water tank volume	Large volume	Medium volume	Low volume
Water tank location	Adjacent to major road	Adjacent to low volume road or footpath	Adjacent to open space
Water pipes	High pressure		
Treated water use	Playing field/waterplay	Garden beds	Toilet flushing

To be considered a critical asset, the asset should have multiple attributes that meet a high or medium risk. An asset which has a single high or medium risk may not necessarily be considered a critical asset.

Based on the above considerations, Council staff have identified the following assets as being of high criticality. These assets should be noted as “critical” in the asset register (improvement action PR3).

Table 8 Critical open space assets

Critical asset	Failure mode	Impact
1050504 - Water Reticulation Facility located in Concord	Failure of water treatment system	Public health risk to sports field users
1050607 – The Connection – Water Play Feature	Failure of water treatment system	Public health risk to water play users
1004472 – Drummoyne Oval – Recycled Water System	Failure of water treatment system	Public health risk to sports field users
St Lukes Hockey Recycled Water System	Failure of water treatment system	Public health risk to sports field users
1050852 – Main Water Storage Tank A	Failure of large volume water tank	Flooding of Parramatta Road
1050852 – Main Water Storage Tank B	Failure of large volume water tank	Flooding of Parramatta Road



Critical asset	Failure mode	Impact
1001937 – Day St Reserve & St Georges Cres Retaining Wall	Retaining wall failure	Injury (potentially fatal) to pedestrian and destabilisation of residential property
1001955 – Millar St & Market St Retaining Wall	Retaining wall failure	Collapse of road and destabilisation of residential property
Capped landfills at various open space areas.	Capping failure	Public health risk to users

Council should consider developing a municipal landfill strategy to mitigate the service and public health risks from capping failure (improvement action PR6).

A. 1.9 Confidence Level

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 9 Confidence levels

Confidence Grade	General Meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Table 10 Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Open spaces	Reliable	Uncertain	Uncertain	Acceptable

The overall confidence level of the plan for open spaces is considered to be 'Acceptable'.



A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
PR1	Align financial reporting categories to asset management plan categories to improve reporting and planning.	High	2025/26	Low
PR2	Review maintenance costs and document components of required maintenance.	Medium	2025/26	Low
PR3	Develop condition inspection and revised renewal program.	High	2025/26	Medium
PR4	Develop a sports ground renewal strategy.	Medium	2026/27	Medium
PR5	Include asset criticality status on the asset register.	High	2025/26	Low
PR6	Incorporate new assets from section 7.11 and voluntary planning agreements into the forecast model.	Medium	2026/27	Medium
PR7	Add the 'Total operating cost per hectare of park' metric into Table 2 and benchmark it against other councils.	Medium	2026/27	Medium
PR8	Develop an Asset Management Plan for natural assets	Medium	2026/27	High

Appendix 5 Asset Management Plan – Marine Assets



Asset Management Strategy

City of Canada Bay – Marine Assets

March 2025



Document status

Ref	Version	Written by	Peer review	Approving director	Date
7790	draft	R. Slater	C. Scanlon/ G. Smith	J. McKenzie	August 2024
7790	Draft	C. Scanlon	C. Anich	C. Anich	2 October 2024
7790	Revision 2	C. Scanlon	G. Smith	NA	5 March 2025
7790	Final	C. Scanlon	NA	NA	31 March 2025

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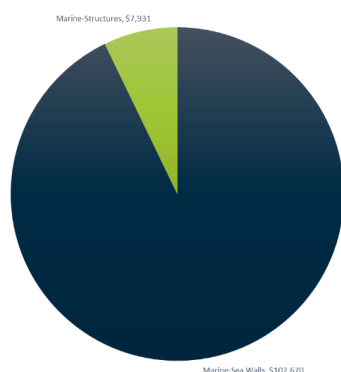
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Appendix 1 Asset Management Plan – Marine Assets

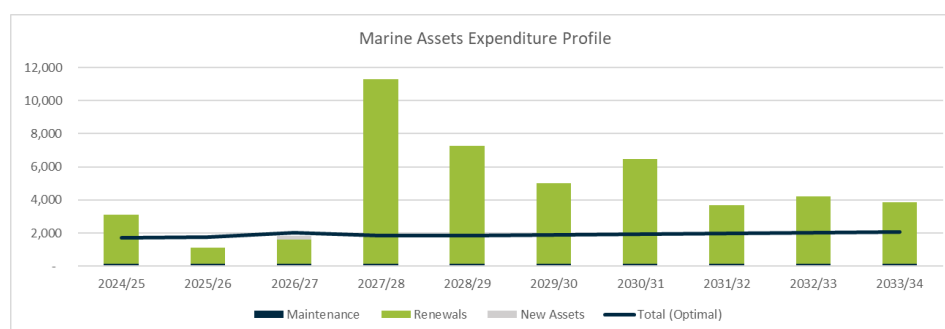
Council's Marine Assets portfolio consists of 17.7 km seawalls (as at June 2024) and 23 foreshore structures as summarised below. These assets are essential to providing access to the waterway for recreational activities including boating, canoeing, kayaking, swimming and fishing. Seawalls protect foreshore areas and in particular open spaces, pathways and roads. Total asset value is \$110,601,000 as at June 2024.

Figure 1 Marine Asset Dashboard



Beside Ramp Jetty and Pontoon	1
Boardwalk	2
Foreshore Marker	1
Hand Launch Boat Ramp	6
Heritage Jetty	2
Mangrove Walkway	3
On Ramp Pontoon	2
Public Tidal Baths	2
Vehicular Boat Ramp	4
Seawalls	17.7km

Infrastructure ratio	Planned 2024/25	Estimated 2033/34	Funding position (\$,000s)	
Infrastructure renewals ratio Target – 100%	190.25%	192.74%	Year 1 (2024/25) 10-year average 10-year total	+\$1,420 +\$2,881 +\$28,8086
Infrastructure backlog ratio Target – 2%	15.76%	5.82%		
Maintenance ratio Target – 100%	100%	103.27%	Year 1 10-year average 10-year total	-\$0 \$2 \$23
Total funding position			Year 1 10-year average 10-year total	+\$1,420 +\$2,883 +\$28,831





A. 1.1 Main findings

Nearly one third (29.9%) of seawalls are in poor or very poor condition, with an estimated cost to satisfactory in 2023/24 of \$8,518 and resulting backlog ratio of 18.77.%. A large amount of grant-funded renewals is forecast over the period 2027/28 to 2030/31, and this is expected to reduce the backlog to around 5% by the end of the ten year period.

Whilst the proposed funding is significant, and the overall condition of seawalls will improve, the current forecast indicates Council will not meet the 2% backlog ratio benchmark. Council should continue to monitor condition and risk to ensure optimum prioritisation of its renewal program.

Council is currently experiencing a renewal wave in its seawall asset portfolio. Many of its seawall assets were constructed at a similar time and are subsequently approaching end of life at the same time. Council will have to deliver a large amount of seawall renewal work in the next 10 years to address this renewal wave to maintain Council's level of service delivery and manage risk for seawall assets to accepted levels.

Marine structures used for recreation are in acceptable condition (100% in condition 3 or better) and only one swim enclosure nets requiring renewal in the immediate future. Council should monitor utilisation, customer requests and customer satisfaction with marine structures to identify priority renewals and potential upgrades.

If Council wishes to achieve the 2% benchmark, it should consider developing a longer-term (20 year) renewals plan to determine the likely timeframe and expense to reach the benchmark. This longer timeframe will also start to include the recreational marine structures which, although far lower in value than the seawalls, are of great importance to the community. This renewals plan should include early renewal of assets that are nearing their end of life and schedule these renewals so that the renewal wave is flattened to avoid a scenario similar to that which Council finds itself currently in.

Actual maintenance is tracking well above the benchmark ratio, with reactive maintenance likely to be required until renewals are completed, after which maintenance expenditure should decline.

Overall, the confidence level in the plan is considered to be "reliable" with some data improvements recommended to increase confidence in the age and condition data.



A. 1.2 Asset Inventory, Values and Condition

Table 1 Marine assets inventory, values and condition (as at 30 June 2024)

Asset Group	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation (\$,000)	Condition				
					1	2	3	4	5
Marine	Sea / rock / retaining walls	102,670	45,378	1,367	6.5%	19.9%	43.7%	22.4%	7.5%
	Marine-Structures	7,931	6,549	169	36.3%	16.3%	41.1%	6.3%	0.0%
Grand Total		110,601	51,927	1,535	8.6%	19.6%	43.6%	21.3%	6.9%

Gross Replacement Cost (GRC) has increased by \$18,465,000. since the last AMP due to revaluation and indexation. Total asset condition in C1, C2 or C3 is 71.8%, down from 94.0% in the previous AMP. The biggest change in condition was in the marine wall assets where Condition 4 has grown from 11.0% to 22.4%.



A. 1.3 Asset Based Level of Service

Table 2 Marine assets levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance
Accessibility	Access to waterway areas is available to the whole community	Asset inspections	% of assets which have disabled access facilities	Not measured
Quality / Condition	Condition assessment	Percent of assets in Condition 3 or better	95% of assets in satisfactory condition or better	71.8%
Reliability / Responsiveness	Ensure services are reliable	Community satisfaction survey	90% of requests are completed within Council's customer charter	Not measured
Community Satisfaction and Involvement	Marine assets are provided that meet community demand	Community satisfaction survey Recreational Facilities	The gap between importance and performance rating improves	Not measured
Sustainability	Facilities meet financial sustainability ratios	Renewal ratio	Between 90% and 110%	Not reported (FY23/24)
		Backlog ratio	Between 2% and 4%	16.51% (FY23/24)
		Maintenance ratio	Between 90% and 110%	91.98% (FY 23/24)
Health & Safety	Marine facilities are safe and free from hazards	Inspections, operational reports and safety audits	Reduction in the number of high priority defects	Not measured
Environment	Marine facilities do not damage the surrounding environment	To be confirmed	To be confirmed	Not measured



A. 1.4 Future Demand / Demand Management Plan

Table 3 Marine assets future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	<p>Seawalls: Increasing population will not have a direct impact on the seawall assets. It will see an increased usage of Council's foreshore areas and pathways for recreation, and this will increase the community's expected level of service delivery for Council's foreshores and foreshore areas.</p> <p>Marine and Foreshore: Increasing populations will see increased usage of marine and foreshore assets, such as boat ramps, wharves and swim sites. This will likely increase the rate of condition degradation, and the community will expect a higher level of service delivery as it is being utilised more.</p>	No plan at present. Monitor the community's expected level of service delivery through community requests and surveys. Monitor condition degradation rate as the assets see increased usage.
Demographics	As the demographics of the area shifts, so too will the community's expected level of service delivery change. As more younger families move into the area, Council's foreshores and foreshore infrastructure will see increased usage, which may both increase the condition deterioration rate and the expected level of service delivery.	No plan at present. Monitor the community's expected level of service delivery through community requests and surveys. Monitor condition degradation rate as the assets see increased usage.
Social / Economic	<p>Economic: Marine and seawall asset works are generally expensive, and as such, Council is highly reliant on grants to adequately fund renewal and replacement works. Securing grant funding relies on Council's supporting documentation and business cases, such as having an established coastal management plan, and availability of grant funding. Not having either of these will result in Council being unable to fund the works.</p> <p>Social: As the community utilised foreshores and foreshore infrastructure more, their expected level of service delivery for these asset portfolios may increase.</p>	<p>Economic: Prepare a Coastal Management Program and associated supporting documentation, and monitor available funding sources via grants, to allow Council to secure the resources necessary to renew its infrastructure.</p> <p>Social: Continue to monitor the community's expected level of service delivery with surveys and community requests.</p>
Transportation Changes	As the City promotes more active transport opportunities, the community's expectation will be that active transport routes are not affected by environmental and climatic changes. As such, the expected level of service for foreshore infrastructure will increase.	Monitor the community's expected level of service delivery through community requests and surveys.
Increasing Costs	Asset management costs will increase, including cost to maintain, operate, renew, dispose and acquire.	Budgets should be increased each financial year accordingly to maintain the same level of service delivery.
Environment and Climate	Environmental and climatic changes will have a significant impact on Council's foreshore and marine infrastructure. Sea level rise is the largest impacting factor, where the Sydney Harbour's tailwater level is expected to increase by	Climate and environmental changes, in particular sea level rise, is being put as a priority consideration when scoping new or renewal projects for



Demand Factor	Impact on Assets	Demand Management Plan
	<p>0.9m by the year 2100, to 2.335m AHD in the PMF. This will see an increased rate of condition deterioration as more of the infrastructure is affected by the tide, a deterioration or failure in function as the tide overtops seawalls, and a deterioration or failure in level of service delivery as the infrastructure may become unusable during high tides.</p> <p>Requirements regarding the environment and ecology will also have an increasing impact on these assets. New and renewed assets are required to have no/minimal impact on the environment, and this may affect the asset outcomes or the construction methodology.</p>	<p>assets in this portfolio. Most new infrastructure is required to be at least at the level of the expected sea level rise, but a freeboard is also pushed for, usually resulting in a level of 3.0m AHD being adopted.</p> <p>Continue to monitor and comply with environmental legislation and work with environmental bodies, such as Department of Fisheries, to deliver solutions that meet environmental levels of service. Amend designs to satisfy environmental outcomes, such as replacing a sheer faced concrete seawall with rock revetment.</p>
Lifestyle	<p>As populations increase, demographics change, social expectations increase and active transport opportunities are promoted, the lifestyle expectations of the community will change as well. Younger families will utilise foreshore areas and infrastructure more, and their expected level of service delivery will change.</p>	<p>Monitor the community's expected level of service delivery through community requests and surveys.</p>
Technology	<p>As sea level rises and flood modelling technology improves, the predicted rise in sea level becomes more accurate. This can more accurately advise what levels are required for new or renewed infrastructure.</p> <p>As new materials are developed, more sustainable and efficient construction solutions may be discovered, such as more corrosion resistant construction materials, which could increase the asset lifecycles of new or renewed assets.</p>	<p>No plan. Continue to monitor updates to modelling and prediction technology and documentation and amend designs accordingly. Monitor new materials that offer more sustainable, efficient construction solutions for marine infrastructure, and adjust useful lives and cost modelling accordingly.</p>

A. 1.5 Maintenance Strategies

Council has no official maintenance strategies in place at present for marine assets. Council aims to establish an internal, live document that outlines the asset management principles of this asset portfolio, but no work has been done as yet. When a similar document was implemented for other asset portfolios, it proved very effective. It was a central place for all of Council's information regarding that asset portfolio and allowed the transparent and effective sharing of information.

Regarding maintenance, the proposed Guideline will describe Council's maintenance approach, including reactive maintenance and proactive inspections and maintenance, particularly for assets which have been identified as being critical from a safety or community importance point of view (improvement action MA1)

Council will need to prioritise and collect more data on the condition of its marine assets to ensure that maintenance and renewals decisions are being made on an informed basis. (Improvement action MA3)



Table 4 Planned/Cyclical maintenance

Activity	Frequency	Cost in 2023/24
Asset inspections	Annually	\$0 (conducted internally)
Detailed condition audit	Every 5 Years	\$100k (conducted by consultant)

Table 5 Reactive maintenance

Activity	Est. no. work orders in 23/24	Cost in 2023/24
Foreshore infrastructure repairs	2	\$10k
Seawall maintenance	8	\$65k
Boat ramp maintenance	8	\$10k

Currently Council has been operating in a very reactive space but aim to increase its proactiveness as a result of identifying matters via the annual inspections, and addressing them before they become larger, more expensive issues or are reported by the community.

A. 1.6 Renewals Strategies

Asset Condition is the primary consideration in deciding when to renew an asset. Currently 41.3% of the marine assets are in condition 4 or 5, with a further 44% in Condition 3, suggesting the assets are aged and reaching end of life.

Risk and criticality are secondary influencing factors if there are multiple assets at the same condition rating. A seawall that is condition 4, but is supporting a road, will be a higher priority than a wall that is condition 5 supporting an open space area that sees minimal use.

Level of Service – Expected level of service is also a contributing factor towards the renewal program. If Council determines that the community's expected level of service delivery for an asset is not currently being met, it may consider renewing it before it would be flagged for renewal considering condition alone. For example, if the condition of an existing boat ramp is 3, but the community highly utilises the asset and expects the boat ramp to always be in good condition. In this case, Council may consider renewing the boat ramp with a ramp that offers better functionality, such as with a pontoon. If demand and utilisation have demonstrably increased, renewal may become an upgrade to give more capacity, such as widening.

This is assessed and measured on the community's feedback and requests for level of service increases, and also on Council's expected level of service demand changes for that asset, such as expected future developments or public domain plans.

Locational Considerations – When an asset is scheduled to be renewed, Council also considers assets that are located in the proximity of the subject asset, and whether or not they would be suitable for early renewal. It is anticipated that even though this may waste some of the remaining life of an asset, the cost savings and future works balancing of performing renewal works in bulk at the same location would outweigh the negatives. If a subject asset is condition 4 or 5, Council would consider proactively renewing nearby assets that are, generally, at least condition 3 subject to their criticality. Additionally, a factor in works scheduling is location as, if appropriate, assets can be grouped into bundles that share locational proximity to save construction time and cost.



This is assessed manually based on the asset register and GIS information, and local knowledge.

Disposal – When an asset is due for renewal Council considers the future need for the asset. If Council continues to acquire or expand assets without properly managing or disposing existing assets, there is a risk the total lifecycle costs will be unaffordable and that levels of service cannot be sustained. Rationalising assets can help Council deliver optimal levels of service by having fewer assets in total, but making those assets higher in quality, functionality and utilisation.

If Council determines that the subject asset is not required, it will consider disposing of it instead of renewing it to reduce ongoing asset lifecycle costs.

Renewal projects are expected to be largely grant funded (2:1) and dependent on adoption of the catchment management plan.



A. 1.7 Financial Outlook

The table below shows the Planned Forecast (what Council is planning to fund) vs Required Forecast (what Council should consider funding to meet asset condition needs). Over the 10-year period there is a funding surplus of \$28,831,000.

Table 6 Expenditure projections

Budget Gap by Asset Group (\$'000s)			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Marine	Planned*	Renewal	2,994	1,000	1,450	11,147	7,124	4,875	6,343	3,542	4,059	3,680
		New and Expanded Assets	-	-	250	-	-	-	-	-	-	0
		Maintenance	127	130	133	137	140	144	147	151	155	159
		Total Planned Expenditure	3,121	1,130	1,833	11,284	7,264	5,019	6,490	3,693	4,214	3,838
	Required**	Required Renewal (Depreciation)	1,573	1,613	1,652	1,695	1,721	1,754	1,791	1,827	1,868	1,909
		New and Expanded Assets	-	-	250	-	-	-	-	-	-	0
		Required O&M	127	130	133	136	138	141	144	147	150	154
		Total Required Expenditure	1,700	1,743	2,035	1,830	1,859	1,895	1,935	1,974	2,018	2,063
		Overall (GAP)	1,420	-613	-202	9,454	5,404	3,123	4,555	1,718	2,195	1,775

*Planned expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

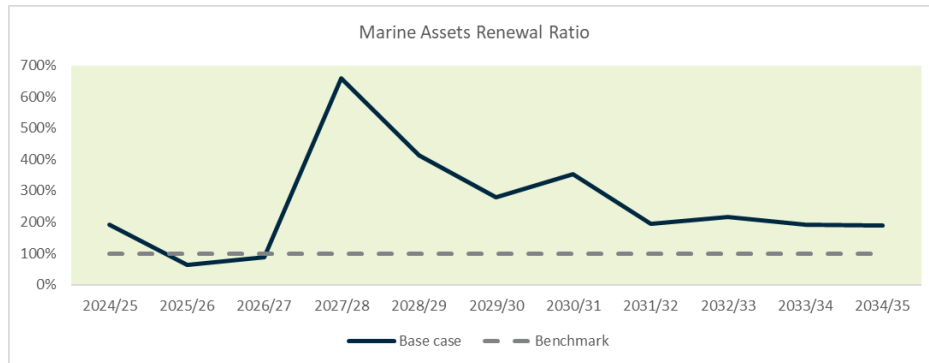
**Required expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

Over the 10-year period Council plans to spend 97% of its budget on renewals, <1% on new/expanded assets and 3% on maintenance and operations.

A positive funding gap indicates Council is spending more than the required amount and exceeding the financial sustainability benchmarks. A negative funding gap indicates Council is not spending enough to meet the benchmarks

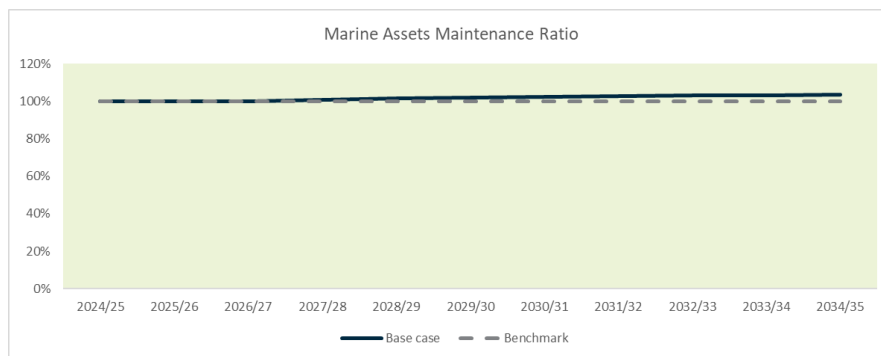


Figure 2 Marine assets renewal ratio



The renewal ratio is above 100% for most of the plan timeframe, based on anticipated grant-funded seawall renewals. Two thirds of the funding is expected to be from grants.

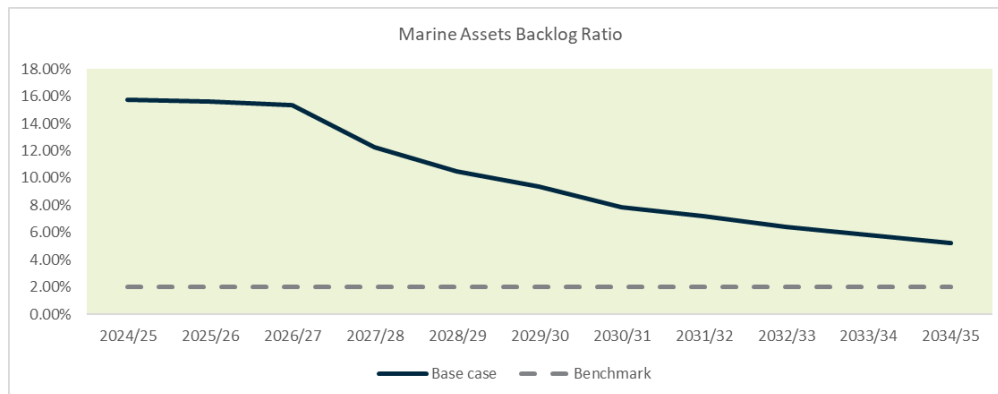
Figure 3 Marine assets maintenance ratio



The maintenance ratio sits slightly below the benchmark, assuming current cyclical and reactive expenditure will continue. Should the seawall renewals from 2026/27 onward be undertaken, maintenance costs for seawalls could reduce. Council should review the required maintenance calculations (improvement action MA4).



Figure 4 Marine assets backlog ratio



The backlog ratio at almost 18% in 2023/24 indicates that the assets, specifically seawalls, are due for major maintenance or renewal. The anticipated renewals should see the backlog return to around 7% by 2034/35, which although above benchmark, is probably acceptable for this asset class.

A. 1.8 Critical Assets

The following asset attributes were considered when looking at critical marine assets. These factors include:

Table 7 Attributes of critical marine assets

Attribute	High	Medium	Low
Seawalls			
Use(s) of the retained land	Road/building/transport infrastructure	Pedestrian pathway	Open space
Height	>2 metres	1 – 2 metres	0 – 1 metres
Marine Infrastructure			
Heritage Asset	NA	Yes	No
Utilisation	High	Medium	Low/None
Required for Safety	Yes	No	No

50 Seawalls and 9 Foreshore Infrastructure assets have been identified as critical. The “critical” status of these assets should be recorded in the asset register for reporting management purposes (improvement action MA2).



A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Table 8 Asset data confidence levels

Asset class	Inventory	Condition	Age	Overall
Seawalls	Reliable	Acceptable	Acceptable	Acceptable
Marine structures	Reliable	Acceptable	Acceptable	Acceptable

The overall confidence level of the plan is considered to be '**Reliable**'.

Confidence in the condition data will increase as the condition inspection program progresses (Improvement Action MA3).



A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
MA1	Update and approve the Marine Assets Guidelines.	High	2024/25	Medium
MA2	Include asset criticality status on the asset register.	High	2024/25	Low
MA3	Continue the prioritised asset condition inspection program and ensure data is updated in the asset register.	High	Ongoing	Medium
MA4	Review and document the “required maintenance” amount to include planned maintenance and estimated reactive maintenance.	High	2024/25	Low

Appendix 6 Asset Management Plan – Lighting Assets



Asset Management Strategy

City of Canada Bay – Lighting Assets

March 2025



Document status

Ref	Version	Written by	Peer review	Approving director	Date
7790	draft	C. Scanlon	G. Smith	J. McKenzie	August 2024
7790	Draft	C. Scanlon	C.Anich	C.Anich	3 October 2024
7790	Draft	C. Scanlon	G. Smith	NA	6 March 2025
7790	Final	C. Scanlon	NA	NA	31 March 2025

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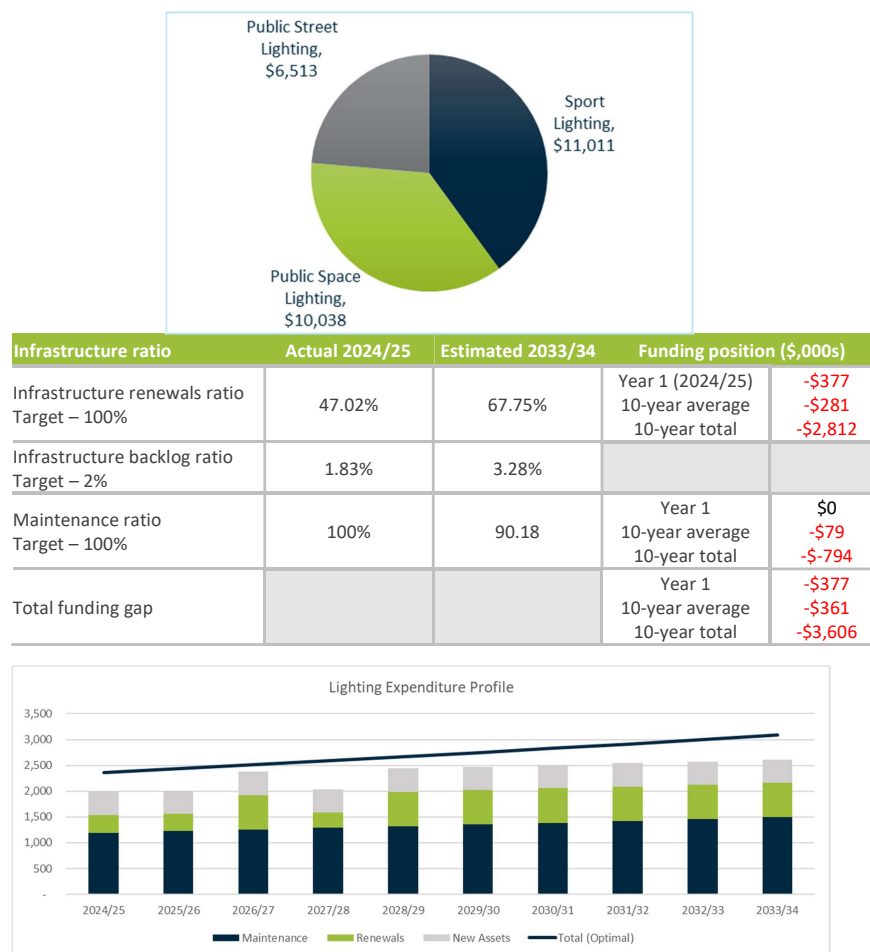
Appendix 1 Asset Management Plan – Lighting

Council's public lighting infrastructure plays a crucial role in illuminating various public spaces within the city, including open spaces, recreational pathways, public roads, and sporting fields. It is important to note that this Asset Management Plan (AMP) specifically addresses public lighting for open spaces and does not encompass lighting for buildings or private properties.

This AMP provides a framework for Council to sustainably manage its public lighting assets, promoting safety, efficiency, and environmental responsibility across the city's public spaces.

Estimated asset value \$27,561,000 as at June 2024 as shown below.

Figure 1 Lighting assets dashboard





A. 1.1 Main Findings

Council's lighting assets were previously part of other AMPs (Roads and Open Space). In creating an AMP specifically for lighting, Council will be able to make informed decisions about the asset portfolio with consideration of the multiple functions, ownership, responsibilities and significant environmental impacts of public lighting.

Acknowledging the dual role of lighting in enhancing public safety while also considering its environmental and economic impacts, Council aims to make informed decisions that balance these factors effectively. Lighting not only consumes substantial energy and contributes to climate change but also affects human health, biodiversity, and astronomical observation by contributing to light pollution.

Moving forward, Council will prioritize reducing these negative impacts while ensuring public spaces are useable and safe for the community at nighttime.

The forecast shows a funding gap of \$3,606,000 over ten years. However, there is opportunity to improve the accuracy and reliability of the forecast primarily through aligning the financial reporting categories with the AMPs and developing more detailed lifecycle costing analysis, particularly with regard to utilities costs.



A. 1.2 Asset Inventory, Values and Condition

The city's public spaces are equipped with diverse types of lighting installations, owned and maintained either by Council or the regional energy distributor, Ausgrid. Ausgrid manages the majority of public space lighting, totalling more than 6,300 lights, under the guidelines of the NSW Public Lighting Code. Council collaborates closely with Ausgrid to ensure compliance with street lighting requirements across all city streets.

Council itself owns and maintains over 1,500 lights, encompassing street lights, park lights, and sporting field floodlights.

Table 1 Lighting assets inventory, values and condition (as at June 2024)

Asset Group	Asset Component	Gross Replacement Cost (CRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
					1	2	3	4	5
Lighting									
	Public Space Lighting	10,038	8,254	256	51.8%	32.4%	10.2%	5.2%	0.4%
	Public Street Lighting	6,513	4,886	163	31.1%	33.9%	30.3%	4.3%	0.4%
	Sport Lighting	11,011	8,544	275	34.6%	39.5%	22.0%	3.8%	0.0%
Grand Total		27,561	21,683	695	40.1%	35.6%	19.6%	4.4%	0.2%

These assets are currently classified as Transport or Open Space assets. Council should align its financial reporting categories with the AMP categories so that the assets value, depreciation, condition and financial ratios are reported in the annual financial statements (Improvement Action LT1).



A. 1.3 Asset Based Level of Service

Table 2 Lighting assets levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance
Quality / Condition	Public lighting assets are in acceptable condition	Condition audit of lights and poles	100% of lights and poles in Condition 3 or better	95.3%
Reliability / Responsiveness	Council is responsive to the needs of its residents and asset users	Council's Customer Request System	90% of requests are completed within Council's customer charter	TBC
Community Satisfaction and Involvement	Adequate lighting is in place where needed	Community satisfaction survey	Gap between importance and performance decreases	TBC
Financial Sustainability	Lifecycle expenditure does not place a burden on future generations	Renewal ratio	Between 90% and 110%	Not reported
		Backlog ratio	Between 2% and 4%	1.56% (2023/24)
		Maintenance ratio	Between 90% and 110%	83.08% (2023/24)
Health & Safety	Lighting and electrical assets do not pose a hazard to the community	Safety audit completed every 5 years Pole failures	Safety audit completed to schedule Zero pole failures	TBC
Affordability	Capital and operational expenditure	Review of service agreements and benchmark with other councils	Service agreements benchmarked	TBC
Environmental impact	Environmental impacts of lighting are minimised	Electricity consumption Carbon emissions Light pollution	To be developed	To be developed



A. 1.4 Future Demand / Demand Management Plan

Table 3 Lighting assets future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	Higher population density can change how and when lighting is used, influencing the placement and intensity of lights.	Monitor developments and transportation projects to align lighting needs with infrastructure changes.
Demographics	Different demographic groups might have varying preferences for lighting aesthetics and functionality.	
Social/Economic	Social dynamics can influence public support for lighting initiatives and investments.	
Transportation Changes	An increase in walking or cycling can necessitate better-lit pathways and bike lanes.	
Increasing Costs	Rising costs of electricity and maintenance can limit the ability to upgrade or expand lighting systems.	Develop a cost management strategy focused on energy efficiency and maintenance optimization.
Environment and Climate	Communities may prioritize energy-efficient lighting solutions to meet environmental targets.	Integrate sustainability goals into public lighting projects.
Lifestyle	As lifestyles become more active at night, there may be increased demand for well-lit public spaces.	Implement dynamic lighting solutions that can be adjusted based on peak usage times, enhancing safety and energy efficiency.
Technology	Advances in technology enable smart lighting solutions that can adjust based on real-time needs, improving efficiency and operational responsiveness.	Deploy sensor-based systems that can adjust lighting based on real-time conditions and utilize data analytics for ongoing optimization.

A. 1.5 Maintenance Strategy

Currently, there is no documented maintenance strategy available for electrical and lighting assets owned and managed by Council. As a result, there is an opportunity to outline current activities and propose strategies that could enhance value and reduce risks compared to the current approach. Developing documented strategies could provide clarity on when initiatives commenced, their effectiveness, the impact they have had, and tangible evidence of their success. This structured approach would ensure better management and optimization of Council's electrical and lighting assets, fostering improved operational efficiency and reliability over time.

The details regarding cyclical maintenance activities can be found in the table below. For reactive maintenance activities, the top 4 activities are listed in Table 5, providing a concise overview of the most frequent maintenance responses in FY2023/24.

This document offers comprehensive insights into the structured maintenance approach for handling both planned and unplanned maintenance tasks related to the Council's electrical and lighting assets.



Table 4 Planned/Cyclical maintenance

Activity	Frequency	Cost in 2023/24
Annual audit of sports field Lighting: conducted prior to the sporting season to identify and organise necessary repairs.	Annual	\$30K

Table 5 Reactive maintenance

Activity	Est. no. work orders in 2023/24	Cost in 2023/24
Repair of non-working public lights (i.e. streetlights & park lights)	120	\$45K
Repair of sports field lights	36	\$39K
Repair of switchboards (i.e. main switchboards and distribution boards) and components	24	\$26K
Repair/replacement of damaged cables	18	\$20K

Generally, around 20% of the total maintenance budget is earmarked for the scheduled tasks. This proportion covers routine inspections, preventive maintenance, and scheduled repairs aimed at ensuring the ongoing operational reliability and efficiency of sports field lighting and related infrastructure managed by Council.

Our goal is to expand the planned maintenance to ensure the optimal maintenance of Council's all lighting and electrical assets. To achieve this, annual inspections will assess the functionality of light fittings and wiring, as well as assess their overall condition. These inspections will identify any required preventative maintenance activities, which will then be promptly scheduled.

Every five years, a detailed condition assessment will be conducted on pole structures and Main Switchboards (MSBs) by a qualified contractor or consultant (Improvement Action LT2). In addition to this assessment, light fittings will undergo cleaning every five years to maintain their efficiency and performance. The information gathered during these assessments will facilitate thorough evaluation and informed decision-making regarding maintenance and improvements to Council's lighting infrastructure.

Resident feedback regarding safety and usability is taken into account to effectively address immediate concerns.

We assess the maintainability of assets to ensure they can be serviced efficiently.

A. 1.6 Renewals Strategies

The following table outlines the current condition assessments of public lighting and electrical assets and discusses the importance assigned to asset condition in the decision-making process for asset renewal strategies.

Table 6 Existing Asset Conditions

Condition	%	
1 - Excellent	40	<ul style="list-style-type: none"> Overall excellent condition, fully delivering its intended service. Paint and/or protective coating intact, with no significant scratches. No dents in the pole. Concrete footing intact, showing no signs of deterioration. No rust or corrosion
2 - Good	35	<ul style="list-style-type: none"> Overall good condition, with minor signs of early deterioration that do not



Condition	%	
		<ul style="list-style-type: none"> affect serviceability. No indicators of future obsolescence. Mild wear on paint and/or protective coating. Isolated spot rusting present, but no corrosion. Minor, non-structural cracking in the footing.
3 - Satisfactory	18	<ul style="list-style-type: none"> Fair overall condition, with some deterioration causing minor serviceability issues. Provides adequate service with no immediate obsolescence. Moderate to significant wear on paint and/or protective coating. Mild surface rusting present. Moderate cracking in the footing, possibly causing voids around anchor bolts. Minor loss of verticality, possibly due to footing subsidence.
4 - Poor	3	<ul style="list-style-type: none"> Overall poor condition, showing moderate to high deterioration. Substantial maintenance needed to keep the asset serviceable; renewal, upgrade, or disposal is anticipated soon. Significant surface rust and non-structural corrosion. Non-structural dents present. Notable loss of verticality, possibly from collision, but remains stable.
5 - Very poor	1	<ul style="list-style-type: none"> Extremely poor condition or obsolete. The asset fails to provide adequate service, requiring immediate remedial action to remain operational. Severe corrosion affecting structural integrity, including significant loss of pole or anchor bolt cross-sectional area. Structural dents present. Excessive swaying in wind or by hand. Footing cracked or deteriorating, potentially unstable. Major loss of verticality, indicating instability. Pole may have fallen over.
NA	3	

Asset condition is a key factor in renewal decisions, often heavily influenced by usage patterns related to nearby amenities, such as schools and commercial areas, to ensure safety and functionality.

Data from annual and five-year assessments will guide the scheduling of lighting renewal works.

Poles will be flagged for renewal when they reach Level 4 condition to prevent deterioration to Level 5, which poses safety hazards. Council will assess the best renewal approach when a pole is flagged.

If nearby poles are in similar condition, all will be scheduled for renewal, reducing community disruption and overall costs. If surrounding poles are in better condition, only the flagged pole will be renewed, ensuring the others can complete their asset lifecycle and minimizing premature renewal costs for Council.

We evaluate the condition of assets in conjunction with compliance and safety issues raised by residents to ensure public safety and adherence to standards (Improvement Action LT2). To improve asset reporting and renewal planning Council should consider componentising the assets into poles and luminaires (Improvement Action LT3).

Planning occurs within the allocated budget for public lighting, enabling us to prioritize maintenance and upgrades based on asset condition and community needs.

Council should also develop a methodology to estimate lifecycle costs for lighting assets, in particular utilities consumption (Improvement Action LT4).



A. 1.7 Financial Outlook

The table below shows Planned Forecast (what council is planning to fund) vs Required Forecast (what council should consider funding to meet asset condition needs). Over the 10-year period there is a funding deficit of \$3,606,000.

Table 7 Expenditure projection – public lighting

Budget Gap by Asset Group (\$000's)			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Lighting	Planned*	Renewal	335	335	670	300	670	670	670	670	670	670
		New and Expanded Assets	450	450	450	450	450	450	450	450	450	450
		Maintenance and Operations	1,195	1,225	1,255	1,287	1,319	1,352	1,386	1,420	1,456	1,492
		Total Planned Expenditure	1,980	2,010	2,375	2,037	2,439	2,472	2,506	2,540	2,576	2,612
	Required**	Required Renewal (Depreciation)	712	742	770	799	830	860	891	923	955	989
		New and Expanded Assets	450	450	450	450	450	450	450	450	450	450
		Required O&M	1,195	1,242	1,289	1,339	1,388	1,439	1,491	1,544	1,599	1,655
		Total Required Expenditure	2,357	2,434	2,510	2,588	2,668	2,749	2,832	2,917	3,004	3,094
		Overall (GAP)	-377	-424	-134	-551	-229	-277	-326	-377	-428	-481

*Planned expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

**Required expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

Over the 10-year period Council plans to spend 24% of its budget on renewals, 19% on new/expanded assets and 57% on maintenance and operations.

A positive funding gap indicates Council is spending more than the required amount and exceeding the financial sustainability benchmarks. A negative funding gap indicates Council is not spending enough to meet the benchmarks.



Based on the current forecast, Council will not meet the benchmarks. Undertaking the improvements recommended in the improvement plan will provide better costing and budget information and should see the forecast ratios reach or trend towards the benchmarks.

Figure 2 Lighting renewal ratio

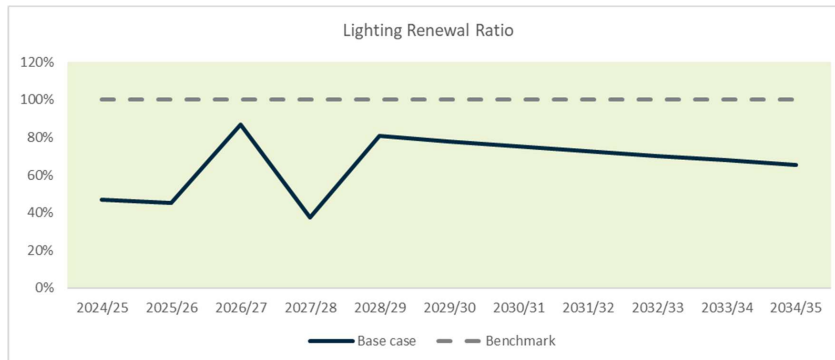


Figure 3 Lighting maintenance ratio

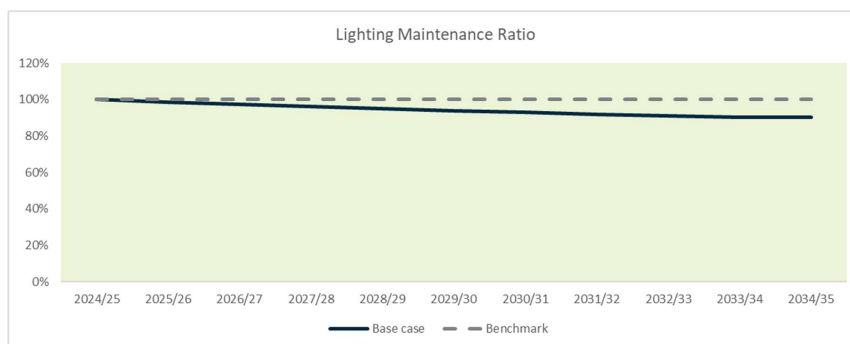
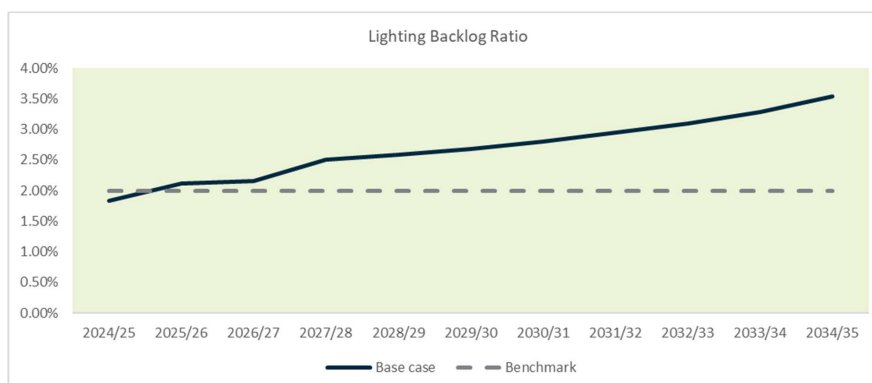


Figure 4 Lighting backlog ratio





A. 1.8 Critical Assets

At City of Canada Bay Council, we prioritize identifying critical assets based on their potential impact on our organisational objectives, encompassing financial, environmental, and social costs. Our approach involves utilizing the 'Critical Asset Risk Matrix,' developed in collaboration with Morrison Low Consultants, which assesses Council-owned assets according to their importance, significance, and consequences. Assets ranked as high on this matrix are currently deemed critical. Drawing on the insights from these risk assessments and leveraging the operational expertise of our Council officers, we have identified the following assets as crucial for our overall organisational strategy.

Table 8 Critical Attributes matrix

Attribute	High	Medium	Low
Risk Exposure	Failure poses significant risks such as increased accidents, reduced visibility, and potential liability for the council.	Risks are moderate, with occasional issues affecting localized areas rather than widespread impact.	Minimal risk impact, primarily related to localised visibility issues.
Strategic Location	Located in densely populated residential areas, major roads, commercial districts, pedestrian crossings and Sport Fields impacting a large number of residents and businesses.	Found in key urban areas with moderate traffic and community presence.	Located in less populated or peripheral areas with minimal traffic and community presence.
Value and Investment	Represents a substantial investment with ongoing maintenance costs, justified by critical community impact.	Significant investment with manageable maintenance costs, supporting essential community services.	Basic investment with minimal ongoing maintenance costs, primarily for functional lighting purposes.
Maintenance Complexity	Requires proactive maintenance and occasional upgrades to ensure consistent performance and safety.	Regular maintenance and periodic inspections to maintain operational efficiency.	Basic maintenance requirements with infrequent inspections and repairs.
Compliance and Standards	Strict adherence to lighting standards and energy efficiency regulations to meet safety and environmental goals.	Compliance with lighting standards and basic energy efficiency requirements.	Basic compliance with minimal regulatory updates or standards.
Community Engagement	Community feedback crucial for decision-making on upgrades and improvements to meet evolving community needs.	Valuable for understanding localised concerns and preferences, influencing maintenance schedules.	Limited community engagement, decisions driven primarily by operational requirements.
Technological Integration	Integrates advanced technologies for smart city initiatives, enhancing efficiency and service delivery.	Basic technological integration for improved operational monitoring and efficiency.	No immediate plans for technological upgrades or smart city initiatives.

Assessing the criticality of public lighting assets involves evaluating factors such as safety impact, operational importance, community reliance, and regulatory compliance. This analysis covers a range of assets including



streetlights, park lighting, and pathway illumination, along with components like bulbs and control systems. Criticality assessments are based on how these factors align with our organisational risk tolerance and local priorities. While not all criteria need to be fully met, emphasis is placed on key considerations such as safety and operational continuity.

In our approach, a single asset or component failure can immediately impact visibility, safety, and public perception. Multiple failures could compound these effects across broader areas, affecting emergency response and economic activities. By integrating proactive maintenance, contingency planning, and community feedback into our asset management strategies, we ensure swift response and mitigation of lighting failures. This approach safeguards public safety and enhances community well-being effectively.

Assets criticality status should be noted in the asset register (Improvement Action LT5).

Table 9 Typical Classification of Asset Base by Criticality

Asset Type	Qty	Typical Level of Criticality
Streetlight	1,284	Medium - Low
Main Switchboard (MSB)	479	High
Sports field light	206	High
Pedestrian Crossing Light	31	High

A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan for public lighting assets is considered to be 'Acceptable'.

Asset class	Inventory	Condition	Age	Overall
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Lighting	Reliable	Acceptable	Acceptable	Acceptable
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A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
LT1	Align financial reporting categories to AMP categories to improve reporting and planning .	High	2024/25	Low
LT2	Continue the prioritised asset condition inspection program and ensure data is updated in the asset register.	High	Ongoing	Medium
LT3	Inspect and record the condition of components e.g. luminaires, poles and switchboards.	High	2024/25	Low
LT4	Develop a methodology to estimate lifecycle cost for lighting assets	High	2024/25	Medium
LT5	Include asset criticality status on the asset register	High	2024/25	Low
LT6	Develop environmental sustainability levels of service and performance measures	Medium	2025/26	Medium



Appendix 7 Asset Management Improvement Plan

Council's asset management practices are estimated to be at a 'core' level of maturity (Morrison Low, 2014 and 2024). A comprehensive asset management maturity assessment should take place at least every four years. Council has developed an improvement plan which is shown below.

Table 28 Improvement plan

Area of focus	Ref No.	Asset Management Improvement Plan	Priority	Responsibility	Indicative Timeframe
Data & Technology	1	Document the condition inspections strategy in AMPs and/or the SAMP.	High	Strategic Asset Services and Innovation (SASI) SASI	2024/25
	2	Investigate technologies to improve the quality and quantity of condition and defect information collected	High	SASI	2024/25
	3	Ensure works management system processes are documented and followed.	Medium	SASI	2025/26
	4	Develop a program and procedures to assess asset data quality and integrity	Medium	SASI	2025/26
	5	Ensure annual review of valuations is documented in accounting procedure.	High	SASI	Ongoing
	6	Document useful lives in Asset Management Plans.	Medium	SASI	2025/26
People and capability	7	Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually	Medium	Asset owners	2025/26



Area of focus	Ref No.	Asset Management Improvement Plan	Priority	Responsibility	Indicative Timeframe
People and capability	8	Communicate the Asset Management Policy to ensure that it is followed and applied by staff as required	High	SASI	2024/25
Financial management	9	Develop a long term asset renewal plan to meet the sustainable/growth/LoS scenario	Medium	SASI	2025/26
	10	Review and document assumptions for calculating depreciation.	High	SASI/Finance	2024/25
	11	Review and document calculation method for backlog.	High	SASI/Finance	2024/25
	12	Review and document calculation method for required and actual maintenance	High	SASI/Finance	2024/25
NA	13	Review and identify critical assets for all asset classes. Once agreed by Council as significant assets, develop emergency response plans, budgets and resources.	Medium	Asset owners	2024/25
Financial Management	14	Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs	Medium	SASI	2025/26
Data & Technology	15	Investigate ways to reduce the number of commissioned assets valued at less than the capital threshold.	High	Finance	2024/25
People and capability	16	Reestablish the asset management steering committee (AMSC)	Very High	Executive	2024/25
	17	Finalise the roles and responsibilities matrix and communicate to the organisation	High	AMSC	2024/25

WORKFORCE MANAGEMENT STRATEGY 2025 – 2029

Draft for
public
exhibition

The 'People' part of Council's Resourcing Strategy



ACKNOWLEDGEMENT OF COUNTRY

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

This document was endorsed by Council on xx date

TRANSLATION INFORMATION

ENGLISH

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

ITALIAN

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

GREEK

Αν δεν καταλαβα νετε αυτ τις πληροφοριες, παρακαλο με ελ τε στο Δημο επισκοιζων στε με την Τηλεφωνικη Υπηρεσια Δηξερμηνων (TIS) στο 13 14 50 καις ζητε στε να σα συνδ σουν με τον Δημο στον αριθμ 9911 6555. Θα προσπαθ σουμε να απαντ σουμε στις ερωτ σεις σα χρησιςμοποις ντα να διξερμηνα.

SIMPLIFIED CHINESE

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

KOREAN

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

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FOREWORD

City of Canada Bay Council provides a wide range of high-quality facilities and services to a diverse local community of around 91,385 people in Sydney's inner west. The local Government Area covers a land area of 19.9 km² and is located six kilometres from the Sydney central business district.

Council is committed to the promotion of a strong, healthy community and the development of an appropriate culture, structure and workforce that will support the achievement of our medium to long term strategies.

Underpinning these commitments are our organisational values:

We act with integrity / We work together / We empower our people / We innovate / We are respectful



Figure 1: Council's values and positive behaviours framework for staff

Our values guide our expected behaviour towards each other, customers, external services and organisations and form the basis of all business relationships, decisions and actions.

To achieve the community's long-term aspirations and needs identified in the Community Strategic Plan, Council is required to continually assess its current and forecast workforce capacity and capabilities needed to successfully meet these aims.

INTRODUCTION

This Workforce Management Strategy for 2025-2029 is prepared to meet the requirements of the NSW Office of Local Government (OLG) Integrated Planning and Reporting Framework, as shown in Figure 2.

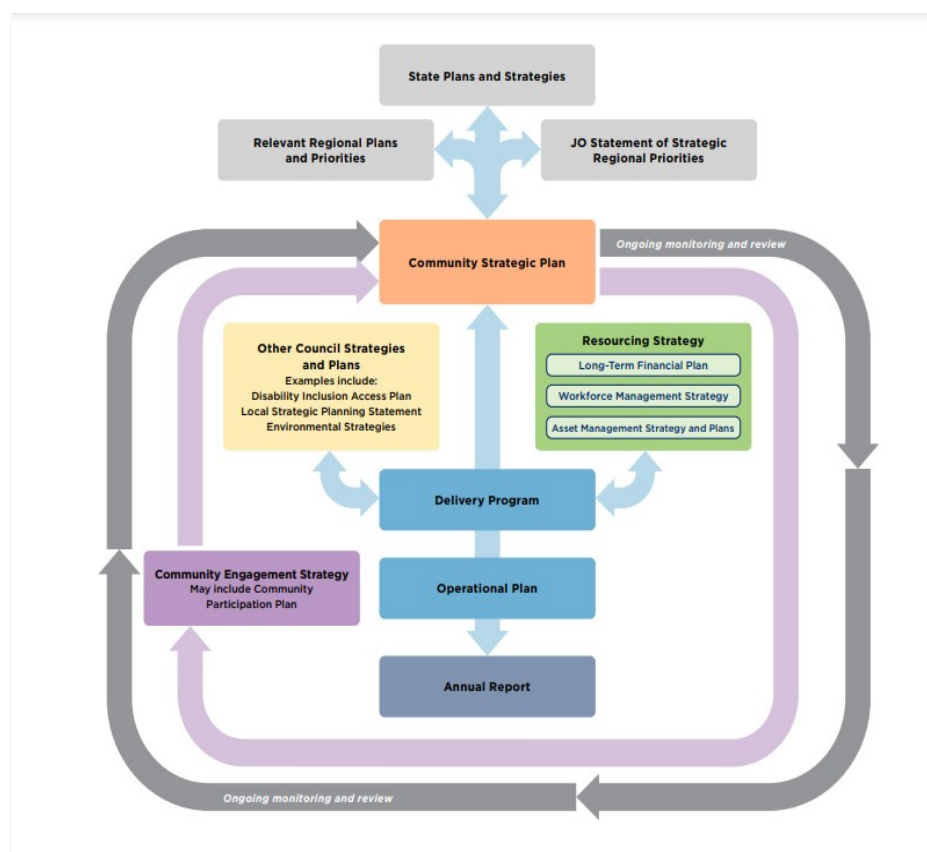


Figure 2: The OLG Integrated Planning and Reporting Framework.

In the June following an ordinary Council election, a Council must adopt/endorse a Resourcing Strategy that contains three components:

- Long-Term Financial Plan – to provide information about the finances available for provision of services
- Workforce Management Strategy – to provide a plan for the people resources of Council
- Asset Management Strategy and Plans – to plan for the assets required for service delivery.

This document is the Workforce Management Strategy, the people part of the Resourcing Strategy.

WORKFORCE PLANNING

“A Workforce Management Strategy is a proactive, four-year document that shapes the capacity and capability of the workforce to achieve council’s strategic goals and objectives”, Office of Local Government Handbook, 2021.



Workforce Planning is an ongoing strategic process, which aligns workforce requirements to business objectives. This involves considering the current and future business environment and identifying the current skill gaps in service delivery, expected future demand for workforce capacity, and capabilities.

The NSW Public Service Commission provided the overview of the process steps considered for workforce planning.

Figure 3: Strategic Workforce Planning process from NSW Public Service Commission.

Actively focusing on current and forecast workforce capacity and capability requirements inform and builds solid

evidence-based workforce data sets ensuring Council has the right workforce culture with the right capability-based skillset and leadership style to continually support successful Delivery Program outcomes.

In developing the objectives and actions in the Workforce Management Strategy – 2025-2029, due consideration was given to:

- What Council can do to continue delivering the community aspirations and priorities as set out in the Community Strategic Plan.
- The community’s expectations for the quantity and quality of Council projects, services and programs
- Community demands to change services, add new services or programs or stop delivering some services
- How Council can best use and look after its human resource assets to enable programs and services to be delivered
- What staff resources are currently used to deliver these projects, programs and services
- What staff resources and particular skills will be required to deliver future projects, programs and services
- Where the current resource gaps are



Figure 4: Council staff planning services

- Analysing workforce data to establish a baseline comparison data set and identify any workforce related capacity issues that could pose risk to the delivery of future business objectives
- Consultation undertaken with the Business Units to identify future capacity and capability requirements

Council's current services:

Infrastructure and property services, including local roads, footpaths, drainage, waste collection and management.

Provision of recreation facilities, such as parks, sports fields and stadiums, golf courses, swimming pools, sport centres, and halls.

Environmental health services such as water and food inspection, toilet facilities, noise and animal control.



Figure 5: An Open Space team member mowing a reserve.



Figure 6: A Librarian reading to children.

Community services, such as childcare, early education, community care and welfare services.

Building services, including inspections, licensing, certification and enforcement.

Planning and development approval.

Provision and management of facilities such as car parks and on-street parking.

Cultural facilities and services such as libraries, art galleries and museums, and community events.

Assumptions

To project future resource requirements, the People and Culture team has made assumptions about what is likely to impact on the workforce during the period 2025-2029. These assumptions include:

Growth: By 2046 the City of Canada Bay's population is expected to increase from 91,385 to approximately 120,620. (Source: forecast.id.com.au 2025 Figures)

Service types: The community's expected service levels will remain relatively similar and stable

Efficiencies: Council must continually adapt and strive for service delivery and process efficiencies.

Strategic direction: The strategic directions and community aspirations in the Community Strategic Plan are unlikely to change significantly over this time.

Service delivery expansion: Expansion in the services that Council provides is expected to grow and will need to be managed as strategic operational decisions are made.

Unforeseen circumstances can occur over the life of the Workforce Management Plan. The Plan's objectives will require ongoing review and adjustment over the four-year period as supporting operational plans are reviewed and developed.

Challenges: Key challenges for the development of future focused council workforces as expressed in the NSW Local Government Workforce Strategy 2016-2020 remain relevant:

- skills shortages in professional areas.
- leadership capability.
- legislative changes.
- market conditions.
- Diversity and inclusion factors.

COUNCIL'S WORKFORCE SNAPSHOT AS AT 1 JANUARY 2025

Planning for the future requires examination and understanding of the Council's current workforce profile. A snapshot of Council's workforce was taken on 1 January 2025.

Key changes identified in Council's workforce since 2022:

- Increased female representation in Operational Management/Coordinator positions.
- Council embedded as a Child Safe Organisation.
- Stabilised turnover rate, and notable decrease in the less than 12-month service group.
- Workforce headcount has increased by 19% since 2022. The increase in headcount is through active recruitment to fill vacant roles, organisational structure changes and business alignments to support the delivery of goals within the Community Strategic Plan, the opening of new Recreation Centre at Concord and Special Rate Variation positions in City Assets and Community Services.
- New specialisation skills continue to be required in project management and compliance fields.
- Around 27% of employees have reached the top step of their respective grades.
- The workforce engagement score has stabilised.
- Continual increase in higher duties payments due to ongoing employee movements, secondments and internal promotions
- A remuneration review across Council identified and adjusted salaries in line with Market values.

Current headcount

Headcount is the total number of employees currently employed by Council.

Council remains a medium sized metropolitan Council, employing a total of 553 employees (headcount) across a diverse range of occupations and employment classes, as at 1 January 2025.

Council's 553 headcount figure from 1 January 2025 is a 19.1% increase since 2022.

The increase in headcount is through active recruitment to fill vacant roles, organisational structure changes and business alignments to support the delivery of goals within the Community Strategic Plan, the opening of new Recreation Centre at Concord and Special Rate Variation positions in City Assets and Community Services.



Figure 7: Council headcount in calendar years from 2022 to 1 January 2025.

Headcount and employment type on 1 January 2025

Employment type is a common term used to describe the different categories of work arrangements available at Council. This is normally broken up into full time, part time and casual. This data is useful for understanding the mix employment conditions and arrangements that the individual Business Units are required to consider when managing the workforce.

As at 01 January 2025, Council employed:

- **361** (65%) Full Time,
- **75** (14%) Part Time
- and **117** (21%) Casual employees.

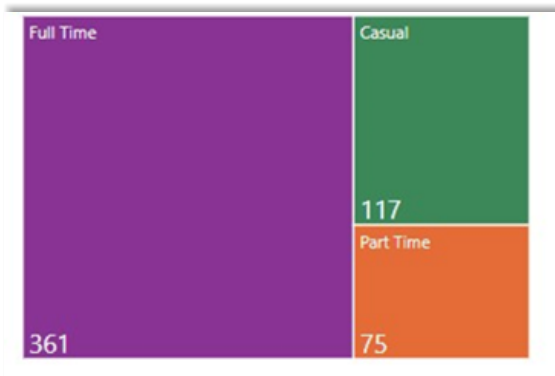
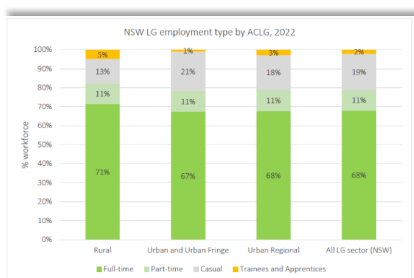


Figure 8: Chart showing how Council's headcount is split by employment type as at 1 January 2025.

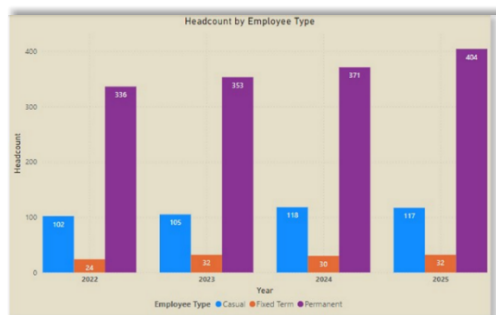


Council's full-time rate of 65% and casual rate of 21% are on par with the NSW Local Government Urban average (67%). Council's part time rate of 14% is slightly higher than the NSW Local Government Urban average of 11%. Noting that one in five employees within Council remain employed on a casual basis.

Headcount and employment type four-year trend

Council's permanent workforce numbers have been on a steady increase since 2022. Whilst the Fixed Term and Casual numbers have remained relatively stable.

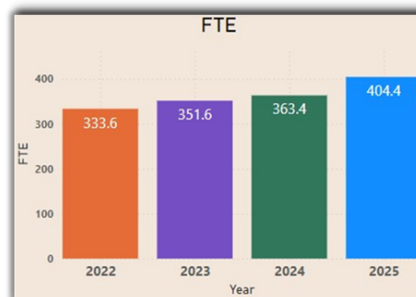
Increased permanent staff numbers over time corresponds with active recruitment to fill vacant positions, increased staff levels for Concord Recreation Centre and an uplift in services within City Assets and Community Development that are funded from the Special Rate Variation.



Full Time Equivalent (FTE) four-year trend

As at 1 January 2025, Council employs a Full-Time Equivalent (FTE) of 404.4 across a diverse range of occupations and employment types. This is a 20.5% increase since 2022.

Increased FTE over time corresponds with active recruitment to fill vacant positions, increased staff levels for Concord Recreation Centre and an uplift in services within City Assets and Community Development that are funded from the Special Rate Variation.



Both headcount and FTE are on an upward trend. Note, these figures do not include vacancies at the time the snapshots were taken. They represent positions that were filled by employees on the day of the snapshot.

Headcount by employment type and gender

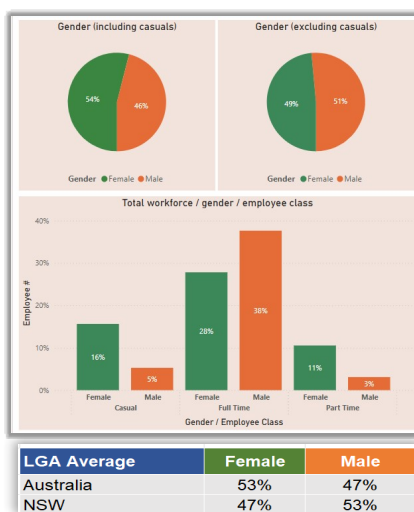


Figure 9: Council staff together at Ferragosto.

Council's gender mix (including casuals) of 46% male and 54% female is on par with the Australian LGA average of 47% male and 53% female.

With Council this is reflective of the high number of casual opportunities available which are traditionally filled by females rather than males.

Council's gender mix (excluding casuals) is 51% Male and 49% Female.

On 1 January 2025, Council's male full-time workers remain the predominant workforce employment type at 38%, followed by full-time females at 28% and casual females at 16%.

From a People and Culture resource administration perspective, all employee classes regardless of hours employed, require significant ongoing effort in areas such as recruitment, on boarding, rostering, and ongoing payroll transactions, timesheet approvals and performance monitoring.

Whilst in general gender mix numbers of local government are close to an even split between men and women, there are large differences in gender distribution across employment class, leadership and occupation streams.



Figure 10: Council office employees.

Gender balance for leadership roles

On 1 January 2025, Council's female participation rate in senior leadership roles is 20% (one out of five).

This is below the National figures for Directors / Executive which sit around the 27% female participation range, whilst LG in Victoria has a 34% female Director participation rate.

Council's combined female participation rates for Managers and Operation Managers/Coordinators who report to a leadership Manager or Director are more evenly split 19 female/18 male.

Gender balance by Business Unit

According to the *2022 Local Government Workforce Skills and Capability Survey (New South Wales) Report* there is a clear gender bias in some local government occupations.

As at 1 January 2025, males continue to dominate the Roads and Traffic, Health Building and Compliance, Strategic Asset Services and Innovation, and Project Management.

Females continue to dominate in Library and Community Services, Communications and Engagement, Sustainability and Waste, Venues Management, and People and Culture.

Figure 9 below shows the gender distribution across Council's Business Units including casual employees.



Figure 11: Customer Experience team member.

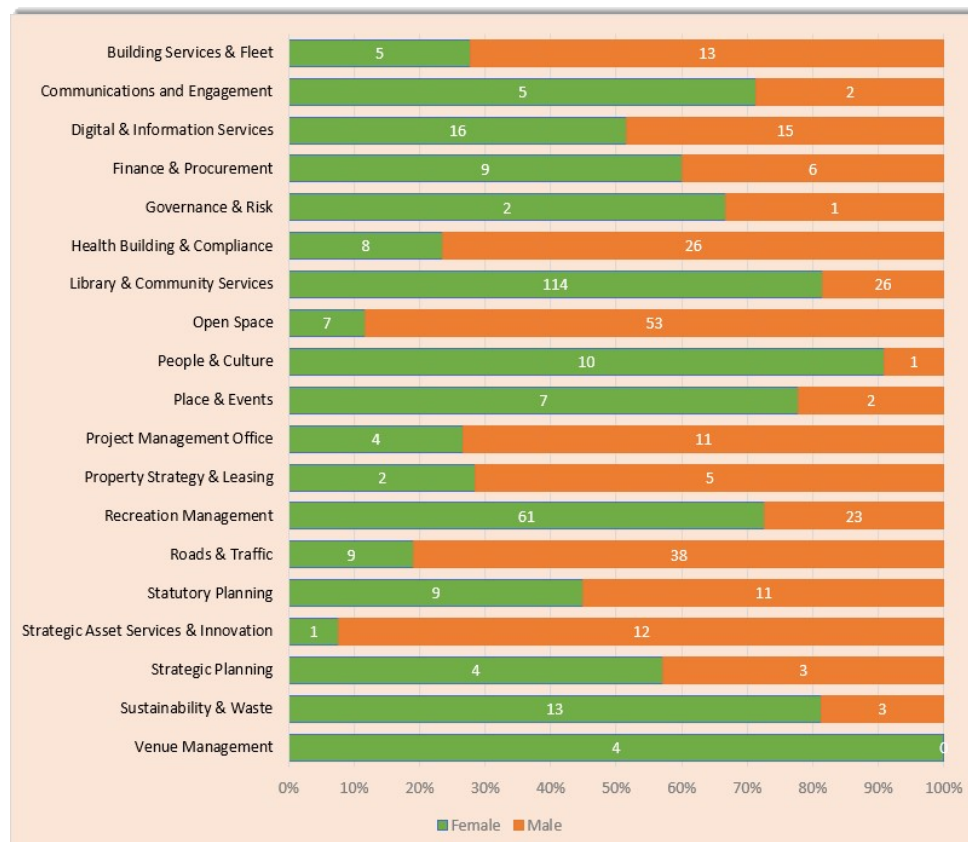


Figure 12: Gender distribution across Council's Business Units.

NSW state government sector actively promotes informal and formal education and programs that focus on awareness raising around gender equality through their 'Increasing gender diversity in decision making and leadership' program

A mix of informal and formal training can be successful in exposing all staff to the underlying factors and impacts of gender inequality.

Ensuring recruitment panel members are trained in gender equity and unconscious bias can further assist in establishing gender equity.

Workplace flexibility is a key enabler of gender equality and can include job redesign, hours of work, job sharing and job location. Workplace flexibility benefits all employees and enables greater work life balance.

Age profile

The age profile of the workforce can help inform decision making for future workforce needs. The local government workforce across Australia is ageing and, on average, is older compared with other government and industry sectors.

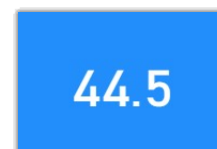


Figure 13: The Average age of City of Canada Bay employees on 1 January 2025 (excluding Casuals)

As of 01 January 2025, the average age for Council employees (excluding casuals) is 44.5 years old.

The average age decreases to 42.4 years old if casuals are included.

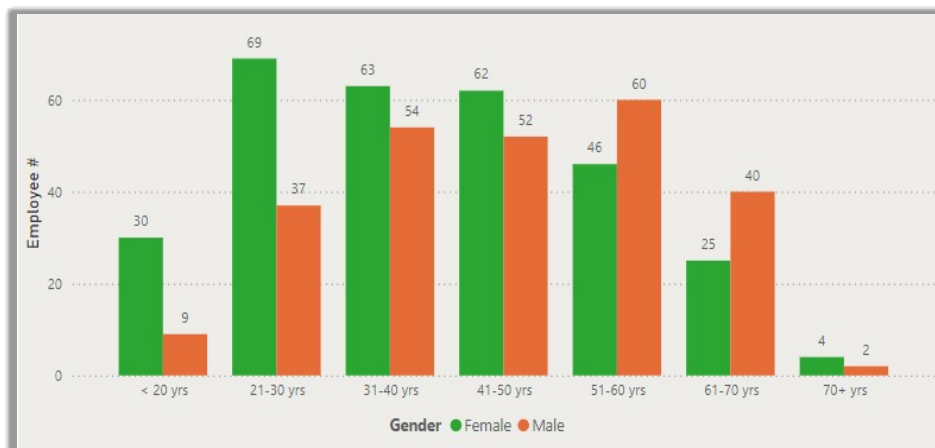


Figure 14: Council employee age groups and gender split as at 1 January 2025. (including casuals)

The highest age bracket (including casuals) is females between the ages of 21-30 years. Females in the age group brackets for 31 to 50 years are the predominant age groups. Followed by males 51-60 yrs.

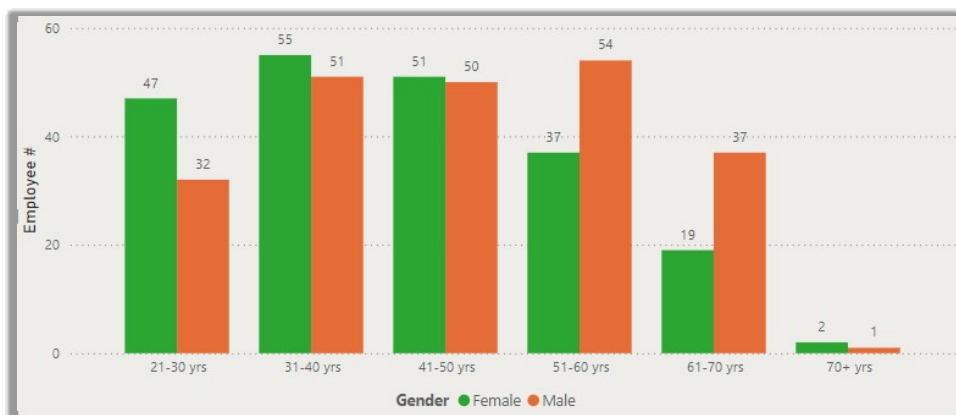


Figure 15: Council employee age groups and gender split as at 1 January 2025. (excluding casuals)

The highest age bracket (excluding casuals) is females between the ages of 31-40 years. Followed by males 51-60 yrs.

Females in the age group brackets from 51 significantly reduce in number.

Workers over 50 years of age

Council's figure for the over 50 age group (excluding casuals) is 27%. It is somewhat less than the NSW LG Average Age for over 45 yrs (52%). However, it still equates to almost a third of Council's workforce and suggests a continued reliance on mature aged workers for some time as 'In today's workforce, it is also predicted that 80% of baby boomers expect to keep working in some capacity beyond the age of 65 for social and monetary reasons' (*Commonwealth of Australia, 2005*).

'It is important for Councils to introduce healthy lifestyles and wellbeing programs as a positive step towards improving and maintaining the health of not only the ageing workforce but for all workers. Importantly, these programs should be age-relevant and support employees of all ages to be aware of and take responsibility for their own health'. (*Local Government, An Ageing Workforce Are We Prepared?*)

ABS 2021 reports within the Australian workforce 80% of workers are aged 15 to 54, 15% are aged 55 to 64, and 5% are already of retirement age (65+).



Figure 16: Council workers tending to a garden bed in a playground.

Age group by employment type

As at 1 January 2025, full-time workers between the ages of 31- 60 years continue to remain the largest of Council's age cohorts, closely followed by 21-30 years and 61-70 years.

Casuals have been included to highlight the variation in employment type between those who are under the age of 30 years and those who are over 30.

Whilst the less than 30 years age cohort represents 26% of the overall workforce, half of these are employed on a casual basis. This may be more reflective of the types of employment types available within Council for the under 30's.

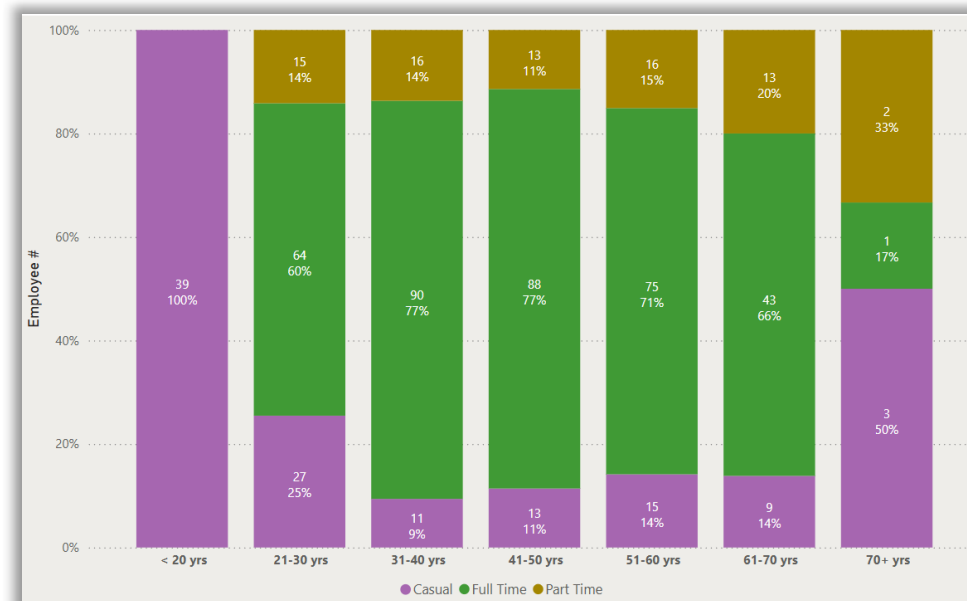


Figure 17: Age group by employment type as at 1 January 2025.

In particular more young people fill casual positions as Gymnastics Coaches, Early Childhood Educators and Library Assistants.

Council may benefit from a shift in focus to employment strategies targeting those who are new to the workforce and consider increasing the proportion of younger employees with more permanent options as employment opportunities within Council.

Generally, across the Australian LGA landscape the occupation types with the highest proportion of workers aged 50+ are in health care services, hospitality, labouring, and machine operating areas. These types of occupation areas require a higher vigilance in maintaining physical wellbeing, to minimise any increase in workplace injuries.

Years of service

Years of service (or tenure) can assist in targeting interventions such as career transition and knowledge management programs for workers as they plan to leave.

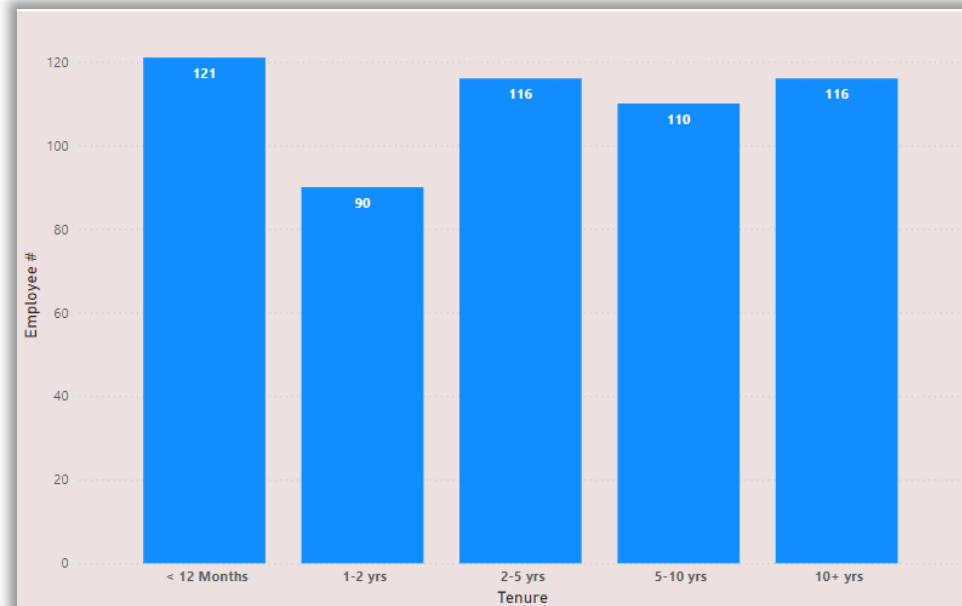


Figure 18: Number of employees and years of service (tenure) (not including casuals) as at 1 January 2025.

On 01 January 2025, Council's average length of service for employees was 6.5 years.

40% of employees been with Council for more than five years. Of which half have remained with Council for more than 10 years.

21% of employees are relatively new to Council with tenure less than 12 months. This is significantly higher than the NSW LG employee length of service figure of 13% of the workforce with less than 12 months service. This is mainly due to filling of SRV positions.

Voluntary turnover

Council's voluntary turnover rate for permanent and fixed term employees over the last three years has been relatively stable. For 2024 the voluntary turnover rate was 13.6%.

The turnover rate is down from the previous two years, which were 16.5% for 2022 and 15.9% for 2023.

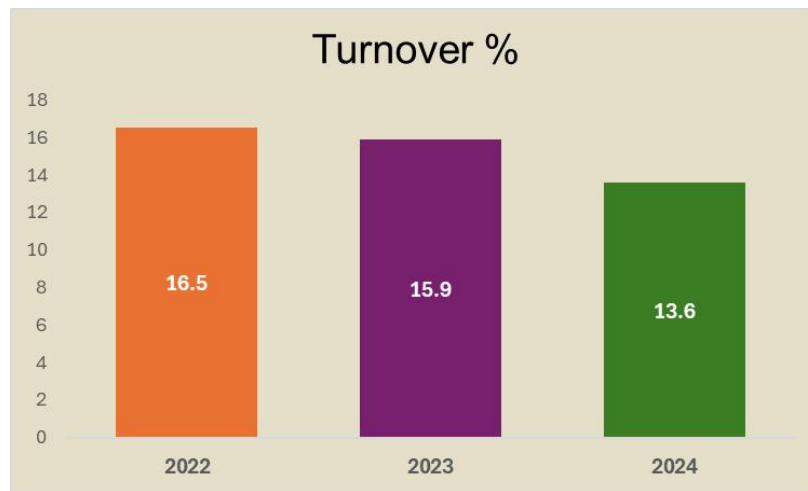
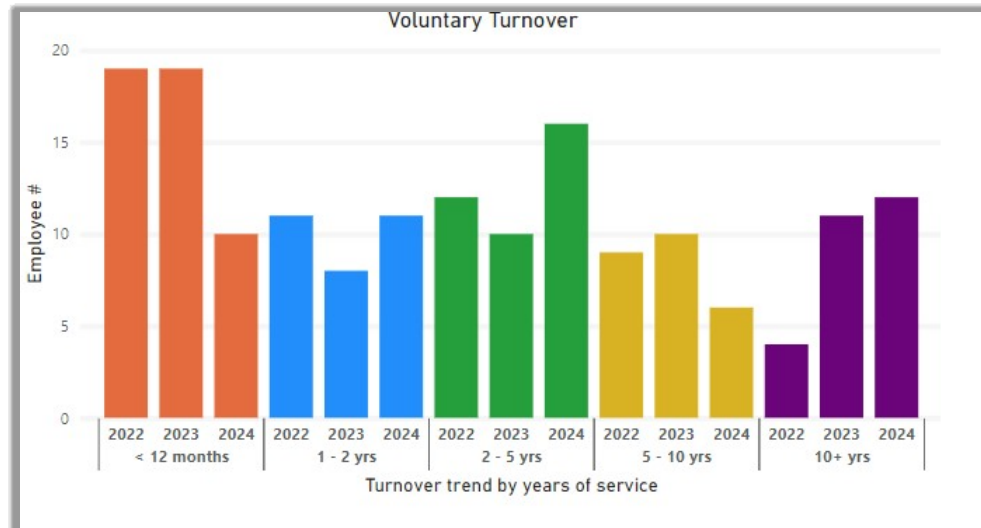


Figure 19: Council permanent staff voluntary turnover rate three-year trend.

There are benefits for lowering voluntary permanent turnover rates, such as a reduction in significant costs involved in finding and hiring new replacement employees and lost time spent on orientating and training the new employees to be familiar with Council's processes and practices.

Exiting employees is generally associated with a loss of experience, skills and capabilities and corporate knowledge balanced with a need for a level of renewal and refreshment of capability within a team.

Terminations by length of service



Of the 55 permanent and fixed term employees who voluntarily left Council during 2024, 10 had been with Council for less than 12 months (18%).

This is a significant reduction in the number of employees leaving in their first year of service since 2022 and 2023 which saw a first-year turnover rate of around 34% and 32% respectively.

The improvement in first year turnover rate is likely due to the targeted programs put in place for onboarding new starters, enhanced induction program and improvements in ongoing communication and support.

An employee is not considered to be fully productive for many months following on-boarding. High turnover statistics in the first year of employment is considered costly in terms of both time and resources.

New starters by age group and employment type

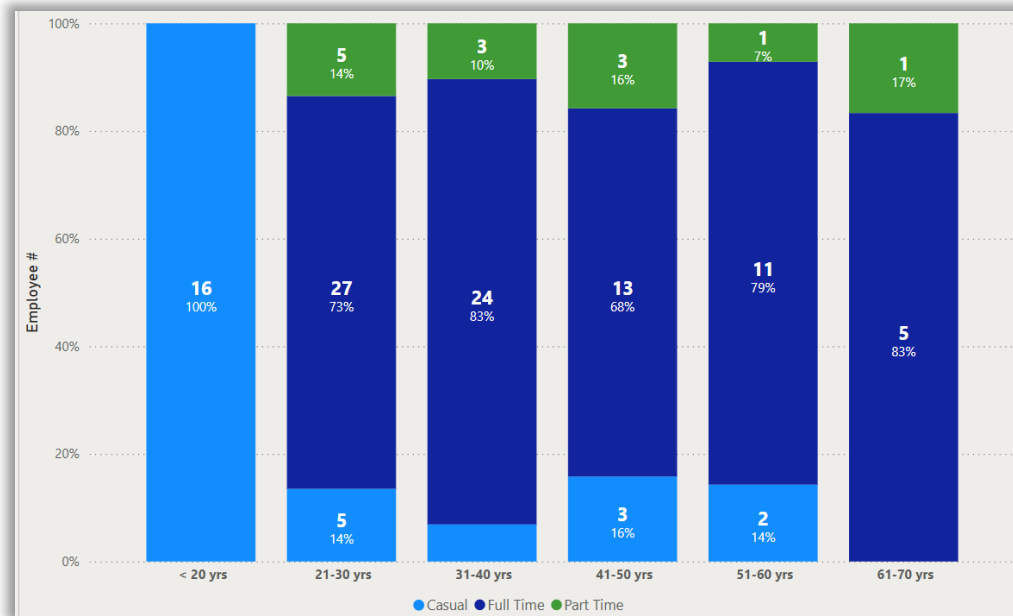


Figure 20: 2024 new starter's age and employment type as at 1 January 2025.

For 2024 the new starters by age group graph shows the relationship for the new hires and age cohorts by employment type.

During 2024 full time hires remain the main employee type on-boarded.

The 21 to 30 years age group is the highest with 27 new hires, followed closely by the 31-40 years age group with 24 new hires.

The graph also highlights that the under 20 years age group were all hired as casuals.

The over 50 age group represents around 16% of new hires and it may be worth exploring available mature age employment incentive programs to further increase the over 50 new starter cohort to promote inclusion and diversity.

ATTRACTING AND RETAINING EMPLOYEES



Figure 21: Employee participants in Clean Up Canada Bay 2024.

Shaping our workforce through effective attraction and retention programs takes time and effort and therefore lends itself to careful planning and implementation.

A systematic attraction and retention program improves decision making and investment in the workforce which ultimately improves workplace culture and business effectiveness.

Every organisation requires skills and capabilities from its employees to deliver its business outcomes.

Particularly in knowledge-intensive organisations, such as government agencies and departments, people are vital to the effective functioning of an organisation.

In today's information driven economy, the community continues to demand a higher level of accountability from the public sector, while agencies are expected to adapt and innovate to improve the quality-of-service delivery.

A 2021 KPMG report highlighted the next generation of skilled employees seek 'meaningful, purpose-led, socially conscious careers'. KPMG also highlighted that within the local government sphere there is a growing demand for data and customer experience specialists and an expected growth in demand for sustainability and waste initiatives.

The demand for recruitment activities in Council continues to be from the frontline service delivery workforce: Recreation, Early Childhood Education Centres, Library Services, Customer Experience and Open Space.

Council recognises the increasing difficulty in recruiting and retaining suitably qualified Building Surveyors, Engineers with strong project management skills, specialised open space practitioners and qualified early childhood educators.

KNOWLEDGE MANAGEMENT AND TURNOVER

Ongoing turnover of long-term employees with substantial knowledge and experience could potentially be lost at any time.

The risks for knowledge retention and transfer needs to be effectively managed to ensure Council can successfully deliver outcomes on an ongoing basis.

For employees retiring or leaving, a structured approach to knowledge management will provide an opportunity to leave a 'legacy' of their acquired learning and ensures that intellectual property is retained within the organisation.



Figure 22: Council employee participating in on site recycling.

Knowledge management assists in identifying, developing and retaining those employees with critical expertise.

The benefits of knowledge management are reflected through improved relationships and strengthened networks which people use to create and build knowledge.

Benefits can include:

Increased staff retention, created through the value placed on experience and knowledge

Improved productivity, provided through an increasingly engaged workforce

Enhanced innovation by sharing ideas

Addressing the issues created by increased career autonomy, the ageing workforce and skills shortages.

Links with succession planning by providing a culture where sharing knowledge is actively encouraged in everyday practices via a structured knowledge transfer process.

DEVELOPMENT AND CULTURE

Over the past four years, Council has implemented a range of initiatives to strengthen workplace culture and support staff development. These efforts have contributed to a more engaged and motivated workforce, with positive results reflected in our Employee Engagement Survey.

Development Initiatives

Council has made significant progress in professional development, with the introduction of a comprehensive leadership program catering to all levels of leadership. This training has covered key areas such as strategic thinking, communication, delegation, and governance, strengthening leadership capability and team cohesion. The induction program has also been refreshed to provide new employees with a more engaging on-boarding experience featuring presentations from executives and staff members.

To further support staff growth, new training opportunities have been introduced in project management, time management, Power BI, customer service, de-escalation, and compliance. Additionally, the Women's Network has been established to empower female staff through mentoring, coaching, and leadership development opportunities. These initiatives have contributed to a stronger, engaged and more skilled workforce.

Cultural Initiatives

Council has taken significant steps to enhance workplace culture, beginning with the launch of clearly defined workplace values, developed through staff workshops, to guide behaviours across Council.



Figure 24: Staff participating in Harmony Day.

Events such as Customer Focus Week and Open Day have provided opportunities for staff to showcase their work, share knowledge, and collaborate across divisions.



Figure 23: Staff participating in Harmony Day.

A strong focus on diversity and inclusion has been embedded through awareness events, including Harmony Day, Wear It Purple Day, Reconciliation Week, NAIDOC Week, and R U OK? Day, fostering a more inclusive and connected workplace.

This has also been supported by several diversity and inclusion e-learning modules available to staff. In addition, the annual Service and Excellence Awards have been expanded to encourage greater staff participation and recognition of outstanding contributions.

These initiatives, alongside the positive outcomes of the Staff Engagement Survey, reflect a strong and engaged organisational culture.

Addressing skills-based shortages

The 2022 Local Government Workforce Skills and Capability Survey cited that councils are experiencing skill and capability shortages in engineering (as noted by 60% of 2022 survey respondents), urban and town planning (52%), building surveyors (48%), project managers (40%), and labourers (38%).

Council is experiencing skill set shortages in line with the sectors noted above with the addition of shortages for Diploma qualified Early Childhood Educators.

The Australian Public Service's Delivering for Tomorrow: APS Workforce Strategy 2025 recognises the importance of 'investing in the professionalism and expertise of its people and leaders, who are at the heart of its organisational capability. This includes adopting a strategic approach to workforce management to improve how the APS attracts, recruits, develops and deploys its people'.

Council is addressing skills-based shortages through attracting and retaining a talented workforce, offering development opportunities and a staff culture to make the organisation and employer of choice.

Employee Alignment and Engagement survey



Figure 25: Staff working together at a Council event.

Council's Employee Alignment and Engagement Survey was conducted during 2024. The survey provides data on employee perception across multiple categories which are then benchmarked to the Local Government industry and other markets to determine Council's performance against best practice.

Aligned and engaged employees drive business performance, community satisfaction and have reduced rates of absenteeism and workplace accidents. The survey results identify strengths and focus areas for improvements.

The 2024 Alignment and Engagement Survey results identified a stable engagement score of 62% and an alignment score of 63%.

Supervisors were recognised as supportive, trustworthy and aligned to Council's goals. Senior leaders were recognised as being open to innovation, value employees and

thank people for their contribution.

Technology enhancement, system and process design, and remuneration were highlighted as areas for consideration and improvement.

Diversity, Equity and Inclusion

The City of Canada Bay Council is committed to providing equal employment opportunity across all facets of the business. Council is working to eliminate discrimination in employment on the basis of race, sex, marital or domestic status or disability.

Council agrees with the Productivity Commission emphasis on 'recruiting outside the square' to increase workforce participation.

This means actively tapping into the following groups that are currently underemployed and/or underrepresented in the workplace:

- Women in leadership roles
- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse communities
- Younger people (in permanent positions) through targeted youth programs
- Experienced workers through re-engaging former employees, and
- Finding new ways of attracting mature workers.

A strategic approach to diversity planning addresses statutory requirements and enhances Council's operations.



Figure 26: Disability sports at Concord Recreation Centre.

Safety and Wellbeing

Council's Health, Safety and Wellbeing program is in place to engender a Safety-First culture in the workplace.

Features of the program include:

- Psychosocial wellness
- WHS Committee
- Return to work



Figure 27: Celebrating diversity and embracing our Aboriginal history.

WORKFORCE PLANNING INFLUENCES

Council's Business Unit Managers provided the People and Culture team with valuable insights and an understanding of the future demand for workforce skills, capabilities and capacity requirements over the next four years within their respective portfolio areas.

The primary influences on Council's workforce management over the next four years are:

1. Rhodes Recreation Centre opening 2025:
 - Recreation staffing increase for a workforce across multi-site locations (two stadiums, two gymnastic centres and two Health Clubs) and an additional Community Lounge. There will be a requirement for operational changes and capability training for Recreation Management leadership in managing multi-site locations.
2. Growth in major urban development sites across the LGA (Transport Oriented Development Program, Metro station precincts and Parramatta Road corridor):
 - Increase in demand for strategic urban planning decisions for major site development. Considerations given to outsourcing versus enhancing inhouse capability.
 - Increase in demand for open space planning and design services as development sites include new outdoor urban landscape areas.
 - Growth in demand for building management and traffic management services during planning and construction phases.
 - Growth and increased demand for Food Organics and Garden Organics (FOGO) and Waste services following construction phases.
 - Growth in demand for building compliance, environmental health and law enforcement services during and following construction phases.
 - Growth in demand for services associated with the steady increase in housing density and changes in utilisation of land across the whole of the LGA.
 - Proposed NSW Planning legislative changes and impact on local planning services within the LGA.
3. Aging workforce and impact on health and wellbeing as employees stay longer in the workforce, particularly in physical demanding roles.
4. Roll out of specialist concierge library customer services.
5. Efficiencies through use of technological advancements, such as artificial intelligence and possible uses as a business support tool.



Figure 28: Children's Educator

6. Increase in demand from the local community for online payment services through efficient, informative 24/7 internet portals and social media methods as Council's engagement tool.
7. Increased technological expectations for customers and internal processes will drive the continual need to retrain employees that can develop and navigate new ways of providing efficient and effective services on a cloud based interactive platform.

People and Culture will maintain its partnering model with the individual business units to tailor effective workforce management approaches to support these expected changes in demand for services and changing employee demographics over the next four years.

OPPORTUNITIES FOR COUNCIL

The strong economic, commercial and population growth forecast will be a significant positive opportunity for Council to continue to:

- Ensure long term financial sustainability through prudent asset and financial management
- Be recognised as an innovative, fair and ethical employer
- Demonstrate strong executive leadership
- Develop future leaders
- Provide competitive flexible employment benefits
- Employ multi skilled employees to provide greater range of services
- Take a rigorous and long-term approach to retaining, attracting and developing a skilled, committed and inclusive sustainable workforce.
- Promote a workplace culture focused on employee wellbeing and work-life balance via implementing flexible working hours, offering remote work options, and creating wellbeing programs that focus on physical health, mental health, and stress management.



Figure 29: Law enforcement officer

WORKFORCE MANAGEMENT STRATEGY IMPLEMENTATION, MONITORING AND REVIEW

The People and Culture team is responsible for developing the Workforce Management Strategy – 2025-2029, however everyone at Council is responsible for supporting its delivery.

Key projects from the Workforce Management Strategy are incorporated as deliverables within Council's Delivery Program and Operational Plan.

The impact of the objectives and actions outlined in this strategy are monitored and reported through Council's Annual Report.


The Workforce Management Strategy – 2025-2029 objectives and deliverables are summarised in Appendix A.


As a minimum the Workforce Management Strategy – 2025-2029 is subject to review every four years. Council's workforce is constantly changing and evolving, being shaped by internal directives and external factors, for instance, legislative changes and market conditions, which impact how we need to manage the workforce both now and into the future.





Figure 30: Council staff member conducting community engagement.

Appendix A – Workforce Management Strategy – Objectives and Deliverables


Objective	Deliverable	Timeline	Responsibility
<p>1</p> <p>Strengthening health, safety and wellbeing</p>  <p>Creating a contemporary, safe, healthy and accountable workplace</p>	Embed Workplace Safety through a staged implementation of the HSW (Health Safety and Wellbeing) strategy five focus areas.	2025-2026	Coordinator Health and Wellbeing
		2026-2027	
		2027-2028	
		2028-2029	
	Strengthen and embed Psychosocial wellbeing programs	2025-2026	Coordinator Health and Wellbeing
		2026-2027	
		2027-2028	
		2028-2029	
	Implement new Incident Management System to all staff	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	

Objective	Deliverable	Timeline	Responsibility
<p>2</p>  <p>Working with technology</p> <p>Deliver technological solutions to improve service delivery, productivity and workforce data.</p>	HRIS (Human Resources Information Systems) Project - Design and Implement Technology1 solutions across Organisation Management, Payroll, Training, and Recruitment	2025-2026	Coordinator People and Culture
		2026-2027	
		2027-2028	
		2028-2029	
	HRIS Project -review	2025-2026	Coordinator People and Culture
		2026-2027	
		2027-2028	
		2028-2029	
	Review of People and Culture Processes to create streamlined efficiencies	2025-2026	Manager People and Culture
		2026-2027	
		2027-2028	
		2028-2029	

Objective	Deliverable	Timeline	Responsibility
<p>3</p> <p>Working with diversity,</p>  <p>equity and inclusion</p> <p>Implement inclusive EEO opportunities, Diversity Network, Traineeship frameworks, Disability and Indigenous programs</p>	Implement Apprentice/Traineeship program	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Sponsor Diversity Networks such as the Women's Network	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Complete gender analysis impact on policies, decisions and pay.	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Undertake the employment actions within the Reconciliation Action Plan (RAP)	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Review Veteran employment support programs	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Supporting activities within Disability Inclusion Action Plans (DIAP)	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	

Objective	Deliverable	Timeline	Responsibility
<p>4</p>  <p>Working for us</p> <p>Improve attraction and retention strategies to deliver a high performing, diverse, inclusive and engaged workforce</p> <p>Council is recognised as an innovative, fair and ethical employer</p>	Review Council's Reward and Recognition program	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Run the employee Alignment and Engagement Survey	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Undertake an end-to-end employee lifecycle review	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Undertake a targeted remuneration comparison to market review	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Prepare and support Council Depot employees through a transition and re-location phase.	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Undertake a review of age and work group cohorts	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Rhodes Recreation Centre setup support	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	

Objective	Deliverable	Timeline	Responsibility
<p>5</p>  <p>Managing knowledge and developing capabilities</p> <p>Cultivating an atmosphere of learning and knowledge sharing</p>	Implementing the Learning and Development Strategy	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Succession planning– Knowledge sharing implementation.	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Multi location supervisor training	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Enhancing E-learn library and learning experience	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Develop program for skills and knowledge transfer from exiting staff	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Leadership Program Delivery	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	

Action	Deliverable	Timeline	Responsibility
<p>6</p>  <p>Building trust and accountability</p> <p>Enhancing a culture of open, honest and available communication</p>	Review the effectiveness of Council's Performance and Development program	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Introduce online probation	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Build employee workforce data dashboards and reporting for Managers.	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	
	Undertake a review and relaunch People and Culture policies.	2025-2026	
		2026-2027	
		2027-2028	
		2028-2029	

Appendix B - References

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Attachment 1– Investment Report MAY 2025



INVESTMENT
REPORT
MAY 2025

INVESTMENT REPORT MAY 2025

Investment Report MAY 2025

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Investment Report MAY 2025

May 2025 Investment Report

Statement of Cash Investments as of 31 May 2025

STATEMENT OF CASH INVESTMENTS						
Maturity Date	Bank/Issuer	Long Term Rating	Fair Value	Term	Interest	Issue Date Investment Type
05/06/25	National Australia Bank (NAB)	AA-	\$2,500,000.00	91	4.70%	06/03/25 Term Deposits
05/06/25	National Australia Bank (NAB)	AA-	\$2,000,000.00	258	4.98%	20/09/24 Term Deposits
12/06/25	National Australia Bank (NAB)	AA-	\$3,000,000.00	91	4.65%	13/03/25 Term Deposits
12/06/25	National Australia Bank (NAB)	AA-	\$3,000,000.00	217	5.05%	07/11/24 Term Deposits
17/06/25	State Bank of India, Sydney Branch	BBB-	\$2,000,000.00	91	5.00%	18/03/25 Term Deposits
19/06/25	ANZ	AA-	\$3,000,000.00	366	5.24%	18/06/24 Term Deposits
26/06/25	ANZ	AA-	\$2,000,000.00	240	5.06%	29/10/24 Term Deposits
26/06/25	Bank of Queensland	A-	\$2,000,000.00	223	5.15%	15/11/24 Term Deposits
26/06/25	Bank of Queensland	A-	\$2,500,000.00	154	4.90%	23/01/25 Term Deposits
03/07/25	Bank of Queensland	A-	\$2,000,000.00	216	5.17%	29/11/24 Term Deposits
03/07/25	National Australia Bank (NAB)	AA-	\$3,000,000.00	365	5.45%	03/07/24 Term Deposits
03/07/25	Bank of Queensland	A-	\$2,500,000.00	161	4.93%	23/01/25 Term Deposits
10/07/25	National Australia Bank (NAB)	AA-	\$3,000,000.00	371	5.45%	04/07/24 Term Deposits
17/07/25	National Australia Bank (NAB)	AA-	\$3,000,000.00	377	5.45%	05/07/24 Term Deposits
18/07/25	ING	A	\$2,500,000.00	365	5.33%	18/07/24 Term Deposits
24/07/25	ANZ	AA-	\$2,000,000.00	253	5.11%	13/11/24 Term Deposits
31/07/25	National Australia Bank (NAB)	AA-	\$2,500,000.00	366	5.30%	30/07/24 Term Deposits
08/08/25	ING	A	\$2,000,000.00	365	5.04%	08/08/24 Term Deposits
14/08/25	ANZ	AA-	\$3,000,000.00	210	5.07%	16/01/25 Term Deposits
26/08/25	ING	A	\$2,000,000.00	368	4.90%	23/08/24 Term Deposits
04/09/25	National Australia Bank (NAB)	AA-	\$2,000,000.00	371	4.90%	29/08/24 Term Deposits
11/09/25	ING	A	\$2,500,000.00	372	4.93%	04/09/24 Term Deposits
18/09/25	State Bank of India, Sydney Branch	BBB-	\$2,500,000.00	154	4.85%	17/04/25 Term Deposits
25/09/25	ANZ	AA-	\$2,000,000.00	287	5.06%	12/12/24 Term Deposits
16/10/25	ING	A	\$2,000,000.00	364	5.03%	17/10/24 Term Deposits
30/10/25	ING	A	\$2,000,000.00	366	5.10%	29/10/24 Term Deposits
30/10/25	Bank of Queensland	A-	\$4,000,000.00	182	4.50%	01/05/25 Term Deposits
06/11/25	National Australia Bank (NAB)	AA-	\$2,000,000.00	275	4.80%	04/02/25 Term Deposits
13/11/25	ANZ	AA-	\$3,000,000.00	204	4.62%	23/04/25 Term Deposits
04/12/25	ANZ	AA-	\$2,000,000.00	301	4.78%	06/02/25 Term Deposits
18/12/25	ANZ	AA-	\$4,000,000.00	239	4.64%	23/04/25 Term Deposits
22/01/26	ANZ	AA-	\$3,000,000.00	378	4.88%	09/01/25 Term Deposits
29/01/26	ANZ	AA-	\$3,000,000.00	281	4.53%	23/04/25 Term Deposits
05/02/26	National Australia Bank (NAB)	AA-	\$2,000,000.00	366	4.72%	04/02/25 Term Deposits
12/02/26	Bank of Queensland	A-	\$4,000,000.00	287	4.30%	01/05/25 Term Deposits
16/02/26	National Australia Bank (NAB)	AA-	\$2,000,000.00	364	1.04%	16/02/21 Term Deposits
07/05/26	ING	A	\$4,000,000.00	371	4.18%	01/05/25 Term Deposits
31/08/26	ING	A	\$2,000,000.00	732	4.58%	29/08/24 Term Deposits
10/09/26	ING	A	\$2,000,000.00	741	4.63%	30/08/24 Term Deposits
28/10/26	ING	A	\$2,000,000.00	737	4.74%	21/10/24 Term Deposits
05/11/26	ING	A	\$16,500,000.00	737	4.94%	29/01/24 Term Deposits
04/02/27	ING	A	\$4,000,000.00	644	4.10%	01/05/25 Term Deposits
18/03/27	National Australia Bank (NAB)	AA-	\$2,000,000.00	678	4.09%	09/05/25 Term Deposits
01/04/27	ING	A	\$4,000,000.00	700	4.08%	01/05/25 Term Deposits
06/05/27	ING	A	\$2,500,000.00	728	4.03%	08/05/25 Term Deposits
12/05/27	Rabobank Aus Limited	A	\$2,000,000.00	730	4.22%	12/05/25 Term Deposits
20/05/27	National Australia Bank (NAB)	AA-	\$2,000,000.00	741	4.07%	09/05/25 Term Deposits
11/05/28	Rabobank Aus Limited	A	\$2,000,000.00	1095	4.37%	12/05/25 Term Deposits
20/11/25	Westpac	AA-	\$1,500,000.00	185	1.87%	19/11/21 Tailored Deposit
17/02/26	Westpac	AA-	\$2,500,000.00	274	2.24%	18/02/22 Tailored Deposit
24/02/26	Westpac	AA-	\$2,000,000.00	274	2.31%	25/02/22 Tailored Deposit
03/03/26	Westpac	AA-	\$2,000,000.00	365	2.22%	04/03/22 Tailored Deposit
17/10/25	Suncorp Covered	AAA	\$1,000,000.00	183	4.89%	17/10/22 Floating Rate Notes
09/12/25	Macquarie Bank	A+	\$2,000,000.00	274	4.59%	02/06/21 Floating Rate Notes
13/01/26	Commonwealth Bank	AA-	\$1,500,000.00	274	5.07%	13/01/23 Floating Rate Notes
24/02/26	RACQ Bank	BBB+	\$2,300,000.00	274	5.21%	24/02/23 Floating Rate Notes
15/05/26	Bendigo Adelaide Bank	A-	\$1,000,000.00	365	5.05%	15/05/23 Floating Rate Notes
15/06/26	Teachers Mutual Bank	BBB+	\$850,000.00	455	4.79%	16/06/21 Floating Rate Notes
19/08/26	ING Bank Covered	AAA	\$500,000.00	457	4.21%	19/08/21 Floating Rate Notes
14/09/26	Macquarie Bank	A+	\$1,600,000.00	549	4.97%	14/09/23 Floating Rate Notes
23/12/26	Commonwealth Bank	AA-	\$2,000,000.00	639	4.53%	23/09/21 Floating Rate Notes
22/03/27	ING	A	\$1,000,000.00	728	5.07%	22/03/24 Floating Rate Notes
14/05/27	Bendigo Adelaide Bank	A-	\$800,000.00	730	4.79%	14/05/24 Floating Rate Notes
18/08/27	Commonwealth Bank	AA-	\$1,100,000.00	821	4.83%	18/08/22 Floating Rate Notes
13/09/27	AMP	BBB+	\$1,300,000.00	914	5.39%	13/09/24 Floating Rate Notes
01/11/27	Great Southern Bank	BBB+	\$1,150,000.00	914	4.91%	01/11/24 Floating Rate Notes
13/01/28	Commonwealth Bank	AA-	\$1,500,000.00	1004	5.22%	13/01/23 Floating Rate Notes
19/01/28	Rabobank Aus Branch	A+	\$1,000,000.00	1002	5.13%	19/01/23 Floating Rate Notes
16/02/28	Westpac	AA-	\$1,000,000.00	1005	4.78%	16/02/23 Floating Rate Notes
09/05/28	Bank of Queensland Covered	AAA	\$1,250,000.00	1096	5.01%	09/05/23 Floating Rate Notes
17/08/28	Commonwealth Bank	AA-	\$1,250,000.00	1186	4.76%	17/08/23 Floating Rate Notes
20/08/29	ING	A	\$1,800,000.00	1553	4.81%	20/08/24 Floating Rate Notes
27/09/29	ANZ	AA-	\$2,100,000.00	1645	5.02%	27/09/24 Floating Rate Notes
18/03/30	National Australia Bank (NAB)	AA-	\$1,600,000.00	1826	4.94%	18/03/25 Floating Rate Notes
21/05/30	ANZ	AA-	\$700,000.00	1826	4.66%	21/05/25 Floating Rate Notes
15/06/25	NTTC	AA-	\$2,000,000.00	363	1.10%	11/05/21 Fixed Rate Bond
18/08/25	Commonwealth Bank	AA-	\$1,500,000.00	181	4.20%	18/08/22 Fixed Rate Bond
24/08/26	Suncorp Covered	AAA	\$2,000,000.00	546	3.25%	20/04/22 Fixed Rate Bond
21/01/30	Westpac	AA-	\$1,800,000.00	1826	4.95%	21/01/25 Fixed Rate Bond
21/05/30	ANZ	AA-	\$500,000.00	1826	4.60%	21/05/25 Fixed Rate Bond
	AMP	BBB+	\$7,000,000.00		4.50%	AMP
	AMP	BBB+	\$300.00		2.25%	AMP
	Macquarie Bank	A+	\$2,007,123.39		4.15%	Macquarie CMA
	Macquarie Bank	A+	\$0.00		3.85%	Macquarie CMA
	Commonwealth Bank	AA-	\$13,000,000.00		3.85%	CBA BOS
31/05/25			\$204,607,423.39		4.54%	
TOTAL INVESTMENTS at 30/04/2025			\$187,907,738.97			
Net Increase/(Decrease) in Investments			\$16,699,684.42			

Certificate of the Responsible Accounting Officer

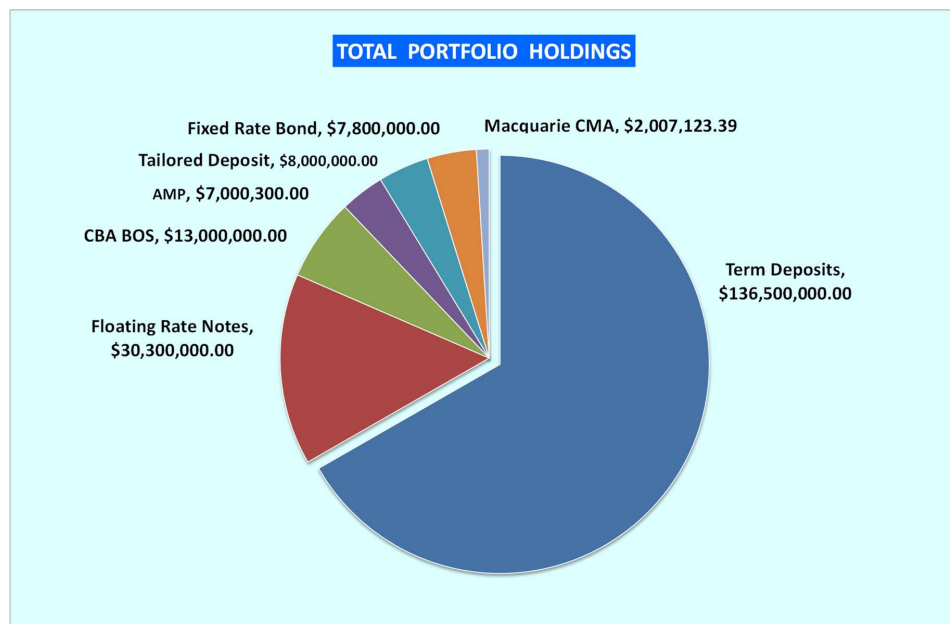
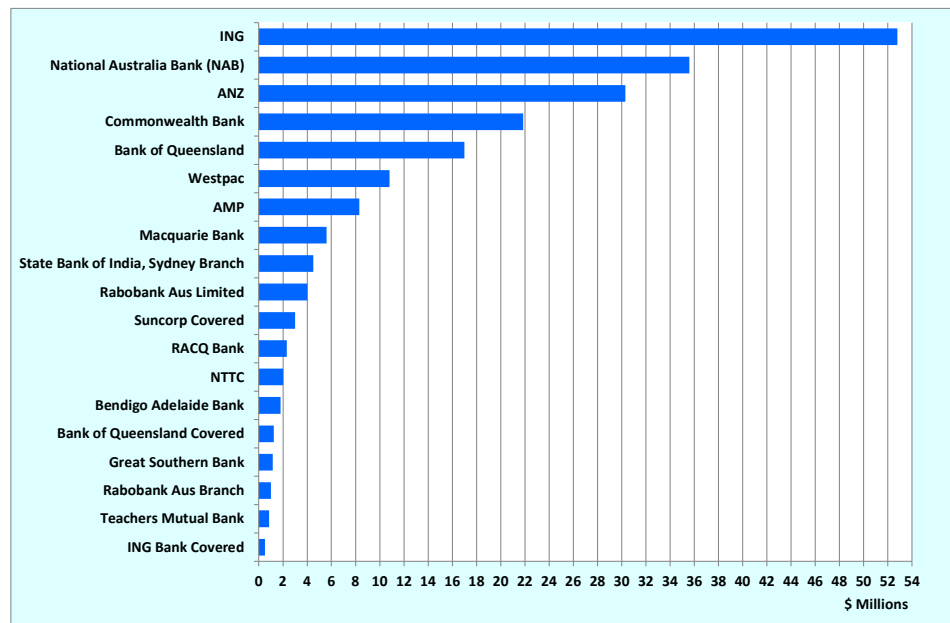
I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation.

Evan Hutchings

Date: 04 Jun 2025

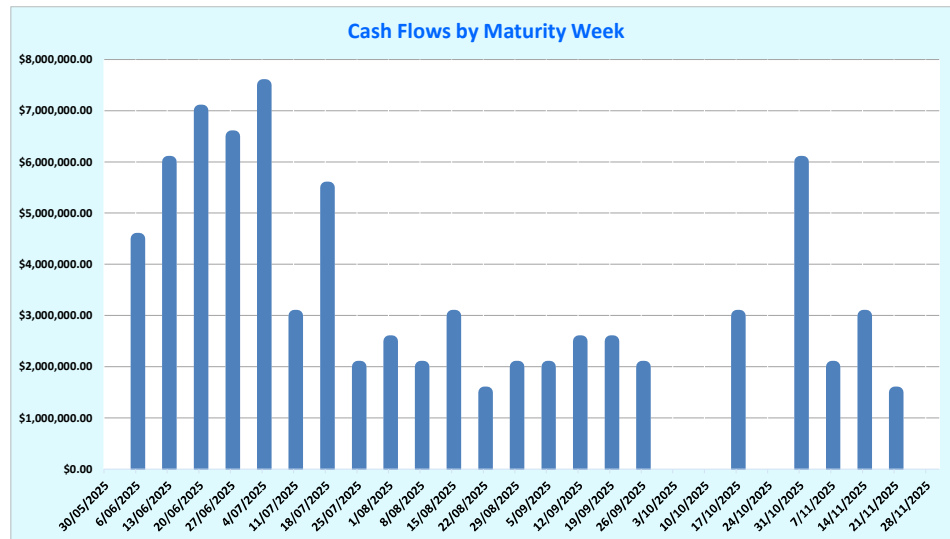
Investment Report MAY 2025

Total Investment Deposits by Institution as of 31 May 2025



Investment Report MAY 2025

Weekly cash flow forecast for 6 months as of 31 May 2025



Individual Counterparty Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council Investment Policy

LT Ratings	ADI	Policy Limit	% of Portfolio
AAA	ING Bank Covered	45%	0.24%
	Bank of Queensland Covered	45%	0.61%
	Suncorp Covered	45%	1.47%
AA-	ANZ	45%	14.81%
	NTTC	45%	0.98%
	Westpac	45%	5.28%
	National Australia Bank (NAB)	45%	17.40%
	Commonwealth Bank	45%	10.68%
A+	Rabobank Aus Branch	30%	0.49%
	Macquarie Bank	30%	2.74%
A	Rabobank Aus Limited	30%	1.95%
	ING	30%	25.81%
A-	Bank of Queensland	20%	8.31%
	Bendigo Adelaide Bank	20%	0.88%
BBB+	RACQ Bank	10%	1.12%
	Great Southern Bank	10%	0.56%
	AMP	10%	4.06%
	Teachers Mutual Bank	10%	0.42%
BBB-	State Bank of India, Sydney Branch	5%	2.20%
	Total Portfolio		100.00%

Investment Report MAY 2025

Counter Party Class Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council's Investment Policy (excluding At Call Deposits)

Type Long Term	Holdings	Policy Limit	% Portfolio
AAA	\$4,750,000.00	45%	2.32%
AA-	\$100,550,000.00	45%	49.14%
A+	\$6,607,123.39	30%	3.23%
A	\$56,800,000.00	30%	27.76%
A-	\$18,800,000.00	20%	9.19%
BBB+	\$12,600,300.00	10%	6.16%
BBB-	\$4,500,000.00	5%	2.20%
NR	\$0.00	0%	0.00%
Total	\$204,607,423.39		100.00%

Investment Transactions during May 2025

Date	Transaction	Bank/Issuer	Type	Term	Int Rate	Amount	Interest Paid
30/04/2025	Balance	Investment Balance Fair Value				\$187,907,738.97	
1/05/2025	Reset	Great Southern Bank	Floating Rate Notes	1001	5.26%	(\$1,150,000.00)	\$14,431.60
1/05/2025	Reset	Great Southern Bank	Floating Rate Notes	914	4.91%	\$1,150,000.00	
1/05/2025	Purchase	Bank of Queensland	Term Deposits	182	4.50%	\$4,000,000.00	
1/05/2025	Purchase	Bank of Queensland	Term Deposits	287	4.30%	\$4,000,000.00	
1/05/2025	Purchase	ING	Term Deposits	371	4.18%	\$4,000,000.00	
1/05/2025	Purchase	ING	Term Deposits	644	4.10%	\$4,000,000.00	
1/05/2025	Purchase	ING	Term Deposits	700	4.08%	\$4,000,000.00	
1/05/2025	Maturity	National Australia Bank (NAB)	Term Deposits	266	5.00%	(\$2,000,000.00)	\$72,876.72
6/05/2025	Maturity	Royal Bank of Canada	Floating Rate Notes	89	4.91%	(\$1,000,000.00)	\$11,972.33
8/05/2025	Purchase	ING	Term Deposits	728	4.03%	\$2,500,000.00	
8/05/2025	Maturity	National Australia Bank (NAB)	Term Deposits	246	5.00%	(\$2,500,000.00)	\$84,246.58
9/05/2025	Reset	Bank of Queensland Covered	Floating Rate Notes	1184	5.40%	(\$1,250,000.00)	\$16,283.01
9/05/2025	Reset	Bank of Queensland Covered	Floating Rate Notes	1096	5.01%	\$1,250,000.00	
9/05/2025	Purchase	National Australia Bank (NAB)	Term Deposits	678	4.09%	\$2,000,000.00	
9/05/2025	Purchase	National Australia Bank (NAB)	Term Deposits	741	4.07%	\$2,000,000.00	
12/05/2025	Purchase	Rabobank	Term Deposits	730	4.22%	\$2,000,000.00	
12/05/2025	Purchase	Rabobank	Term Deposits	1095	4.37%	\$2,000,000.00	
14/05/2025	Reset	Bendigo Adelaide Bank	Floating Rate Notes	819	5.18%	(\$800,000.00)	\$10,103.18
14/05/2025	Reset	Bendigo Adelaide Bank	Floating Rate Notes	730	4.79%	\$800,000.00	
15/05/2025	Reset	Bendigo Adelaide Bank	Floating Rate Notes	452	5.42%	(\$1,000,000.00)	\$12,928.44
15/05/2025	Reset	Bendigo Adelaide Bank	Floating Rate Notes	365	5.05%	\$1,000,000.00	
15/05/2025	Maturity	National Australia Bank (NAB)	Term Deposits	246	4.95%	(\$2,000,000.00)	\$66,723.29
19/05/2025	Reset	Commonwealth Bank	Floating Rate Notes	1277	5.12%	(\$1,250,000.00)	\$15,968.63
19/05/2025	Reset	Commonwealth Bank	Floating Rate Notes	1186	4.76%	\$1,250,000.00	
19/05/2025	Reset	Commonwealth Bank	Floating Rate Notes	911	5.19%	(\$1,100,000.00)	\$14,074.55
19/05/2025	Reset	Commonwealth Bank	Floating Rate Notes	821	4.83%	\$1,100,000.00	
19/05/2025	Reset	ING Bank Covered	Floating Rate Notes	546	4.55%	(\$500,000.00)	\$5,545.43
19/05/2025	Reset	ING Bank Covered	Floating Rate Notes	457	4.21%	\$500,000.00	
19/05/2025	Reset	Westpac	Floating Rate Notes	1093	5.15%	(\$1,000,000.00)	\$12,426.08
19/05/2025	Reset	Westpac	Floating Rate Notes	1005	4.78%	\$1,000,000.00	
19/05/2025	Reset	Westpac	Tailored Deposit	364	2.24%	(\$2,500,000.00)	\$13,808.22
19/05/2025	Reset	Westpac	Tailored Deposit	274	2.24%	\$2,500,000.00	
19/05/2025	Reset	Westpac	Tailored Deposit	274	1.87%	(\$1,500,000.00)	\$6,839.59
19/05/2025	Reset	Westpac	Tailored Deposit	185	1.87%	\$1,500,000.00	
19/05/2025	Maturity	ING	Term Deposits	367	5.23%	(\$3,000,000.00)	\$157,759.73
20/05/2025	Reset	ING	Floating Rate Notes	1642	5.17%	(\$1,800,000.00)	\$22,679.49
20/05/2025	Reset	ING	Floating Rate Notes	1553	4.81%	\$1,800,000.00	
21/05/2025	Purchase	ANZ	Fixed Rate Bond	1826	4.60%	\$500,000.00	\$1,345.00
21/05/2025	Purchase	ANZ	Floating Rate Notes	1826	4.66%	\$700,000.00	
26/05/2025	Reset	Westpac	Tailored Deposit	364	2.31%	(\$2,000,000.00)	\$11,391.78
26/05/2025	Reset	Westpac	Tailored Deposit	274	2.31%	\$2,000,000.00	
27/05/2025	Reset	RACQ Bank	Floating Rate Notes	365	5.63%	(\$2,300,000.00)	\$32,276.35
27/05/2025	Reset	RACQ Bank	Floating Rate Notes	274	5.21%	\$2,300,000.00	
29/05/2025	Maturity	National Australia Bank (NAB)	Term Deposits	253	5.00%	(\$2,000,000.00)	\$69,315.07
	Activity	Macquarie Bank	At Call (Macquarie)		4.15%	(\$109.59)	\$7,123.40
	Activity	Macquarie Bank	At Call (Macquarie)		3.65%	(\$5.99)	
	Activity	CBA Business Online Saver	CBA (BOS)		3.85%	\$500,000.00	\$39,787.38
	Activity	AMP Bank 31Day Notice	At Call (AMP)		4.50%	(\$3,000,000.00)	\$45,251.11
	Activity	AMP Business Saver	At Call (AMP)		2.25%	(\$200.00)	\$2,220.55
31/05/2025		EOM Balance			Total	\$204,607,423.39	\$747,377.51

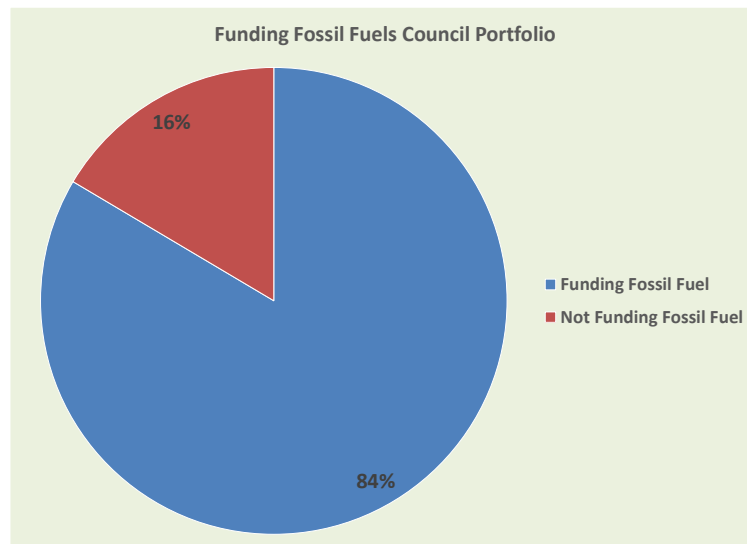
Investment Report MAY 2025

Total Interest Received during May 2025

Ledger Account	Type	May
102623-1465-40068	Investments	\$652,995.07
102623-1465-40067	At Call Accounts	\$94,382.44
	Sub-Total	\$747,377.51
102623-1465-40066	General Bank Account	\$13,321.33
	Total	\$760,698.84

Fossil Fuel Allocation (Green Funding) as of 31 May 2025

Sum of Fair Value		
Funding Fossil Fuel	Bank/Issuer	Total
Funding Fossil Fuel	ING	\$52,800,000.00
	National Australia Bank (NAB)	\$35,600,000.00
	ANZ	\$30,300,000.00
	Commonwealth Bank	\$21,850,000.00
	Westpac	\$10,800,000.00
	Macquarie Bank	\$5,607,123.39
	Rabobank Aus Limited	\$4,000,000.00
	Suncorp Covered	\$3,000,000.00
	Rabobank Aus Branch	\$1,000,000.00
	ING Bank Covered	\$500,000.00
Funding Fossil Fuel Total		\$165,457,123.39
Not Funding Fossil Fuel	Bank of Queensland	\$17,000,000.00
	AMP	\$8,300,300.00
	RACQ Bank	\$2,300,000.00
	Bendigo Adelaide Bank	\$1,800,000.00
	Bank of Queensland Covered	\$1,250,000.00
	Great Southern Bank	\$1,150,000.00
	Teachers Mutual Bank	\$850,000.00
Not Funding Fossil Fuel Total		\$32,650,300.00
Grand Total		\$198,107,423.39



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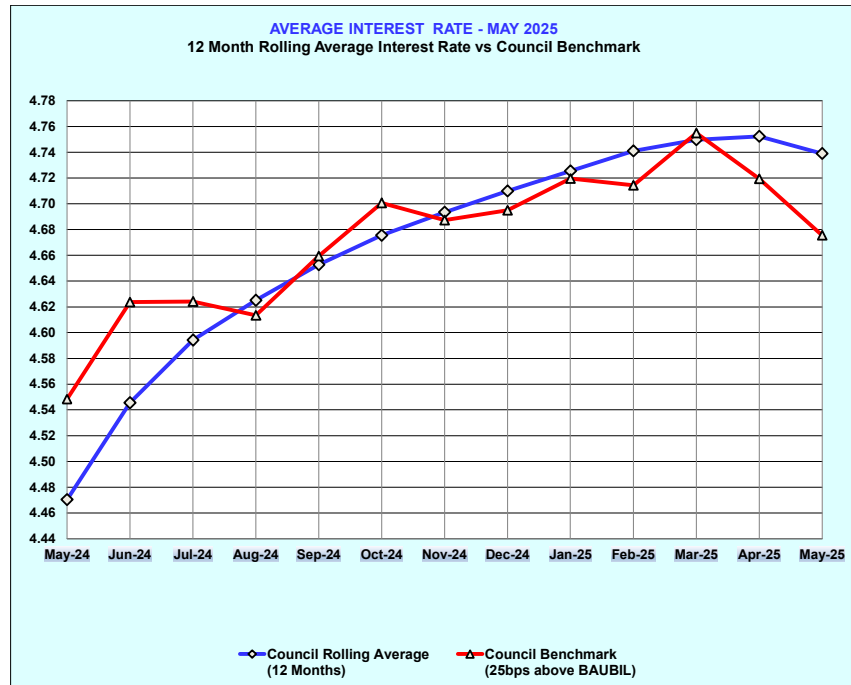
Statement of Consolidated Cash and Investments as of 31 May 2025

Consolidated Cash & Investments	
Cash & Investments	
Cash At Bank as at 31 May 2025	\$3,984,109.93
Investments at Fair Value as at 31 May 2025	\$204,607,423.39
Total Cash & Investments	\$208,591,533.32
The above cash and investments are comprised of:	
Externally Restricted Reserves	
Externally restricted reserves refer to funds received that are restricted by externally	
Total External Restrictions	\$146,212,268.45
Internally Restricted Reserves	
Internally restricted reserves are funds restricted in the use by resolution or policy of Council	
Total Internal Restrictions	\$46,582,310.54
Unrestricted Cash & Investments	
Total Unrestricted Cash & Investments	\$15,796,954.33
Total Cash & Investments	\$208,591,533.32

Note: At the time of this report, reserve balances
have yet to be finalised for 31 May 2025

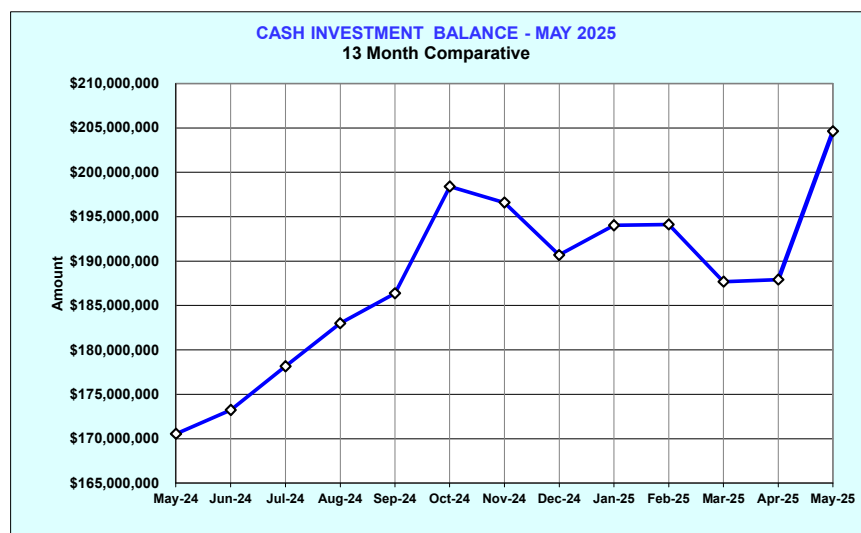
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Comparative Graphs

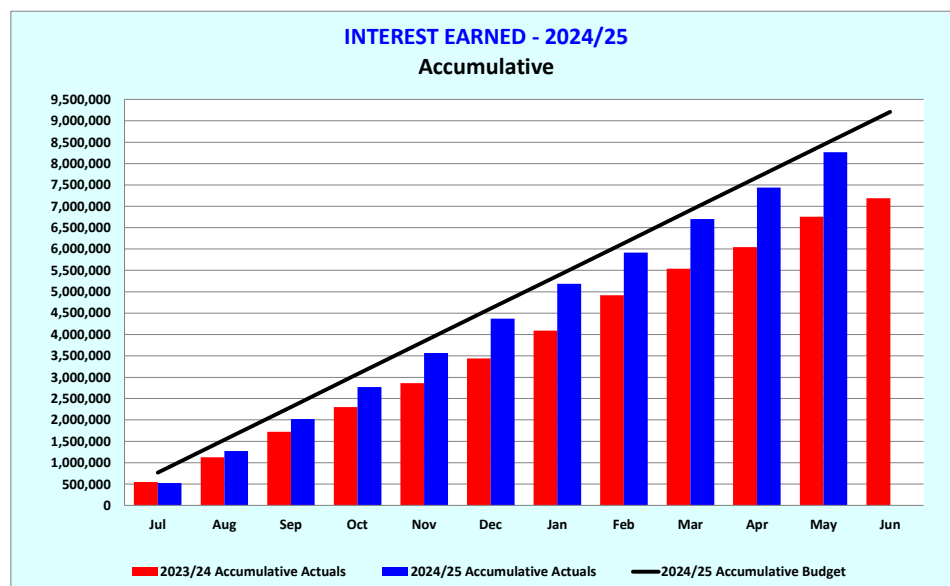
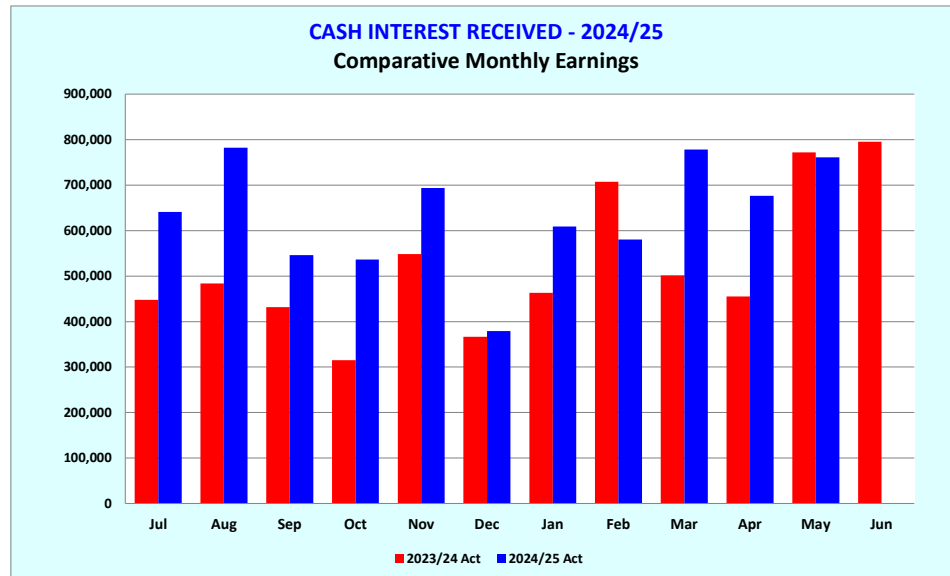


The rolling 12-month portfolio return relative to the index has achieved benchmark. It is a result of higher than anticipated cash balances, and favourable returns on investments.

Council's adopted budget for 2024-25 forecasts interest earnings of \$6.85M. The Budget has been revised up by \$1.3M to \$8.15M in quarter one and to \$8.35M in quarter two, further in quarter three revised up to \$9.21M. Investment income earned for May 2025 amounted to \$830,183.63



Investment Report MAY 2025



Investment Report MAY 2025

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Investment Policy (April 2025)

1. Purpose

To provide a framework for the investing of Council's surplus funds in a prudent manner to generate the most favourable returns within acceptable risk parameters whilst ensuring that Council's liquidity requirements are being met.

Specific strategies maybe employed at different times to achieve this objective so long as those strategies always lie within the policy.

2. Background and Standards

Section 625 of the Local Government Act 1993 allows Council to invest funds in particular securities so long as the funds are not required for any other purpose.

The Minister for Local Government issued revised guidelines in 2010 which placed emphasis on observing the 'prudent person test'.

The investments will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolio to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes (DLG - May 2010).

At the same time the investment of Council's funds must be conducted to the highest of ethical standards:

Officers shall refrain from personal activities that would conflict with the proper execution and management of this portfolio. This policy requires officers to disclose any actual or perceived conflicts of interest to the General Manager. Independent advisors are also required to declare that they have no actual or perceived conflicts of interest. (DLG - May 2010).

3. Authority for Investment

The Council may invest surplus funds pursuant to the:

- Local Government (General) Regulation 2021
- Local Government Act 1993
- Ministerial Investment Order
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Division of Local Government Circulars
- The Trustee Act 1925 Section 14 and the Trustee Amendment (Discretionary Investments) Act 1997- Sections 14A(2), 14C(1) and (2)
- Office of Local Government Policy Guidelines

4. Delegation Authority

Authority for implementation of this Policy is delegated by the elected Council to the General Manager in accordance with the Local Government Act 1993 (NSW).

Subject to regular review, the General Manager has delegated the day-to-day management of Council's Investment Portfolio to the:

- Director Corporate Services and Strategy
- Chief Financial Officer
- Corporate Accounting Manager
- Management Accountant – Investments

To be effective, a delegation must be in writing.

Staff members delegated to manage Council's Investment Portfolio must acknowledge that they have received a copy of this Policy and that they understand the obligations and responsibilities of their role.

5. Authorised Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

The most current Ministers Order is dated 12 January 2011 and is detailed in Attachment A. Authorised Investments will be limited to:

- any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a territory
- any Debentures or Securities issued by a Council, within the meaning of the Local Government Act 1993 (NSW)
- interest bearing deposits with, or debentures or bonds issued by, an Authorised Deposit-taking institution (ADI), as defined in the Banking Act 1959 (Commonwealth), but excluding subordinated debt obligations
- any bill of exchange which has a maturity date of not more than 200 days and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an ADI
- a deposit with the New South Wales Treasury Corporation (TCorp) or investments in managed funds with TCorp

6. Prohibited Investments

In accordance with the Ministerial Investment Order, this Investment Policy prohibits, but is not limited, to any investment carried out for speculative purposes including:

- derivative based instruments
- principal only investments or securities that provide nil or negative cash flow
- standalone securities issued that have underlying futures, options, forward contracts and swaps of any kind
- shares of any kind
- any investments not denominated in Australian Dollars or that carry foreign exchange risk

This policy also prohibits the use of leveraging (borrowing to invest) for any investment.

Council officers should ensure that before new investments are made, they establish whether a product complies with the Investment Policy and, where necessary, obtain independent financial advice in writing on the nature and risk of the financial product.

7. Investment Guidelines

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return on investment.

- Preservation of capital is the principal objective of the Investment Policy. Investments are to be placed in a manner that seeks to ensure security and safeguarding the Investment Portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment
- Investments are expected to achieve a market return in line with the Council's risk tolerance

Investments obtained are to be considered based on the following key criteria:

- Preservation of Capital - the requirement for preventing losses in an investment portfolio's total value (considering the time value of money)
- Diversification - setting limits to the amounts invested with a particular financial institution or government authority to reduce credit, interest rate, liquidity and market risks
- Credit risk - the risk the investment Council has made fails to pay the interest and repay the principal when due
- Liquidity Risk - the risk council is unable to redeem the investment at a fair price within a timely period, or the risk the fair price has changed significantly due to market risks and council is in a position where it must sell before maturity incurring a loss
- Interest Rate Risk - the risk the fair market value of the investment fluctuates significantly due to changes in underlying interest rates
- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market conditions and prices, principally interest rate, credit and liquidity risks
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and exposure to market risks.
- Reinvestment Risk – the risk that income will not meet expectations or budgeted requirement because interest paid on the investments are lower in future than they are currently

8. Direct Investments

Portfolio Credit Framework

The portfolio credit guidelines to be adopted will be based on the Standard and Poor's (S&P) ratings system criteria (or Moody's and Fitch equivalent if an S&P rating is not available). The maximum available limits in each rating category are as follows:

Long Term Rating	Minimum Requirement	Maximum Limit
AAA to AA-or Major Banks and below	30%	100%
A+ to A- and below	0%	70%
BBB+, BBB, BBB- and below	0%	40%
Unrated ADI with a branch within the Canada Bay LGA	0%	\$250,000 or the prevailing Government Guaranteed Amount
TCorpIM Funds	0%	40%

9. Individual Counterparty Credit Framework

The individual credit guidelines to be adopted will be based on the Standard and Poor's (S&P) ratings system criteria (or Moody's and Fitch equivalent if an S&P rating is not available). The maximum available limits in each rating category are as follows:

Long Term Rating	Maximum Individual Limit
Federal or NSW Government	100%
AAA	50%
AA+ to AA- or Major Banks	45%
A+ to A-	30%
BBB+ to BBB-	10%
Unrated	\$250,000 or the prevailing Government Guaranteed Amount
TCorp Managed Funds	20%

For the purpose of this Policy, "Major Banks" are defined as:

- Australia and New Zealand Banking Group Limited
- Commonwealth Bank of Australia
- National Australia Bank Limited
- Westpac Banking Corporation

including any of their wholly owned subsidiaries that are explicitly guaranteed by the parent (such as St George, Bank West).

S&P ratings will be used in the first instance for the purposes of Minimum Portfolio Requirements and Maximum Individual Limits. In the event an investment is not rated by S&P, then the lower of its alternative ratings from Moody's and Fitch (in the event it has more than one alternative rating) will be used for the purposes of this policy.

10. Term to Maturity Framework

The portfolio is to be invested with the following term to maturity constraints.

Maturity Band	Minimum Portfolio Exposure	Maximum Portfolio Exposure
<1 year	30%	100%
>1 year	0%	70%
>3 year	0%	30%
>5 years	0%	0%

Individual Investments must conform to the following term maturities based on credit rating.

Long Term Rating	Maximum Tenor
AAA to AA-	5 Years
A+ , A , A-	5 Years (Floating Rate Notes) 5 Years (All other investments)
BBB+ and BBB	3 Years
BBB- and below	1 Year
TCorplM Funds	N/A

For the avoidance of doubt the Term to Maturity Framework Limits do not apply to any investments in TCorp IM Funds

11. Environmental, Social and Governance (ESG) Investing

Where financial institutions are offering equivalent investment returns with the same credit rating and assessed financial risk and the investment fits within the provisions of this Investment Policy, preference will be given to placing funds with institutions identified as having the higher ESG standards which may include, but not limited to, investing with institutions not financing fossil fuel companies.

12. Investment Strategy

On an on-going basis and in conjunction with this Investment Policy, an Investment Strategy will be formulated and documented. This strategy may be formulated in conjunction with Council's Investment Advisor, if applicable, and be documented in the reports from that advisor to council. The strategy will consider the following:

- Council's cash flow requirements and implications for the portfolio liquidity profile.
- Allocation of investment types, credit quality, counterparty exposure and term to maturity.
- Current and projected market conditions and any likely impacts on relative positioning in terms of the portfolio and any necessary policy implications.
- Relative return outlook; risk-reward considerations; assessment of the market cycle and hence constraints on risk.
- Appropriateness of overall investment types for Council's portfolio and,
- The projected investment portfolio level for the forthcoming year.

13. Grandfathering

Any investment purchased when compliant with the Investment Policy may be held to maturity or sold as Council believes best dependent on the individual circumstances, so long as that risk management strategy is in accordance with the principles of the Investment Guidelines as above, the prevailing legislation and the prudent person guidelines.

Specifically, Grandfathering will apply to any investment that:

- Was made ineligible by a previous change to the external legislation if that change allows for grandfathering (e.g., changes regarding COO's following the change of legislation post the Cole Report)
- Is made ineligible because of a change to this Investment Policy
- Is in breach of the Investment Policy due to a change of circumstance. (e.g., because the investment has been downgraded or has had its credit rating withdrawn post purchase)
- Is in breach due to a change of portfolio size or composition (e.g. because the overall portfolio size has decreased and as a result the percentage of total portfolio limit which applies to individual remaining investments increases and therefore causes a breach).

14. Trading Policy

Council will make every effort and will undertake cash flow forecasting to match investment maturities to cash flow requirements to minimise early liquidation of investments prior to scheduled maturities and any associated penalties either explicit in the form of break costs or implicit in terms of broker fees, market spreads and liquidity risks.

Investments will be acquired with the intention of holding them through maturity, and cash liquidity requirements will be managed to ensure Council avoids a situation that will require a forced sale of these assets in normal circumstances.

However, if Investment Policy Limits have been breached due to a change in the overall size of the investment portfolio, external or internal changes to investment policy parameters or for any other reason, then investments maybe sold prior to maturity. Under these situations Council has the authority to make the necessary arrangements to withdraw from the investment as soon as practicable.

Council may also sell assets prior to maturity in the following circumstances:

- If the asset is liquid, easily tradeable, can be sold without significant loss and was purchased as part of a "liquidity buffer" against the event of unforeseen and unexpected liquidity requirements.
- If Council judges that the asset has deteriorated in credit quality and there is a material risk of loss on the asset if held to maturity and Council upon seeking external advice from a competent and reputable independent advisor is advised that a sale of the asset is in the best interests of Council for risk management purposes to potentially minimise any future losses.
- For the avoidance of doubt, Council will not adopt an active trading strategy buying and selling assets on broker recommendations for the purposes of enhancing returns through the accumulation of capital profits

15. Quotations for Purchases and Sales of Investments

The investing officer must satisfy themselves that they are obtaining a fair market price for all investments made at all times. This can be accomplished by obtaining multiple independent quotes from reputable market makers where the investment is widely traded or where it is not widely traded

by reference to other similar instruments that are traded in the market place. Council will take due steps to ensure that any investment is executed at the best pricing reasonably possible.

If this is not possible or impractical, the investing officer can rely on representations made by an Independent Advisor with no conflicts of interest regarding the purchase or sale of the investment.

For the avoidance of doubt, the investing officer must not rely on representations made by the buyer, seller or broker or any other person with a potential conflict of interest.

16. Performance Benchmark

The performance benchmark has been set at the Bloomberg Bank Bill Index. Performance relative to this index should be assessed with reference to Council's investment risk appetite, marked conditions and by comparison to other peer Councils.

17. Safe Custody Arrangements

Where necessary, investments may be held in safe custody on Council's behalf as long as the following criteria are met:

- Council must retain beneficial ownership of all the investments
- Adequate documentation is provided verifying the existence of the investments
- The Custodian conducts regular reconciliation of records with relevant registries and/or clearing systems
- The institution or Custodian recording and holding the assets will be:
 - Austraclear or an equivalent globally recognised registry service or,
 - A major Australian Bank (ANZ, CBA, NAB, Westpac)
 - An entity with a credit rating of AA- rating from S&P (or its equivalent rating from Fitch or Moody's) or better

18. Reporting

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year (or any other date which is the end of financial year) and reconciled in the Investment Register.

A monthly report will be provided to Council which details:

- Portfolio performance
- Portfolio composition with relevant data on types of investment, credit ratings and maturities
- Compliance with the terms of the investment policy (with any breaches noted)
- Independent financial assessments of the value of the investments and the investments portfolio.

19. Investment Advisor

Council's investment advisor must be approved by Council and hold an Australian Financial Services License issued by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in

relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commission or other benefits in relation to the investments being recommended or reviewed unless these commissions are disclosed and fully rebated to Council.

20. Review of Policy

This investment policy will be reviewed at least once a year or as required in the event or result of legislative changes.

The Investment Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution

21. Definitions

ADI	Authorised Deposit-Taking Institutions are corporations that are authorised under the Bank Act 1959 (Cwth) to take deposits from customers
Bill of Exchange	- a bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer:
Debentures	Debentures - A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long-term investment of funds by lenders.
DLG	NSW Office of Local Government, Department of Premier and Cabinet
Grandfather Clause	Grandfather clause is a legislative clause, which, in prohibiting a certain activity, exempts those who were already engaged in the activity at the time the legislation was passed.
Preservation of Capital	Preservation of capital refers to an investment strategy with the primary goal of preventing losses in an investment portfolio's total value
Prudent Person Standard	Prudent person standard is a legal standard restricting the investing and managing of a client's account to what a prudent person seeking reasonable income and preservation of capital might exercise for his or her own investment.
Securities	For financial markets, these and many types of financial instruments (i.e. documents) that are traded in financial markets (except future contracts) e.g. bills of exchange, transferable certificates of deposit, negotiable certificates of deposit, floating rate notes

22. Approval Status

Council approved this policy / procedure on [insert date].

23. Approval History

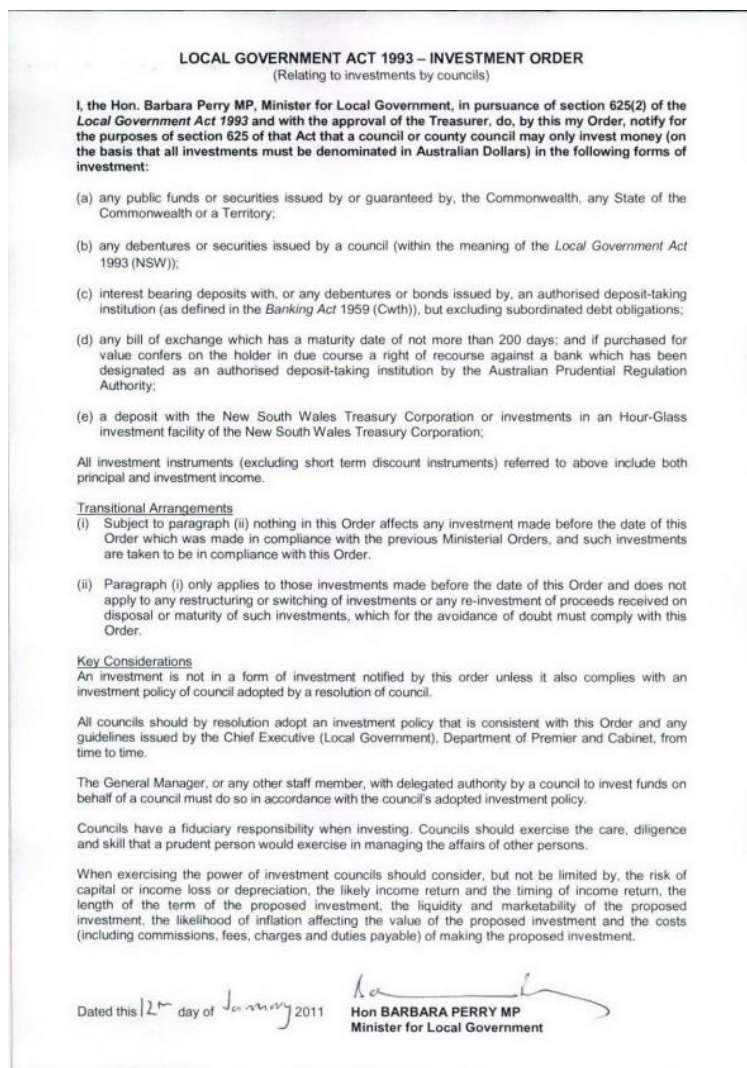
Stage	Date	Comment	ECM ID
Original Policy / Procedure	01/11/2016	Approved by Council	6395402
Reviewed	20/09/2022	Approved by Council	6395402
Reviewed	20/05/2025	To be Approved by Council	8553170
Next Review	01/05/2026		

24. Ownership and Approval

Responsibility	Role
Author	Chief Financial Officer - Finance
Owner	Director Corporate Services and Strategy
Endorser	City of Canada Bay Executive
Approver	City of Canada Bay Council

Attachment A

<https://www.olg.nsw.gov.au/wp-content/uploads/Investment-Order-12-1-2011.pdf>





CITY OF
CANADA BAY

ENTERPRISE RISK MANAGEMENT POLICY

Date of adoption: 9/04/2019

Effective date: 9/04/2019

0BEnterprise Risk Management Policy

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0BEnterprise Risk Management Policy

Introduction

Council is committed to create a risk management culture throughout the organisation, where all staff are actively involved in the management of risk and they recognise and accept that risk management is every employee's responsibility and is to be applied to all aspects of their duties.

Council recognises that quality results can only come from fostering and maintaining ownership of risk management at all levels within the organisation. This is not a separate and distinct function but rather an essential element of the whole.

Risk arises in all aspects of Council's operations and at all stages within the life cycle of those operations. It can represent both opportunity and threat, and must therefore be managed appropriately.

The Australian/New Zealand Risk Management Standard (AS/NZS ISO 31000:2018) – defines risk management as the “effect of uncertainty on objectives”.

Risk management involves establishing an appropriate risk management framework and culture, and applying logical and systematic risk management processes to all stages in the life cycle of any activity, function or operation. By minimising losses and maximising gains, risk management enables the City of Canada Bay to best meet its organisational and strategic objectives.

Objectives of the Policy

The objectives of this policy is to:

- Outline the key elements of Council's Enterprise Risk Management Framework
- Identify Council's Risk Appetite
- Set the roles and responsibilities for managing risk for all staff
- Outline the procedure for managing risk

Policy Statement

The City of Canada Bay commits to being proactive in the management of risk through its enterprise risk management framework which consists of:-

- The Enterprise Risk Management Policy
- The Enterprise Risk Management Strategic Plan
- The Risk Register and Risk Appetite Statements
- The Business Continuity Plan
- The Risk Assessment Procedure (Attachment A)

Strategic Plan

Council's Enterprise Risk Management Strategic Plan is a comprehensive document outlining Council's Enterprise Risk Management Goals and the actions required to achieve these goals, and when these actions will be completed.

Risk Register

Council's Risk Register outlines Council's Strategic and Operational risks and aligns Council's objectives with the risk mitigations required to ensure Council's objectives are met.

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Risk Appetite

For risk appetite statements to be effective as a tool to enhance decision-making they need to be accompanied by relevant, quantitative risk tolerances that provide robust indication of how the organisation is performing against each category's appetite.

Risk Appetite Scale

AVOID (little-to-no-appetite) 1	AVERSE (small appetite) 2	ACCEPT (medium appetite) 3	RECEPTIVE (large appetite) 4
Avoidance of risk and uncertainty is key to achieving objectives	Prefer safe options with little risk of adverse exposure	Consider all options and choose most likely for successful delivery with reasonable degree of protection	Will engage with risks and opportunities when the potential benefit is great

The table below, provides a summary of Canada Bay Council's risk appetite position across their identified risk categories. Each category has at least one shaded cell, which represents the general appetite position. Some categories contain multiple shaded cells, which is indicative of a willingness to adjust the appetite in certain circumstances.

Summary Risk Appetite positions

Canada Bay Council Risk Appetites				
Category	Avoid	Averse	Accept	Receptive
Community & Civic Leadership				General
Financial Sustainability		General		
IT Infrastructure & Systems			General	
People Management				General
Service Delivery	General			
Asset Management		General		
Corporate Governance, Compliance & Regulatory	General			
Environmental Influences				General
Projects (General)		General		
Work Health & Safety	General			

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Canada Bay Risk Appetite Statements

Community and Civic Leadership

Appetite – Receptive

As a general position Council is willing to be Receptive to risk relating to activities that may prove to be politically challenging in undertaking their Community and Civic Leadership role. In the pursuit of this type of risk Council will consider all options for the successful delivery of operations while ensuring a reasonable degree of due diligence.

Financial Sustainability

Appetite – Averse to Accept

As a general position Council has an Averse risk appetite with relation to significant financial decisions which may negatively impact on council's financial sustainability, and will to take safe options to limit risk exposures.

Council, however, is willing to Accept risk to general financial activity and the finance related delivery of the Operational Plan, and will consider all options and choose the most likely for successful delivery with a high degree of protection.

IT Infrastructure & Systems

Appetite – Accept to Averse

As a general position Council is willing to Accept risk relating to the resilience of its IT infrastructure and support systems. Council does, however, have an Averse risk appetite where Council's IT Infrastructure and system's security and robustness is compromised. Council will consider all options with regard to risk in this area and choose the most likely for successful delivery with a high degree of protection.

People Management

Appetite – Receptive to Accept

As a general position Council is willing to be Receptive to risk in regard to people management matters. This position allows Council to consider all opportunities available to develop framework and systems to ensure a well-trained, qualified, flexible and agile workforce. Council will however, in some situations, adopt an Accept appetite to risk and will consider all options and choose the most likely for successful delivery with a reasonable degree of protection.

Service Delivery

Appetite – Avoid to Averse

Council will seek to Avoid risk and uncertainty relating to operational situations that would adversely impact delivery of services to the community. Council will endeavour to avoid any circumstances which may result in any disruption to services to the community. Council may, however, be Averse to some risk in this area where minor disruption for short periods will provide long-term benefits that outweigh the consequences.

Infrastructure Management

Appetite – Averse to Accept

As a general position Council has an Averse risk appetite to taking on risk relating to the effective management of assets or infrastructure. Council, however, is willing to Accept some risk in the management of assets if the potential opportunities and long term benefits are great, but will be addressed with a degree of risk protection.

Corporate Governance, Compliance & Regulatory

Appetite – Avoid

Council has an Avoid risk appetite for taking on risk relating to corporate governance, compliance & regulatory matters, including the efficient and effective direction and operation of the organisation; ethical, responsible and transparent

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decision making; corruption, fraud; procedural/policy, legal and legislative compliance. Whilst understanding that operations must continue, Council prefers to engage with safe options that will avoid potential adverse risk exposure.

Environmental Influences**Appetite – Receptive to Accept**

Council will be receptive to risk in relation to high value environmental projects and consider all opportunities available in the management of the environment. However, Council may need to adopt an Accept position in this area where successful delivery is achievable with a reasonable degree of protection.

Projects (General)**Appetite – Averse to Accept**

As a general position Council has an Averse risk appetite with relation to significant projects which may negatively impact on council's asset/infrastructure management and financial sustainability. Council will endeavour to take safe options to limit risk exposures. Council, however, is willing to Accept some risk relating to projects where the ongoing benefits to the community outweigh the potential negative risk impacts. Council will always consider all options and choose the most likely for successful delivery with a reasonable degree of protection.

This is Council's general risk appetite position relating to projects but each project will need to be assessed on a project by project basis.

Work Health & Safety**Appetite – Avoid**

Council will seek to Avoid risk (and has no appetite for risk) and uncertainty with regard to Risks relating to accident, injury or illness to Council staff, Councillors, contractors, visitors or members of the public.

0BEnterprise Risk Management Policy

Roles and Responsibilities

Elected Representatives

Responsible for the adoption and commitment to the Enterprise Risk Management Policy

General Manager

Responsible for the implementation and effective operation of the Enterprise Risk Management Framework, and responding to and reporting on significant risks that may arise from time to time.

Leadership Team

Responsible for-

- Promoting and supporting risk management practices throughout Council and enhancing the organisational culture by encouraging a risk management mindset in all employees
- Providing a safe and healthy working environment for all employees, members of the public, and all those involved in Council activities and facilities
- Communicating this Policy and provide appropriate education, information and training in risk management to all staff, contractors and volunteers
- Ensure the systematic identification, evaluation, reporting and recording of potential risks and proactively manage the impact of risk on Council operations

Operational Managers, Co-ordinators and Team Leaders

Responsible for the implementation and maintenance of the enterprise risk management processes within their departments in accordance with Council's Enterprise Risk Management Framework, and to ensure staff understand their responsibilities regarding risk management.

Risk Management Officer

Responsible for the provision of advice, training and assistance to management and staff in all risk management matters, and the administration of Council's risk management functions.

Staff

Responsible for compliance with Council's Enterprise Risk Management Policy

Performance Review

This policy is to be approved by Council and to be reviewed by the Leadership Team every two (2) years, to ensure ongoing reviews of its risk management strategy to ensure its continued suitability and effectiveness. All records of such reviews are to be maintained and registered in Council's Document Management Systems.

Risk Assessments undertaken and progress on the Strategic Plan will be reported to the Leadership Team on a six monthly basis.

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Attachment A

Risk Management Procedure

There is a specific procedure to follow when it comes to performing a risk assessment. The overall process can be itemised as follows:-

- **Identification** – perform a brainstorming session where all conceivable risks are itemised
- **Planning** – once defined, plan for contingencies as part of the overall project plan; implement controls as needed
- **Derive Safeguards** – place specific 'fall backs' into the overall project plan as contingencies for risks if they arise
- **Monitor** – Continuously monitor the project to determine if any defined (or unexpected) risks manifest themselves

Managing the Risk

Being aware of what the risks are, will dictate how effective each risk management option might be.

- **Accept the Risk** – this means that while you have identified the risk and logged it in your risk assessment, you take no action, as you are accepting that it might happen.
- **Avoid the Risk** – change your plans completely to avoid the risk – eg. Capital projects due to start in season when it's known rain usually occurs daily; change the time to start the project
- **Reduce the Risk** – limit the impact of the risk, so that if it does occur, the problem it creates is smaller and easier to fix – eg. Raised footpaths creating possible trip hazard – repair the raised area so as to ensure no one trips

The responsible person must assess the risk of harm to the health or safety of workers or third parties arising from any hazard identified and reported.

The assessment shall determine how likely it is that someone could be harmed, how serious the injury or illness could be and, with the use of the 'risk matrix' (attachment B), determine how dangerous the risk hazard is and how important it is to do something to control the hazard.

The responsible person must ensure that a risk assessment is conducted to identify hazards:

- Immediately prior to commencing a project/works
- While work is being carried out.
- When new or additions are made to the project/works

Review Assessment and Control Measures

All responsible people shall ensure that any risk assessment and control measures are reviewed whenever:

- There is evidence that the risk assessment is no longer valid.
- An employee or third party is harmed from exposure to a hazard that the assessment relates.
- A significant change is proposed in the work method or work environment to which the assessment relates;
- At least annually.

The Risk Officer will train relevant staff in the risk assessment procedure and will review each risk assessment at an appropriate time during any project.

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RISK ASSESSMENT FORM



Activity / Assessment Details

Activity:	<input type="text"/>	Section/Department:	<input type="text"/>	Undertaken By:	<input type="text"/>
Date:	<input type="text"/>	Date of Assessment:	<input type="text"/>	Review Date:	<input type="text"/>
Location:	<input type="text"/>				

Equipment / Plant Required

Describe all equipment/plant to be used

Qualifications / Certificates

Qualifications/Certificates of Competency/ Training
Experience Required to Carry out/ Complete Task or
Activity

Legislation

Relevant Legislation/Codes of Practice/Standards

Risk Assessment

Please refer to the Risk Matrix located on page 3 to ascertain the Risk Rating. The Risk Ratings are to be agreed to in consultation with relevant staff from the area concerned.


Identified Hazards (List all known hazards)	Identified Risks	Risk Category	Inherent Risk Rating	Risk Control Measures (List all control measures)	Residual Risk Rating
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Consultation

Name:	<input type="text"/>	Name:	<input type="text"/>	Name:	<input type="text"/>	Name:	<input type="text"/>
Signature:	<input type="text"/>	Signature:	<input type="text"/>	Signature:	<input type="text"/>	Signature:	<input type="text"/>
Date:	<input type="text"/>	Date:	<input type="text"/>	Date:	<input type="text"/>	Date:	<input type="text"/>

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Attachment B

<div> RISK MATRIX</div>								Likelihood					
								Project	Will not happen	Likely to occur in less than 1-in-10 projects of this kind.	Likely to occur between 1-in-4 and 1-in-10 projects of this kind.	Likely to occur between 1-in-2 and 1-in-4 projects of this kind.	Predicted to occur in more than 1-in-2 projects of this kind.
								Ongoing Program	Less than once every 50 years	May occur once every 50 years	May occur once every 10 years	May occur once per year	May occur more than once per year
								Historical	Unheard of in the industry	Has occurred once or twice in the industry	Has occurred several times in the industry	Has occurred many times in the industry	Occurs regularly in the industry
Consequence								WHS	Could happen, but probably never will	Could happen, but very rarely	Could happen sometimes	Could happen at any time	Expected to occur in most circumstances involving normal operations
Business Activities	Community	Environmental	Finance/Property	IT	Liability/Legal	Reputation	WHS		Rare	Unlikely	Possible	Likely	Almost Certain
Extensive impact/disruption to business activities. Threat to viability of program or service	Civil commotion and riot. One or more major industry within the region threatened.	Fatalities occur; extensive release off-site; external emergency services involved; long term remediation required.	Extensive financial loss; excess of \$1 million or >50% of program/project value. Loss of program or business operation.	Extensive and total loss of functions across the organisation. Disaster management required.	Extensive litigation/fines with possible class action; worst case loss to organisation. Extensive financial loss; indictable offences.	Extensive public outcry. Potential national media attention. Loss of State Government support with scathing criticism and removal of the Council.	Death, permanent disability or disease	Catastrophic	Medium (8)	High (16)	Extreme (20)	Extreme (23)	Extreme (25)
Major impact to business activities with long term significance.	Public protestation and dislocation. Potential for significant harm to sectors of the community. Damage to relationships and loss of support.	Major environmental impact; release spreading off-site; contained with external assistance	Major financial loss; \$500,001 - \$1 million or 25% - 50% of program/project value. Critical loss or event requiring replacement of property or infrastructure.	Loss of critical functions across multiple areas of the organisation; long term outage. Extensive management required with external resources.	Major complaint with litigation/fines and long term significance. Very high loss to organisation. Long term significance and major financial impact.	Serious public outcry. State media attention and long term loss of support from community	Extreme injury, long term illness	Major	Medium (7)	Medium (12)	High (17)	Extreme (21)	Extreme (24)
Significant impact on business activities involving investigation.	Considerable disruption or inconvenience to sectors of the community. Group of businesses within the community put at risk	Significant environmental impact; on-site release contained with assistance.	Significant financial loss; \$50,001 - \$500,000 or 15% - 25% of program/project value. Considerable impact on program or business operations.	Significant downtime or outage in multiple areas of the organisation. Substantial management required with Council resources.	Significant claim or breach involving statutory authority and investigation. Prosecution possible with significant financial impact	Significant public criticism with or without media attention. Short to mid term loss of support from community	Medical attention required; several days off work	Moderate	Low (4)	Medium (10)	High (15)	High (18)	Extreme (22)
Contained impact on business activities of short term significance.	Some inconvenience to the community. Inconvenience to a group of businesses in the community.	Minor environmental impact; on-site release immediately contained with Council resources	Minor financial loss; \$10,001 - \$50,000 or 10% - 15% of program/project value. Short term impact, mostly repairable through normal operations.	Minor downtime or outage in single area of organisation. Addressed with local management and resources.	Contained complaint or action with short term significance. Moderate loss to organisation. Some impact on normal operations.	Heightened local community concerns and criticism manageable through good public relations	First aid required	Minor	Low (2)	Low (5)	Medium (11)	High (13)	High (19)
Isolated; internal or minimal impact on business activities.	None to minimal impact. Primary acceptance and approval exists.	Minimal environmental impact; isolated release only; managed through normal operations.	Negligible financial loss; less than \$10,000 or <10% of program/project value. Short term impact; repairable through normal operations.	No measureable operational impact to Council.	Isolated, internal or minimal complaint. Minimal loss to organisation.	Isolated, internal or minimal attention or complaint.	Minor injury, no first aid required	Insignificant	Low (1)	Low (3)	Low (6)	Medium (9)	High (14)

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RISK ASSESSMENT FORM

RISK TOLERANCE AND WHS CONTROL HIERARCHY



Risk Tolerance Levels (WHS/Safety only)	
Risk Rating	Risk Treatment
Extreme 20-25	Activities must be suspended immediately until hazard can be eliminated or controlled or reduced to a lower level.
High 13-19	Hazards are unacceptable and must be eliminated or controlled in accordance with the Hierarchy of Hazard Control.
Medium 7-12	No real or significant hazard exists. Controls required to increase the comfort level of the public.
Low 1-6	No real or significant hazard exists. Controls are not required but may increase the comfort level of the public.

Risk Tolerance Levels (All other risks)	
Risk Rating	Risk Treatment
Extreme 20-25	Activities must be suspended immediately until risks can be eliminated or controlled or reduced to a lower level. Report risk to your manager or director, and contact Risk Management Officer for advice. Risk Management Committee to be advised.
High 13-19	Risks are considered significant. Ensure all controls identified are in place and review processes regularly. Contact Risk Management Officer for advice.
Medium 7-12	Risks are considered acceptable. Ensure all controls identified are in place and schedule regular review.
Low 1-6	No significant risks exist. Ensure controls are in place and monitor progress.



Hierarchy of WHS Hazard Control Measures

WHS risks should be controlled using the following measures beginning at Level 1. A combination of measures may be used.

Level 1	Eliminate the hazards
Level 2	Substitute the hazard with something safer Isolate the hazard from people Reduce the risks through engineering controls
Level 3	Reduce exposure to the hazard using administrative controls Use personal protective equipment

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Document Set ID: 6464759
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Enterprise Risk Management Policy

1. Purpose

This Enterprise Risk Management Policy (**Policy**) expresses the City of Canada Bay Council's (**Council**) commitment to implementing organisation-wide risk management principles, systems and processes that ensure the consistent, efficient and effective assessment of risk in Council's planning, decision-making and operational processes.

This Policy is a component of Council's Enterprise Risk Management Framework (**Diagram 1**) and addresses the requirements of:

- The Australian Standard (AS) ISO 31000:2018 Risk Management Guidelines,
- The *Local Government Act* 1993 and the *Local Government (General) Regulation* 2021, and
- The Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*, 2023.

2. Scope

This Policy applies to all Council staff, Councillors, Committee members, volunteers, consultants,

3. Context

Council provides critical services and infrastructure to the residents, ratepayers and visitors to the City of Canada Bay Local Government Area. Council also has service agreements and contractual obligations with government and non-government agencies and organisations and has its own strategic goals and objectives that it seeks to achieve on behalf of the City of Canada Bay community.

It is therefore incumbent on Council to understand the internal and external risks that may impact the delivery of these services, contracts and strategic objectives and have processes in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for Council, staff and the community. It is also our responsibility to ensure the efficient, effective and ethical use of resources and services by ratepayers, residents, staff and visitors.

Council developed its Enterprise Risk Management Framework (**Diagram 1**) to assist it to identify, treat monitor and review all risks to its operations and strategic objectives and apply appropriate internal controls.

Council is committed to the principles, framework and process of managing risk as outlined in AS ISO 31000:2018 Risk Management Guidelines and commits to fully integrating risk management within Council and applying it to all decision-making, functions, services and activities of Council in accordance with our statutory requirements.

Diagram 1. Elements of Council's Enterprise Risk Management Framework



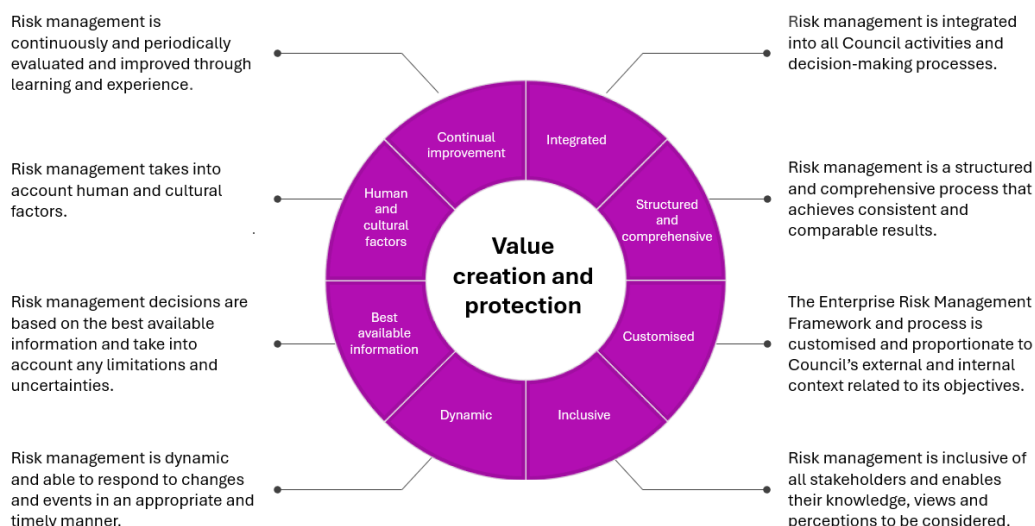
4. Definitions

Term	Meaning
Enterprise risk management framework	<p>The set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout Council.</p> <p>It is the totality of systems, structures, policies, processes and people that identify, measure, evaluate, monitor, report and control or mitigate all internal and external sources of material risk.</p>
Residual risk	The remaining level of risk after risk treatment measures have been taken into account.
Risk	The effect of uncertainty on objectives. The effect can be positive or negative.
Risk appetite	The amount and type of risk that Council is willing to take, or not take to achieve its strategic plan and objectives.
Risk criteria	The specific standards or benchmarks used to evaluate the potential impact and likelihood of risks.
Risk culture	The values, beliefs, knowledge, attitudes and understanding about risk shared by a group of people.
Risk management	The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.
Risk tolerance	The readiness to bear the risk (after risk treatment) to achieve Council's objectives.

5. Policy principles

Council's approach to risk management illustrated in **Diagram 1** below is based on the eight principles as set out in AS ISO 31000:2018 Risk Management Guidelines.

Diagram 1. Risk Management Principles



6. Responsibilities

Council aims to create a positive risk-aware culture where risk management is integrated into all everyday activities and managing risks is an integral part of governance, good management practice and decision-making at Council. It is the responsibility of every staff member and business area to observe and implement this Policy and Council's Enterprise Risk Management Framework.

Role	Responsibility
Audit, Risk & Improvement Committee (ARIC)	<ul style="list-style-type: none"> Overseeing and monitoring Council's Enterprise Risk Management Framework (including this Policy) to provide independent assurance and feedback. Reviewing Council's: <ul style="list-style-type: none"> Risk management processes and procedures, Risk management strategies for major projects or undertakings, Control environment and insurance arrangements, Business continuity planning arrangements, and Fraud and Corruption Control Framework.
Council	<p>Establishing the foundational elements of Council's Enterprise Risk Management Framework and setting the 'tone at the top'.</p> <p>This includes approving by resolution Council's risk criteria/appetite – a statement that conveys how much risk will be tolerated by Council in the pursuit of the strategic objectives for Council, and how risk is to be managed and decisions made within this context (Appendix A, and B).</p>

General Manager	<p>Ultimate accountability and responsibility for risk management in Council. This includes:</p> <ul style="list-style-type: none"> ○ Overseeing Council's Enterprise Risk Management Framework and ensuring it is effectively communicated, implemented and reviewed regularly, ○ Approving Council's Enterprise Risk Management Policy, plans and risk reports (where applicable), ○ Promoting and championing a positive risk culture, ○ Assigning authority and accountability for risk management at appropriate levels and to appropriate staff in Council, and ensuring they are held accountable for these responsibilities, ○ Annually attesting that Council's Enterprise Risk Management Framework complies with statutory requirements, and ○ Approving Council's implementation of corrective actions recommended by Council's internal audit function, external audit and the ARIC.
Director Corporate Services and Strategy	<p>Overall responsibility for the Risk and Insurance Team, which is responsible for the day-to-day activities required to implement the Council's Enterprise Risk Management Framework and providing specialist risk management skills and knowledge.</p>
Manager Governance and Risk	<ul style="list-style-type: none"> • Co-ordinating and documenting Council's Enterprise Risk Management Framework. • Management and coordination of the risk management activities conducted by the Risk and Insurance Team. • Providing specialist risk management skills and knowledge. • Reporting on Council's Enterprise Risk Management Framework.
Risk and Insurance Team	<ul style="list-style-type: none"> • Day-to-day activities required to implement Council's Enterprise Risk Management Framework. • Provide specialist risk management skills and knowledge. • Supporting the General Manager by coordinating and providing clear and concise risk information, advice and/or reports that can be used in planning and decision-making. • Coordinating the various activities relating to risk management within Council. • Helping to build a risk management culture within Council, including facilitating and driving risk management at the strategic and operational level within Council and ensuring consistency in practice. • Ensuring there are easily accessible systems and processes in place to enable all staff to conveniently undertake risk management in their day-to-day work. • Ensuring risk management processes are applied consistently across Council. • Organising appropriate staff risk management training and development. • Developing and maintaining a risk reporting framework to enable regular advising/reporting of key risks, and the management of those risks, to the Director Corporate Services and Strategy. • Supporting Council staff with their risk management obligations and

	<p>providing staff with advice and tools to ensure risk management compliance.</p> <ul style="list-style-type: none"> • Implementing effective risk management communication mechanisms and information system/s. • Establishing and maintaining an ongoing monitoring system to track the risk management activities undertaken within Council and assessing the need for further action. • Assessing risk management information for completeness, accuracy and consistency (for example, risk registers, risk treatment plans). • Preparing advice or reports for the ARIC and attending committee meetings (where requested).
Council Directors and Managers	<ul style="list-style-type: none"> • Ensuring all staff manage their risks within their own work areas - risks should be anticipated, and reasonable protective measures taken. • Encouraging openness and honesty in the reporting and escalation of risks. • Ensuring all staff have the appropriate capability to perform their risk management roles. • Reporting to the General Manager on the status of risks and controls. • Identifying and communicating improvements in Council's risk management practices to Council's Risk and Insurance Team.
All Staff	<ul style="list-style-type: none"> • Identifying and managing risk within the respective work areas. • Being familiar with, and understanding, the principles of risk management. • Complying with all policies, procedures and practices relating to risk management. • Alerting management to risks that exist within the respective areas. • Performing any risk management activities assigned as part of the daily role.
Internal Audit	<ul style="list-style-type: none"> • Auditing systems and processes and recommending improvements to reduce risk at Council. • Reviewing and providing advice on the effectiveness of Council's Enterprise Risk Management Framework. • Monitoring the outcomes of audits and the recommended changes and control improvements. • Reviewing changes and control improvements to ensure they meet the requirements of prior findings. • Reviewing Council's: <ul style="list-style-type: none"> ○ Risk management processes and procedures, ○ Risk management strategies for major projects or undertakings, ○ Business continuity planning arrangements, and ○ Fraud and Corruption Control Framework.

Laws and standards

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- AS ISO 31000:2018 Risk Management Guidelines
- Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*, 2023

7. Related City of Canada Bay policies and procedures

- Our Future 2024 (Council's Strategic Plan)
- Enterprise Risk Management Strategy
- Code of Conduct
- Fraud and Corruption Control Policy
- Fraud and Corruption Control Strategy
- Business Continuity Plan
- Risk Appetite

8. Consultation

This Policy was updated in accordance with AS ISO 31000:2018 Risk Management Guidelines and the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*.

In preparing this updated Policy, the Governance and Risk Team included recommendations from a review undertaken in 2022 by external consultants, InConsult.

The Governance and Risk Team also consulted with staff in the Project Management Office, People and Culture Team, Digital and Information Services Group, Finance and Procurement Business Unit, Sustainability and Waste Business Unit, and Communications and Engagement Team and their comments were considered in the review and update of this Policy.

9. Approval status

Council approved this Policy on XXX.

10. Approval history

Stage	Date	Comment	ECM ID
Earliest known Policy	December 2009	Risk Management - Policies and Procedures adopted by Council.	2909666
Reviewed	20 April 2010	Policy adopted by Council at its meeting on 20 April 2010.	2388548
Reviewed	23 January 2013	Policy adopted by Council at its meeting on 23 January 2013.	2400306
Reviewed	4 December 2018	Policy updated in accordance with Australian Standard ISO 31000:2018 Risk Management Guidelines and 'Enterprise' added to the Policy title. Policy adopted by Council at its meeting on 9 April 2019.	6464759

Reviewed	XXX	<p>Policy reviewed and updated to align with:</p> <ul style="list-style-type: none"> • Australian Standard ISO 31000:2018 Risk Management Guidelines, • The <i>Local Government Act</i> 1993 and the <i>Local Government (General) Regulation</i> 2021, and • The Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>. <p>Policy endorsed by the Executive at their meeting held on 30 April 2025.</p> <p>Policy endorsed by the Audit, Risk and Compliance Committee in May 2025.</p>	8602409
Next review	XXX		

11. Ownership and approval

Responsibility	Role
Author	Corporate Project Lead Risk Management Officer
Owner	Manager Governance and Risk
Endorser	City of Canada Bay Executive Audit, Risk and Compliance Committee
Approver	City of Canada Bay Council

Appendix A - Risk Appetite

The City of Canada Bay Council's (**Council**) Risk Appetite outlines the amount of risk that Council is willing to take in order to achieve its strategic plan and objectives. The Risk Appetite Scale (**Table 1**) provides context behind the language used in the risk appetite statements.








Table 1. Risk Appetite Scale

1. AVOID	2. AVERSE	3. ACCEPT	4. RECEPTIVE
(little-to-no-appetite)	(small appetite)	(medium appetite)	(large appetite)
Avoidance of risk and uncertainty is key to achieving objectives	Prefer safe options with little risk of adverse exposure	Consider all options and choose most likely for successful delivery with reasonable degree of protection	Will engage with risks and opportunities when the potential benefit is great








Residual risk assessed above Council's tolerance level are considered outside of Council's risk appetite. In such cases, the Risk Appetite Statements detailed in **Table 2** should be applied to guide risk-based decision making.

The risk appetite statements are qualitative in nature designed to provide an indication of Council's general position and, where relevant, provide a willingness to adjust the appetite in certain circumstances.

Table 2. Risk Appetite Statements

Risk Category	Primary Position	Risk Appetite Statement
1. Environmental  <i>Natural catastrophes, climate change and environmental impacts</i>	Avoid	<p>As a general position, Council will seek to Avoid scenarios that could result in significant environmental harm or breach of regulation.</p> <p>However, Council may adopt an Averse position where low-level environmental risks present clear long-term benefits and are assessed and managed.</p>
2. Financial  <i>Financial losses, unplanned procurement / expenditure and budgetary impacts</i>	Averse	<p>As a general position, Council has an Averse risk appetite to financial decisions which may negatively impact on Council's financial sustainability and will endeavour to take safe options to limit risk exposures.</p> <p>However, Council is willing to Accept risk to financial activity and the finance related delivery of the Operational Plan and will consider all options and choose the most likely for successful delivery with a high degree of protection.</p>
3. ICT / Digital / Cyber  <i>ICT infrastructure, digital innovations and cyber incident impacts</i>	Averse	<p>As a general position, Council has an Averse risk appetite toward risks that impact digital infrastructure, system availability, and cyber security.</p> <p>However, Council may adopt an Accept position in urgent recovery or upgrade contexts and choose the most likely for successful delivery with a high degree of protection.</p>
4. Legal / Regulatory  <i>Legislative, regulatory and contractual impacts</i>	Avoid	<p>Council has an Avoid risk appetite for taking on risk relating to legal and regulatory matters. This includes zero tolerance for corruption, fraud and non-compliance with procedural/policy, legal and legislative requirements.</p>
5. People  <i>Public (including children and young people) safety impacts; Staff safety and staff culture impacts</i>	Avoid	<p>Council will seek to Avoid risks relating to accident, injury or illness to Council staff, Councillors, contractors, visitors or members of the public.</p> <p>In pursuit of benefits to community wellbeing, such as community programs/events, Council may be Averse to risks within this category. However, risks must be assessed and actively managed to ensure safety standards are not compromised.</p>
6. Reputation  <i>Creditability, perception, trust and political impacts</i>	Averse	<p>As a general position Council is Averse to risk relating to its reputation and associated activities. Council prefers safer options with only minimal adverse exposure.</p> <p>However, in certain circumstances, such as meeting stakeholder expectations, Council may Accept the engaging of risks that are evaluated more on outcome benefits than on potential exposure.</p>
7. Service Delivery  <i>Service, project, strategic or delivery program impacts</i>	Avoid	<p>As a general position, Council will seek to Avoid risks relating to operational situations that would adversely impact delivery of services to the community.</p> <p>However, Council may be Averse to some risk in this category where minor disruption for short periods will provide long-term benefits that outweigh the consequences.</p>

Appendix B - Risk Matrix

Consequence							Likelihood					
Environmental	Financial	ICT / Digital / Cyber	Legal / Regulatory	People	Reputational	Service Delivery	Description	Rare	Unlikely	Possible	Likely	Almost Certain
								The event may occur but only in exceptional circumstances	The event is unlikely to occur under most circumstances	The event may occur at some point under specific circumstances	The event is likely to occur in most circumstances	The event is expected to occur in most circumstances
<i>Natural catastrophes, climate change and environmental impacts</i>	<i>Financial losses, unplanned procurement / expenditure and budgetary impacts</i>	<i>ICT infrastructure, digital innovation and cyber incident impacts</i>	<i>Legislative, regulatory and contractual impacts</i>	<i>Public (including children and young people) safety impacts</i> <i>Staff safety and staff culture impacts</i>	<i>Credibility, perception, trust and political impacts</i>	<i>Service, project, strategic or delivery program impacts</i>		Less than 5%	5% to 10%	10% to 50%	50% to 90%	More than 90%
Once every 50 years or more	Once every 20 to 50 years	Once every 10 years	Once a year	Several times a year								
<ul style="list-style-type: none">Detrimental long term (greater than 10 years) large scale environmental impactDestruction of a species, habitat or ecosystem that cannot be remediated	<ul style="list-style-type: none">Financial loss greater than \$5M or greater than 50% of budgetUnable to fund services or capital projectsRequires State or Federal intervention	<ul style="list-style-type: none">Core system unavailable for more than 7 days, unable to run operations across the organisationLoss of confidential information that is unrecoverable or breach of council's cyber security	<ul style="list-style-type: none">Significant breach leading to high-scale regulatory action / investigation by external agency resulting in prosecution of Senior Officers or Council / elected representativesAdministrator appointed	<ul style="list-style-type: none">Loss of life, permanent disability, or serious injuries to several peopleDetrimental long-term impact on morale: loss in confidence by staff	<ul style="list-style-type: none">Continued, adverse national media attention and widespread and ongoing highly critical commentary on social mediaLoss of trust in Council and Councillors from key stakeholders including State and Federal Government	<ul style="list-style-type: none">Inability to deliver critical programs / services for more than 7 daysService failure adversely impacting on stakeholders and key suppliers: breakdown of relationships	Catastrophic	Medium (12)	High (17)	High (21)	Extreme (24)	Extreme (25)
<ul style="list-style-type: none">Serious medium to long term (5 to 10 years), regional environmental impactExtensive remediation required	<ul style="list-style-type: none">Financial loss of \$1M to \$5M or greater than 25% of budgetSevere impact on Council's ability to fund services or capital projects	<ul style="list-style-type: none">Core system unavailable for 4 to 7 days, unable to run operations across the organisationLoss of information that is unrecoverable	<ul style="list-style-type: none">Major breach or systemic breaches leading to investigation by external agency resulting in negative findings, fines, penalties or legal action	<ul style="list-style-type: none">Long-term injuries requiring medical / hospital attention with greater than 3 months of rehabilitationMajor localised impact on morale: serious challenges to trust and motivation of majority of staff	<ul style="list-style-type: none">Adverse state-wide media attention, and widespread negative discussion on social mediaLong-term loss of support from community	<ul style="list-style-type: none">Inability to deliver critical programs or services for 4 to 7 daysSevere and widespread decline in servicesRelationship with stakeholders / key suppliers becomes strainedNoticeable quality degradation requiring remediation and Council approval, possible safety issues	Major	Medium (8)	Medium (14)	High (19)	High (22)	Extreme (23)
<ul style="list-style-type: none">Evident short to medium term (between 2 and 5 years) environmental impactConsiderable Remediation required	<ul style="list-style-type: none">Financial loss of \$250K to \$1M or greater than 10% of budgetConsiderable impact on Council's ability to fund services or capital projects	<ul style="list-style-type: none">Core system unavailable for 2 to 3 days, unable to run operations across the organisationLoss of information that is partly recoverable	<ul style="list-style-type: none">Technical breach of legislation resulting in small fine, warnings or investigation and improvement notices issuedA high threat of legal actionPublic criticism by regulator or industry body	<ul style="list-style-type: none">An injury / illness requiring medical / hospital attention with 1 week to 3 months of rehabilitationStrong short-term, topic-related impact on morale / trust / motivation of some staff	<ul style="list-style-type: none">Adverse coverage in metro media, including negative discussions on local community social media channelsShort to medium-term loss of support from community	<ul style="list-style-type: none">Inability to deliver critical programs or services for 2 to 3 daysDecline in organisational or key supplier service levels that cause disruption to key stakeholders	Moderate	Low (5)	Medium (10)	Medium (15)	High (18)	High (20)
<ul style="list-style-type: none">Evident short-term (less than 2 years) environmental impactMinor remediation required	<ul style="list-style-type: none">Financial loss of \$25K to \$250K or greater than 5% of budgetMinimal impact on Council's ability to fund services or capital projects	<ul style="list-style-type: none">Core system unavailable less than 1 day, unable to run operations across the organisationLoss of information that is recoverable	<ul style="list-style-type: none">Minor breach of legislation, isolated complaint or incident where there is a threat of legal action that can be resolved by management	<ul style="list-style-type: none">An injury / illness requiring first aidMinimal treatment required, able to return to activities that day or the following daySome short-term, localised negative impact on morale / trust / motivation of staff	<ul style="list-style-type: none">Concerns or issue raised by the communityLow impact, adverse coverage in metro media, and commentary on local community social media channels	<ul style="list-style-type: none">Unscheduled short-term disruption for up to 1 business daySome delays in meeting stakeholder requirementsNoticeable decline in service levels	Minor	Low (3)	Low (6)	Medium (9)	Medium (13)	High (16)
<ul style="list-style-type: none">Negligible environmental impactNo remediation required - natural recovery expected	<ul style="list-style-type: none">Financial loss of less than \$25K or less than 5% of budgetNegligible impact on Council's ability to fund services or capital projects	<ul style="list-style-type: none">Non-core system interruptionTemporary loss of information that is recovered within 1 day	<ul style="list-style-type: none">Minor non-compliance, complaint or isolated breach resolved by day-to-day management	<ul style="list-style-type: none">An injury / illness requiring no treatment or first aidNo rehabilitation requiredNo impact on morale / trust / motivation of staff	<ul style="list-style-type: none">Minor / isolated or unsubstantiated concerns raisedResolved by day-to-day management with little to no public or media interest	<ul style="list-style-type: none">Scheduled interruptionsUnscheduled interruptions for less than 4 hoursAn inconvenience with minimal or no adverse impact on projects or other service activities	Insignificant	Low (1)	Low (2)	Low (4)	Medium (7)	Medium (11)