

ORDINARY COUNCIL MEETING

ATTACHMENTS BOOKLET

Under Separate Cover

Tuesday, 16 August 2022

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REVIEW OF SUBMISSIONS - Planning Proposal – 1-7 Ramsay Road and 5 and 7 Harrabrook Ave, Five Dock

Ref	Submitter	Issue	Comments	Council Response
1, 2, 3, 4, 5, 6, 10	Five Dock Residents	Traffic - generation	<p>Congestion produced by the large influx of new residents and vehicles would place a substantial additional strain on an already congested street and locality. The generation of "approximately 15 vehicles per hour" cannot be dismissed as "relatively minor" as stated in the council document. This assertion fails to account for the considerable traffic and congestion problems already being experienced by residents of Harrabrook Ave and Henley Marine Parade.</p> <p>The local road network is already beyond "capacity" and is expected to accommodate traffic movements far beyond its original design requirements. A number of residents have experienced a number of "close calls" as a result of hazardous traffic movement on Harrabrook Avenue, Ramsay Road, Henley Marine Drive and other nearby street. This is in part due to the rise in the number of motorise "rat-running", short-cutting and/or driving at excessive speed through our street. I am concerned that it will only be a matter of time until there is an accident involving injury and/or loss of life in our locality and I worry that the proposed development will raise that risk.</p> <p>The assessment of traffic impact disregards the significant growth in traffic on local streets in the years since the closure of the Motor Registry and the construction of WestConnex. It also disregards the fact the Motor Registry only generated additional traffic movements during normal office hours and those movements were generally limited to the Motor Registry's street frontage on Henley Marine Drive.</p>	<p>The traffic generating guide to development estimates that traffic generation would be less than that of the former use being a Motor Registry.</p> <p>Further assessment will need to be undertaken at the development assessment stage when the type and intensity of use will be finalised and it is possible to determine the extent to which traffic will be generated by the development including any cumulative impacts.</p> <p>The planning proposal provides indicative uses and possible built form of a development for the site to inform a change in planning controls in the LEP such as height and floor space ratio. Planning controls set the upper limit of development that may be acceptable. Detailed assessment and approval are undertaken when a development application is lodged. At this stage, the development plans and proposal will be assessed. If the proposed development creates unacceptable traffic impact, the maximum yield may not be achieved.</p>
1, 2, 3, 4, 5,	Five Dock Residents	Traffic - Basement parking access	<p>It does not appear to have given due consideration to the implications of the proposed development locating a two way basement carpark access/driveway on Henley Marine Parade near a blind bend and a dangerous choke point on the road. It would be safer for basement carpark access to be located further east</p>	<p>The draft Development Control Plan (DCP) provides for a preferred driveway location. Transport for NSW has expressed a need to ensure that the proposed vehicular access on the local road is to be located far from Ramsay Road at the detailed design stage.</p>

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6, 10			on Henley Marine Parade and it is in the best interests of the local community.	The preferred driveway location is located at the lowest point and furthest from Ramsay Road to minimise any potential impacts. The suitability of the location of driveway will be considered for assessment once detailed designs of the proposed development are finalised and submitted, as part of a development application. The driveway design would have to comply with Australian Standards relating to gradient may need to include safety management techniques.
1, 2, 3, 4, 5, 6, 10	Five Dock Residents	Right of Way	<p>Increased commercial activity via the right of way on Harrabrook Avenue will only further impede street access issues for the residents of what is a narrow and frequently congested thoroughfare. There are safety risk and hazards associated with the inability of the Right of Way (ROW) to accommodate large service vehicles as shown by a number of photos impeding cyclists, pedestrians, disrupting traffic flow, unloading roadside on a narrow public street and trucks stopping and parking illegally. Business owners, service staff, shop-top tenants, customers and other visitors to the Ramsay Road commercial buildings often compete for parking space. Photos show cars obstructing pedestrian footpath, obstructing/impeding road cyclist forced to ride on the wrong side of the road, truck stopped in the middle of road, illegal parking in No Parking/No Stopping area, parking on verge and across driveways. It is highly likely that the proposed development would place a substantial additional burden on street parking in the area as more traffic is directed into Harrabrook Avenue.</p> <p>A safer alternative is for the proposal to direct all new traffic movement into the commercial tenancy from the eastern end of a much wider and uncluttered Henley Marine Drive (approximately 9.35 metres). This would assist in eliminating the fear of heightened risk of road traffic accidents and injury to Harrabrook Avenue residents and their families. The combined widths of Henley Marine Drive (9.35 meters) and the redundant</p>	<p>The Right of Way (ROW) has a width of 6.095m. This is wide enough to accommodate two way traffic provided there are no vehicles or items placed on the right of way. The photos show a combination of illegally parked vehicles in the ROW as well as rubbish and skip bins located in the right of way. The ROW creates a right of carriageway for properties 7 to 17 Ramsay Road to pass through the 6m wide portion of land. The Conveyancing Act 1919 stipulates that the responsibility to maintain access rests with the parties providing the benefit. This is not a compliance issue that Council is able to enforce and is a civil matter. Council is however the planning authority for development that may utilise the ROW, in this case, 7 Ramsay Road.</p> <p>The inability of the ROW to function properly does not impede a planning proposal, however the issue must be considered. It is noted that the ROW at present provides benefit to 7 Ramsay Road and this would not automatically apply to the rest of the development site. The planning proposal sets the built form that is appropriate for the site. The business premises which are the subject of the planning proposal, aside from 7 Ramsay Road are serviced via Ramsay Road and Henley Marine Drive. Future development on this site will need to resolve access issues and provide legal right for access over the ROW if required. Alternatively the servicing needs of the commercial premises for the subject site from the ROW should be reconsidered. The draft DCP has been amended to include a provision that business</p>

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			<p>RTA parking bays (5.5 meters) would provide a significantly safer large vehicle manoeuvring area of approximately 14.85 meters than that of the currently proposed and limited width of Harrabrook Avenue (8 metres).</p> <p>Vehicles access to the commercial tenancy proposed by the proposal would be better placed off Henley Marine Drive as it would have "less impact on the amenity of surrounding properties". This responds positively to the alternative and unsafe option for traffic intensification and congestion around the right of way on Harrabrook Avenue and the ensuing community fear of "heightened risk of road accidents for residents and their families". Another alternative is if 7 Ramsay Road is to be amalgamated with 1 Ramsay Road, then access to the ROW for 7 Ramsay Road should be forfeited.</p>	<p>premise servicing needs are to be accommodated on site and access arrangements be finalised and demonstrates that there will be no adverse impacts for the surrounding area.</p>
7	Five Dock Resident	Traffic – Harrabrook Avenue	<p>We are rather concerned about the plans for the back entrance for the proposed shops on Harrabrook Avenue. Over the years this intersection has had increased car accidents as this road is extremely narrow. Drivers continue to turn right despite the no right turn sign and the amount of traffic running through Harrabrook seems to be increasing. The only solution would be to turn Harrabrook Avenue into a one way street entry from Ramsay Road this will have a flow through effect and allow trucks to fit in.</p>	<p>Whilst one-way restrictions would prevent conflict between vehicles travelling in opposing directions, there are a number of factors to consider including potential increase in vehicle speeds and hence a reduction in safety due to not needing to give way to vehicles coming in the opposing direction and the need for consensus as to the direction the one-way restrictions should apply if they are supported at all given the added inconvenience.</p>
8	Five Dock Resident	Traffic	<p>Harrabrook Avenue has become overly congested in recent years, with both sides of the street lined with parked cars, every single night and day. My own home has no garage or driveway and I am often forced to park many meters from my home and walk a long distance carrying shopping bags. Some months ago, I received a questionnaire from Council about this issue, which indicated Council's intention to address the problem. It would be highly ironic if Council were to approve this development with the addition of 37 dwellings which will further exacerbate the problem. Furthermore, there has been no action or update on this matter.</p>	<p>The questionnaire related to Council's investigation of a parking permit scheme in area. It concluded that Harrabrook Avenue would not be included at this time, however it may be further investigated in the future.</p> <p>The draft DCP will require all parking to be provided on site. The draft DCP will also require provision of onsite residential visitor on site.</p>

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Ref	Submitter	Issue	Comments	Council Response
1	Five Dock Resident	Parking - retail	The developers use of on-street parking to accommodate retail parking needs is an inadequate response and fails to consider the detrimental impact to local resident and existing commercial parking needs. Currently business owners and their staff, customers, shop-top tenants and other visits to the existing commercial buildings often utilise parking space in front of the site along Henley Marine Drive and along Harrabrook Avenue. Scarcity of parking spaces in the immediate vicinity results in illegal parking of cars. I believe it would be safer for basement carpark access to be made available for future resident and retail/commercial parking needs. A reduction in height to 3 storeys and 2 storeys would enable more basement carparking spaces for residential flat building owners/tenants and more basement parking made available for retail owners, staff customers and service delivery partners.	<p>Parking for the retail tenancy should be contained within the development site at rates set out in the Canada Bay Development Control Plan and should not rely on on-street parking.</p> <p>At the development assessment stage if carparking cannot be accommodated on site, the maximum density for residential may not be achieved.</p>
1, 2, 3, 4, 5, 6, 9, 10	Five Dock Residents	Height	<p>A development of 14m does not respond to the scale of the existing low-density residences on Harrabrook Avenue. A four storey development such as the proposed development is completely unresponsive to the immediate locality which almost entirely comprises single and double storey detached homes. The substation building is a unique and antiquated piece of infrastructure. It is not a residential building and as such ought not provide a height reference for a new residential building.</p> <p>The planning proposal seeks extraordinary increases to allow for 3 storey (10m) and 4 storey (14m) residential flat buildings. The planning panel's recommended building height when compared to the current LEP maximum of 8.5m and the typical building heights of 8.5m or 11m are extraordinarily favourable to the developer. The increase is not justifiable nor blends in with the surrounding residential housing estate (Cromer Estate). If granted, it would have a detrimental impact on the amenity to surrounding properties and significantly erode the low-density character residential setting of the immediate neighbourhood.</p>	<p>The proposed maximum height of building of 14m is considered acceptable given the location of the land within a neighbourhood centre, near Five Dock Town Centre and future metro station. It is acknowledged that the character of the area surrounding the neighbourhood centre, comprises low density residences. The height of the development has been considered by the independent experts of the Planning Panel. The Panel supported a maximum height of 10m and 14m to respond to the character of the area, with a transition in height from the proposed development to the low-density residences to the west.</p> <p>The proposal has also been supported by an independent urban design review engaged by Council. The site is a suitable location for increase in development scale particularly given the commitment of the state government to building a new Metro station within 800m of this site, provided that potential impacts of the development can be addressed. Larger sites create opportunities to address interface issues more successfully and the planning controls for larger sites can be of a slightly higher</p>

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			<p>A reduction in the scale of the proposed development to a more modest 3 storey and 2 storey buildings on the site can equally achieve the developer aspiration being a visual gateway to the Canada Bay LGA. Alternatively, the precedents set on Henley Marine Drive towards Parramatta Road would suggest a maximum of 12m building height is more appropriate, which was originally recommended by Council's independent urban design report. We accept the concessions made with regards to omitting the proposed townhouses on Harrabrook Ave, but the 14m building height will extend well above the surrounding buildings and will be a visual intrusion in the existing landscape.</p> <p>I understand that Council's DCP requires a 15.5m height limit to accommodate a minimum floor to ceiling level. I am uncertain if this proposal meets that requirement.</p>	<p>scale. The scale of the development on the periphery of a neighbourhood centre is not considered to erode the low-density character residential setting. There are no proposed changes to allow greater density in the immediate residential setting.</p> <p>Even though the substation building on Ramsay Road is not a residential building, it is a building that sets the scale of development in the neighbourhood centre. The portion of the site with a maximum 14m height would front Ramsay Road and be considered as part of the neighbourhood centre. It is important to note that the proposed DCP provisions require a three storey street frontage height (approx. 10.6m) on Ramsay Road with the fourth level set back. Visually, the building will read as a three storey building to Ramsay Road.</p> <p>The draft DCP specifies minimum floor to floor height, with a commercial floor to have minimum 4.4m and residential floors 3.1m. The site does slope slightly to the west. Figure G3.68 of the draft DCP shows how this is possible. Any proposed development would need to comply with the maximum height limit and guided by the DCP.</p>
8	Five Dock Resident	Height /Character	<p>The proposal to change zoning and height limit in order to allow this extremely high rise development to proceed, will have larger consequences for the area beyond this particular development. One of the many attractions for those of us who have chosen to live here, are its low density, character homes - the proposed zoning and height changes will open the door for further developments of this nature that will ultimately change the face of the area unfavourably for those of us who own and live there.</p>	<p>The site is located within a row of shops on Ramsay Road and includes the former RTA site and workshop on the corner with Henley Marine Drive. The Planning Proposal would allow an additional permitted use being a residential flat building. Despite being surrounded by predominantly low-density residential development, the scale of the mixed use development on this site would not be unreasonable given the neighbourhood centre character of the buildings on busy Ramsay Road. The Planning Proposal is contained to the site incorporating 1-7 Ramsay Road and 5 and 7 Harrabrook Avenue. It does not change the planning controls for any other site in the vicinity. The Planning Proposal minimises amenity impacts by requiring landscaping and building setbacks and reducing height and FSR.</p>

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Ref	Submitter	Issue	Comments	Council Response
9	Five Dock Resident	Character - Commercial zone	We purchased our family home in relatively quiet residential street and do not want to end up residing in a commercial zone.	The planning proposal does not expand the extent of the commercial zone.
1, 2, 3, 4, 5, 6, 10	Five Dock Residents	Loss of privacy	I am concerned that local residents will suffer loss of privacy and amenity as a result of the proposed development overlooking their properties, generating increase ambient light and other issues associated with the high density of individual titles contained with the development.	It is acknowledged that a 3 storey scale of building fronting Henley Marine Drive is taller than the single storey dwellings fronting Henley Marine Drive. The building envelope has been established to reduce amenity impacts for existing dwelling houses to the north and west of the site. To address potential privacy and amenity issues, the proposed DCP requires deep soil areas and landscaping to be provided along the boundary of existing residential properties. The building is required to be set back a minimum 9m from the northern boundary, consistent with the Apartment Design Guide.
1, 2, 3, 4, 5, 6, 10	Five Dock Residents	Loss of amenity – noise and odours	<p>I am concerned that neighbouring residents on Harrabrook Avenue will endure additional noise disruption from commercial activity and odours emanating from garbage and/or grease traps associated with commercial activity. Currently, business activity of this nature occurs beyond approved business hours (early hours of the morning) and is evidenced through the photos attached.</p> <p>The current location of the Henley Marine Drive basement carpark access and garbage collection zone will interfere with neighbouring residents' quiet enjoyment of their properties and the local area's amenity. There will be significant noise, disruption and odours generated by traffic movement and garbage collection.</p> <p>We are concerned that local residents will suffer a loss of amenity as a result of the proposed development overlooking their properties, generating increase ambient light and heat and other issues associated with the high density of individual titles contained with the development.</p>	<p>As the location of the development will be located within a neighbourhood centre, it is not unreasonable for business uses to occur, provided it does not adversely affect the amenity of the surrounding residents to operate. Each use of the proposed business floor space will need to be approved through a development assessment process. Specific noise and other amenity impacts will need to be addressed depending on the nature of the proposed use.</p> <p>The proposed DCP provides for a preferred driveway location adjacent to 1F Henley Marine Drive. It is expected that an area of deep soil planting and landscape is provided to that boundary, as well as to the northern boundary, to help minimise any adverse impacts. The site is already currently serviced by garbage collection trucks. The noise and disruption currently exist, and it is not unreasonable for any land to be serviced in such a way.</p> <p>The proposed DCP addresses potential overlooking and light impact with building setbacks and landscaping requirements.</p>

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Ref	Submitter	Issue	Comments	Council Response
10	Five Dock Resident	Heat island effect	We are concerned the proposed development features dark-coloured roofing material, which has been identified as likely to contribute to a "heat island" effect for the surrounding area, with adverse implications for neighbouring properties.	The draft DCP will require a minimum of 20% of the site to be landscaped area. Detailed materials and colours to be used on a proposed development will be assessed as part of a development application. A provision has been included in the DCP to ensure that future development consider roof colours and materials that minimises the heat island effect.
8	Five Dock Resident	Not in the public interest - density	This proposed development requires a rezoning of the land for a different use which can be reasonably developed under existing zoning and the assumption that the existing zoning would not be in the public interest seem contrary to why Council would support a large development of this nature. I believe Council should favour low density rather than the high-density housing that is being submitted. I cannot believe that the change in zoning is in the local rate payers' best interest and preserve the natural streetscape of the area.	The Planning Proposal has been submitted to increase development on the site. The Planning Proposal sets the built form for the site, being on the periphery of a neighbourhood centre. An increase in residential density as a buffer between low density residences and neighbourhood shops are considered acceptable.
1, 8, 9	Five Dock Resident	Public interest - Residential amenity	<p>I have real concerns that Council may be elevating the needs of the developer to the detriment of the immediate neighbourhood and residents living around the site. The Planning Panel recommendations detailed in this planning proposal together with Council allowing "prohibited" business uses to continue to operate at/on/from this development site, gives me no confidence that Council and/or the developer are concerned about the protection of residential amenity.</p> <p>This development application will have no benefit for the current owners and occupiers of Harrabrook Avenue and neighbouring streets and only serves the financial gain of the developer who has made this proposal.</p>	<p>This planning proposal has been initiated by the owner of the land. Council must assess any planning proposals in accordance with the Environmental Planning and Assessment Act 1979 and State Government Guidelines on its strategic and site specific merit and to seek approval from the Department of Planning and Environment to proceed. The proposal provides for orderly development to revitalise the former Motor Registry site and will be required to address amenity issues and make contributions to affordable housing.</p> <p>The planning proposal process does not allow prohibited uses to continue to operate. It sets out planning controls on the type of development that is considered reasonable.</p>

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Ref	Submitter	Issue	Comments	Council Response
8	Five Dock Resident	Transparency	What assurance can be provided to the residents and owners of Five Dock that there are no conflicts of interest and no benefits accepted with respect to this particular development. Could Council also please advise what is Mayor Tsirekas' and any other councillors interests are, pecuniary or non-pecuniary, with the development or the developer.	Councillors and Council officers must abide by the code of conduct and are to declare all actual and perceived conflicts of interest relating to matters when working in an official capacity.
1	Five Dock Resident	Subdivision	<p>The planning proposal states "the proposed minimum lot size of 360sqm is consistent with surrounding lots with the majority of lots in the surrounding area being less than 450sqm". While some lot sizes may be less than 450m there are no lot sizes less than 400m². A reduction in land size as proposed is inconsistent with the pattern of land sizes of properties immediately surrounding the proposed development site.</p> <p>I currently share one boundary with the proposed development site. Should there be an amalgamation of portions of land at 5 and 7 Harrabrook Avenue with 1 Ramsay Road I would be subjected to sharing two boundaries. It will result in my having to share two boundaries with the development site and this will result in a significant devaluation of my adjoining property.</p>	<p>The lots on the southern side of Harrabrook Avenue are not part of a notable subdivision pattern. There are a number already subdivided properties creating additional lots fronting Henley Marine Drive. This includes subdivision of 33 and 35 Harrabrook Ave to create 1E Henley Marine Drive, subdivision of 9 Harrabrook Avenue to create 1F Henley Marine Drive, and subdivision of 1, 3 and 5 Harrabrook to create 1 Ramsay Road. The proposed minimum lot size is to enable development of a dwelling and landscaping. There are a number of lot sizes in the street below 400m² that demonstrates this is possible they include: 1 Harrabrook Ave (373.1m²), 2 Harrabrook Ave (approximately 292m²); 4 Harrabrook Ave (approximately 293m²); 14 Harrabrook (approximately 342m²), 16 Harrabrook Ave (approximately 276m²); 22 Harrabrook Ave (approximately 358m²); 22A Harrabrook Avenue (326m²).</p> <p>It is noted that the subdivision of 5 and 7 Harrabrook Ave would create 2 sharing of boundaries for some lots, however a devaluation of adjoining property is not a planning matter for consideration.</p>

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Ref	Submitter	Issue	Comments	Council Response
1, 2, 3, 4, 5, 6, 10	Five Dock Residents	Questions for Council	<p>1) What steps will be undertaken to protect and enhance the privacy and local amenity currently enjoyed by neighbouring residents?</p> <p>2) What steps will Council undertake to ensure local residents are allowed input into any Planning agreement determined between Council and the Proposed Developer for improvements to the surrounding public domain?</p> <p>3) What safeguards will be put in place to ensure neighbouring residents are not impacted by additional noise and other disruption caused by the increased commercial activity generated by the proposed development?</p> <p>4) What steps will be undertaken to alleviate traffic congestion in the vicinity of the proposed development?</p> <p>5) How many traffic incidents have occurred within a half kilometre radius of the proposed development within the last five years and what was the nature and cause of those incidents?</p> <p>6) What steps will be undertaken to ameliorate the incidence of dangerous driving and excessive speed occurring on Harrabrook Avenue, Ramsay Street and Henley Marine Parade?</p>	<p>1) The DCP sets building envelopes that include privacy measures such as the requirement for building setback to other residences nearby and landscaping.</p> <p>2) There is no planning agreement associated with this planning proposal. Planning agreements are generally exhibited concurrently with planning proposals or applications.</p> <p>3) The proposal provides for commercial floor space. The nature of the commercial use will be assessed as a development application which would include noise and other impacts.</p> <p>4) The proposal is not expected to significantly increase traffic in the area. An assessment will be made at the development application stage to determine the extent of the traffic impact. Traffic congestion will continue to be monitored and investigated.</p> <p>5) There are no reported road crash history on either Harrabrook Avenue between Great North Road & Ramsay Road and on Henley Marine Drive between Parramatta Road and Ramsay Road. Reported road crashes have occurred on Ramsay Road, Great North Road and Parramatta Road, which all fall under the care and control of TfNSW as they are all State Roads. Reported road crashes are occurring east of Ramsay Street on Henley Marine Drive, Connecticut Avenue and Minnesota Avenue. However, it is noted that these are low in numbers with no crash trend (type or location) evident.</p> <p>6) Given that there is no reported crash history on Harrabrook Avenue and Henley Marine Drive near 1 Ramsay Road, the matter would be for NSW Police to conduct enforcement to ameliorate the incidence of dangerous driving and excessive speed. A speed radar display (SRD) has previously been installed towards Livvii's Place on Henley Marine Drive. Council rotates the temporary SRD's throughout the course of the year. Henley Marine Drive near Livvii's Place continues to be on the rotation list amongst various other locations across the LGA. Currently NSW Police patrol Ramsay Street regularly and would have an active presence throughout the area.</p>

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Ref	Submitter	Issue	Comments	Council Response
			<p>7) What steps will be undertaken to alleviate parking congestion in the vicinity of the proposed development?</p> <p>8) What steps will Council take to ensure the existing Harrabrook Avenue traffic congestion and conflicts; and other safety risks and hazards; identified in the Annexure to the submission will not be exacerbated by the proposed development intended intensification of traffic flow in and around the right of way?</p> <p>9) Where are the location (street addresses) of B1 zoned neighbourhood centres in the Canada Bay Local Government Area (LGA) and what, where applicable, are the minimum and maximum building heights for each?</p>	<p>7) The proposal is expected to provide all required parking on site and will not significantly increase the parking demand in the vicinity, noting that there may be a number of under-utilised parking spaces on Henley Marine Drive.</p> <p>8) The proposed development will not exacerbate the traffic congestion and conflicts on Harrabrook Ave caused by illegal parking and unloading of goods for the existing shops. The draft DCP will require all parking to be provided on site and any access from the right of way is to be consistent with the terms of any easement or right of carriage way including access and maintenance.</p> <p>9) There are many lots zoned B1 Neighbourhood Centres within the Canada Bay LGA. They are primarily located in traditional centres and usually comprise a small number of interwar terrace shops. The location of B1 zoned land can be found by viewing the land use map at: https://www.planningportal.nsw.gov.au/publications/environmental-planning-instruments/canada-bay-local-environmental-plan-2013.</p> <p>The majority of the B1 zones have a maximum building height of 8.5 (2 storeys) and 11m (3 storeys). There are some lots zoned B1 that have a maximum height of 12m and 16m. Proposed height controls should relate to site context. The subject site is unique as it formed part of a former motor registry on the periphery of a neighbourhood centre. The large site provides an opportunity for additional height and to address interface issues more successfully.</p>

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Ref	Submitter	Issue	Comments	Council Response
6	Five Dock Resident	Questions for Council - additional	<p>10) As the proposed development directly adjoins the Inner West council boundary, is the Inner West Council aware of the impact of the proposed development on the existing infrastructure within this vicinity? For example, the proposed development will result in an increase to the existing traffic congestion along Ramsay Road at Five Dock / Haberfield?</p> <p>11) Why was only a preliminary traffic assessment report completed considering the proximity and impact of the surrounding major road infrastructure ie. WestConnex, City West Link and Parramatta Road - to the proposed development; and the adjoining Croker Residential Estate?</p>	<p>10) The views of the Inner West Council has been sought as part of the public exhibition of the planning proposal, however no response has been received.</p> <p>11) A preliminary traffic assessment report was completed to accompany the planning proposal. The planning proposal is to change the planning controls that govern development on the site. Any plans are indicative at this stage to inform the broader development concept. It is not until a development application is sought and detailed design confirmed, that the extent of the traffic impacts will be fully assessed. A preliminary traffic assessment report is considered satisfactory to determine the impact of the Planning Proposal.</p>
10	Five Dock Resident	Questions for Council – additional questions	<p>12) What guarantees can council provide to residents adjoining the proposed development that garbage will not be stored and/or collected on land immediately adjoining their properties?</p> <p>13) What guarantees can council provide residents and rate payers that plans for the proposed development will not be further amended and altered, contributing to further loss of amenity for neighbouring properties?</p>	<p>12) The proposed DCP requires bin storage not to be located within deep soil zones. There is a 3m wide deep soil zone adjoining the western boundary.</p> <p>13) There will be further detailed plans submitted to Council for the redevelopment of the site. The development application will contain detailed plans for assessment including impacts on neighbouring properties. Neighbours will be notified about any future development applications.</p>

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Ref	Submitter	Issue	Comments	Council Response
11	Transport for NSW	Traffic and Transport	TfNSW has reviewed the relevant documentation and raises no objection to the proposed amendments to the CBLEP 2013. However, Council needs to ensure that the proposed vehicular arrangement on the local road would be located far from the classified road at detailed design stage.	Noted.
12	Heritage Coordinator	Heritage	Suggest the following DCP provisions be included in relation to 7 Ramsay Road: <ul style="list-style-type: none"> - Building elements such as stone, tiles, bricks, windows, doors, window hoods, balustrades, lights, fireplaces, timber weatherboards, joinery and decorative architectural elements, located in buildings to be demolished must be salvaged, catalogued, labelled, and transferred to an established second building material dealer for reuse. A plan showing the location of the building elements proposed to be salvaged and a list of the elements must be submitted with a development application, together with the names of second hand building material dealers proposed to be offered the elements. - A digital photographic record of the building proposed to be demolished must be submitted with the development application. The record must include a comprehensive set of internal and external photographs of the existing building. 	The existing shops along Ramsay Road are not heritage listed or within a heritage conservation area. Although encouraged, it is considered not necessary to include suggested provisions into the site specific DCP.



Prepared for:
City of Canada Bay Council

Date
30 March 2022

architectus™

Planning Proposal
1-7 Ramsay Road & 5 and 7 Harrabrook
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Executive summary

This Planning Proposal has been prepared by Architectus Australia Pty Ltd on behalf of Croftstar Pty Ltd.

The Planning Proposal seeks Council's support to progress an amendment to the Canada Bay Local Environmental Plan 2013 (CBLEP 2013) to facilitate the renewal of neighbourhood retail services in a current B1 zone, and to provide opportunities for increased housing in close proximity to transport, services and public open space. This site is at one of the main entry points to the Canada Bay Local Government Area (LGA), providing an opportunity for the site to be a visual gateway response into the LGA.

The site is strategically located within 650m of the future Sydney Metro West station at Five Dock and is less than a 10-minute walk to the Five Dock local centre. Additionally, this Proposal presents an opportunity to contribute to boost the local economy and generate employment amidst the COVID-19 pandemic, as well, provide the opportunity for other public benefits.

The proposed amendments to the CBLEP 2013 are:

- **Land zoning** – Amending the *Land Use Zoning Map* to rezone the rear portion of 5 and 7 Harrabrook Avenue from R2 Low Density Residential to B1 Neighbourhood Centre;
- **Height of buildings** – Amending the *Height of Buildings Map* from 8.5m to 10m and 14m;
- **Floor space ratio** – Amending the *Floor Space Ratio Map* from a maximum Floor Space Ratio (FSR) of 0.5:1 and 1:1 to a maximum FSR of 0.5:1 and 1.71:1;
- **Lot size** – Amending the *Minimum Lot Size Map* for 5 and 7 Harrabrook Avenue from 450sqm to 360sqm;
- **Active street frontage** – Amending the *Active Street Frontage Map* to introduce an active street frontage on land with frontage to Ramsay Road and extending 20. metres along Henley Marine Drive;
- **Affordable housing** – Amending Clause 6.12 of the CBLEP 2013 and the *Affordable Housing Contribution Scheme Map* to introduce an affordable housing contribution of 5% affordable housing for the site; and
- **Additional permitted uses** - Amending *Schedule 1 'Additional Permitted Uses'* to allow residential flat buildings on part of the site.

The site

The Planning Proposal relates to land at 1 and 7 Ramsay Road and 5 and 7 Harrabrook Avenue, Five Dock.

The site is bounded by Harrabrook Avenue to the north, Ramsay Road to the east, Henley Marine Drive and Iron Cove Creek to the south and low density residential housing to the west.

The site comprises four allotments, providing a total site area of approximately 3,300m².

The site currently accommodates the former Roads and Maritime Services (RMS) building and car park on the corner of Ramsay Road and Henley Marine Drive, retail premises at 7 Ramsay Road, and two single storey residential dwellings at 5 and 7 Harrabrook Avenue.

The site is identified in **Figures 1 and 2**.



Figure 1 Subject site
Site outlined in red
Source: Near Maps with Architectus edits (2021)



Figure 2 Subject site
Site outlined in red
Source: Near Maps with Architectus edits (2021)

Planning context

The CBLEP 2013 is the primary environmental planning instrument applying to the site.

Land at 1 and 7 Ramsay Road is currently zoned B1 Neighbourhood Centre and land at 5 and 7 Harrabrook Avenue is zoned R2 Low Density Residential. The maximum building height currently applying to the B1 zone and R2 zone is 8.5 metres. The maximum FSR control for land zoned B1 is 1:1 and land zoned R2 is 0.5:1.

Refer to **Figure 13 – 17** for CBLEP 2013 maps.

This Planning Proposal seeks to amend the CBLEP 2013 to introduce new planning controls for the subject site.

This Planning Proposal has been drafted in accordance with Section 3.33 of the Environmental Planning and Assessment Act 1979 (EP&A Act) and “A Guide to Preparing Planning Proposals”, prepared by the NSW Department of Planning and Environment (2018). In line with these documents, this Planning Proposal explains the intended effect of the proposed instrument and sets out the justification for making of the proposed instrument.

Strategic merit

This Planning Proposal has strategic merit and should be supported for the following reasons:

- It is in accordance with the **Greater Sydney Region Plan: A Metropolis of Three Cities** and the **Eastern Harbour City District Plan**. Renewing centres and creating great places is a key driver of the NSW Government. The site is within a 10-minute walk of the future Five Dock Metro Station, an easy walk of bus services on Parramatta Road, providing services to Sydney and Parramatta CBDs, and is adjacent to significant open space and recreation areas along Iron Cove Creek. Providing more retail, local services and housing in such an accessible location is a priority of the NSW Government and should be encouraged. The Proposal provides housing supply and a renewal of the local neighbourhood centre, that will not compete with the existing Five Dock town centre. The Planning Proposal’s consistency with the Greater Sydney Region Plan and the Central City District Plan is further outlined in Section 7 of this document.
- It is in accordance with the **Canada Bay Local Strategic Planning Statement**. Provide housing supply, choice and affordability in key locations. The Proposal is crucial to assist the estimated population growth, of 32,000 residents by 2036. The site will support the increase in supply and housing choice to a diverse and changing community, providing services and transport through the proposed Five Dock Metro, the recently completed WestConnex and the local Five Dock town centre. The Planning Proposal’s consistency with The **Canada Bay Local Strategic Planning Statement** is further outlined in Priority 4, Foster safe, healthy, creative, culturally rich and socially connected communities. The site is located adjacent to the Iron Cove Creek and provides a connection to the Inner West, Bay Run. The Proposal will assist in improving access to recreational and open spaces for residents.
- N.B: The Canada Bay Local Strategic Planning Statement was published before the announcement of the Five Dock Metro Station. Hence, local planning should be revisited by Council to provide more housing supply within the local area. It is also important to note, that the NSW Infrastructure Strategy 2018-2038 calls for an integration of land use and infrastructure planning.
- It is in accordance with the **Canada Bay Housing Strategy**. Local centres are planned to provide opportunities for alternative low and moderate scale housing, within walking distance. The Proposal provides a 4 storey residential development within walking distance to shops, services and facilities within the Five Dock Town Centre.

- Additionally, the site is 650m from the proposed Five Dock Metro, connecting the site to the Sydney CBD and Greater Sydney area within 30 minutes. In addition, the Proposal is consistent with a key housing priority in the Housing Priority whereby 'housing diversity and choice to be further addressed by infill development around centres in the form of low rise medium density, to provide a wider range of housing forms whilst being respectful of neighbourhood character'. The Planning Proposal will deliver private residential dwellings within an already established suburb. The architectural and landscape design enhances the surrounding streetscape and domain and links the bulk and scale of the local town centre to fit with the local context.
- **The proposal will deliver more housing in the right location.** The site is located on the doorstep of the future Five Dock Metro Station and Parramatta Road corridor. Located less than 700m from the future metro station and an undulating walk to transport options on Parramatta Road, the renewal of this site supports the NSW Government objective to promote renewal and increased housing in areas supported by infrastructure.
- **The proposal supports the Greater Sydney Commission's vision of a 30-minute city.** Renewing existing sites to deliver more shops and homes in an established neighbourhood is key to achieving this vision.
- **The renewal of the site will deliver public benefits**, including improved public domain outcomes, improved local shops and the renewal of an existing neighbourhood centre that will benefit the whole community.
- **The Planning Proposal will renew an existing neighbourhood centre.** A large portion of the site comprises the former RMS office and car park – an unused and vacant site in need of renewal. The proposal will provide a renewal of the visual gateway for the LGA, and broadly transform Five Dock into an attractive and vibrant place with new shops and public domain improvements, supported by high-quality apartments that will bring new life and activity to the centre.

Accordingly, the proposal is well justified on strategic planning grounds, and will provide for the redevelopment of the site to deliver a high-quality, attractive and revitalised local neighbourhood centre.

Site specific merit test

In preparing the Planning Proposal, significant consideration has been given to the constraints of the site, the relationship with adjoining properties, traffic, and environmental impacts.

Given the site's highly accessible location, the need to renew a local centre and the ability for all on-site impacts to be appropriately managed, this Planning Proposal is considered to demonstrate site-specific merit.

The Proposal is appropriate for its context and it demonstrates site specific merit for the following reasons:

- The Indicative Concept Design supporting the Proposal, demonstrates that the proposed planning controls and building envelopes will **deliver excellent design outcomes and high amenity apartments** and communal spaces, consistent with the requirements of the Apartment Design Guideline (ADG).
- The site is within a highly walkable, accessible and well-serviced neighbourhood and has **acceptable traffic impacts**.
- The proposed design and built form **minimises visual, privacy and overshadowing impacts** for neighbouring properties. The proposal will not result in any overshadowing to open space, and maintains excellent levels of solar access to neighbouring properties.
- The proposal **will facilitate the redevelopment of a vacant, largely unused site** to deliver new shops and homes, which will provide significant benefits for the local community.

- The proposal provides **an opportunity to renew a tired and run down precinct**, which will upgrade the arrival experience into Five Dock, through an appropriately scaled 'gateway' architectural design that will provide housing, jobs, natural amenity and improved connectivity in a strategic location with Sydney's Inner West.
- The proposal will activate local streets with well-designed retail and ground floor apartments, that **reconnect the site with the neighbourhood and improve safety, amenity and liveability outcomes**.
- The Proposal is seen to be **consistent with the established local character**, provides an appropriate interface to adjoining properties and does not result in any significant visual impacts from nearby public spaces.
- The Proposal provides **an opportunity to transplant highly significant trees**. As recommended in the Arboricultural Impact Assessment, five (5) high retention value trees (Trees 2, 3, 4 and 5) are recommended to be transplanted either on site or in nearby reserve, and could occur under development proposed in response to the CBLEP 2013 amendment.
- The Proposal provides the opportunity to provide **improvements to the public domain and adjacent open space**, to satisfy the needs of residents and for the enjoyment of the wider neighbourhood. Such improvements may include:
 - Extending the Sydney Water Preliminary Concept Design for Iron Cove Creek, to include the portion of the creek to the west of Ramsay Road;
 - Install a council desired zebra crossing to enhance access to the development and to the Bay Run;
 - Collaborate with council to implement a shared bike path outside the development;
 - Providing 'blisters' within road reservations to accommodate street tree planting;
 - o Provide new parking bays with blisters for street tree planting;
 - o Provide active recreation opportunities, such as an outdoor gym station; and
 - o Provide a children's playground in the open space corridor.

Urban design testing further demonstrates that the proposed amendments to the CBLEP 2013 would result in a desirable urban design outcome for the site. Refer to the Urban Design Study at **Attachment A**.

The Planning Proposal seeks to provide high quality neighbourhood centre and housing that meets the requirements of existing and future residents, Council and the community, in such a way that manages all foreseeable on and off-site impacts. It is therefore considered to have site-specific merit.

The Planning Proposal is consistent with the Greater Sydney Region Plan, Eastern City District Plan, City of Canada Bay Local Strategic Planning Statement and Canada Bay Housing Strategy, which all identify the need to deliver 'more housing in the right location'. The Planning Proposal's strategic merit is further demonstrated in **Section 8 'Justification'** of this report.

Assessment

A number of assessments have been undertaken to accompany the Planning Proposal and investigate potential impacts associated with the proposed amendments, including:

- **Urban Design Report**, including the Indicative Concept Design prepared by Squilace and Architectus.
- **Site Survey**, prepared by Veris Australia Pty Ltd
- **Traffic and Transport Assessment**, prepared by Varga Traffic Planning Pty Ltd
- **Arboricultural Impact Assessment**, prepared by New Leaf Arboriculture Pty Ltd

- **Supplementary Arboricultural Assessment**, prepared by New Leaf Arboriculture Pty Ltd
- **Economic Report**, prepared by Hill PDA Consulting
- **Detailed Site Investigation Report**, prepared by Aargus Pty Ltd
- **Independent Justification for Tree Removal Letter**, prepared by Active Green Services (on behalf of Council)

These assessments demonstrate that the site is suitable for the proposed controls and the proposed amendments would therefore have acceptable impacts.

Recommendation

The Planning Proposal demonstrates strategic and site-specific merit and is well justified. It is therefore recommended for support to proceed to a Gateway assessment and determination.

1. Introduction

1.1 Preliminary

This Planning Proposal has been prepared by Architectus Australia Pty Ltd on behalf of Croftstar Pty Ltd.

The Planning Proposal seeks Council support to progress and amendment to the planning controls applicable to the site under the CBLEP 2013.

The Planning Proposal seeks an amendment to the CBLEP 2013 to facilitate redevelopment of the site for new retail space and housing development.

To facilitate development of the site an amendment to the current planning controls is required. The proposed amendments to the CBLEP 2013 are outlined below.

- Rezone part of the site from R2 Low Density Residential to B1 Neighbourhood Centre;
- Increase the maximum building height on part of the site from 8.5m to 10m and 14m;
- Increase the floor space ratio (FSR) on part of the site from 0.5:1 and 1.0:1 to 1.71:1;
- Reduce the minimum lot size map for 5 and 7 Harrabrook Ave from 450m² to 360m²;
- Amend the *Active Street Frontage Map* to introduce an Active Street frontage on land with frontage to Ramsay Road and extending 20.0 metres along Henley Marine Drive;
- Amend Clause 6.12 of the CBLEP and the Affordable Housing Contribution Scheme Map to introduce an affordable housing contribution of 5% affordable housing for the site; and
- Amend Schedule 1 Additional Permitted uses to allow residential flat buildings on part of the site zoned B1 Neighbourhood Centre.

1.2 Indicative Concept Design

An Indicative Concept Design has also been prepared by Squillace to support the Planning Proposal. The Indicative Concept Design demonstrates that a high-quality built form outcome will be achieved under the proposed planning controls. Whilst this Indicative Concept Design indicates the preferred design outcome, flexibility remains to update the final design to accommodate Council's comments. The Indicative Concept Design demonstrates that the proposed amendment to the CBLEP 2013 would provide under a subsequent Development Application:

- Approximately 37 high-amenity apartments that will increase housing supply within walking distance of transport, services and open space;
- Around 580m² of ground floor retail space to activate Ramsay Road and reinvigorate the neighbourhood centre;
- Buildings up to 4 storeys, with rooftop communal spaces and gardens, designed to integrate with surrounding development;
- Potential improvements to the public domain and open space adjacent Iron Cove Creek; and
- A built form outcome that provides a visual gateway response, when arriving to this part of Five Dock.

A comprehensive overview of the indicative concept design and design approach is provided in the Urban Design Study at **Attachment A**.

1.3 Structure of this report

This report is prepared in accordance with the NSW Government's 'A Guide to Preparing Planning Proposals', and is set out as follows:

- **Section 2:** The site and context – provides an overview of the site to which the Planning Proposal is intended to apply.
- **Section 3:** The planning proposal history – provides an overview of the history of the planning proposal.
- **Section 4:** The proposal - outlines the vision for the site and development of the reference scheme that has informed the proposed planning controls.
- **Section 5:** Objectives or intended outcomes – provides a concise statement of the proposal objectives and intended outcomes.
- **Section 6:** Explanation of provisions – outlines the proposed amendments to the planning provisions within the CBLEP 2013.
- **Section 7:** Assessment – provides an assessment of potential impacts associated with the proposal.
- **Section 8:** Justification: provides the urban planning justification to support the proposal.
- **Section 9:** Mapping – proposed LEP maps.
- **Section 10:** Consultation- outlines consultation with Council to date, and the consultation program that should be undertaken in respect of the proposal.
- **Section 11:** Project Timeline – outlines expectations for timeframe of the progression of the proposal.
- **Section 12:** Conclusion – concludes the report with a summary of findings and recommendations.

1.4 Authorship

The report has been written by Paris Wojcik, Associate Urban Planner and Amy Wilkins, Student Urban Planner. Quality Assurance has been provided by Michael Harrison, Strategic Advisor.

2. Site context

2.1 Site context

The site is located at 1 and 7 Ramsay Road and 5 and 7 Harrabrook Avenue, Five Dock. The site is bounded by Harrabrook Avenue to the north, Ramsay Road to the east, Henley Marine Drive and Iron Cove Creek to the south and low density residential housing to the west.

The subject site is centrally located within the suburb of Five Dock, in the City of Canada Bay Local Government Area (LGA). The site is a significant entry point to the suburb, and is identified on urban design grounds as a gateway site to this part of Five Dock and the broader Canada Bay LGA.

The site is in close proximity to Five Dock Town Centre, providing a range of services, amenities, community facilities and public transport services, as discussed further below.

The proposed Five Dock metro station is within a 700m catchment from the site. This will provide the site with direct trips to the Sydney CBD and other health, education and employment centres like Strathfield, Sydney Olympic Park, Burwood, Parramatta and Westmead. The metro station will assist the Proposal in providing the opportunity to locate housing and jobs within close proximity to transport infrastructure.

Additionally, the site is 300m from the Westconnex, enabling faster vehicular connections from the site along Parramatta Road and providing motorists with a light motorway network across Sydney.

The site is within easy walking distance to significant open space and recreation areas, including the Bay Run and recreational paths along Iron Cove Creek, Croker Park, Wadim (Bill) Jegerow Reserve and Timbrell Reserve.

Refer to **Figures 3 - 12** for site context.



Figure 3 Local context plan
Site is indicated with red dot.
Source: Nearmaps with Architectus edits (2020)

2.2 Site details

Site dimensions

When all seven (7) lots are amalgamated, the subject site will be approximately 3,300m². It has a frontage of approximately 25m to Ramsay Road and 86m to Henley Marine Drive.

Legal description

The subject site consists of seven (7) lots, legally described as Lot D and Lot 5 DP 415618, Lot A DP 415618 and Lot B DP 415618, Lot 1 DP 241337, and Lots 1 and 2 DP 310522.

Please refer to Site Survey at **Attachment B**.

Land ownership

The Applicant is the land owner of the following properties proposed for rezoning:

- A. 7 Harrabrook Avenue (Lot 1 DP 310552)
- B. 5 Harrabrook Avenue (Lot 2 DP 310552)
- C. 7 Ramsay Road (Lot 1 DP 241337)
- D. 1 Ramsay Road (Lot 5 DP 310522)
- E. 1 Ramsay Road (Lot D DP 415618)
- F. 1 Ramsay Road (Lot A DP 415618)
- G. 1 Ramsay Road (Lot B, DP415618)

Please refer to **Figure 4** below for lot description.



Figure 4 Local context plan
Site is indicated with red outline
Source: Nearmaps with Architectus edits (2020)

Note. Throughout the past 3 years, the Applicant has had discussions with landowners of properties. 9 – 17 Ramsay Road and 1 and 3 Harrabrook Avenue regarding potential acquisition, but to date has been unsuccessful. This Planning Proposal therefore seeks to rezone land owned by the Applicant only.

2.3 Surrounding local context

Existing land uses

The 3,300 sqm site, currently accommodates the former Roads and Maritime Services building on the corner of Ramsay Road and Henley Marine Drive and two residential detached dwellings along Harrabrook Avenue.

The site is bound by Harrabrook Avenue to the north, Ramsay Road to the east, Henley Marine Drive and Iron Cove Creek to the south and residential development to the west.

The site lies on the boundary of Canada Bay LGA, and as noted earlier, acts as a potential gateway site to the entry of the LGA at this location.

To the north of the site, land use contains low density residential housing comprising of 1-2 storey detached homes.

Further north, Five Dock local town centre is located 500m walking distance of the site. Five Dock town centre is a hub of commercial, civic and community life of the Canada Bay LGA. Five Dock town centre is accessible via bus services and the future metro station, connecting the suburb to Sydney CBD and delivering a 30 minute city.

To the east, Ramsay Road, a four lane carriage way, runs along the boundary of the site. Ramsay Road is currently unattractive and does not contribute to the local character of Five Dock, due to the lack of street planting and lighting, pedestrian priority, walkability and active street frontages.

To the south, Henley Marine Drive runs along the boundary of the site. Further south, Iron Cove Creek, also known as Dobroyd Canal, runs east to west. Sydney Water have prepared a final concept plan for public domain improvements and repairs on Iron Cove Creek.

To the west of the site, low density residential buildings, ranging from 1-2 storeys are located along Henley Marine Drive. Additionally, Croker Park is also located 350m from the site. Croker Park includes a children's playground and 2 tennis courts.

Please refer to **Figure 5 – Figure 12** below on existing and surrounding land uses.



Figure 5 View looking south down Ramsay Road.
The subject site is located to the right. The site and surrounding context has low pedestrian amenity and is in need of renewal.
Source: Architectus (2018)



Figure 6 View looking east down Henley Marine Drive, with Iron Cove Creek on the right.
Iron Cove Creek provides amenity and open space for future residents.
Source: Architectus (2018)



Figure 7 View from the intersection of 1 and 7 Ramsay Road and Henley Marine Drive.
Photograph identifies the previous Roads and Maritime Services building currently occupying 1 Ramsay Road.
Source: Architectus (2018)



Figure 8 View of 5 and 7 Harrarbrook Avenue, Five Dock
These two lots currently consist of single storey residential detached dwellings. Both lots are zoned R2 Low Density Residential.
Source: Architectus (2018)



Figure 9 View of 1 and 7 Ramsay Road
The subject site has a prominent frontage which has the potential to provide an active ground floor to revitalise the neighbourhood centre character.
Source: Architectus (2018)



Figure 10 View of Iron Cove Creek
This open space provides a green buffer that allows the site to support additional residential capacity without impacting neighbours to the south.
Source: Architectus (2018)



Figure 11 View of Electricity Sub-Station located north east of 1 Ramsay Road. *The height of the electricity substation matches the height outcome of the control.*

Source: Architectus (2018)



Figure 12 Photograph of 1 Ramsay Road from the south east corner. *The site is a natural gateway to Five Dock, however the existing form does not contribute to this*

Source: Architectus (2018)

2.4 Current planning controls

Local environmental plan

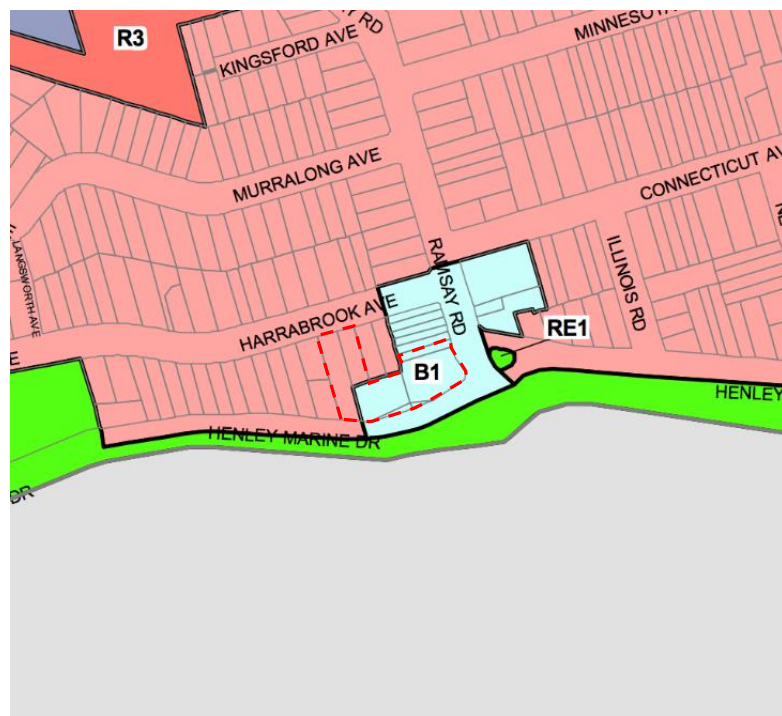
The Canada Bay Local Environmental Plan 2013 (CBLEP 2013) applies to the site.

Zoning

The subject site is partially zoned B1 Neighbourhood Centre and R2 Low Density Residential. Refer to **Figure 13**.

Land surrounding the site is zoned B1 Neighbourhood Centre immediately to the north and east, RE1 Public Recreation to the south and then R2 Low Density Residential surrounding.

R2 Low Density Residential, RE1 Public Recreation to the south and B1 Neighbourhood Centre immediately to the north and east.



Land Zoning Map
Sheet LZN_005

Zone	
B1	Neighbourhood Centre
B2	Commercial Core
B4	Mixed Use
B6	Enterprise Corridor
B7	Business Park
E2	Environmental Conservation
IN1	General Industrial
R1	General Residential
R2	Low Density Residential
R3	Medium Density Residential
R4	High Density Residential
RE1	Public Recreation
RE2	Private Recreation
SP2	Infrastructure
SEPP	SEPP (State Significant Precincts) 2005
DM	Deferred Matter

Figure 13 Land Zoning Map

Site is indicated with red dashed outline.

Source: CBLEP 2013

Height of Buildings

The maximum building height for the subject site is 8.5m. Land surrounding the site also has a maximum building height of 8.5m. Refer to **Figure 14**.



Height of Buildings Map
Sheet HOB_005

Maximum Building Height (m)	
A	0.0
I	8.5
Z	9.5
K1	10.0
K2	10.5
L	11.5
M	12.0
N	14.0
O1	15.0
O2	15.0
P1	17.0
P2	18.0
Q	20.0
R1	21.0
R2	22.0
S1	23.0
S2	24.0
T1	25.0
T2	26.0
T3	27.0
T4	28.0
T5	29.0
U1	31.0
U2	32.0
V	35.0
W	41.0
Y	50.0
Z	59.0
AA	63.0
AB1	82.0
AB2	84.0

Figure 14 Height of Buildings Map
Site is indicated with red dashed outline.
Source: CBLEP 2013

Floor Space Ratio

The site has currently two Floor Space Ratio controls. The north of the site, the land zoned R2 Low Density Residential has a Floor Space Ratio of 0.5:1. This section of the site is pursuant to Clause 4.4 of the CBLEP 2013, which identifies the site as 'Area 1'. This clause identifies the maximum floor space ratio for a dwelling house of semi-detached dwelling on 'Area 1' land. After the amalgamation of the site, the site will be 3,300 sqm.

To the south of the site, land zoned B1 Neighbourhood Centre has a Floor Space Ratio of 1:1. Refer to Figure 15.

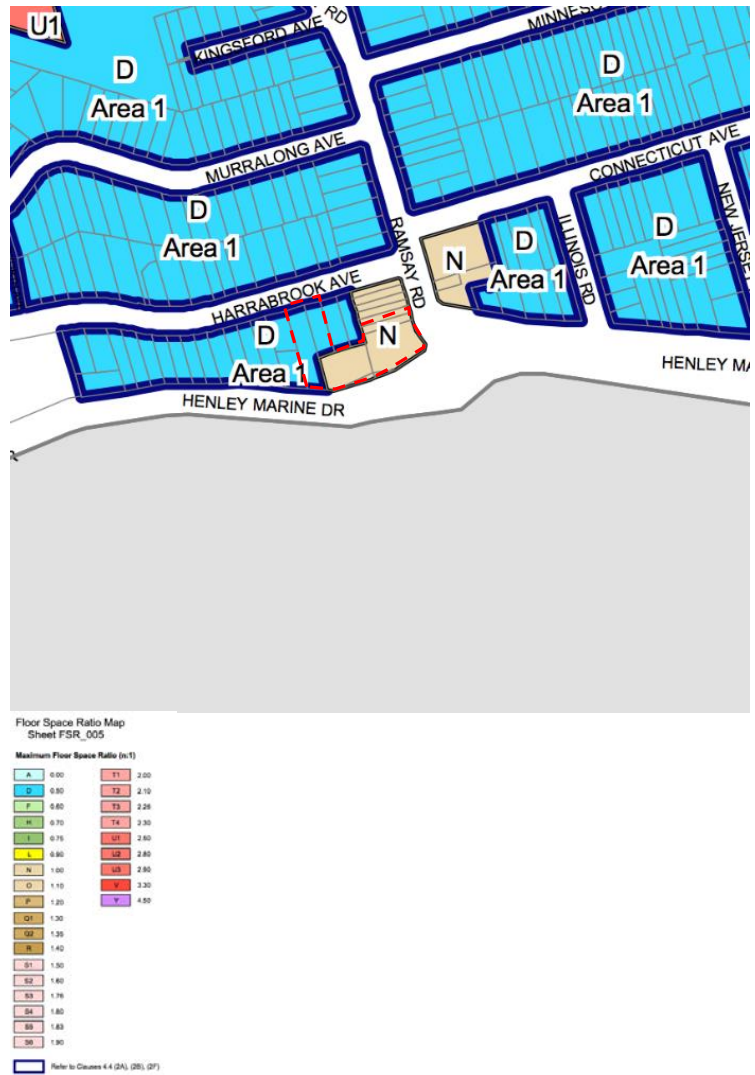
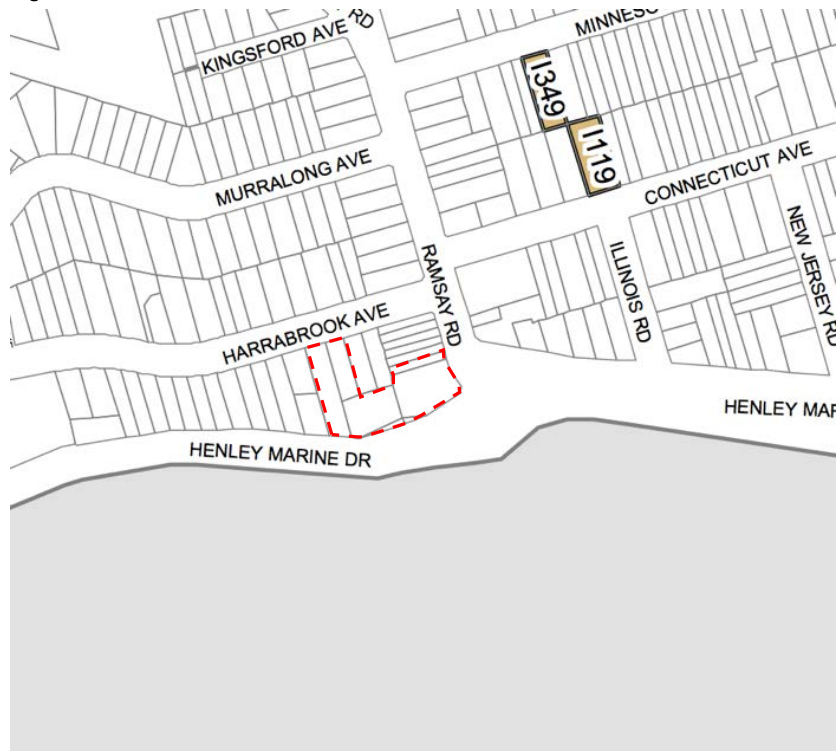


Figure 15 Floor Space Ratio Map
Site is indicated with red dashed outline.
Source: CBLEP 2013

Heritage

There are no heritage items located within or surrounding the subject site. Refer to **Figure 16**.



Heritage Map
Sheet HER_005

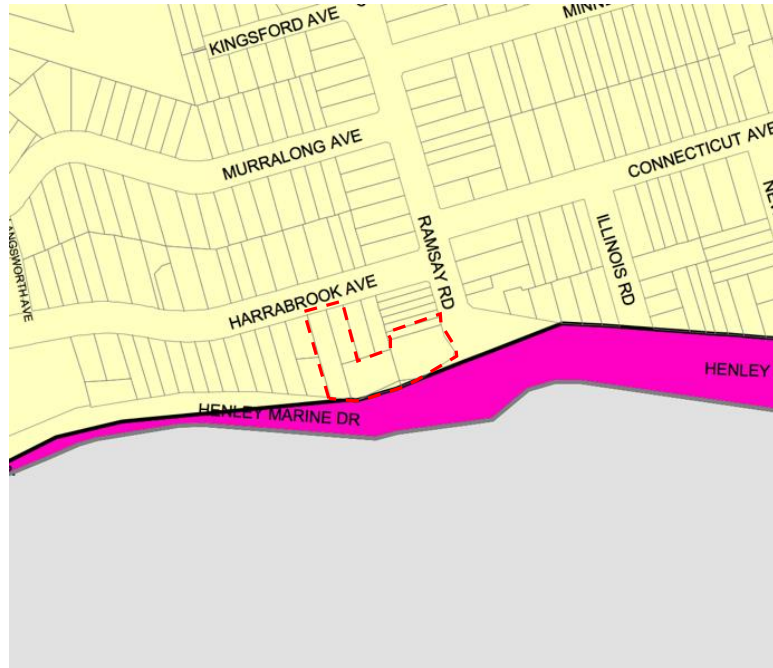
Heritage
 Conservation Area

Figure 16 Heritage Map
 Site is indicated with red dashed outline.
 Source: CBLEP 2013

Acid Sulfate Soils

The site contains Class 5 Acid Sulfate Soils. Areas classified as 'Class 5' Acid Sulfate Soils are located within 500 metres on adjacent class 1,2,3 or 4 land.

South of the site, along Henley Marine Drive and Iron Cove Creek, contains Class 2 Acid Sulfate Soils. Refer to **Figure 17**.



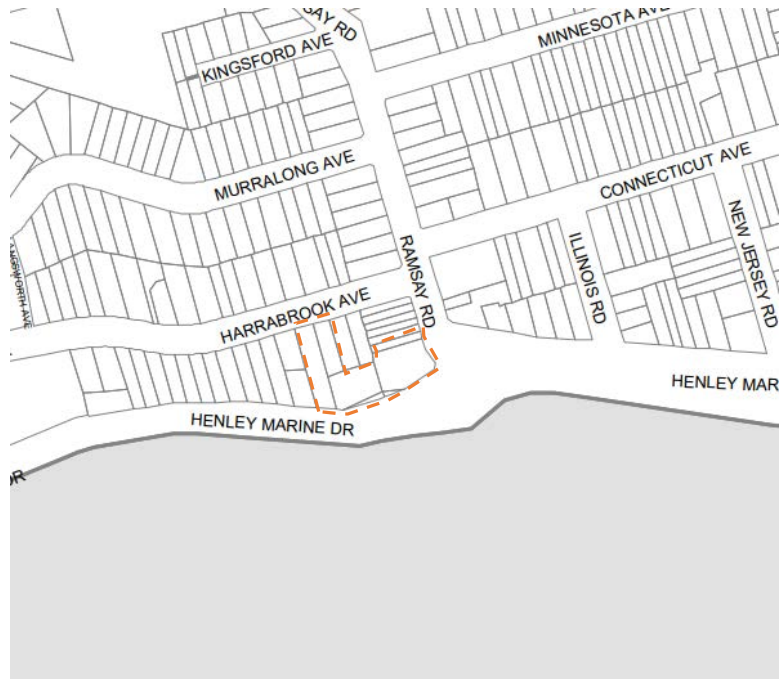
Acid Sulfate Soils Map -
Sheet ASS_005



Figure 17 Acid Sulfate Soils Map
Site is indicated with red dashed outline.
Source: CBLEP 2013

Active Street Frontages

The site and its surrounding area are not currently identified as an active street frontage. Refer to **Figure 18**.



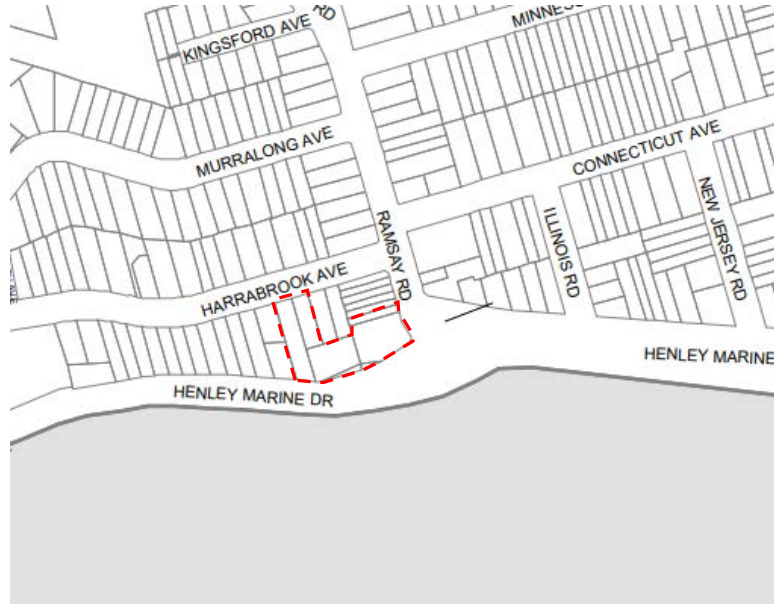
Active Street Frontages Map -
Sheet ASF_005

Active Street Frontage

Figure 18 Active Street Frontages Map
Site is indicated with orange dashed outline.
Source: CBLEP 2013

Affordable Housing Contribution Scheme

The site and its surrounding area are not currently identified as an area dedicated for affordable housing. Refer to **Figure 19**.



Affordable Housing Contribution
Scheme Map Sheet AHCS_005

Affordable Housing Contribution Area
 Affordable Housing Contribution Area

Figure 19 Affordable Housing Contribution Scheme Map

Site is indicated with red dashed outline.

Source: CBLEP 2013

3. Planning Proposal History

Since 2018, the Applicant has engaged with the City of Canada Bay Council on a number of occasions. A summary of formal engagement is set out in **Section 10** of this report.

Council has recognised that the existing development on 1 Ramsay Road contributes little to the quality of the neighbourhood centre and to activity along Ramsay Road. A change in development controls and a modest increase in the maximum height and FSR could be supported, as a way to strengthen the neighbourhood centre that is well serviced by surrounding amenities and public transport.

Information below provides an overview of how the Indicative Concept Design (as a basis for this Planning Proposal) has evolved overtime.

Indicative Concept Design – May 2018

In May 2018, the Applicant met with Council to present and seek feedback on an early design concept for the site. Key features of the 2018 concept design included:

- A mix of terrace housing along Harrabrook Avenue and mix of maisonette townhouses and apartments along Henley Marine and Ramsay Road;
- An indicative dwelling yield of 45 dwellings including 10 terraces, 8 maisonette townhouses and 27 apartments;
- Approximate residential GFA of 6,134 square metres;
- Approximate retail GFA of 493 square metres; and
- Heights ranging between 2.5 and 5 storeys (equivalent to 10m and 17m).

Refer to **Figure 20** below showing previous proposed site plan.

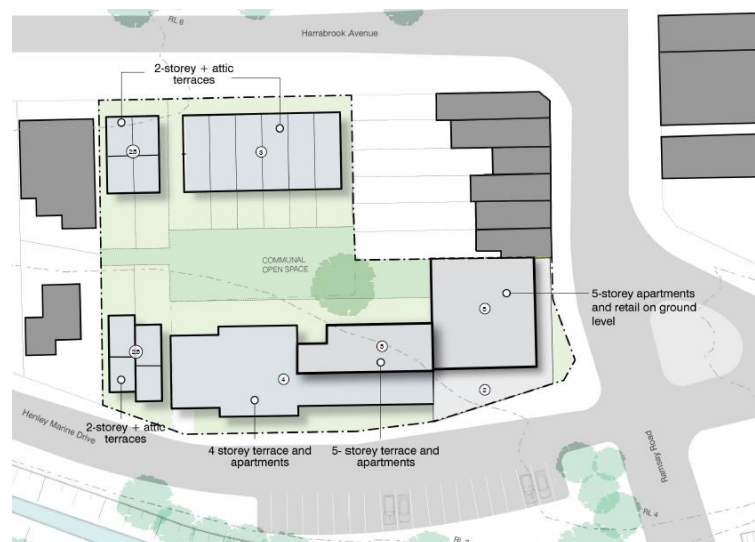


Figure 20 Site plan of indicative concept design (May 2018)

Source: Architectus 2018

Indicative Concept Design – May 2019

In May 2019, the Applicant met with Council to present and seek feedback on an updated architectural design concept for the site. Key features of the 2019 concept design included:

- A mix of terrace housing along Harrabrook Avenue and apartments along Henley Marine and Ramsay Road;
- An indicative dwelling yield of 39 apartments and 13 terraces;
- Approximate residential GFA of 5,810 square metres (equivalent to a FSR of 2:1); and
- Heights ranging between 2 and 5 storeys (equivalent to 10m and 17m).

Refer to **Figures 21 and 22** below showing previous proposed site plan and photomontage.



Figure 21 Site plan of indicative concept design (May 2019)

Source: Squillace 2019



Figure 22 Photomontage of indicative concept design (May 2019)

Source: Squillace Architects, 2019

Indicative Concept Design – March 2020

In March 2020, the Applicant met with Council to present and seek feedback on a further updated architectural design concept. Key design changes of the 2020 concept design included:

- An indicative dwelling yield of 43 apartments;
- Approximate residential GFA of 4, 870 square metres (equivalent to a FSR of 1.73:1);
- A 5-storey development, equivalent to a 17m height limit;
- Additional 4th storey set back to reduce visual prominence along the streetscape;
- Reduced bulk and scale due to the removal of dormer windows; and
- Materiality change to increase building articulation.

As noted earlier in this report, the Applicant is the owner of No.5 and 7 Harrabrook Avenue, and No.1 and No.7 Ramsay Road. Over the past three years, the Applicant has had discussions with landowners of properties 1 and 3 Harrabrook Avenue regarding potential acquisition, but to date has been unsuccessful and therefore led to the removal of proposed terraces along Harrabrook Avenue and instead seeks to retain the existing low density residential housing along Harrabrook Avenue.

The Applicant however was able to acquire No.7 Ramsay Road, which has allowed for improved vehicular access to retail development via the existing service laneway along Harrabrook Avenue.

Refer to **Figures 23 and 24** below showing previous proposed site plan and photomontage.



Figure 23 Proposed site plan of indicative concept design (March 2020)
Source: Squillace, 2020



Figure 24 Photomontage of indicative concept design (March 2020)
 Source: Squillace Architects, 2020

Lodgement of the Planning Proposal (December 2020)

On 18 December 2020, Architectus on behalf of the Applicant lodged a Planning Proposal to Canada Bay Council which sought to:

- Rezone part of the site from R2 Low Density Residential to B1 Neighbourhood Centre;
- Increase the maximum building height on part of the site from 8.5m to 15.5m;
- Increase the floor space ratio (FSR) on part of the site from 0.5:1 and 1.0:1 to 1.73:1;
- Reduce the minimum lot size map for 5 and 7 Harrabrook Ave from 450m² to 360m²; and
- Amend Schedule 1 Additional Permitted uses to allow residential flat buildings on part of the site zoned B1 Neighbourhood Centre.

On 11 February 2021, the Applicant met with Council to discuss some of Council's concerns raised in the report prepared for the Local Planning Panel (LPP) including the following items:

- 10m height plane proposed to the west of the right of way;
- Setback to Unit 301 and visual impact to neighbouring residential properties;
- 14m height plane proposed to the east of the right of way;
- Affordable housing provision; and
- Retention & Protection of Tree 1 (Lilly Pilly).

On 18 February 2021, the Planning Proposal was reviewed by the LPP. The LPP agreed with assessment undertaken by staff and noted that whilst the centre is small, it is well located to accommodate an increase in density that is compatible with the character of the surrounding area. The following advice was provided:

- *The Proposal is considered to have merit subject to the following amendments:*
 - a) *Provide a maximum building height fronting Ramsay Road to 14.0m and a maximum building height to the west of the right of way of 10.0m;*
 - b) *Ensure the retention and protection of tree identified as Tree 1, Lilly Pilly – Syzygium sp in the Aboricultural Impact Assessment prepared by NewLeaf Aboriculture;*

- c) *Introduce an Active Street frontage on the land with a frontage to Ramsay Road and extending around the corner along Henley Marine Drive; and*
 - d) *Include a Detailed Contaminated Site Investigation.*
- *Council update the draft Canada Bay Affordable Housing contribution Scheme to apply to the subject site and map the land on the Affordable Housing Contribution Scheme Map under the Canada Bay Local Environmental Plan 2013;*
- *Negotiation with the applicant on the terms of a Planning Agreement prior to submission of the Planning Proposal for a Gateway Determination;*
- *A draft Development Control Plan be prepared by Council to guide the future development of the site that includes but is not limited to, the following controls:*
 - a) *Building envelope;*
 - b) *Ground level setbacks;*
 - c) *Upper level setbacks; and*
 - d) *Tree retention and landscaping requirements expressed as a percentage;*
- *The Planning proposal could be submitted to the Department of Planning Industry and Environment for a Gateway Determination, once the above matters have been addressed.*

On 16 March 2021 Council resolved that the Planning Proposal be submitted to the Department of Planning, Industry and Environment (DPIE) for a Gateway Determination and provided the following recommendations:

1. *THAT the advice of the Local Planning Panel in relation to the Planning Proposal is noted.*
2. *THAT prior to the planning proposal being submitted to the Department of Planning, Industry and Environment for a Gateway Determination, the applicant be invited to negotiate a planning agreement with Council.*
3. *THAT the Planning Proposal be submitted to the Department of Planning, Industry and Environment for a Gateway Determination.*
4. *THAT prior to the Planning Proposal being submitted to the Department of Planning, Industry and Environment, the Planning Proposal be updated to:*
 - a) *provide a maximum building height fronting Ramsay Road of 14.0m and a maximum building height to the west of the right of way of 10.0m.*
 - b) *revise the maximum floor space ratio to reflect the reduction in building height specified in (a) above.*
 - c) *ensure, subject to further investigation, the retention and protection of the tree identified as Tree 1, Lilly Pilly - *Syzygium* sp in the Aboricultural Impact Assessment prepared by NewLeaf Aboriculture.*
 - d) *introduce an Active Street frontage on the land with a frontage to Ramsay Road and extending 20.0 metres along Henley Marine Drive.*
 - e) *include a Detailed Environmental Site Investigation.*
5. *THAT draft amendments be prepared to the Canada Bay Affordable Housing Contribution Scheme and Canada Bay LEP 2013 to require an affordable housing contribution with a target of 5% affordable housing, subject to feasibility.*
6. *THAT the draft amendments to the Canada Bay Development Control Plan be prepared by Council to guide the future development of the site that includes, but not be limited to:*
 - a) *building envelope;*

- b) ground and upper level setbacks;
 - c) tree and landscaping controls.
7. THAT, should a Gateway Determination be received, the Planning Proposal, draft Development Control Plan and draft Affordable Housing Contribution Scheme be placed on public exhibition.
 8. THAT delegation be requested from the Department of Planning, Industry and Environment to manage the plan making process.
 9. THAT authority be delegated to the General Manager to make any minor modifications to the Planning Proposal following receipt a Gateway Determination.
 10. THAT Council note should the Planning Proposal proceed to exhibition, following consideration of any submissions, the Planning Proposal will be reported back to Council.

On 31 May, Council wrote to the applicant to request additional information to enable the Planning Proposal to be progressed for a Gateway Determination.

Table 1 below provides a response to the additional information requested by Council.

Table 1 Response to Council's Additional Information Request

Council comment	Applicant response
<p>The submitted planning proposal needs to be updated to:</p> <p>a) identify a maximum building height fronting Ramsay Road of 14.0m and a maximum building height to the west of the right of way of 10.0m;</p>	<p>The Planning Proposal has been updated in accordance with Council's recommendation in relation to building height. Refer to Section 6 and Section 9 of this report.</p>
<p>b) revise the maximum floor space ratio to reflect the reduction in building height specified in a) above;</p>	<p>The Planning Proposal seeks to reduce the FSR to 1.71:1 by relocating floor space from the top of the building to accommodate larger unit areas, resulting in more 3 bedroom units than what was previously proposed.</p> <p>Refer to GFA and FSR calculation in the Urban Design Study at Attachment A.</p>
<p>c) introduce an Active Street frontage on land with frontage to Ramsay Road and extending 20.0 metres along Henley Marine Drive;</p>	<p>The Planning Proposal has been updated in accordance with Council's recommendations in relation to active street frontages. Refer to Section 6 and Section 9 of this report.</p>
<p>d) include a Detailed Environmental Site Investigation to address potential contamination;</p>	<p>The Planning Proposal has been updated to include a Detailed Site Investigation, which has been prepared by Aargus Pty Ltd, provided at Attachment G.</p> <p>A summary of the assessment is provided at Section 7.7. of this report.</p>
<p>e) amend clause 6.12 of the Canada Bay LEP 2013 to require an affordable housing contribution of 5% affordable housing and include an update to the Affordable Housing Contribution Scheme Map to identify the subject site;</p>	<p>The Planning Proposal has been updated in accordance with Council's recommendations in relation to affordable housing. Refer to Section 6 and Section 9 of this report.</p> <p>It should be noted that it is the Applicant's preference for a monetary contribution to be made to Council in lieu of the on-site dedication of completed dwellings. This is in accordance with Section 2.3 of Council's Affordable Housing Contribution Scheme.</p>
<p>f) reference the 8 lots affected by the Proposal, as per the survey plan submitted;</p>	<p>There are seven (7) lots affected by the Planning Proposal which include: Lot 1 DP 241337 (7 Ramsay Rd)</p>

<p><i>g) address all Ministerial Directions in particular 2.6 in relation to Contaminated land;</i></p>	<p>Lot D DP 415618 (1 Ramsay Rd) Lot A DP 415618 (1 Ramsay Rd) Lot B, DP415618 (1 Ramsay Rd) Lot 5 DP 310552 (1 Ramsay Rd) Lot 1 DP 310552 (7 Harrabrook Ave) Lot 2 DP 310552 (5 Harrabrook Ave) These lots are reflected on the updated Survey Plan, prepared by Veris Australia Pty Ltd.</p> <p>The Planning Proposal has been updated to include a Detailed Site Investigation, which has been prepared by Aargus Pty Ltd, provided at Attachment G.</p> <p>A response to Ministerial Direction 2.6 has been summary of the assessment is provided at Section 8.2. of this report.</p>
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Following the advice of the LPP and Council's recommendations, as outlined in the table above, the Applicant and Project Team has amended the Planning Proposal and prepared an updated Indicative Concept Design and Urban Design Study that forms the basis of this refined Planning Proposal. Refer to **Attachment A**.

Primarily, the amendments include:

- Rezone part of the site from R2 Low Density Residential to B1 Neighbourhood Centre;
- Increase the maximum building height on part of the site from 8.5m to 10m and 14m;
- Increase the floor space ratio (FSR) on part of the site from 0.5:1 and 1.0:1 to 1.71:1;
- Reduce the minimum lot size for 5 and 7 Harrabrook Ave from 450m² to 360m²;
- Introduce an active street frontage on land with frontage to Ramsay Road and extending 20 metres along Henley Marine Drive;
- Introduce an affordable housing contribution of 5% affordable housing for the site; and
- Introduce an additional permitted use for the site to allow residential flat buildings on part of the site zoned B1 Neighbourhood Centre.

These amendments are reflected in the updated reference design as detailed in **Section 4** of this report and in the Urban Design Study at **Attachment A**.

4. The Proposal

4.1 Vision

There is a real opportunity for the site to support both renewal of the current local neighbourhood centre, whilst also providing a visual gateway point when arriving into this part of Five Dock.

The Proposal will support to improve the appearance of the neighbourhood centre by encouraging new mixed use built form with ground level retail. In addition, it will upgrade the arrival experience into Five Dock, through an appropriately scaled gateway architectural design that will provide housing and jobs in a strategic location with Sydney's Inner West.

Additionally, the site provides strong connections to the regionally important Iron Cove Creek and its associated parkland.

The vision for the development at Ramsay Road is to provide:

Gateway building

- Provide a high quality architectural statement on the corner of Ramsay Road and Henley Marine Drive and will renew the existing dilapidated neighbourhood centre. The Gateway Building will upgrade the arrival experience into this part of Five Dock.

Natural Amenity

- Capitalises on the amenity of the adjacent open space corridor, and enhance existing connections along Iron Cove to the Bay Run as well as nearby open space, including Croker Park, Wadim (Bill) Jegrow Reseve and Timbrell Park.

Diverse housing typology

- Creates a mix of high quality, well designed dwelling types for emerging lifestyles with excellent access to public amenity and transport infrastructure. The Proposal includes a number of 3 and 4 bedroom units, encouraging owner occupiers rather than potential investors.

A new mixed use neighbourhood and bespoke lifestyle

- Supports renewal of the neighbourhood centre and contributes to the local population by serving a boutique retail offer in a way that does not compete with the retail offering in the adjacent Five Dock Town Centre and provides a positive interface with the public domain.

The overview of the proposed LEP amendments is summarised below at **Table 2**.

Table 2 Proposed LEP Controls

Land Use Zoning	Zone B1 - Neighbourhood Centre Zone R2 - Low Density Residential
Maximum Height of Buildings	Part 10 and part 14m / Part 3 and part 4 storeys
Floor Space Ratio	1.71:1
Active Street Frontage	Introduce an active street frontage on land with frontage to Ramsay Road and extending 20.0 metres along Henley Marine Drive
Affordable Housing	5% affordable housing contribution
Schedule 1 Amendment	Introduce 'residential flat buildings' as an additional permitted use under the Zone B1 - Neighbourhood Centre.

These proposed controls are discussed further under Section 5 and 6 of this report, and have been developed by the Indicative Concept Design and Urban Design Study, as outlined in detailed below.

4.2 Indicative Concept Design

An indicative concept design presented in the Urban Design Study at **Attachment A** has been prepared by Squillace to support the Planning Proposal. This indicative concept design has evolved over several years as outlined earlier in **Section 3** of this report. The indicative concept design set demonstrates how the site is intended to be developed under the proposed planning controls.

The Indicative Concept Design responds to the site's strategic location, which is seen as a Gateway to this part of Five Dock and within walking distance to the planned Five Dock Metro Station (located less than 700m from the site). The design takes advantage of the natural amenity provided by its location along Iron Cove Creek, which forms part of Sydney's Greater Green Grid corridor and ultimately seeks to give 'new life' an existing, B1 neighbourhood centre that is run-down and in need of renewal.

4.3 Built Form outcome under the Indicative Concept Design

Built form

The Indicative Concept Design illustrates that under the proposed controls there would be a built form outcome that wraps around Ramsay Road and Henley Marine Drive frontages, with a nil setback to Ramsay Road which is consistent with the prevailing set back of the adjoining shops. A varied setback would be applied to Henley Marine Drive, to activate the corner of the site and allow for outdoor dining opportunities. The setback would then be reduced to zero, further west along Henley Marine Drive, where ground floor residential uses are proposed, activated with front courtyards and gardens.

A 3-storey street wall height would be achieved under the proposed controls, which has been established by the existing datum line of the heritage substation building, located opposite on the eastern side of Ramsay Road. The resulting street wall height can be seen in the CGI prepared by Architectus in the supporting Urban Design Study at **Attachment A** and **Figure 25** below.



Figure 25 Resulting street wall height looking north facing from Ramsay Road
Source: Squillace 2021

A 4-storey component (with maximum building height of 14m) is proposed along the Ramsay Road street frontage that wraps around the corner to part of Henley Marine Drive. It is noted that the fourth storey is also proposed to be set back by 3m above the

3-storey street wall height, to reduce visual prominence and to ensure the built form outcome is read as a predominate 3-storey building from the street level.

The building then steps down further along Henley Marine to ensure future development is limited to 3-storeys (with a maximum building height of 10m), west of the right of way.

Minimum setbacks of 9m to the west and northern boundaries of the site are compliant with the Canada Bay DCP 2020 and ensure an appropriate transition is provided to adjacent residential dwellings along Harrabrook Avenue and Henley Marine Drive to the west.

Residential vehicle access to the site would be via Henley Marine Drive, with basement access at the western end of the site.

Landscaping and public domain improvements would be on the southern side of Henley Marine Drive, along Iron Cove Creek. These improvements may include:

- Landscaping and embellishment to existing green space;
- Street tree planting between existing 90-degree parking; and
- Opportunities for outdoor fitness, play equipment.

The proposed ground level floor plan and perspectives of the proposed Indicative Concept Design is provided below in **Figures 26 – 28**.



Figure 26 Floor Plan Ground Level
Source: Squillace 2021



Figure 27 Proposed Built form outcome – looking north west from Ramsay Road
Source: Squillace 2021



Figure 28 Proposed Built Form Outcome - looking north from Henley Marine Drive
Source: Squillace 2021

Land use

The Planning Proposal seeks to retain the B1 neighbourhood zoning for No. 1 and No.7 Ramsay Road, which will allow a range of permissible uses including shop top housing and neighbourhood shops.

It is anticipated that under the proposed controls, around 37 residential dwellings and up to 580 square metres of retail floor space could be achieved. With respect to retail, a café or food and beverage space could be located to the corner of Ramsay Road and Henley Marine Drive, which would service needs of the local community and take advantage of the sites natural amenities located along the Iron Cove Creek Bay Run.

The B1 neighbourhood zone is proposed to continue along the southern edge of the site to maintain a consistent land use zoning and provide an active street frontage. However, as the Indicative Concept Design proposes residential uses at ground level along Henley Marine Drive, this will require an Additional Permitted Use under Schedule 1, to allow residential flat buildings along this frontage.

The residential density on the site and provision of a ground floor neighbourhood shop would have the effect of activating the neighbourhood centre and give 'new life' to the local community.

The key numerical details of the Indicative Concept Design set are summarised in **Table 3** below.

Table 3 Key numerical details of Proposal

Land use activity	Residential accommodation (residential flat apartments, shop top housing) Neighbourhood shops
Height	Part 10 and part 14m / Part 3 and part 4 storeys
FSR	1.71:1
Indicative apartment yield	37 apartments including a mix of bedroom types: 1 bedroom = 8 apartments (22%) 2 bedroom = 15 apartments (41%) 3 bedroom = 14 apartments (38%) The apartment mix applies with Clause 6.11 of CBLEP 2013.
Car parking	54 car parking spaces: 1 bedroom = 4 spaces 2 bedroom = 15 spaces 3 bedroom = 28 spaces Visitor = 7 spaces Car parking provision exceeds minimum ADG / RMS car parking rates.

4.4 Public benefits

This planning proposal provides the opportunity to deliver a number of public benefit items, which include:

- A five (5) percent affordable housing contribution delivered to Council in the form of an equivalent monetary contribution, in accordance with Clause 6.12 of the CB LEP 2013 and Section 2.3 of Council's Affordable Housing Contribution Scheme;
- Opportunity to upgrade the immediate surrounding context through public domain improvements, including:
 - Extending the Sydney Water Preliminary Concept Design for Iron Cove Creek to include the portion of the creek to the west of Ramsay Road;
 - Install a council desired zebra crossing to enhance access to the development and to the Bay Run;
 - Collaborate with council to implement a shared bike path outside the development;
 - Providing blisters to accommodate street tree planting;
 - Provide new parking bays with blisters for street tree planting;
 - Provide active recreation opportunities, such as outdoor gym stations; and
 - Provide a children's playground in the open space corridor.
- Improve the existing run down character of the immediate context;
- Retail at the ground floor will encourage and support retailers within the area; and
- Monetary contribution in accordance with Council's Section 7.11 Contributions Plan.

Following a Gateway Determination, further discussions will be held with the City of Canada Bay Council to determine the right level of public domain improvements and their delivery arrangements (for example, via a Voluntary Planning Agreement).

Please refer to **Figure 29-33** below for public benefit infrastructure that will be implemented throughout the proposal.



Figure 29 Public Domain Improvements
Opportunity to support rehabilitation of Iron Cove Creek
Source: Architectus (2020)



Figure 30 Public Domain Improvements
Opportunity to work with council to upgrade the footpath on the northern side of Henley Marine Drive and include street trees.
Source: Architectus (2020)



Figure 31 Public Domain Improvements
Opportunity to retain and upgrade the perpendicular parking and associated landscaping on the south side of Henley Marine Drive
Source: Architectus (2020)



Figure 32 Public Domain Improvements
Opportunity to provide for a landscaped gateway on the eastern side of Ramsay Road
Source: Architectus (2020)



Figure 33 Public Domain Improvements
Opportunity to provide active fitness opportunities for the community
Source: Architectus (2020)

4.5 Urban Design Study

An Urban Design Study has been prepared by Squillace and Architectus, to support and to be read in conjunction with the Planning Proposal. Please refer to **Attachment A** for further detail.

The Urban Design Study provides a detailed urban design analysis and a justification of the proposal, in particular context, adequate building separation, and assessment of solar and visual impacts.

The report focuses on a renewal of the 'gateway site' to improve the arrival experience to the LGA through an appropriate scaled and well considered gateway building. This design will revive the tired and run down neighbourhood centre and provide residential housing and employment in a key strategic area of Sydney's inner west.

5. Objectives and intended outcomes

5.1 Objectives

The objectives of this Planning Proposal are:

- To introduce new planning controls for the site under the CBLEP 2013;
- To deliver increased housing, shops and services in a highly accessible location that maximise the NSW Government's investment in infrastructure;
- To deliver a high-quality, mixed-use development with a range of housing and retail uses, that will renew the existing neighbourhood centre and contribute to local character;
- To facilitate development that responds to its context, including appropriate scale and achieves a high level of amenity to neighbouring properties and open space; and
- To deliver streetscape and public domain improvements that will reconnect the site to the neighbourhood and celebrate the site's location adjacent to significant open space and recreation areas.

The proposed amendments to the CBLEP 2013 will facilitate the renewal of an existing centre in a manner that integrates well with the character of the surrounding area, whilst responding to the strategic location of the site; as demonstrated by the supporting Indicative concept design in **Attachment A**.

5.2 Intended Outcomes

The Planning Proposal is a response to the need to renew the site by delivering a new mixed-use development that will revitalise the Ramsay Road neighbourhood centre, as well as provide a built form scale that supports its gateway location to the suburb of Five Dock.

The intended outcome facilitates the redevelopment of the site to provide increased housing, shops and services, in a highly accessible and well-serviced location, consistent with the aims of the *Greater Sydney Region Plan* and *Eastern Harbour City District Plan*. Additionally, the intended outcomes, as demonstrated in the Indicative Concept Design at **Attachment A** and the provisions are intended to work in a coherent and coordinated fashion.

The Planning Proposal seeks to amend the CBLEP 2013 to:

- Rezone part of the site from R2 Low Density Residential to B1 Neighbourhood Centre;
- Increase the maximum building height on part of the site from 8.5m to 10m and 14m;
- Increase the floor space ratio (FSR) on part of the site from 0.5:1 and 1.0:1 to 1.71:1;
- Reduce the minimum lot size for 5 and 7 Harrabrook Ave from 450m² to 360m²;
- Introduce an active street frontage on land with frontage to Ramsay Road and extending 20 metres along Henley Marine Drive;
- Introduce an affordable housing contribution of 5% affordable housing for the site; and

- Introduce an additional permitted use for the site to allow residential flat buildings on part of the site zoned B1 Neighbourhood Centre.

The requested amendments are outlined in further detail in **Section 6** of the report.

The proposed extension of the B1 Neighbourhood Centre zone will allow for a full redevelopment of the site. The proposed redevelopment of the site is a design led approach that will deliver a high-quality mixed-use development, and provide opportunity for significant public domain improvements that will improve the amenity, walkability and liveability of the local area. Additionally, due to COVID-19, the redevelopment of the site will generate employment and support the local economy.

Expanding the B1 zone will protect and enhance employment land – providing for more jobs and services within walking distance of people's homes. The B1 zoning will also provide flexibility for a range of non-residential uses to support future residents on site, and in broader neighbourhood.

The proposed FSR and height controls provide a building envelope, of a bulk and scale that is responsive to its context, including its gateway location, as well deliver excellent amenity, and ensures no impacts on surrounding properties.

6. Explanation of provisions

6.1 Outline of proposed amendments

This Planning Proposal seeks the following amendments to CBLEP 2013:

- Amendment to Land Zoning Map;
- Amendment to the Height of Buildings Map;
- Amendment to the Floor Space Ratio Map;
- Amendment to the Minimum Lot Size Map;
- Amendment to the Active Street Frontage Map;
- Amendment to Clause 6.12 and the Affordable Housing Contribution Scheme Map;
- Amendment to Schedule 1 'Additional Permitted Uses'.

An overview of the proposed amendments is provided below and also further in **Section 9** of this report.

Land Zoning

The Planning Proposal seeks to amend the CBLEP 2013 Land Zoning Map to extend the B1 Neighbourhood Centre zone to include a portion of 5 and 7 Harrabrook Avenue. It is proposed to retain the R2 Low Density Residential zone for the remaining portion of 5 and 7 Harrabrook Avenue. Refer to the proposed zoning in **Figure 34**.

If supported, it is proposed to consolidate all land zoned B1 Neighbourhood Centre into one lot.

The current zoning of the site is B1 Neighbourhood Centre and R2 Low Density Residential under the CBLEP 2013, as shown in **Figure 35**.

The proposed extension of the B1 zone to a portion of 5 and 7 Harrabrook Avenue will allow for a coordinated master planned outcome for the site, consolidation of the B1 zone, and a design led approach for the renewal of the site, as demonstrated by the Indicative Concept Design at **Attachment A** and discussed under **Section 4** earlier.

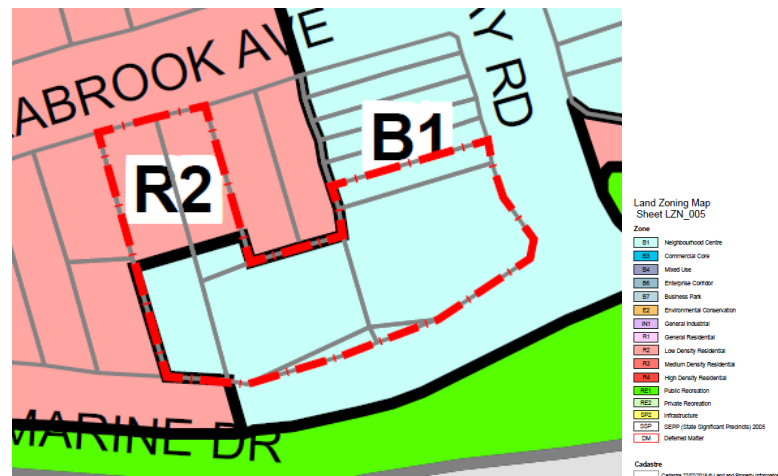


Figure 34 Proposed Land Use Zoning
Site is indicated with red dashed outline.
Source: Architectus and CBLEP 2013

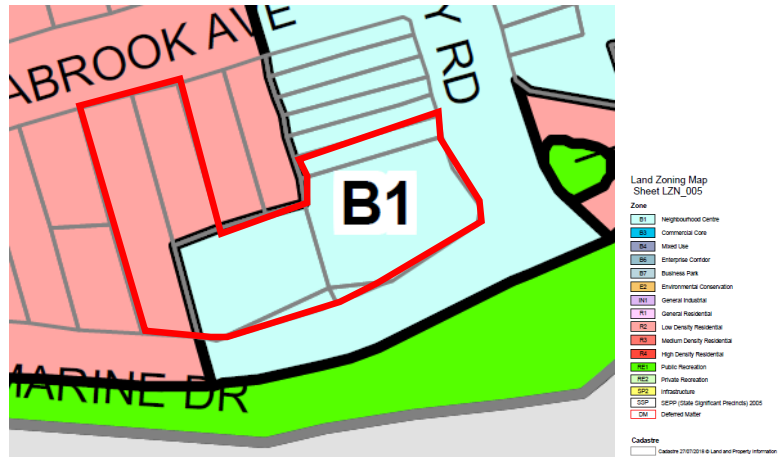


Figure 35 Existing Land Use Zoning
Source: Architectus and CBLEP 2013

Maximum Floor Space Ratio

The Planning Proposal seeks to amend the CBLEP 2013 Floor Space Ratio Map to increase the maximum FSR from 0.5:1 and 1:1 to 0.5:1 and 1.71:1 across the site. The maximum FSR of 1.71:1 is proposed for land in the B1 zone. The maximum FSR control of 0.5:1 is proposed to be retained for land zoned R2 Low Density Residential. Refer to the proposed maximum floor space ratio in Figure 36.

The current maximum floor space ratio is shown in Figure 37.

The proposed FSR of 1.71:1 for the B1 Neighbourhood Centre zone will allow for an appropriate development density is achieved, as demonstrated by the Indicative Concept Design.

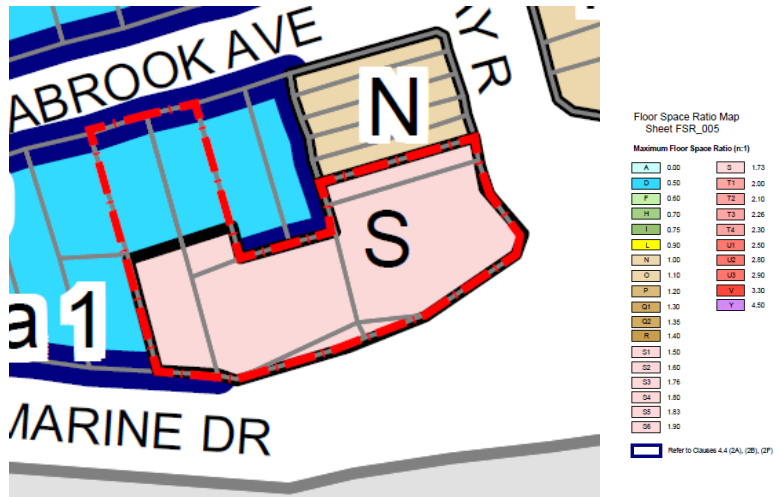


Figure 36 Proposed Floor Space Ratio
Site is indicated with red dashed outline.
Source: Architectus and CBLEP 2013

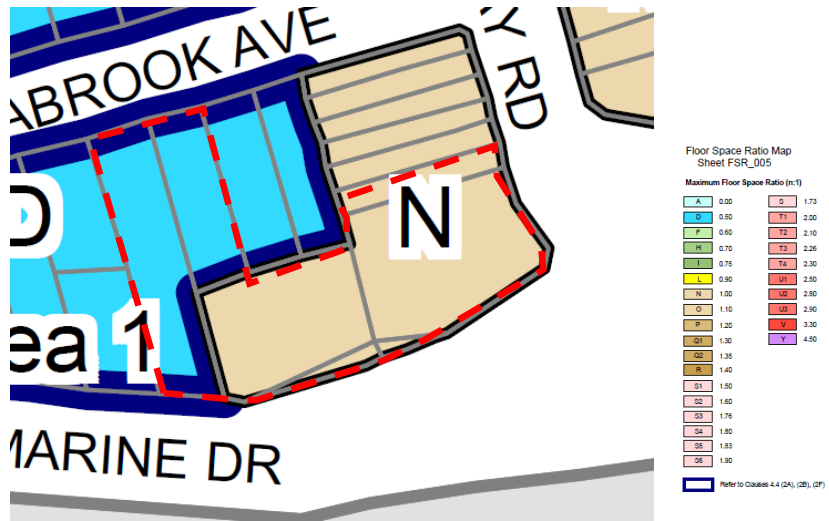


Figure 37 Existing Floor Space Ratio
Site is indicated with red dashed outline.
Source: Architectus and CBLEP 2013

Maximum Height of Buildings

The Planning Proposal seeks to amend the CBLEP 2013 Height of Buildings Map to increase the maximum building height fronting Ramsay Road to 14.0m and a maximum building height to the west of the right of way of 10.0m. Refer to the proposed Maximum Height of Buildings map at **Figure 38**.

The proposed building heights will provide for a site responsive built form outcome that is also sensitive to the scale of surrounding development. The height controls will also provide an appropriate transition to adjacent properties and open space.

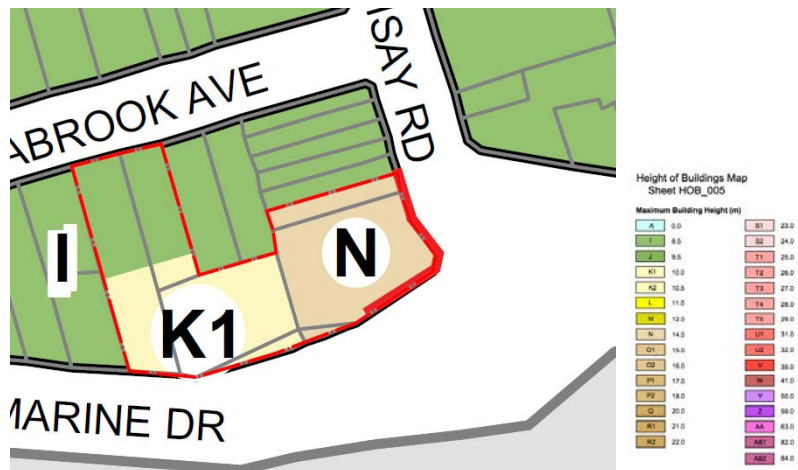


Figure 38 Proposed Height of Buildings
Site is indicated with red dashed outline.
Source: Architectus edits and CBLEP 2013

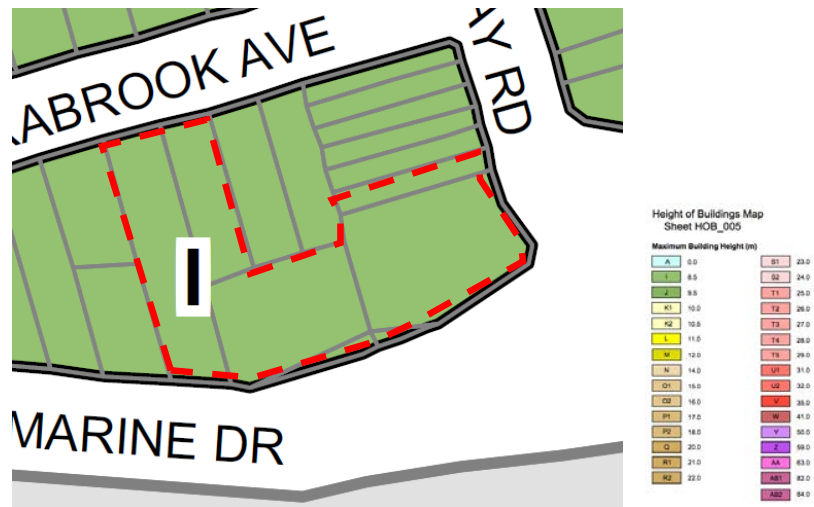


Figure 39 Existing Height of Buildings
Site is indicated with red dashed outline.
Source: Architectus edits and CBLEP 2013

Minimum Lot Size

The Planning Proposal seeks to amend the CBLEP 2013 Minimum Lot Size Map to reduce the minimum lot size for properties at 5 and 7 Harrabrook from 450sqm to 360sqm.

This would permit for the future subdivision of the R2 zoned land at 5 and 7 Harrabrook Avenue and the development of the remainder of the site, as demonstrated by the Indicative Concept Design at **Attachment A**. If supported, the R2 Low Density Residential land at 5 and 7 Harrabrook Avenue would be subdivided from the portion of land zoned B1 Neighbourhood Centre to create two lots with a minimum lot size of 360sqm. Any future subdivision would be subject to a separate development application at a later stage.

The proposed minimum lot size of 360sqm is consistent with surrounding lots, with the majority of lots in the surrounding area being less than 450sqm. The minimum lot size is of sufficient size to accommodate future dwellings on the site that would be capable of complying with the provisions in the Canada Bay Development Control Plan (DCP).

The proposed reduction in the minimum lot size is considered minor, is consistent and will have no impact on the established subdivision pattern or character of Harrabrook Avenue.

As demonstrated by **Figure 42** below, around 53% of the residential lots within 200m catchment are under 450sqm, accordingly the reduction would be consistent with this established subdivision character of the locality.

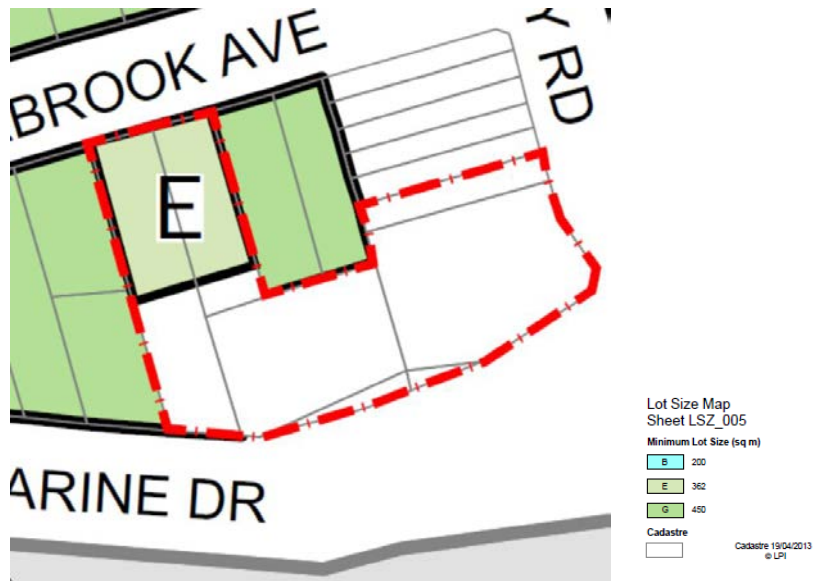


Figure 40 Proposed Lot Size
Site is indicated with red dashed outline.
Source: Architectus and CBLEP 2013

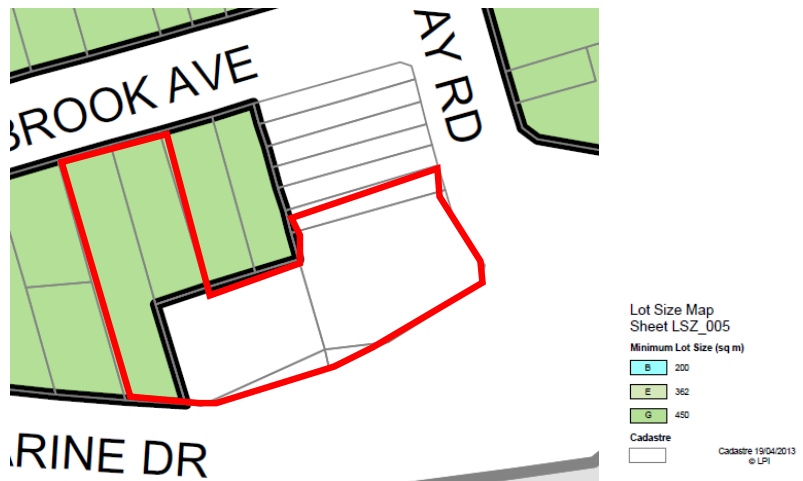


Figure 41 Existing Lot Size
Site is indicated with red dashed outline.
Source: Architectus and CBLEP 2013



Figure 42 Existing Lot Sizes
Site is indicated with red dashed outline.
Source: Architectus and CBLEP 2013

Active Street Frontage

The Planning Proposal seeks to amend the Active Street Frontage Map to introduce a new active street frontage along on land with frontage to Ramsay Road and extending 20 metres along Henley Marine Drive.

This would encourage uses that promote pedestrian street traffic along the street frontages of Ramsay Road and part of Henley Marine Drive. Refer to proposed Active Street Frontage map at **Figure 43**.

It should be noted that whilst the site is not currently, nor proposed to be zoned as B4 Mixed Use, the Planning Proposal is consistent with the objectives and provisions as outlined in Clause 6.5 of the CB LEP 2013.

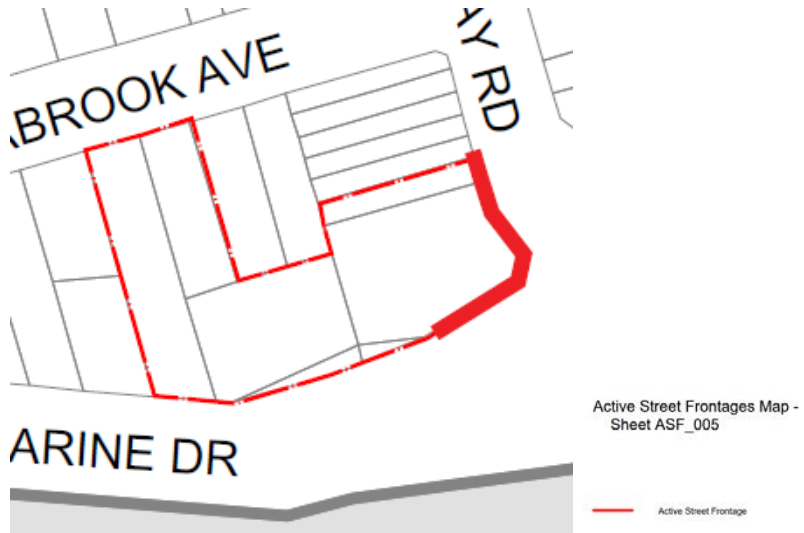


Figure 43 Proposed Active Street Frontage
Site is indicated with red dashed outline and active frontage indicated in bold line.
Source: Architectus and CBLEP 2013



Figure 44 Existing Active Street Frontage
Site is indicated with an orange dashed outline.
Source: Architectus and CBLEP 2013

Affordable Housing

The Planning Proposal seeks to amend Clause 6.12 of the CB LEP 2013 to provide a five (5) percent affordable housing contribution for the site. Amendments to the CB LEP 2013 would include:

- Introduce a new 'affordable housing contribution area' to identify the site on the Affordable Housing Contribution Scheme map; and
- An amendment to Clause 6.12(6) and 6.12(10) to identify the site as an 'affordable housing contribution area'

It should be noted that it is the Applicant's preference for a monetary contribution to be made to Council in lieu of the on-site dedication of completed dwellings. This is in accordance with Section 2.3 of Council's Affordable Housing Contribution Scheme. Refer to the proposed Affordable Housing Contribution Scheme map at **Figure 45**.

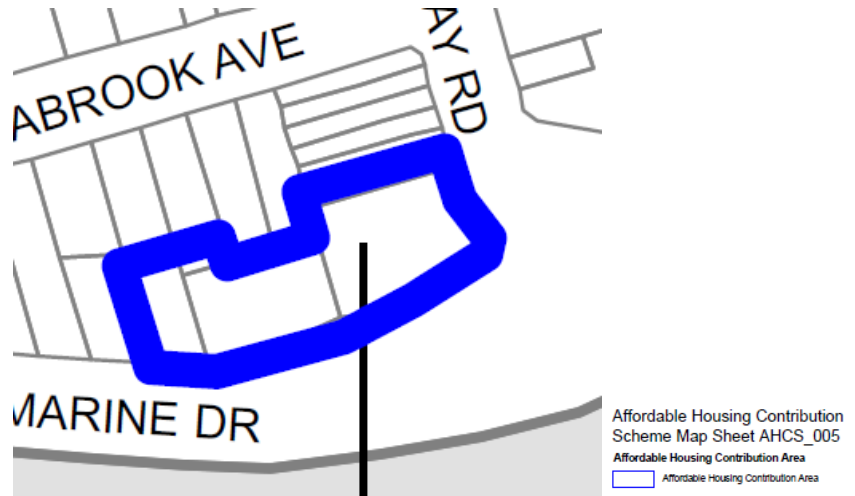


Figure 45 Proposed Affordable Housing Contribution Scheme
Source: Architectus and CBLEP 2013



Figure 46 Existing Affordable Housing Contribution Scheme
Site is indicated with red dashed outline.
Source: Architectus and CBLEP 2013

6.2 Schedule 1 Additional Permitted Use

The B1 Neighbourhood Centre zone does not permit residential flat buildings. The B1 zone allows shop top housing, with retail uses on the ground level.

The Planning Proposal seeks to introduce 'residential flat buildings' as an additional permitted use under Schedule 1 'Additional Permitted Uses' of the CBLEP 2013 on that part of the land zoned B1. Refer to **Figure 47** for a map of the land.

Draft provisions for inclusion in Schedule 1 of the CBLEP 2013 are outlined below:

21 Use of land at 1 and 7 Ramsay Road and 5 and 7 Harrabrook Avenue

1. *This clause applies to land zoned B1 Neighbourhood Centre at 1 and 7 Ramsay Road, 5 and 7 Harrabrook Avenue, Five Dock, being Lot A, B and D in DP 415618, Lot 1 in DP 241337 and Lot 1, 2 and 5 in DP 310522.*
2. *Development for the purpose of residential flat buildings is permitted with consent but is limited to development adjacent to Henley Marine Drive.*

The proposed amendment to Schedule 1, will enable development as demonstrated by the Concept Plan, which provides for residential ground floor apartments along Henley Marine Avenue. The approach is to focus retail activation on Ramsay Road, with ground floor retail and streetscape improvements that will renew the centre and build on the established high street on Ramsay Road. Providing ground floor retail uses on the full length of both Ramsay Road and Henley Marine Drive is considered not conducive to that outcome.

The design approach for Henley Marine Drive prioritises activation through well-designed ground floor apartments, front entrances and gardens and public domain improvements that will promote social interaction and improve the interface to the adjacent open space.



Figure 47 Area that is subject of proposed provision for inclusion in Schedule 1
Site is indicated with red dashed outline and the site that is subject of proposed clause 21 in Schedule CBLEP 2013 is shaded (note, this is the extent of the proposed B1 zone).
Source: Architectus and CBLEP 2013

There will not be an Additional Permitted Use map in the LEP as the proposed wording of Clause 21 in Schedule 1 clearly identifies the land that is subject of the additional permitted use.

7. Assessment

7.1 Overview

The section below provides an assessment of the key issues relevant to the Planning Proposal.

A number of technical assessments have been undertaken to support the Planning Proposal. The Planning Proposal should therefore also be read in conjunction with the supporting technical documentation at **Attachments A to H**.

The assessments support the objective of this Planning Proposal, which is to redevelop the site with appropriate scale form and uses. It confirms the suitability of the site for redevelopment, and demonstrates that all environmental constraints can be adequately addressed.

7.2 Built Form

The built form outcome under the Proposal (as illustrated by the Indicative Concept Design) was assessed against criteria in the Apartment Design Guide (ADG), including building separation, cross ventilation, solar access, communal open space and deep soil.

Detailed testing demonstrates that the proposed controls can provide for building envelopes and apartments that achieve compliance with the requirements of the ADG including, internal amenity, privacy and outlook.

A summary of ADG compliance is provided in **Table 4** below. A detailed assessment of the Indicative Concept Design and ADG compliance is provided in the Urban Design Study at **Attachment A**.

Table 4 Summary of ADG Compliance

ADG testing	Indicative Concept Design	Requirement	Compliant
Building separation	Resulting building envelopes can meet the minimum building separation requirements in the ADG.	- Up to 4 storeys: 6-12m	✓
Cross ventilation	67% (25 out of the 37 apartments) can be naturally cross-ventilated.	At least 60% of apartments are naturally cross ventilated in the first nine storeys of the building	✓
Solar access to apartments	73% (27 out of the 37 apartments) can receive at least 2 hours of sunlight between 9am and 3pm mid-winter. 15% (5 out of the 37 apartments) receive no direct sunlight between 9am and 3pm mid-winter.	- At least 70% of apartments receive 2 hours direct sunlight between 9am and 3pm in mid-winter - A maximum of 15% of apartments in a building receive no direct sunlight between 9am and 3pm mid-winter	✓
Communal open space	25% (equivalent to 645m ²) of the site area can be communal open space	Communal open space has a minimum area equal to 25% of the site	✓
Solar access to communal open space	More than 50% of communal open space can receive direct sunlight for 2 hours in mid-winter sunlight.	50% direct sunlight to the principle usable part of communal open space for a minimum of 2 hours between 9am and 3pm mid-winter	✓
Deep soil	7% (equivalent to 181m ²) deep soil can be achieved on the site.	Minimum 7% deep soil	✓

Apartment Mix

Clause 6.11 of the CBLEP 2013 aims to ensure a mix of dwelling types within new shop top housing developments, providing a range of housing tenure for different lifestyles.

Clause 6.11 of the CBLEP 2013 states;

- (1) *The objectives of this clause are as follows –*
 - (a) *To ensure the provision of a mix of dwelling types in residential flat buildings and provide housing choice for different demographics, living needs and household budgets,*
 - (b) *To promote development that accommodates a range of household sizes.*
- (2) *This clause applies to development for the following purposes that results in at least 10 dwellings –*
 - (a) *Residential flat buildings,*
 - (b) *Mixed use development that includes shop top housing.*
- (3) *Development consent must not be granted to development to which the clause applies unless –*
 - (a) *At least 20% of the dwellings, to the nearest whole number of dwellings, in the development will be studio or 1 bedroom dwellings, and*
 - (b) *At least 20% of the dwellings, to the nearest whole number of dwellings, in the development will have at least 3 bedrooms.*

The proposed apartment mix complies Clause 6.11 of CBLEP 2013 through providing a range of apartment types and sizes including 22% of 1 bedroom apartments and 38% of 3 bedroom apartments. The proposed apartment mix is as follows:

- 37 apartments including a mix of bedroom types:
- 1 bedroom = 8 apartments (22%)
- 2 bedroom = 15 apartments (41%)
- 3 bedroom = 14 apartments (38%)
- Total = 37 apartments

The proposed development schedule is provided in the Appendix of the Urban Design Study at **Attachment A**.

7.3 Solar Access

The proposed controls will achieve a built form outcome that has acceptable solar impacts to neighbouring properties and open space. Detailed solar analysis is provided in the Urban Design Study at **Attachment A** and also extracted below at **Figure 47**.

The proposed controls will provide a built form outcome (as illustrated by the Indicative Concept Design) that can maintain acceptable solar access to open space and will result in only minor overshadowing to the adjoining open space at Iron Cove Creek on Henley Marine Drive. The most significant overshadowing is between 10am and 2pm to the northern edge of the open space immediately west of the car parking area on Henley Marine Drive. However, this is considered to be low impact, as it only comprises a small portion of the park, adjacent to the road.

From 3pm onwards, the shadow extends further south into the open space south of Henley Marine Drive. However, as this open space receives excellent solar access for the majority of the day (before 3pm), this impact is considered to be marginal.

Overall, overshadowing impacts are therefore considered acceptable. No areas of useable open space would be significantly affected, and any overshadowing is therefore minimal.

Provisions in the Canada Bay DCP provide requirements for solar access to neighbouring dwellings. The Canada Bay DCP requires:

Direct solar access (sunshine) to windows of principal living areas and to the principal area of open space of dwellings adjacent to commercial zones should not be reduced to less than 3 hours between 9.00am and 3.00pm on 21 June.

The controls will provide for a built form outcome that is consistent with the requirements of the Canada Bay DCP. As demonstrated by the Indicative Concept Design, it will not result in any reduction in sunlight to neighbouring properties' principal living areas or principal open space, with all dwellings receiving a minimum of 3 hours solar access between 9am and 3pm on 21 June.



Figure 48 Shadow Diagrams
Source: Squillace Architects

7.4 Visual Impact

A Visual Impact Assessment is provided in the Urban Design Study at **Attachment A**.

The assessment concludes that the proposed planning controls would result in a built form outcome that has acceptable visual impacts. The resulting building envelopes will be responsive to the context and responds well to the scale of surrounding buildings.

Please refer to **Figure 48 - 53** below for extracted visual impact images.



Figure 49 View looking north east to the subject site along Iron Cove Creek
Minimal visual impact detected
Source: Architectus (2021)



Figure 50 View looking south down Ramsay Road towards the subject site
Subject site is visible from this direction
Source: Architectus (2021)



Figure 51 View looking north across Iron Cove Creek to the subject site
Subject site is visible from this direction.
Source: Architectus (2021)



Figure 52 View looking further south down Ramsay Road towards the subject site
Minimal visual impact detected/
Source: Architectus (2021)



Figure 53 View looking south east towards subject site from Harrabrook Avenue
Minimal visual impact detected
Source: Architectus (2021)



Figure 54 View looking down Ramsay Road from Five Dock Town Centre
Barely visible from the Five Dock Town Centre
Source: Architectus (2021)

7.5 Traffic and Transport

A Preliminary Traffic and Parking Assessment Report has been prepared by Varga Traffic Planning Pty Ltd at **Attachment C**, to support this Planning Proposal.

The report provides a preliminary traffic and parking assessment of the controls proposed by the proposal, as illustrated by the Indicative Concept Design in the Urban Design Study **Attachment A**.

The report concludes that a density outcome under the proposed controls would not have any unacceptable traffic implications in terms of road network capacity.

Traffic generation would be minimal with the proposal generating approximately 15 vehicles per hour during commuter peak periods.

The report also confirms that car parking provision for the residential component will be fully accommodated on-site in accordance with both the Canada Bay DCP and ADG requirements. Parking for the ground floor retail component can be suitably accommodated on-street directly in front of the site along Henley Marine Drive.

With respect to Transport, the proposal should not trigger the need for any intersection upgrades.

It is noted that whilst the Planning Proposal and reference design has since been amended since initial lodgement in December 2020, resulting in reduced height of buildings and reduced apartment numbers, naturally, the overall traffic impacts will also be reduced.

7.6 Tree Management

An Arboricultural Impact Assessment has been prepared by New Leaf Arboriculture and is attached at **Attachment D**. This Assessment should also be read in conjunction with the Supplementary Arboricultural Assessment, prepared by New Leaf Arboriculture at **Attachment E** and the Independent Justification for Tree Removal Letter, prepared by Active Green Services (on behalf of Council) at **Attachment H**.

The Site and adjacent road verges consist of twenty five (25) trees, mainly located along the Site's boundaries and on the street's verge.

In order to accommodate the proposed development, as envisaged by the proposal, ten (10) tree's including Trees 1, 7, 9, 9A, 9B, 9C, 9D, 10, 11 & 12 will be required to be removed, with a further four (4) highly significant trees recommended for transplanting including Trees 2,3,4 & 5, as they are encroached by the footprint of the proposed development.

Eleven (11) remaining trees including Trees 6, 8, 8A, 8B, 8C, 8D, 8E, 8F, 8G, 13 & 14 are proposed for protection and retention.

Table 5 below provides an overview of existing trees and their proposed retention, removal or transplanting.

Table 5 Tree's proposed for retention and removal

	Retain	Remove	Transplanting
Low	1	1	-
Medium	3	9	-
High	7	-	4
Total	11	10	4

Table 5 above, considers the findings of the Supplementary Arboricultural Assessment, which provides an updated assessment for Tree No.1 (known as Syzygium sp. Lilly Pilly) providing further observations that were not captured as part of the initial inspection, due to previous limited visibility from outside the boundary fence.

Tree No.1 (known as Syzygium sp. Lilly Pilly) is located along the boundary of 7 Harrabrook Avenue and 1 Ramsay Road and is now identified for removal as it will as encroach, as a result of the proposed development. Refer to Tree Protection Plan in the Arboricultural Assessment at **Attachment D**.

The Supplementary Arboricultural Assessment at **Attachment E** provides an amended tree retention value for Tree No.1 (known as Syzygium sp. Lilly Pilly) which has been re-classified from 'High' retention value to 'Low' retention value due to the structural condition of the tree which is considered to have limited growing room with respect to the proximity of the neighbouring building. The condition rating was also amended from 'Good to Average' to 'Average to Poor' and the health rating from 'Good to 'Good to Average'. As such, Tree No.1 (known as Syzygium sp. Lilly Pilly) is recommended for removal and included in the overall figures in Table 5.

In addition the above, Council engaged an Independent Arborist to review the Arborist documentation provided by the applicant and to inspect Tree No.1. This Letter is provided at **Attachment H**.

It was concluded that the tree should be removed as:

- *The tree currently has a high risk of failure but a low risk of harm;*

- Any development of this site would increase the risk of harm caused by the failure of the tree to unacceptable levels;
- The process of demolition and construction on the site would lead to further deterioration in the condition and health of the tree and make the risk of failure more likely.

Council advised that the planning proposal can proceed without the retention of the Lilly Pilly, subject to replacement planting being provided to achieve the objectives of the Canada Bay Urban Canopy Strategy.

In line with Council's above recommendations and the recommendations of the Arboricultural Report, a resulting development application will ensure trees are transplanted wherever possible, either on site or in the nearby reserve and provide compensatory landscaping throughout the site.

7.7 Contamination

A Detailed Site Investigation has been prepared by Aargus Pty Ltd and is provided at **Attachment G**.

The objectives of the assessment were to:

- Identify potential areas where contamination may have occurred from current and historical activities;
- Identify potential contaminants associated with potentially contaminating activities;
- Assess the potential for soils to have been impacted by current and historical activities; and
- Assess the suitability of the site for redevelopment into a mixed commercial residential building with basement car parking and deep soil landscaping areas based on its current condition and the findings of this investigation.

Whilst the findings of the report indicated some areas of environmental concern, it is considered that the risks to human health and the environment associated with soil contamination at the site are low, within the context of the proposed use for the site.

The soil assessment revealed the following:

- Heavy metals concentrations were below the HIL 'B' and/or the site derived EILs with the exception of:
 - o A lead concentration in sample BH1 (0-0.1m) which exceeded the HIL 'B' and the site derived EIL.
 - o A zinc concentration in samples BH1 (0-0.1m) and BH2 (0-0.1m) which exceeded the site derived EIL.
- TRH and BTEXN concentrations were below the HSL 'A&B', ESLs and/or Management Limits, with the exception of:
 - o A TRH F3 concentration in sample BH1 (0-0.1m) which exceeded the ESL.
 - o A benzo(a)pyrene concentration in sample BH1 (0-0.1m) which exceeded the ESL.
- PAH, OC & PCB concentrations were below the HIL 'B', EILs and/or ESLs with the exception of:
 - o A benzo(a)pyrene as TEQ concentration in samples BH1 (0-0.1m), BH7 (0.3-0.4m) and BH7 (1-1.1m) which exceeded the HIL 'B'.
 - o A benzo(a)pyrene concentration in sample BH1 (0-0.1m) which exceeded the ESL.

- *Asbestos was not detected in any of the samples analysed.*

The report concludes that the site is therefore considered to be rendered suitable for the proposed use, subject to the following:

- *An appropriate remedial / management strategy is developed, culminating in preparation of a Remedial Action Plan (RAP) in accordance with EPA guidelines, in regards to the removal of the three hotspots BH1, BH2 & BH7, as well addressing the aforementioned data gaps.*
- *Any soils requiring removal from the site, as part of future site works, should be classified in accordance with the "Waste Classification Guidelines, Part 1: Classifying Waste" NSW EPA (2014).*

On the basis of the recommendations of the Detailed Site Investigation and for the purposes of this Planning Proposal, the proposal is considered appropriate in this regard.

As suggested by the above recommendations a RAP will be undertaken in the subsequent DA stage.

7.8 Local infrastructure

Given the relatively modest nature of the density increase, the Planning Proposal is likely to increase demand on local infrastructure.

One of the key drivers of the Planning Proposal is not only to provide 'more housing in the right location' but to provide and revitalise the existing B1 neighbourhood centre to improve amenity along the Ramsay Road and Henley Marine Drive street frontage. Accordingly, it actually supports improvements to local economic and social infrastructure.

Shops and services

Provision of a small retail space is envisaged for the site that will allow opportunity for a future café / parkland eatery space to facilitate activation along Ramsay Road and Henley Marine Drive, and service the needs of the local community.

Up to 580sqm of retail floor can be realised by the proposed controls.

7.9 Section A – Need for the Planning Proposal

Q1. Is the planning proposal a result of an endorsed local strategic planning statement, strategic study or report?

Yes, this Planning Proposal is intended to address the priorities and objectives highlighted within the following strategic studies and reports:

- *Greater Sydney Region Plan: A Metropolis of Three Cities (2018)*
- *Eastern City District Plan (2018)*
- *Housing 2041: NSW Housing Strategy*
- *Canada Bay Local Strategic Planning Statement (2020)*
- *YOUR Future 2030 Community Strategic Plan (2017)*
- *Canada Bay Local Housing Strategy (2020)*
- *Future Transport Strategy 2056 (2018)*
- *Five Dock Town Centre Revitalisation (2014)*

An overview and assessment of compliance with each of these studies or reports is provided further below.

Q2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

Yes. A Planning Proposal is the most appropriate means to achieve the objectives or intended outcomes for the site. The current planning controls under the CBLEP 2013 restrict and provide limited opportunities for the existing site.

This Planning Proposal seeks to amend the CBLEP 2013, to align the planning controls to achieve Government strategic outcomes and guide future development for multiple sites.

Open space

The site is well-serviced by existing public open space, being adjacent to Iron Cove Creek with direct access to a range of open spaces within walking distance to the site. These include:

- Iron Cove Creek, which provides passive open space to the southern edge of Five Dock, as well a children's playground.
- Croker Park, which includes a tennis court and children's playground.
- Wadim Jegorow Reserve with picnic areas and cycle paths.
- Timbrell Park provides significant active recreational amenity to Five Dock, including sports fields, BMX tracks, playgrounds, as well as off-leash dog areas and picnic areas.

The redevelopment of the site under the proposed controls provides the opportunity to provide public domain improvements, including enhanced accessibility along Iron Cove Creek. Improvements may include:

- Extending the Sydney Water Preliminary Concept Design for Iron Cove Creek to include the portion of the creek to the west of Ramsay Road;
- Install a council desired zebra crossing to enhance access to the development and to the Bay Run;
- Collaborate with council to implement a shared bike path outside the development;
- Providing blisters to accommodate street tree planting;
- Provide new parking bays with blisters for street tree planting;
- Provide active recreation opportunities, such as outdoor gym stations; and
- Provide a children's playground in the open space corridor.

These potential improvements, as noted earlier in the Planning Proposal, will provide public benefits. The applicant will work with Council to determine the right level of improvements and their delivery arrangements.

Economic Benefits

An Economic Report has been prepared to be read in conjunction with this report and is attached at **Attachment F**. In addition to more homes and local retail services, the report prepared by HillPDA Consulting, provides an analysis of the economic benefits for the site, including Capital Investment Value, job generation, multiplier impacts and development contributions.

Please refer to overview in **Table 6** below of the economic benefits the proposed Indicative Concept Design will generate.

Table 6 Economic Benefits

Economic Benefit	
Capital Investment Value	Estimated at \$23.35 million
Job generation	234 jobs 58 jobs will be generated through eventual construction and design. Additionally, 92 jobs will be generated through production induced impacts and 82 jobs through consumption induced impacts. Moreover, the proposal will create 18 permanent jobs on site when fully occupied.
Gross Value contributed to the local economy	\$980,000 per annum *Includes people working from home and retail space

Affordable housing

The Planning Proposal seeks to provide a five (5) percent affordable housing contribution for the site in the form of an equivalent monetary contribution made to Council in lieu of on-site dedication of completed dwellings. This approach is in accordance with Section 2.3 of Council's Affordable Housing Contribution Scheme.

As such, the 5% affordable housing contribution rate should be based on the following key development information:

- Total GFA = 4,432sqm
- Non-residential GFA = 580sqm
- Residential GFA = 3,852sqm
- 5% of Residential GFA = 192.6sqm

It is understood that a contribution rate will be determined at a later stage of the project, subject to independent feasibility advice sought by Council.

Other

The Canada Bay Section 7.12 Contributions Plan applies to development on the site. Any future DA in response to the planning controls will be subject to levies in accordance with the plan, where applicable.

8. Justification

8.1 Section B – Relationship to strategic planning framework

Q3. Will the planning proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?

Yes. The applicable current regional strategy is the *Greater Sydney Region Plan – A Metropolis of Three Cities*. The Planning Proposal is consistent with the objectives and actions of the following strategies.

Greater Sydney Region Plan – A Metropolis of Three Cities

The Greater Sydney Region Plan provides a 40-year vision of Sydney for a city where people will live within 30 minutes of jobs, education and health facilities, services and great places.

A particular focus of the Greater Sydney Region Plan is providing housing diversity around centres and transit nodes. The plan calls for more housing in accessible locations – aligning with existing and planned infrastructure. The site is within a 10-minute walk to the Five Dock town centre and within 700m of the future Sydney Metro Five Dock station.

The Proposal will provides more housing in a liveable neighbourhood close to employment opportunities, transport services, walking and cycling options. In addition, retail space on the ground floor of development outcome will recognise local characteristics and enhance wellbeing and a sense of local community. Full assessment against the relevant directions from the Greater Sydney Region Place are noted at **Table 7** below.

Table 7 Greater Sydney Region Plan

Greater Sydney Region Plan	Consistency	Comment
Liveability		
A city for people		
Objective 6 – Services and infrastructure meet communities changing needs	Yes.	The Proposal is a response to the increasing need of for more housing in the right location. The proposed controls will provide a development outcome of more private dwellings in an accessible location.
Objective 7 – Communities are healthy, resilient and socially connected	Yes.	The Planning Proposal is consistent with Objective 7 by providing new residential dwellings in an established area. The site is in close proximity to employment, facilities, transport and shops. The proposal aims to enhance the social wellbeing of the local community through the achievability of retail space provided on the ground floor. The Proposal will improve the surrounding environment and street character.
Objective 8 – Greater Sydney's communities are culturally rich with diverse neighborhoods	Yes.	The site is located in an existing B1 neighbourhood centre. The Planning Proposal will support a mix of housing to support a range of households in Five Dock, as well as supporting retail floor space. In this way, the Planning Proposal will support a diverse and inclusive community on the site and effectively give 'a new life' to the local neighbourhood.
Housing the city		
Objective 10 – Greater housing supply	Yes.	The Proposal will support to provide housing supply in the Five Dock area. Due to its increased accessibility, (with the future Five Dock Metro) it will contribute to a more liveable neighbourhood and support the growing population of Canada Bay LGA.
A city of great places		
Objective 12 – Great places that bring people together	Yes.	The Proposal will contribute to the local community by supporting an uplift of a tired site with new better development, including retail, that will support people to come to the neighbourhood centre.

Greater Sydney Region Plan	Consistency	Comment
Productivity		
A well connected city		
Objective 14 – A Metropolis of Three Cities – Integrated land use and transport creates walkable and 30-minute cities	Yes.	The subject site is well located, in close proximity to the future Sydney Metro Five Dock station and the Five Dock town centre. Additionally, the site is located within 750m of Parramatta Road – connecting the site by rail and bus services to both the Sydney and Parramatta CBD. The Proposal will provide housing in a location that is accessible to jobs and services in the 30 minute city.
Objective 17 – Regional connectivity is enhanced	Yes.	The site is in close proximity, to a range of key road and rail infrastructure that will provide enhanced connectivity to and from the site. The site is located in close proximity, approximately 300m to the entrance of Westconnex (M4 Tunnel), providing greater accessibility to surrounding strategic centres, such as Burwood, Sydney Olympic Park, Rhodes, and Parramatta. The future extension to M4/M5, and Rozelle Interchange is due to open in 2023, will also provide faster access to Sydney International Airport and the Sydney CBD. The Metro West line will also provide future access to major employment and education centres, such as Parramatta, Sydney Olympic Park, Westmead and Sydney CBD. The metro west is due to be completed by 2030.
Sustainability		
A city in its landscape		
Objective 25 – The coast and waterways are protected and healthier	Yes.	The site is adjacent to Iron Cove Creek and can enhance the waterway canal. Future development, in accordance with the proposal controls, can extend the Sydney Water Final Concept Design (prepared by Sydney Water) in the site's landscape strategy.
Objective 27 – Biodiversity is protected, urban bushland and remnant vegetation is enhanced	Yes.	The site does not contain any remnant bushland. Development in accordance with the proposed controls can enhance biodiversity outcomes through native tree planting, landscaping and tree canopy cover. As mentioned in the Arboricultural Impact Statement at Attachment D and Supplementary Assessment at Attachment E , Trees 2,3,4 and 5 are recommended to be transplanted either on site or nearby in the local area. This allows for biodiversity within the site to be protected and enhanced.
Objective 30 – Urban tree canopy cover is increased	Yes.	As mentioned above and in Arboricultural Impact Statement, attached at Attachment D and Supplementary Assessment at Attachment E , compensatory planting and transplanting of Trees 2, 3, 4 and 5 will be undertaken in suitable locations within and outside of the Indicative Concept Design development, to retain urban tree canopy cover within the area. Additionally, as a result of further design and development at DA stage, the proposed development will provide for additional planting and landscaping throughout the development including suitable replacement plantings to be installed to replace the lost canopy and to increase urban tree canopy cover in line with Council's goal of increasing the City of Canada Bay's urban canopy from 18 to 25 per cent by 2040.
Objective 31 – Public open space is accessible, protected and enhanced	Yes.	The site is located adjacent to Iron Cove Creek, with access to a range of open spaces along canal. For this reason, there is no need to provide public open space on the site. Future development in accordance with the proposed controls can provide public domain improvements along Iron Cove Creek, enhancing connections to Iron Cove

Greater Sydney Region Plan	Consistency	Comment
		Bay. As noted earlier, the built form outcome under the proposed controls can ensure no overshadowing to the parkland along Iron Cove Creek.
Objective 32 – The Green Grid links parks, open spaces, bushland and walking and cycling paths	Yes.	The site provides opportunity for improved pedestrian and cycling connections along Iron Cove Creek.
An efficient city		
Objective 33 – A low carbon city contributes to net zero emissions by 2050 and mitigates climate change	Yes.	Sustainable transport is encouraged through the Planning Proposal, as resulting development will be in close proximity to the future planned metro station in Five Dock. This will ideally promote the use of public transport, ultimately contributing to a total reduction to carbon emission contributions.

Eastern City District Plan (2018)

The Eastern City District Plan sets out planning priorities and actions for improving the quality of life for residents as the District grows and changes.

The Eastern District's population will grow by 325,000 people by 2036, generating demand for 157,700 new homes. To meet the increasing demand, the district plan identifies that new housing must be coordinated with local infrastructure. This creates liveable neighbourhoods that are accessible and within walking distance of shops, services and transport.

The Planning Proposal aligns with the housing objectives of the Eastern City District Plan, through providing urban renewal opportunities and increasing capacity for housing in the Five Dock area.

The Planning Proposal responds to the objectives and priorities in the District Plan. Please refer below to the relevant directions stated in the Eastern City District Plan.

Table 8 Eastern City District Plan

Table 8 Eastern City District Plan

Eastern City District Plan	Consistency	Comments
Infrastructure and Collaboration		
Planning Priority E1 – Planning for a city supported infrastructure	Yes.	The District Plan addresses the demand of residential dwellings to support the growing population in the Eastern District. The proposal increases residential development capacity, in a location that is in close proximity to transport, shops and public open space. The future Five Dock Metro will also support the residents in the proposed development, by providing efficient connectivity across Sydney.
Livability		
Planning Priority E3 – Providing services and social infrastructure to meet peoples changing needs	Yes.	The Proposal will support a new residential development in the Canada Bay LGA and support the population growth of the Eastern City District.
Planning Priority E4 - Fostering healthy, creative, cultural rich and socially connected communities	Yes.	The Proposal will contribute to creating a connected community by supporting an uplift of a tired site with new better development, including retail, that will support people to come to the neighbourhood centre.
Planning Priority E5 – Providing housing supply, choice and affordability, with access to jobs, services and public transport	Yes.	The Planning Proposal seeks to provide further private dwellings – in a highly accessible and well serviced location. Public transport connections like bus routes and the future Sydney Metro station are within walking distance to the site.
Planning Priority E6 – Creating and renewing great places and local centers, and respecting the District's heritage	Yes.	The Proposal seeks to renew a site, that will support a gateway to the Five Dock suburb. The Proposal will also support the renewal of the local neighbourhood centre, whilst responding to the surrounding character.
Productivity		
Planning Priority E7 – Growing a stronger and more competitive Harbor CBD	Yes.	The Proposal will enable the 30 minute city concept, building a stronger and competitive Harbour CBD through its accessible location by bus and the future Metro site.
Planning Priority E10 – Delivering integrated land use and transport planning and a 30 minute city	Yes.	The site is located within walking distance from the future Five Dock Metro Station and the bus services along Ramsay Road, enabling the 30-minute city concept by way of active and public transport.
Sustainability		
Planning Priority E14 – Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways	Yes.	The Proposal is adjacent to Iron Cove Creek (also known as Dobroyd Canal), which has been identified by Sydney Water as a waterway needing repair. Development outcomes can suitably manage stormwater drainage, to not negatively impact the waterway through additional downstream impact.
Planning Priority E15 – Protecting and enhancing bushland and biodiversity	Yes.	The site does not contain any remnant bushland. Development outcomes in accordance with the controls can provide improved biodiversity outcomes through native tree planting, landscaping and tree canopy cover.
Planning Priority E17 – Increasing urban tree canopy cover and delivering Green Grid connections	Yes.	As mentioned earlier in the report and in the Arboricultural Impact Statement and Supplementary Arboricultural Assessment, Trees 2,3,4 and 5 are recommended to be transplanted either on site or nearby in the local area. This allows for biodiversity within the site to be protected and enhanced. Additionally, the proposal provides for additional tree planting and landscaping throughout the development to increase overall urban tree canopy coverage.

Planning Priority E18 – Delivering high quality open space	Yes.	The site is located adjacent to Iron Cove Creek, with access to a range of open spaces along canal. For this reason, there is no need to provide public open space on the site. Future development in accordance with the proposed controls can provide public domain improvements along Iron Cove Creek, enhancing connections to Iron Cove Bay. As noted earlier, the built form outcome under the proposed controls can ensure no overshadowing to the parkland along Iron Cove Creek.
Planning Priority E19 – Reducing carbon emissions and managing energy, water and waste efficiently	Yes.	The indicative concept design demonstrates that future development in accordance with the controls can manage energy, water and waste efficiency. BASIX and ESD measures will be addressed at a future detailed DA stage.
Planning Priority E20 – Adapting to the impacts of urban and natural hazards and climate change	Yes.	As noted above, with access to a range of existing and planned public transport networks, the site is ideally located to encourage people to utilise public transport as a sustainable alternative and will ultimately result in less reliance on private motor vehicles and help people prepare for and adapt to the impacts of natural hazards and climate change.

Housing 2041: NSW Housing Strategy

Housing 2041 provides a 20-year vision for housing in NSW. It embodies the government's goals and ambitions to deliver better housing outcomes by 2041 including housing in the right locations, housing that suits diverse needs and housing that feels like home.

The Strategy is built around four pillars including:

- Supply - housing supply delivered in the right location at the right time
- Diversity - housing is diverse, meeting varied and changing needs of people across their life
- Affordability - housing that is affordable and secure
- Resilience - housing that is enduring and resilient to natural and social change.

The Planning Proposal is consistent with the Housing Strategy, as it will increase housing supply in a location that is supported by existing and future infrastructure and in close proximity to the Five Dock Town Centre. The Planning Proposal will deliver a range of housing types and sizes including a larger portion of 1 and 3 bedroom apartments, consistent with Council's mix of dwelling sizes and suitable for a range of family types. The Planning Proposal also seeks to provide a 5% affordable housing contribution, in line with Council's Affordable Housing Contribution Scheme.

NSW State Infrastructure Strategy 2018-2038

The NSW State Infrastructure Strategy 2018-3028 builds on the NSW Government's major long-term infrastructure plans over the last seven years. The strategy sets out the government's priorities for the next 20 years, and combined with the Future Transport Strategy 2056, the Greater Sydney Region Plan and the Regional Plan Development Framework, brings together infrastructure investment and land use planning for our cities and regions.

The Strategy focuses on six cross sectoral strategic directions, each designed to achieve and embed good practice across the infrastructure lifecycle. One of the main directions, integration of land use and infrastructure planning, aims to ensure jobs and housing growth are supported by infrastructure investment.

The Planning Proposal corresponds with this strategic direction, through providing residential dwellings and retail within close proximity to the Westconnex corridor, the proposed Five Dock Metro Station and the nearby Five Dock Town Centre.

This site is in a key accessible location that will maximise effectiveness and efficiency for residents and visitors to infrastructure to connect them to the Greater Sydney region.

Future Transport Strategy 2056

The Future Transport Strategy 2056 is a 40 year strategy, supported by a suite of regional NSW and Greater Sydney plans, to achieve the vision for the New South Wales transport system.

The 40 year vision focuses on the following outcomes; customer focused, successful places, a strong economy, safety and performance, accessible services and sustainability.

The Future Transport Strategy 2056 is supported by the Planning Proposal as it seeks to increase the number of people able to access local town centres and high frequency public transport by walking. The proposal enhances pedestrian connections to the nearby Five Dock town centre through pedestrian priority crossings and enhancing the walkability of the surrounding streets. The Proposal supports future residents to commute using public transport and pedestrian connections to support the 30 minute concept city.

Additionally, the Future Transport Strategy 2056 envisions a transport system that 'supports the livability and sustainability of our communities'.

Due to close proximity to vital transport infrastructure, like WestConnex and Metro station, this would result in reliance on traffic congestion and therefore emissions.

Assessment Criteria (Strategic and Site-specific merit)

Does the proposal have strategic merit?

Yes. The Planning Proposal demonstrates strategic merit.

- Criterion 1: will it give effect to the relevant regional plan outside of the Greater Sydney Region, the relevant district plan within the Greater Sydney Region, or corridor/precinct plans applying to the site, including any draft regional, district or corridor/precinct plans released for public comment; or

Yes. The Planning Proposal will give effect to the relevant objectives in the Greater Sydney Region Plan, and planning priorities in the Eastern City District Plan. Refer to Table 4 and 5 above.

- Criterion 2: Will it give effect to a relevant local strategic planning statement or strategy that has been endorsed by the Department or required as part of a regional or district plan or local strategic planning statement; or

Yes. The Planning Proposal will give effect to the relevant planning priorities in the Canada Bay Local Strategic Planning Statement (LSPS) which was assured by the Greater Sydney Commission (GSC) in March 2020.

There are no other relevant local Council strategies that have been endorsed by the Department. Notwithstanding, the Planning Proposal has been considered against relevant Council Plans such, as addressed below in this report.

- Criterion 3: Will it respond to a change in circumstances, such as the investment in new infrastructure or changing demographic trends that have not been recognised by existing strategic plans

Yes. This Planning Proposal responds to the need to deliver 'more housing in the right locations' and further meets NSW state planning objectives linking housing supply and job growth in proximity to key transport nodes.

Infrastructure (rail and road)

The Planning Proposal is specifically motivated by the planned delivery of the Five Dock Metro Station, which will be located less than 700m from the site, in Five Dock Town Centre.

The Planning Proposal also responds to the significant investment in Australia's largest road infrastructure project, the WestConnex, providing motorists improved access across Sydney. Relevant to the site includes the new M4, which opened in July 2019 providing a new 5.5km tunnel connecting Haberfield to Parramatta and the M4, with an average journey time of 35minutes.

Other key stages of the WestConnex project that will benefit the site include:

- The M4-M5 Link Tunnels, opening in 2023. The M4-M5 Link Tunnels will be 7.5km tunnels linking the New M4 at Haberfield with the M8 at St Peters, with connections to the Anzac and Iron Cove bridges via the Rozelle Interchange; and
- The Rozelle Interchange, opening in 2023. The Rozelle Interchange, being delivered by the NSW Government, connects the M4-M5 Link to the Anzac and Iron Cove bridges, and the future Western Harbour Tunnel and Beaches Link. The Rozelle Interchange is being built almost entirely underground, freeing up space for a new 10ha regional park.

Housing targets

The Planning Proposal seeks to provide housing in a highly sought-after location that is close to existing (buses) and planned public transport (future metro station) and good road access (WestConnex).

Council's housing analysis indicates a 6 -10 year target for the period 2021 to 2026 of 3,800 dwellings. While future housing provision in Canada Bay LGA is on track to meet their housing targets, DPIE monitoring shows there is only 2,400 dwellings scheduled for completion by 2023/24. Canada Bay Local Housing Strategy acknowledges this and suggests there is opportunity to encouraging housing in more accessibly locations and within walkable catchments of traditional centres.

Of the 37 apartments that can be achieved by the Planning Proposal, this would provide less than 1% of the implied 2021-26 housing target but would have an overall significant benefit to the community, providing new housing in close proximity to a range of jobs, services and amenities.

Does the proposal have site-specific merit?

In preparing the Planning Proposal, significant consideration has been given to the constraints of the site, its relationship with adjoining properties, traffic, and environmental impacts.

Given the site's highly accessible location, the need for more housing in the right location, and the ability for all on-site impacts to be appropriately managed, the Planning Proposal is considered to have demonstrated site-specific merit.

- The Proposal demonstrates site specific merit for the following reasons:
- The Indicative Concept Design demonstrates that the proposed planning controls and building envelopes will deliver excellent design outcomes and high amenity apartments and communal spaces, consistent with the requirements of the Apartment Design Guideline (ADG).
- The site is within a highly walkable, accessible and well-serviced neighbourhood and has acceptable traffic impacts;
- The resulting built form minimises visual, privacy and overshadowing impacts for neighbouring properties. There is no resulting overshadowing to open space, and acceptable levels of solar access to neighbouring properties can be maintained;
- The proposal will facilitate the redevelopment of a vacant, unused site to deliver new shops and homes - providing significant benefits for the local community.

- The proposal will activate local streets with well-designed shops and ground floor apartments, that reconnect the site with the neighbourhood and improve safety, amenity and liveability outcomes.
- The Proposal provides an opportunity to renew a tired and run down site through new development that offers amenity, as well provides for a visual gateway to this area of Five Dock through appropriate built scale. .
- The Proposal provides the opportunity to provide improvements to the public domain and adjacent open space to satisfy the needs of residents and for the enjoyment of the wider neighbourhood.
- The Proposal is seen to be consistent with the established local character, provides an appropriate interface to adjoining properties and does not result in any significant visual impacts from nearby public spaces.
- The Proposal provides an opportunity to transplant highly significant trees. As recommended in the Arboricultural Impact Assessment, five (4) high retention value trees (Trees 2,3,4 and 5) are recommended to be transplanted either on site or in nearby reserve, as part of an eventual development outcome.

The Planning Proposal is further considered to have site specific merit as it meets the below site-specific merit criteria.

- Criterion 1: The natural environment (including known significant environmental values, resources or hazards);

The site does not hold any significant environmental values and is not affected by any resources or hazards that preclude the site from redevelopment. Section 7 of this report, and the supporting **Attachments at A to H**, demonstrate the site is not affected by any environmental constraints which would reasonably preclude the proposed development.

In order to accommodate the proposed development, as envisaged by this planning proposal, ten (10) trees will be required to be removed, with a further four (4) trees recommended for transplanting elsewhere on the site or within the local area, as they are encroached by the footprint of the proposed development. The remaining eleven (11) trees on site will be protected and retained. Refer to assessment provided in Section 7.6 of this report and at **Attachment D, Attachment E and Attachment H**.

- Criterion 2: The existing uses, approved uses, and likely future uses of land in the vicinity of the proposal;

The site forms part of an existing B1 neighbourhood centre, which continues on the eastern side of Ramsay Road. The scale of development in the B1 neighbourhood centre consists of predominately two-storey shop top housing, as well as slightly higher heights to the east of Ramsay Road, which is established by the datum line of the existing heritage listed substation building (3-storeys).

Whilst there are no plans proposed by Council to change the planning controls for the existing B1 neighbourhood zone, the site does lend itself to some uplift in height and density, as a way to strengthen the existing neighbourhood centre and to encourage renewal in and around a small neighbourhood centre that is well serviced by road infrastructure, public and active transport, and open space.

To the south of the site is Iron Cove Creek – an important open space and recreational green corridor that provides connections from the site to Iron Cove Bay. The Planning Proposal ensures no overshadowing to Iron Cove Creek.

The site is also surrounded by low density residential development to the north and east and is characterised by single and two storey residential development, which is unlikely to change. The Planning Proposal ensures amenity is maintained to surrounding residential properties through appropriate controls.

The Indicative Concept Design demonstrates that the proposal can achieve a built form outcome that minimizes visual impacts from surrounding properties and public open

space and does not create any unreasonable amenity impacts on adjoining development and open space along the adjoining creek.

- Criterion 3: The services and infrastructure that are or will be available to meet the demands arising from the proposal and any proposed financial arrangements for infrastructure provision.

Yes. There is adequate infrastructure to support the Planning Proposal.

The site is well serviced by existing and planned transport infrastructure, as noted earlier in this report. The site is well-serviced by existing public open space and the projected population will not generate the need for additional public open space.

The Planning Proposal will provide future development that can support upgrades along Iron Cove Creek, including landscaping and public domain works in accordance with Sydney Water's master plan.

The Traffic and Transport Assessment, prepared by Varga Traffic Planning (**Attachment C**) confirms that the traffic network can accommodate the traffic generation potential of the development in accordance with the proposed controls, and there will not be unacceptable traffic implications in terms of road network capacity.

Q4. Will the planning proposal give effect to a council's endorsed local strategic planning statement, or another endorsed local strategy or strategic plan?

Yes. The Planning Proposal is consistent with Council's Local Strategic Planning Statement, as detailed below.

City of Canada Bay Local Strategic Planning Statement (2020)

The City of Canada Bay Local Strategic Planning Statement (LSPS) is the core strategic document that provides the 20-year land use and planning vision for the City of Canada Bay. The plan is implemented through four planning priorities; infrastructure and collaboration, livability, productivity and sustainability.

The LSPS was adopted by Council on 15 October 2019, with the Greater Sydney Commission granting formal assurance on 25 March 2020.

Canada Bay LSPS has a key focus on liveability, ensuring that residents have access to diverse housing types, open spaces and recreation areas, public transport and community spaces. The strategic statement identifies an additional 32,000 residents are expected within the LGA, and in order to support the population and the amenity of its residents, preserving and enhancing the distinctive local character is imperative for the success. The Proposal will provide housing supply that can meet the housing and social needs of the changing demographics, including diverse families and communities. The Proposal will provide access to high frequency transport options and provide connection to open and recreational spaces.

A full assessment of the Proposal against the relevant objectives stated in the LSPS is outlined in **Table 9** below.

Table 9 City of Canada Bay LSPS

City of Canada Bay LSPS	Consistency	Comment
Objectives		
Infrastructure and Collaboration		
Planning Priority 1 – Planning for a city that is supported by infrastructure	Yes.	The District Plan addresses the need to provide more residential dwellings to support the projected population increase of 325,000 by 2036. The proposal seeks to plan for a city supported by infrastructure by increasing residential capacity of the site near to jobs, services and amenities. Future development in accordance with the proposed controls will have access to a range of public transport services, supported by the existing bus network along Ramsay Road and the future planned

City of Canada Bay LSPS	Consistency	Comment
Objectives		
		metro in Five Dock (located less than 700m from the site).
Livability		
Planning Priority 3 - Providing community services and facilities to meet people's changing needs	Yes.	The Proposal is consistent with Priority 3 of the LSPS by revitalising an existing neighbourhood centre. The Planning Proposal can create 37 new homes and around 580sqm of retail floor space.
Planning Priority 4 - Foster safe, healthy, creative, culturally rich and socially connected communities	Yes.	The Proposal aims to create a healthy, accessible, and safe community for residents and local community. Future development can provide new communal open space areas, giving the local residents the opportunity to connect in a safe healthy environment. In addition to being in the Five Dock town centre, the site is also located in close proximity to a range of public open spaces and facilities, like the Iron Cove Creek.
Planning Priority 5 - Provide housing supply, choice and affordability in key locations	Yes.	Future development in accordance with the proposed controls can be consistent with this priority, through providing a mixture of dwelling types for all different lifestyles. The housing supply will deliver housing to an integral suburb of the Canada Bay LGA, in close proximity to key transport infrastructure, e.g. the future Metro site.
Planning Priority 6 - Provide high quality planning and urban design outcomes for key sites and precincts	Yes.	The Proposal plays both a key role to emphasise the gateway site to this part of Five Dock and renew an existing neighbourhood centre by providing for appropriate scaled development.
Planning Priority 7 - Create vibrant places that respect local heritage and character	Yes.	The Planning Proposal will respect the site's established character which forms part of an existing B1 neighbourhood centre. The scale of development under the proposed controls will be in accordance with the height of the Electricity Substation, that is located east to the subject site on Ramsay Road. The site is also surrounded by low density residential development to the north and east and is characterised by single and two storey residential development, which is unlikely to change. The Planning Proposal ensures amenity is maintained to surrounding residential properties through compliance with the setbacks and building separation parameters outlined in the Canada Bay DCP.
Productivity		
Planning Priority 9 – Enhance Employment and economic opportunities in Local Centres		The Planning Proposal will ultimately revitalise an existing B1 Neighbourhood Centre. However, by allowing around 580sqm of retail space, as demonstrated by the Indicative Concept Design, the proposal will ensure the site does not compete with the scale of retail offer available in Five Dock local centre. Alternatively, the provision of retail space can have a neighbourhood centre focus.
Planning Priority 11 - Identify land use opportunities and implications arising from Sydney Metro West	Yes.	The site is in close proximity to the metro station in Five Dock Town Centre. The site is a 700m walk from the proposed station, providing a direct transport link for residents and the local community to achieve the 30 minute city.

City of Canada Bay LSPS	Consistency	Comment
Objectives		
Planning Priority 12 – Improve connectivity throughout Canada Bay by encouraging a modal shift to active and public transport	Yes.	Located on an important strategic green corridor and in close proximity to existing and planned public transport modes, the Planning Proposal will encourage redevelopment of the site to provide more housing that is well placed to support a modal shift through the use of buses, metro, cycling and walking and accordingly reduce dependence on private vehicle usage.
Sustainability		
Planning Priority 13 - Protect and improve the health and enjoyment of the Parramatta River Catchment and waterways	Yes.	The site is adjacent to the Iron Cove Creek waterway. Future development in accordance with the proposed controls can protect and improve the health of the waterway through extension of the Sydney Water Concept Design. Additionally, future development in accordance with the controls would have appropriate measures to ensure stormwater is captured and treated on site.
Planning Priority E14 – Protect and enhance bushland and biodiversity	Yes.	The site does not contain any remnant bushland. Future development in accordance with the controls can provide improved biodiversity outcomes through the opportunity for native tree planting, landscaping and tree canopy cover.
Planning Priority 16 - Increase urban tree canopy and deliver Green Grid connections	Yes.	As demonstrated by the Indicative Concept Design, the proposal can achieve a built form outcome that includes landscape areas (which may provide for adequate planting). The site's strategic location along Henley Marine Drive provides opportunity for pedestrian and cycling links for connection to nearby land use and amenities along the Iron Cove green grid corridor.
Planning Priority E17 – Deliver high quality open space and recreation facilities	Yes.	The Planning Proposal is located adjacent to Iron Cove Creek, with access to a range of open spaces along canal. For this reason, there is no need to provide public open space on the site.
Planning Priority 18 – Reduce carbon emissions and manage energy, water and waste efficiently	Yes	Sustainable transport is encouraged through the Planning Proposal as future residents and visitors of the site would be encouraged to use existing and planned modes of the public transport noting the sites proximity to these, which will ultimately contribute to a reduction in carbon emission contributions.
Planning Priority 19 – Adapt to the impacts of urban and natural hazards and climate change	Yes	As stated above, the site is ideally located to encourage people to utilise alternative modes of transport, including both public transport (buses and metro) and active transport modes (walking and cycling) as a sustainable alternative to private motor vehicles. As such, less reliance on private motor vehicles helps to prepare for and adapt to the impacts of natural hazards and climate change.

Canada Bay Local Housing Strategy (2019)

As the population and demographic changes within the Eastern City District, it is imperative to facilitate future housing types and growth. The Canada Bay Local Housing Strategy analyses the population, demographic and supply issues associated with the delivery of housing within the Canada Bay LGA. The strategy, prepared by Council and SGS Economics and Planning, highlights key areas of planning and delivery of optimal residential outcomes for local communities.

The strategy identifies that 14,300 additional dwellings will be required in Canada Bay to 2036. This new housing will be delivered through medium density dwelling types, in locations that are close to centres and where there is good access to services and infrastructure. The site is in a key position within the Inner West and Greater Sydney, located on key transport corridors and within close proximity to services and retail. In saying this, the Proposal will provide key housing in a strategic area, enhancing and improving the local livability of the Five Dock area and amenity for residents.

The Planning Proposal responds to the objectives provided in the Canada Bay Local Housing Strategy. Please refer below to the relevant objectives stated in **Table 10** below.

Table 10 Canada Bay Housing Strategy

Canada Bay Housing Strategy	Consistency	Comment
Local centres are planned to provide opportunities for alternative low and moderate scale housing, within walking distance	Yes	The Proposal supports the provision of additional private housing within walking distance to shops, services and facilities. The site is proximity to public transport – connecting the LGA to the city.
Housing diversity and choice to be further addressed by infill development around centres in the form of low rise medium density, to provide a wider range of housing forms whilst being respectful of local neighbourhood character	Yes	The Planning Proposal will deliver residential dwellings within an already established suburb. The Indicative Concept Design demonstrates that the proposed controls will provide a development outcome that is sensitive to the surrounding streetscape, and minimises the impact bulk and scale to appropriately fit with the local context.

YOUR future 2030 Community Strategic Plan

The Canada Bay Community Strategic Plan is a strategic policy that reflects the aspirations and priorities of the community. The plan identified key themes, goals, strategies that provide direction for the delivery of outcomes until 2030.

Please refer to **Table 11** below that outlines how the Planning Proposal achieves the priorities in the Canada Bay Community Strategic Plan.

Table 11 Community Strategic Plan

YOUR Future 2030 Community Strategic Plan	Consistency	Comment
1. Inclusive, involved and prosperous	Yes	The site is located in a range of inclusive and accessible area. The site provides an area and space for community cohesion and engagement.
2. Environmentally responsible	Yes	Development in accordance with the proposed controls can contribute significantly to the LGA's environmental objectives and protect the surrounding waterway – Iron Cove Creek.
3. Easy to get around	Yes	The site is subject to a range of public transport options connecting future residents with employment, recreation and services in the LGA and beyond.
4. Engaged and future focused	Yes	The Proposal responds to the growing population of Greater Sydney through providing housing supply that will support emerging lifestyles.
5. Visionary, smart and accountable	Yes	The Proposal supports a more resilient, connected and sustainable community.

Five Dock Town Centre Revitalisation

The Five Dock Town Centre Urban Design Study provides a vision for Five Dock and seeks to ensure that the centre continues to provide a strong focus for the community. The strategies key role is to improve vibrant town centres to support the social and economic wellbeing of the Canada Bay local community. One key outcome identified in the Five Dock Urban Design Study, were improvements needed to the public domain.

The Urban Design Study has been endorsed by Council, with Stage Two of the study started construction in early 2019; including the planting of street trees and shrubs, installation of high quality pavements and street furnishings and improvements to the drainage system.

Even though the site falls outside the Five Dock Town Centre boundary, the study guides the development outcome on the site by supporting complimentary streetscape and public domain upgrades through resulting landscape and architectural design.

Sydney Metro West

Sydney Metro is Australia's biggest public transport system. The Sydney Metro West project involves the construction and operation of a rail line between Westmead and Sydney CBD.

Five Dock Station will be located in the core of the Five Dock local centre off Great North Road and Fred Kelly Place. The station will support the local town centre and the site will benefit from accessible transport options to Sydney CBD and Greater Parramatta.

The Environmental Impact Statement prepared for the Sydney Metro West, identifies that new residential development near metro stations should be maximized. The Proposal will support the transport corridor along Greater Parramatta to Sydney CBD Corridor – providing improved transport for the additional 420,000 new residents and 300,000 new works forecast to be located within the corridor over the next 20 years.

Q5. Is the planning proposal consistent with applicable State Environmental Planning Policies?

As outlined below, the Planning Proposal does not preclude consistency with any State Environmental Planning Policy. Refer to the full assessment of SEPPs at **Table 12** below.

Table 12 Consistency with SEPPs

State Environmental Planning Policies	Consistency	Comment
State Environmental Planning Policy (Biodiversity and Conservation) 2021	Yes	The Planning Proposal is consistent with the aims of the SEPP. Chapter 2 is to be considered in future development where any tree removal is proposed.
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	Yes	The Indicative Concept Design demonstrates that building massing and orientation can support BASIX compliance, which will be documented at the future development application stage.
State Environmental Planning Policy (Exempt and Complying Development codes) 2008	N/A	N/A
State Environmental Planning Policy (Housing) 2021	Yes	The Planning Proposal is consistent with the aims of the Housing SEPP whereby the Proposal will facilitate the delivery of housing that meets the needs of the State's growing population including a 5% affordable housing contribution.
State Environmental Planning Policy (Industry and Employment) 2021	N/A	N/A
State Environmental Planning Policy No 65 – Design Quality of Residential Apartment Development	Yes	This Planning Proposal is consistent with the objectives and aims of SEPP 65 and the ADG.
State Environmental Planning Policy (Planning Systems) 2021	N/A	N/A
State Environmental Planning Policy (Precincts – Central River City) 2021	N/A	N/A
State Environmental Planning Policy (Precincts – Eastern Harbour City) 2021	N/A	N/A
State Environmental Planning Policy (Precincts – Regional) 2021	N/A	N/A
State Environmental Planning Policy (Precincts – Western Parkland City) 2021	N/A	N/A
State Environmental Planning Policy (Primary Production) 2021	N/A	N/A
State Environmental Planning Policy (Resilience and Hazards) 2021	Yes	This Planning Proposal is consistent with the objectives and aims of Chapter 3 of the Resilience and Hazards SEPP. The Detailed Site Investigation Report, prepared by Aargus Pty Ltd at Attachment F states "The site is therefore considered to be rendered suitable for the proposed use, subject to the following:

State Environmental Planning Policies	Consistency	Comment
		<ul style="list-style-type: none"> – An appropriate remedial / management strategy is developed, culminating in preparation of a Remedial Action Plan (RAP) in accordance with EPA guidelines, in regards to the removal of the three hotspots BH1, BH2 & BH7, as well as addressing the aforementioned data gaps. – Any soils requiring removal from the site, as part of future site works, should be classified in accordance with the "Waste Classification Guidelines, Part 1: Classifying Waste" NSW EPA (2014)." <p>On the basis of the recommendations of the Detailed Site Investigation and for the purposes of this Planning Proposal, the proposal is considered appropriate in this regard.</p> <p>As suggested by the above recommendations a RAP will be undertaken in the subsequent DA stage.</p>
State Environmental Planning Policy (Resources and Energy) 2021	N/A	N/A
State Environmental Planning Policy (Transport and Infrastructure) 2021	N/A	N/A
Draft State Environmental Planning Policy (Design and Place)	Yes	<p>The Planning Proposal is consistent with the aims of the SEPP.</p> <p>The Design and Place SEPP is to be further considered in the future development application stage for residential apartment development.</p>
Draft State Environmental Planning Policy (Environment)	N/A	N/A

Q6. Is the planning proposal consistent with applicable Ministerial Directions (s.9.1 directions)?

Yes. A review of the consistency of the Planning Proposal with the Ministerial Directions under Section 9.1 of the EP&A Act 1979 is discussed at **Table 13** below.

Table 13 Consistency with s9.1 Ministerial Directions

Local Planning Direction	Consistency	Comment
Focus Area 1: Planning Systems		
1.1 Implementation of Regional Plans	Yes	The Planning Proposal is consistent with the Eastern City District Plan, as detailed in Section 8 of this Planning Proposal.
1.2 Development of Aboriginal Land Council Land	N/A	The Planning Proposal does not apply to Aboriginal Land Council Land.
1.3 Approval and Referral Requirements	N/A	The Planning Proposal does not include any provisions that is expected to would require the concurrence, consultation or referral of any development application to a Minister or public authority and does not identify any development as designated development. In the instance that referral is discovered to be required during the proposal assessment, it would be suitably undertaken by Council.
1.4 Site Specific Provisions	N/A	The Planning Proposal does not propose any unnecessarily restrictive site-specific planning controls.
Focus area 1: Planning Systems – Place-based		
1.5 Parramatta Road Corridor Urban Transformation Strategy	N/A	The Planning Proposal does not apply to land in the Parramatta Road corridor.

Local Planning Direction	Consistency	Comment
1.6 Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	N/A	The Planning Proposal does not apply to land in the North West Priority Growth Area.
1.7 Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	N/A	The Planning Proposal does not apply to land in the Parramatta Priority Growth Area.
1.8 Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	N/A	The Planning Proposal does not apply to land in the Wilton Priority Growth Area.
1.9 Implementation of Glenfield to Macarthur Urban Renewal Corridor	N/A	The Planning Proposal does not apply to land in the Glenfield to Macarthur corridor.
1.10 Implementation of Western Sydney Aerotropolis Interim Land Use and Infrastructure Implementation Plan	N/A	The Planning Proposal does not apply to land in the vicinity of Western Sydney Aerotropolis.
1.11 Implementation of Bayside West Precincts 2036 Plan	N/A	The Planning Proposal does not apply to land in Bayside West.
1.12 Implementation of Planning Principles for the Cooks Cove Precinct	N/A	The Planning Proposal does not apply to land in Cooks Cove.
1.13 Implementation of St Leonards and Crows Nest 2036 Plan	N/A	The Planning Proposal does not apply to land in St Leonards and Crows Nest.
1.14 Implementation of Greater Macarthur 2040	N/A	The Planning Proposal does not apply to land in Greater Macarthur.
1.15 Implementation of the Pymont Peninsula Place Strategy	N/A	The Planning Proposal does not apply to land in the Pymont Peninsula.
1.16 North West Rail Link Corridor Strategy	N/A	The proposal is not linked to the North West Rail Link.
1.17 Implementation of the Bays West Place Strategy	N/A	The proposal is not linked to the Bays West Place Strategy.
Focus Area 2: Design and Place		
Focus Area 3: Biodiversity and Conservation		
3.1 Environment Protection Zones	N/A	The Planning Proposal does not apply to land within an Environmental Protection Zone.
3.2 Heritage Conservation	Yes	Although not a heritage item itself, the development has considered its impact on the surrounding heritage items and conservation areas.
3.3 Sydney Drinking Water Catchments	N/A	The Planning Proposal does not apply to land in the nominated Council areas.
3.4 Application of E2 and E3 Zones and Environmental Overlays in Far North Coast LEPs	N/A	The Planning Proposal does not relate to any environmental zoned land on the North Coast
3.5 Recreation Vehicle Areas	N/A	The Planning Proposal does not seek to enable land to be developed for the purposes of a recreation vehicle area.
Focus area 4: Resilience and Hazards		
4.1 Flooding	N/A	The site is not affected by flooding.
4.2 Coastal Protection	N/A	The Planning Proposal does not apply to land within the Coastal Zone.
4.3 Planning for Bushfire and Protection	N/A	The Planning Proposal does not apply to land that is identified as bush fire prone land.
4.4 Remediation of Contaminated Land	Yes	The Planning Proposal is consistent with this direction as it will reduce the risk of harm to human health and the environment by adhering to the following recommendations of the Detailed Site Investigation Report, prepared by Aargus Pty Ltd at Attachment G, refer to extract below:

Local Planning Direction	Consistency	Comment
		<p>"The site is therefore considered to be rendered suitable for the proposed use, subject to the following:</p> <p>An appropriate remedial / management strategy is developed, culminating in preparation of a Remedial Action Plan (RAP) in accordance with EPA guidelines, in regards to the removal of the three hotspots BH1, BH2 & BH7, as well addressing the aforementioned data gaps.</p> <p>Any soils requiring removal from the site, as part of future site works, should be classified in accordance with the "Waste Classification Guidelines, Part 1: Classifying Waste" NSW EPA (2014)."</p> <p>On the basis of the above recommendations and for the purposes of this Planning Proposal, the proposal is considered appropriate in this regard.</p> <p>As suggested by the above recommendations a RAP will be undertaken in the subsequent DA stage.</p>
4.5 Acid Sulfate Soils	Yes	The site contains Class 5 Acid Sulfate Soils. South of the site, along Henley Marine Drive contains Class 2 acid sulfate soils.
4.6 Mine Subsidence and Unstable Land	N/A	The Planning Proposal does not apply to land that is within a mine subsidence district or that has been identified as being unstable.
Focus Area 5: Transport and Infrastructure		
5.1 Integrating Land Use and Transport	Yes	<p>The site is well located with easy access to transport services, including the future Five Dock Metro station within 700 metres of the site, and access to multiple bus services.</p> <p>The Planning Proposal will enable the intensification of housing in a well-connected site and will encourage use of public transport services.</p>
5.2 Reserving Land for Public Purposes	N/A	The Planning Proposal does not propose to create, alter or reduce any existing zoning or reservation on the land for a public purpose.
5.3 Development near Regulated Airports and Defence Airfields	N/A	The site is not located near a Regulated Airport or Defence Airfield.
5.4 Shooting Ranges	N/A	The Planning Proposal does not seek to affect, create, alter or remove a zone or provision relating to land adjacent to or adjoining an existing shooting range.
Focus area 6: Housing		
6.1 Residential Zones	Yes	The Planning Proposal is consistent with this direction as it will not reduce the permissible residential density on the site.
6.2 Caravan Parks and Manufactured Home Estates	N/A	The Planning Proposal does not relate to the location or provision for caravan parks or manufactured homes.
Focus area 7: Industry and Employment		
7.1 Business and Industrial Zones	Yes	<p>This direction applies to all planning proposals that will affect land within an existing or proposed business or industrial zone. In this regard, the proposal seeks to permit residential flat buildings across the entirety of the site.</p> <p>This Direction aims to encourage employment growth in suitable locations, protect employment</p>

Local Planning Direction	Consistency	Comment
		land in business zones, and support the viability of identified centres. In this case, the Planning Proposal proposes draft provisions for inclusion in Schedule 1 of the CBLEP 2013 which ensures that residential apartments are limited to a certain extent of Henley Marine Drive. The addition of proposed Clause 6.5 of CBLEP 2013 also ensures that business uses are retained on the site at the corner of Ramsay Road and Henley Marine Drive. The Planning Proposal is supported by an Economic Assessment which anticipates values the contribution made to the local economy from commercial operations that is capable at the site under the proposed LEP provisions to be close to a million dollars per annum. Therefore, it is considered that these provisions will ensure commercial uses are adequately protected at the site. The Planning Proposal is therefore considered to be consistent with the direction as it seeks to protect employment land at the site and does not reduce the potential employment density of the land.
7.2 Reduction in non-hosted short-term rental accommodation period	N/A	The Planning Proposal does not reduce the number of days of non-hosted short-term rental accommodation.
7.3 Commercial and Retail Development along the Pacific Highway, North Coast	N/A	The Planning Proposal does not apply to land along Pacific Highway, North Coast
Focus area 8: Industry and Employment		
8.1 Mining, Petroleum Production	N/A	The Planning Proposal does not relate to the mining of coal or other materials, production of petroleum or extractive materials.
Focus area 9: Primary Production		
9.1 Rural Zones	N/A	The Planning Proposal does not affect land within an existing or proposed rural zone.
9.2 Rural Lands	N/A	The Planning Proposal does not apply to an existing or proposed rural or environmental protection zone.
9.3 Oyster Aquaculture	N/A	The Planning Proposal does not relate to oyster aquaculture.
9.4 Farmland of State and Regional Significance on the NSW Far North Coast	N/A	The Planning Proposal does not apply to farmland of state and regional significance on the NSW Far North Coast.

8.2 Section C – Environmental, social and economic impact

Q7. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?

No. The Planning Proposal will not adversely affect any threatened species, populations or ecological communities.

Q8. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

No. The site is not identified by Council as having any particular environmental significance. For these reasons, it is unlikely that the planning proposal will result in

adverse impacts on critical habitat, threatened species, populations, ecological communities or habitats.

The subject site is located within an established commercial and residential area and has been utilised for these purposes for many years as indicated by the Detailed Site Investigation Report, at **Attachment G**.

In addition to the above, Section 7 of this report provides an assessment of the likely environmental planning issues associated with the proposal. The assessment considers likely environmental impacts to occur in respect of built form, solar access, visual impact, traffic and transport, tree management, contamination and local infrastructure, as a result of the proposal.

It should be noted that the assessment of the environmental impacts of the proposal would form a key part of any subsequent DA that was submitted for the subject site.

Q9. Has the planning proposal adequately addressed any social and economic effects?

Yes. The Planning Proposal will have positive economic and social effects. The Planning Proposal will facilitate the renewal of an unused site to deliver improved employment, housing and social outcomes for the local community.

The Planning Proposal will protect and enhance local employment land and will generate local jobs (both during construction and ongoing).

The Planning Proposal will renew an existing neighbourhood centre to provide better shops and services close to people's homes. The proposed public domain improvements will improve walkability and amenity outcomes and will create a new neighbourhood gathering place for the broader community to enjoy

8.3 Section D – State and Commonwealth interests

Q10. Is there adequate public infrastructure for the planning proposal?

As previously stated in this report, the site has great accessibility, located 700m from the planned Five Dock Metro Station. The site is also well serviced by existing bus networks, as well as footpaths and on-road / off-road cycle networks.

The Traffic and Transport Study, prepared by Varga Traffic Planning Pty Ltd, confirms that the proposed increase in traffic is negligible and is not envisaged to affect the existing surrounding traffic network.

Refer to Section 7.5 of this Report and **Attachment C** for detailed assessment of public transport infrastructure.

Q11. What are the views of state and Commonwealth public authorities consulted in accordance with the Gateway determination?

Consultation with State and Commonwealth agencies will be undertaken after a Gateway Determination is issued (if required).

9. Mapping

This Planning Proposal seeks to amend the following maps of the Canada Bay Local Environmental Plan 2013:

- Land Zoning Map – Sheet LZN_005
- Floor Space Ratio Map – Sheet FSR_005
- Height of Buildings Map – Sheet HOB_005
- Lot Size Map – Sheet LSZ_005
- Active Street frontage Map – Sheet ASF_005
- Affordable Housing Contribution Map – Sheet AHCS_005

The Proposed LEP maps are shown at **Figures 54 -59**.

Land Use Zone

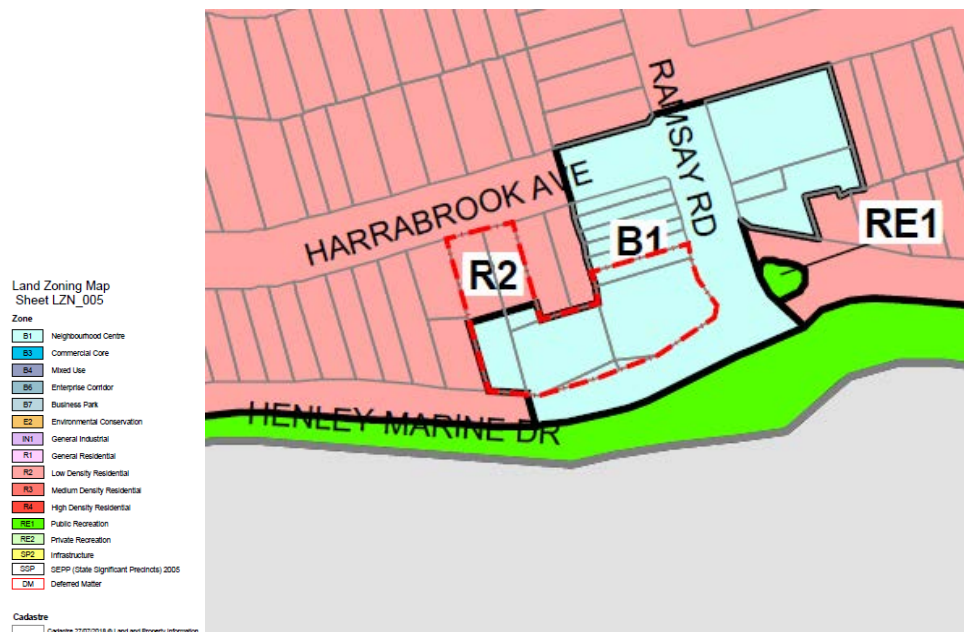


Figure 55 Proposed Land Use Zoning Map
Source: Architectus and CBLEP 2013

Floor Space Ratio

Floor Space Ratio Map
Sheet FSR_005

Maximum Floor Space Ratio (n:1)

A	0.00	S	1.73
D	0.50	T1	2.00
F	0.60	T2	2.10
H	0.70	T3	2.26
I	0.75	T4	2.30
L	0.90	U1	2.50
N	1.00	U2	2.80
O	1.10	U3	2.90
P	1.20	V	3.30
Q1	1.30	Y	4.50
Q2	1.35		
R	1.40		
S1	1.50		
S2	1.60		
S3	1.76		
S4	1.80		
S5	1.83		
S6	1.90		

Refer to Clauses 4.4 (2A), (2B), (2F)

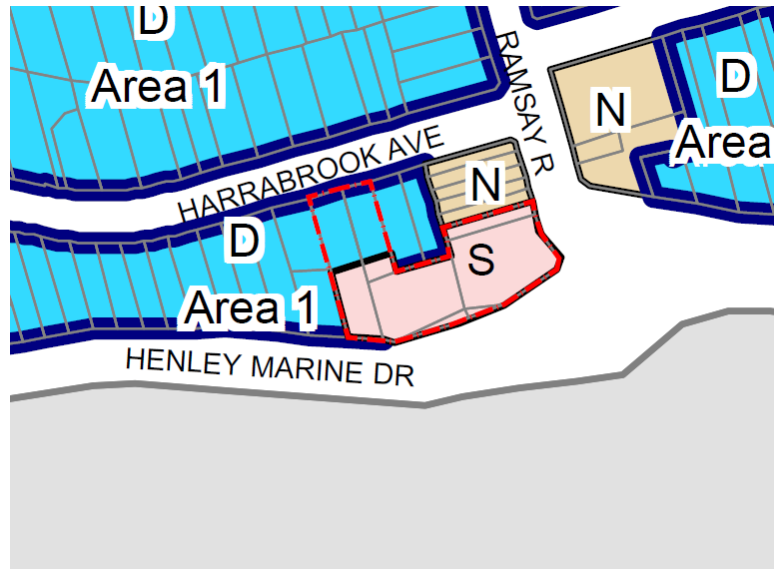


Figure 56 Proposed Floor Space Ratio Map
Source: Architectus and CBLEP 2013

Height of Buildings

Height of Buildings Map
Sheet HOB_005

Maximum Building Height (m)

A	0.0	S1	23.0
I	8.5	S2	24.0
J	9.0	T1	25.0
K1	10.0	T2	26.0
K2	10.5	T3	27.0
L	11.0	T4	28.0
M	12.0	T5	29.0
N	14.0	U1	31.0
O	15.5	U2	32.0
O1	15.0	U3	35.0
O2	16.0	V	41.0
P1	17.0	Y	50.0
P2	18.0		
Q	20.0	AA	63.0
R1	21.0	AB1	62.0
R2	22.0	AC	64.0

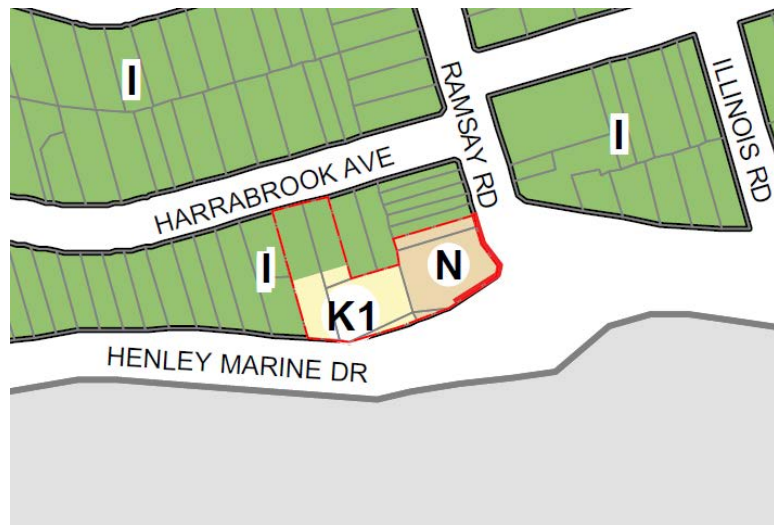


Figure 57 Proposed Height of Buildings Map
Source: Architectus and CBLEP 2013

Lot Size

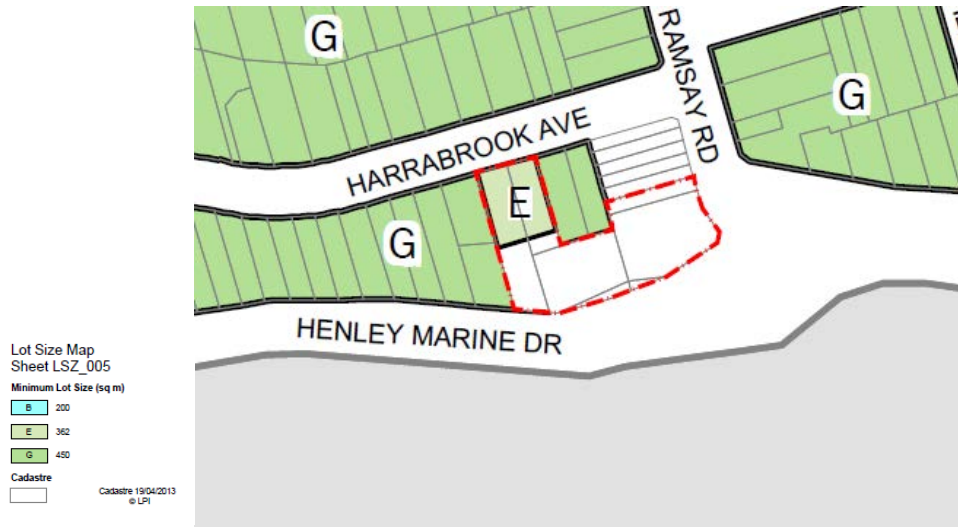


Figure 58 Proposed Lot Size Map
Source: Architectus edits and CBLEP 2013

Active Street Frontage

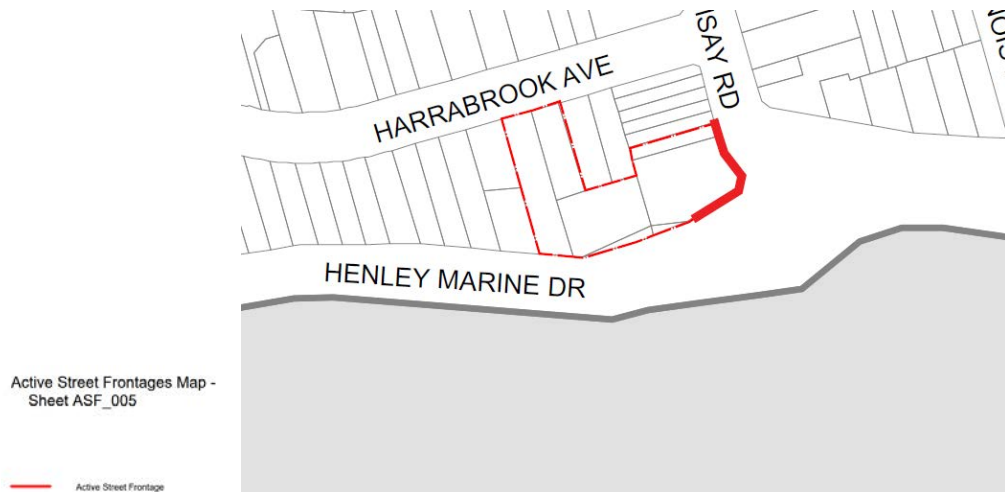


Figure 59 Proposed Active Street Frontage Map
Source: Architectus edits and CBLEP 2013

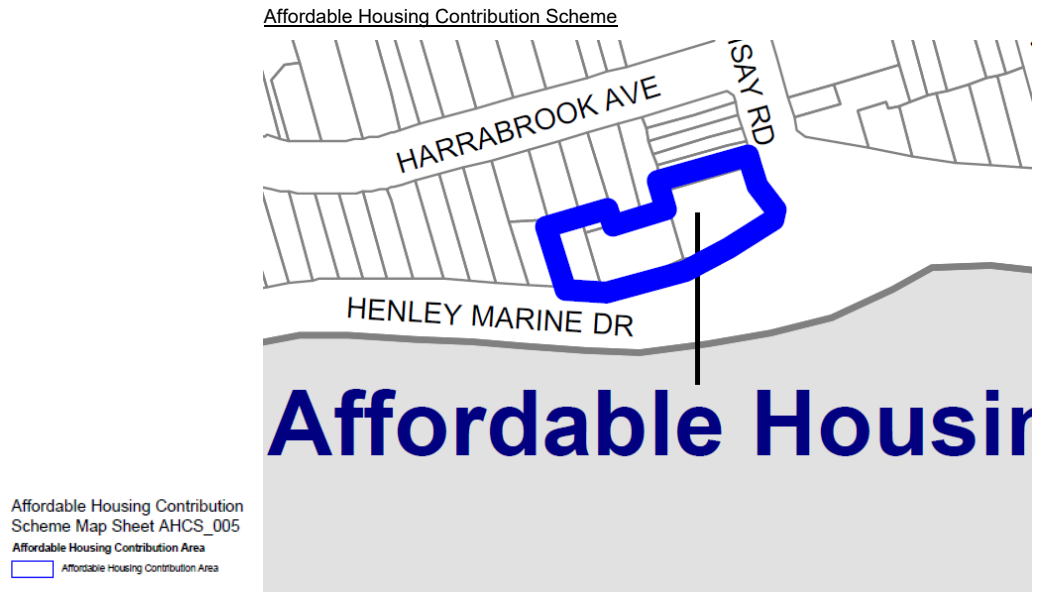


Figure 60 Proposed Affordable Housing Contribution Scheme
Source: Architectus edits and CBLEP 2013

10. Consultation

10.1 Council consultation

The Applicant has had several meetings with Council staff prior to the lodgement of this Planning Proposal. The Applicant has taken on board Council and Studio GL's feedback to deliver a high-quality development proposal that positively responds to its surrounding context. The key outcomes of these meetings are detailed below.

Meeting 1 – Early engagement with Council (7 November 2017)

On 7 November 2017, the Applicant and Architectus met with City of Canada Bay Council to discuss an early concept design for the site.

Architectus presented a preliminary urban design report which included an overview preliminary concept options for the site including shop top housing development and attached row townhouses, ranging between 2 and 6 storeys in height.

In general, Council was supportive of shop top housing along Ramsay Road, but noted that this site should not be seen as another retail or commercial centre for Five Dock and that the main activity should remain in the Five Dock town centre. Council was supportive of some type of activation in this location such as a parkland café or eatery.

Meeting 2 – Early engagement with Council (8 March 2017)

On 7 November 2017, the Applicant and Architectus met with City of Canada Bay Council to discuss a preferred concept option for the site.

Architectus presented a preferred option for the site which included a mix of shop top housing, residential flat apartments and attached terraces, ranging between 2.5 and 5 storeys in height.

Council was generally supportive of 3-4 storey height, with the continuation of retail along Ramsay Road, but did not consider a 5th storey to be appropriate for the sites location. Council recommended that increased height and densities in this location would likely cause speculation for adjoining landowners, particularly on the eastern side of Ramsay Road, and suggested Architectus develop a strategy for how the broader B1 neighbourhood centre might develop.

Council requested further information from the Applicant for Council officers to provide formal feedback.

Meeting 3 – Pre-lodgement meeting with Council 21 June 2018

On 21 June 2018, the Applicant and Architectus met with City of Canada Bay Council to discuss the preferred concept and planning pathway for the site.

Architectus provided Council with a Feasibility Study report, prepared by Architectus which included a proposal for terrace housing along Harrabrook Avenue (2.5 storeys) and Henley Marine Drive, terrace and apartments along Henley Marine Drive (4-5 storey), and a 5-storey mixed use building with ground-level retail facing Ramsay Road.

Following the meeting, Council engaged Independent urban designers, Studio GL, to provide advise on whether the submitted proposal provides an appropriate planning response for the site and its surrounding context.

Other key recommendations provided in the Studio GL report, dated July 2018 were:

- 'That the zoning of the B1 Neighbourhood Centre is not altered';
- 'Larger sites create an opportunity to address interface issues more successfully and development controls for larger sites are therefore able to be developed at a slightly higher scale and density'; and

- 'Increased height may be possible, for example development facing Henley Marine Drive may be able to be increased to four storeys (i.e. 12m) if interface issues to the north and west can be addressed'.

The Planning Proposal responded to the above concerns raised by Council and Studio GL, whereby the Proposal was revised to:

- Retain the existing B1 Neighbourhood Centre zone;
- Be amalgamated, to create a large development site resulting in a total site area of 2,579 square metres;
- Ensure an appropriate transition and set back to neighbours is provided (i.e. minimum 9m set back to the northern and western neighbours); and
- Ensure an appropriate height and scale of development that is no greater than 4-storeys. Note. 4-storeys requires a 15.5m height limit to accommodate the minimum floor to ceiling levels in Council's DCP.

Meeting 4 – Pre-lodgement meeting with Council (23 May 2019)

On 23 May 2019, the Applicant, Architectus (Planners and Urban Designers) and Squillace (Architects) met with City of Canada Bay Council to discuss the preferred concept and planning pathway for the site.

Architectus and Squillace provided Council with a Urban Design report outlining two possible development scenarios, along with recommended planning controls for each scenario. The scenario's included:

- Scenario A – The site at 1 Ramsay Road is developed on its own; and
- Scenario B – The sites at 1 Ramsay Road and 1-7 Harrabrook Avenue are developed as one site and at the same time.

Following the meeting on 23 May 2019, Council engaged Independent urban designers, Studio GL, to provide advice on whether the submitted proposal provides an appropriate planning response for the site and its surrounding context.

In general, feedback from Council and Studio GL said that the proposed architectural resolution was considered to be excellent, however the proposed scale of the building should be reduced in recognition of the desired future character of the surrounding context, which is considered to remain substantially the same.

Other key recommendations provided in the Studio GL report, dated June 2019 were:

- That the B1 Neighbourhood Centre is not altered along Ramsay Road and around the corner of Henley Marine Drive and Ramsay Road;
- Avoid excess commercial development and encourage residential development on the rear portion of the site zoned B1 Neighbourhood Centre; and
- To ensure the provision of additional permitted uses of residential flat buildings in the B1 zone does not result in no retail/commercial uses.

The Planning Proposal responded to the above concerns raised by Council and Studio GL, whereby the Proposal was revised to:

- Retain the existing B1 Neighbourhood Centre zone, but allow for an additional permitted use to allow 'residential flat buildings' along the southern frontage of Henley Marine Drive;
- Provide 437 sqm of retail GFA on the site, which could be used for a parkland café / eatery style food and beverage premises; and
- Ensure an appropriate height and scale of development that is no greater than 4-storeys (14m) to ensure that future development responds to its existing context, i.e. street wall height established by the datum line of the adjacent

substation on Ramsay Road, and future strategic context, whereby the Proposal will be within walking distance (700m) of the Five Dock Metro Station.

Meeting 6 – Pre-lodgement meeting with Council (8 May 2020)

On 8 May 2020, the Applicant, Architectus (Planners and Urban Designers) and Squillace (Architects) met with City of Canada Bay Council to discuss a revised concept for the site.

Generally, Council was pleased with the overall design of the proposal, but expressed concern for a 17m height limit and 2:1 FSR. Council commented on the current 8.5m height plane to both sides of the canal and consider the sites interfaces as sensitive.

Council also said they would not recommend lodging a DA and Planning Proposal concurrently, as a DA cannot be approved until the Planning Proposal is gazetted.

Council confirmed no formal feedback would be provided post meeting from Council.

Additional correspondence with Council (23 June 2020)

A submission was sent to Council on 23 June seeking feedback from Council on the revised design concept. On 26 June 2020 Council provided feedback via email correspondence on the revised design concept package.

Key feedback provided from Council included:

- Development facing Ramsey Road should not be taller than four storeys (14m) with a street wall height of three storeys;
- The 14m height limit should not be allowed beyond the western edge of the right of way off Harrabrook Ave;
- Development facing Henley Marine Drive should not be taller than 3 storeys (10m) with a street wall height of three storeys along Henley Marine Drive and two storeys facing the rear boundary; and
- The design provided shows impacts of a 3 storey development, which can be mitigated by a 9m setback and deep soil planning along the boundary of 1 and 3 Harrabrook Ave (sites not included in the Proposal).

Lodgement of the Planning Proposal (18 December 2020)

On 18 December 2020, Architectus on behalf of the Applicant lodged a Planning Proposal to Canada Bay Council which sought to:

- Rezone part of the site from R2 Low Density Residential to B1 Neighbourhood Centre;
- Increase the maximum building height on part of the site from 8.5m to 15.5m;
- Increase the floor space ratio (FSR) on part of the site from 0.5:1 and 1.0:1 to 1.73:1;
- Reduce the minimum lot size map for 5 and 7 Harrabrook Ave from 450m² to 360m²; and
- Amend Schedule 1 Additional Permitted uses to allow residential flat buildings on part of the site zoned B1 Neighbourhood Centre.

Meeting 7 – Meeting to discuss issues raised in the Local Planning Panel Report (11 February 2020)

On 11 February 2021, the Applicant met with Council to discuss some of Council's concerns raised in the report prepared for the Local Planning Panel (LPP) including the following items:

- 10m height plane proposed to the west of the right of way;
- Setback to Unit 301 and visual impact to neighbouring residential properties;
- 14m height plane proposed to the east of the right of way;

- Affordable housing provision; and
- Retention & Protection of Tree 1 (Lilly Pilly).

Local Planning Panel Meeting (18 February 2021)

On 18 February 2021, the Planning Proposal was reviewed by the LPP. The LPP agreed with assessment undertaken by staff and noted that whilst the centre is small, it is well located to accommodate an increase in density that is compatible with the character of the surrounding area. The following advice was provided:

- *The Proposal is considered to have merit subject to the following amendments:*
 - a) *Provide a maximum building height fronting Ramsay Road to 14.0m and a maximum building height to the west of the right of way of 10.0m;*
 - b) *Ensure the retention and protection of tree identified as Tree 1, Lilly Pilly – Syzygium sp in the Aboricultural Impact Assessment prepared by NewLeaf Aboriculture;*
 - c) *Introduce an Active Street frontage on the land with a frontage to Ramsay Road and extending around the corner along Henley Marine Drive; and*
 - d) *Include a Detailed Contaminated Site Investigation.*
- *Council update the draft Canada Bay Affordable Housing contribution Scheme to apply to the subject site and map the land on the Affordable Housing Contribution Scheme Map under the Canada Bay Local Environmental Plan 2013;*
- *Negotiation with the applicant on the terms of a Planning Agreement prior to submission of the Planning Proposal for a Gateway Determination;*
- *A draft Development Control Plan be prepared by Council to guide the future development of the site that includes but is not limited to, the following controls:*
 - a) *Building envelope;*
 - b) *Ground level setbacks;*
 - c) *Upper level setbacks; and*
 - d) *Tree retention and landscaping requirements expressed as a percentage.*
- *The Planning proposal could be submitted to the Department of Planning Industry and Environment for a Gateway Determination, once the above matters have been addressed.*

Councilor Meeting (16 March 2021)

On 16 March 2021 Council resolved that the Planning Proposal be submitted to the Department of Planning, Industry and Environment (DPIE) for a Gateway Determination.

However, prior to the Planning Proposal being submitted to DPIE, the Planning Proposal is to be updated in accordance with advice from the LPP and Council recommendations as detailed in **Section 3** of this report.

As such, this Planning Proposal has been updated in accordance with Council's recommendations and has been re-submitted to Council to be submitted to DPIE for a Gateway Determination. A detailed response to Council's recommendations is provided in **Table 1** in **Section 3** of this report

10.2 Consultation strategy

The duration and requirements for public exhibition of the Planning Proposal will be provided as part of a Gateway determination. Community and stakeholder consultation will be undertaken in accordance with these requirements.

It is anticipated that the Planning Proposal will be publicly exhibited for a period of 28 days on Council's website and in newspapers circulated within The Hills Local

Government Area (LGA). It is also anticipated that adjoining and nearby property owners and residents will be notified in writing of the Planning Proposal.

10.3 Community Consultation

The applicant is consulting with the nearby community, and will continue to do so through the assessment phases on the proposal. In addition, it is assumed formal exhibition of the proposal will occur by the Council, which will also provide the opportunity for further comment.

11. Project Timeline

The timeframe for the proposed amendment to the CBLEP 2013 is expected to be dependent on the consideration by Council of the Planning Proposal and the progression of any additional information requested by Council to satisfy any matters required to be addressed as part of a Gateway determination.

It is considered that the information required to progress the Planning Proposal to a Gateway Determination has been submitted along with this Planning Proposal.

11.1 Indicative project timeline

Detail on indicative project timeframes is provided below in **Table 14**.

Table 14 Indicative Project Timeline

Stage	Timing	Responsible Organisation
Lodgment of initial Planning Proposal	December 2020	Architectus on behalf of the Applicant
Local Planning Panel (LPP)	February 2021	LPP and Canada Bay Council
Council endorse Planning Proposal	March 2021	Canada Bay Council
Lodgement of updated Planning Proposal	August 2021	Architectus on behalf of the Applicant
Lodgement for Gateway Determination	October 2021	Canada Bay Council
Anticipated commencement date (date of Gateway determination)	December 2021	Minister (or delegate)
Timeframe for government agency consultation (pre and post exhibition as required by Gateway determination)	January – February 2022	Applicant and Canada Bay Council
Commencement and completion dates for public exhibition period	March 2022	Canada Bay Council
Timeframe for the consideration of a proposal post exhibition	April – May 2022	Canada Bay Council
Anticipated date Relevant Planning Authority will make the plan (if delegated)	June – July 2022	Canada Bay Council

12. Conclusion

This Planning Proposal has been prepared in accordance with Section 3.33 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), and the requirements set out in 'A Guide to Preparing Planning Proposals'.

This Planning Proposal provides comprehensive justification for the proposed amendments to the CBLEP 2013 with respect to land at 1 Ramsay Road, 7 Ramsay Road, 5 Harrabrook Avenue and 7 Harrabrook Avenue.

Specifically, this Planning Proposal seeks to amend the CBLEP 2013 to:

- Rezone part of the site from R2 Low Density Residential to B1 Neighbourhood Centre;
- Increase the maximum building height on part of the site from 8.5m to 10m and 14m;
- Increase the floor space ratio (FSR) on part of the site from 0.5:1 and 1.0:1 to 1.71:1;
- Reduce the minimum lot size for 5 and 7 Harrabrook Ave from 450m² to 360m²;
- Introduce an active street frontage on land with frontage to Ramsay Road and extending 20 metres along Henley Marine Drive;
- Introduce an affordable housing contribution of 5% affordable housing for the site; and
- Introduce an additional permitted use for the site to allow residential flat buildings on part of the site zoned B1 Neighbourhood Centre.

The proposed amendments to CBLEP 2013 are intended to facilitate development of the site for the purpose of a mixed-use development that is of suitable scale and will renew the Ramsay Road neighbourhood centre.

The Proposal provides public benefits, including the opportunity for a range of public domain improvements.

The Proposal has strategic and site-specific merit, and it is recommended that Council forward the Planning Proposal to the Minister for Planning and Open Spaces for a Gateway Determination in accordance with Section 3.34 of the EP&A Act.

Attachment A – Urban Design Study, prepared by Architectus and Squillace

1-7 Ramsay Road & 5 and 7 Harrabrook Avenue, Five Dock | Planning Proposal | Architectus

Attachment B – Survey Plan, prepared by Veris

Attachment C – Traffic
Assessment Report, prepared by
Varga Traffic Planning Pty Ltd

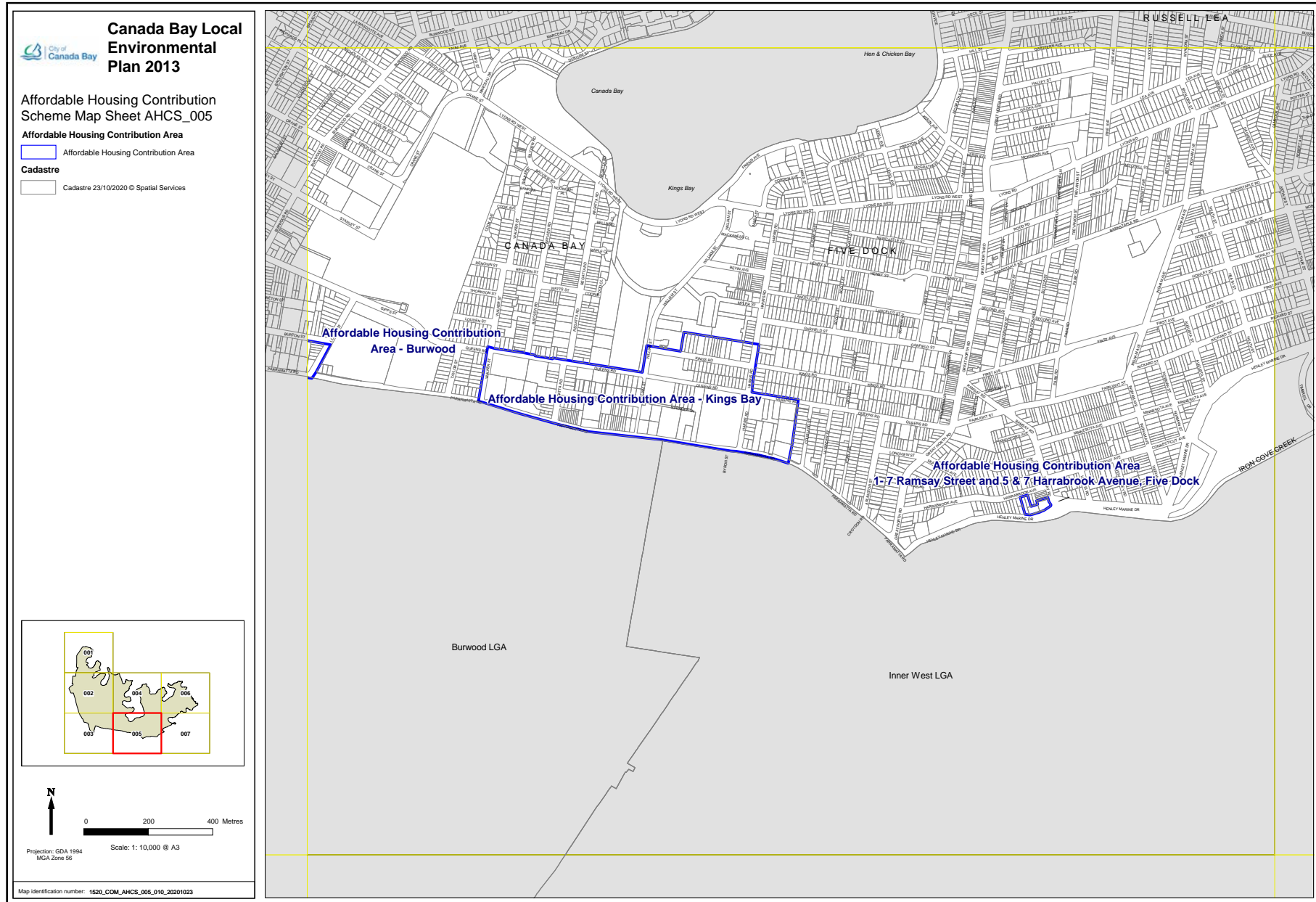
Attachment D – Arboricultural Impact Assessment, prepared by New Leaf Arboriculture

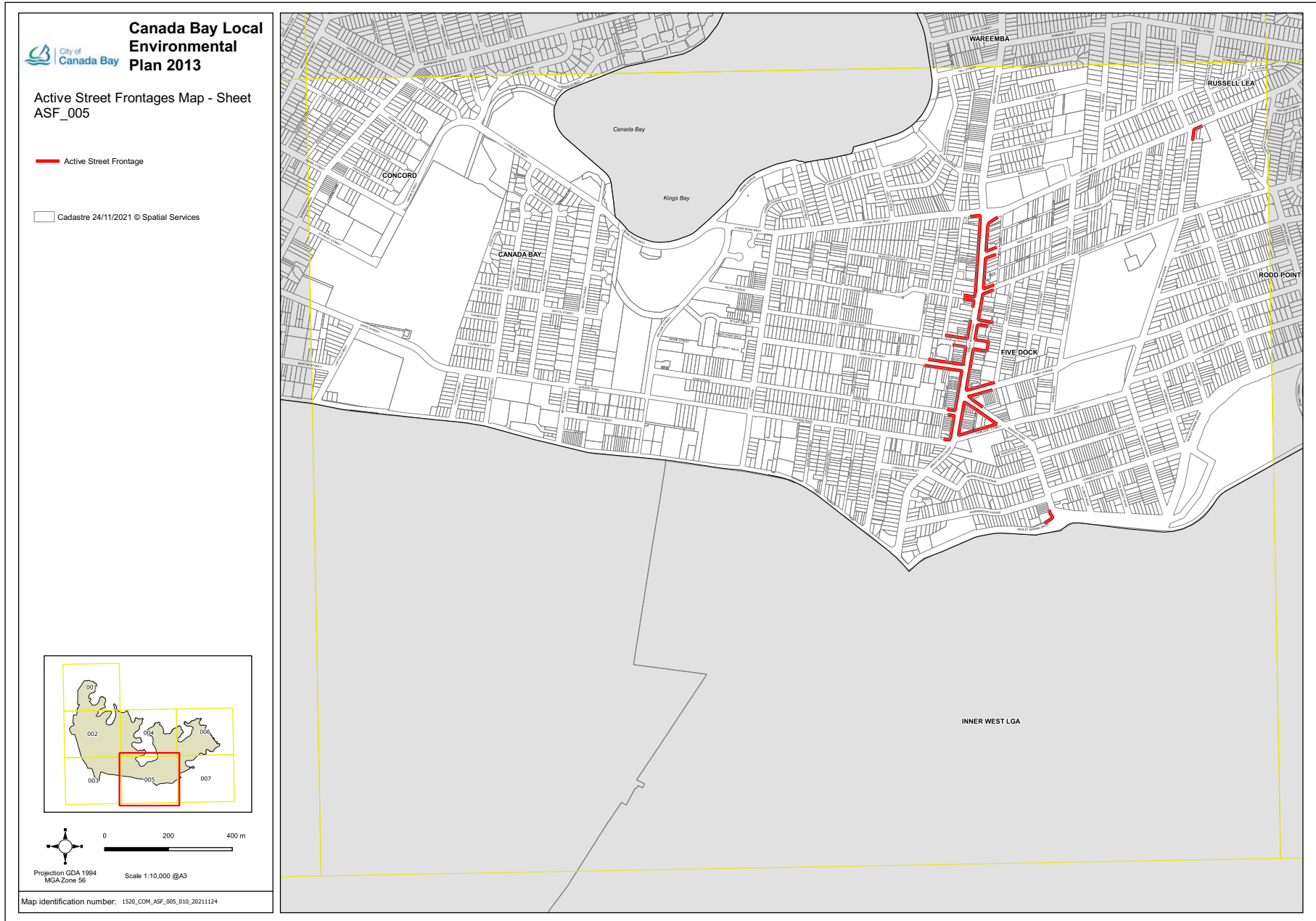
Attachment E – Supplementary
Arboricultural Assessment,
prepared by New Leaf
Arboriculture

Attachment F – Economic Report, prepared by HillPDA Consulting

Attachment G – Detailed Site Investigation Report, prepared by Aargus Pty Ltd

Attachment H – Independent
Justification for Tree Removal
Letter, prepared by Active Green
Services (on behalf of Council)





Canada Bay Local Environmental Plan 2013

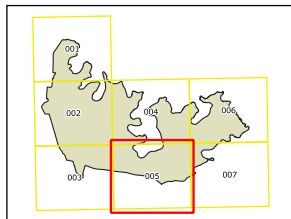
Floor Space Ratio Map - Sheet FSR_005

Maximum Floor Space Ratio (n:1)

A	0.00	S3	1.65
D	0.50	S4	1.76
F	0.60	S5	1.80
H	0.70	S6	1.83
I	0.75	S7	1.90
L	0.90	T1	2.00
N	1.00	T2	2.10
O	1.10	T3	2.26
P	1.20	T4	2.30
Q1	1.30	U1	2.50
Q2	1.35	U2	2.80
R	1.40	U3	2.90
S1	1.50	V	3.30
S2	1.60	Y	4.50

Refer to Clauses 4.4 (2A) - (2F)

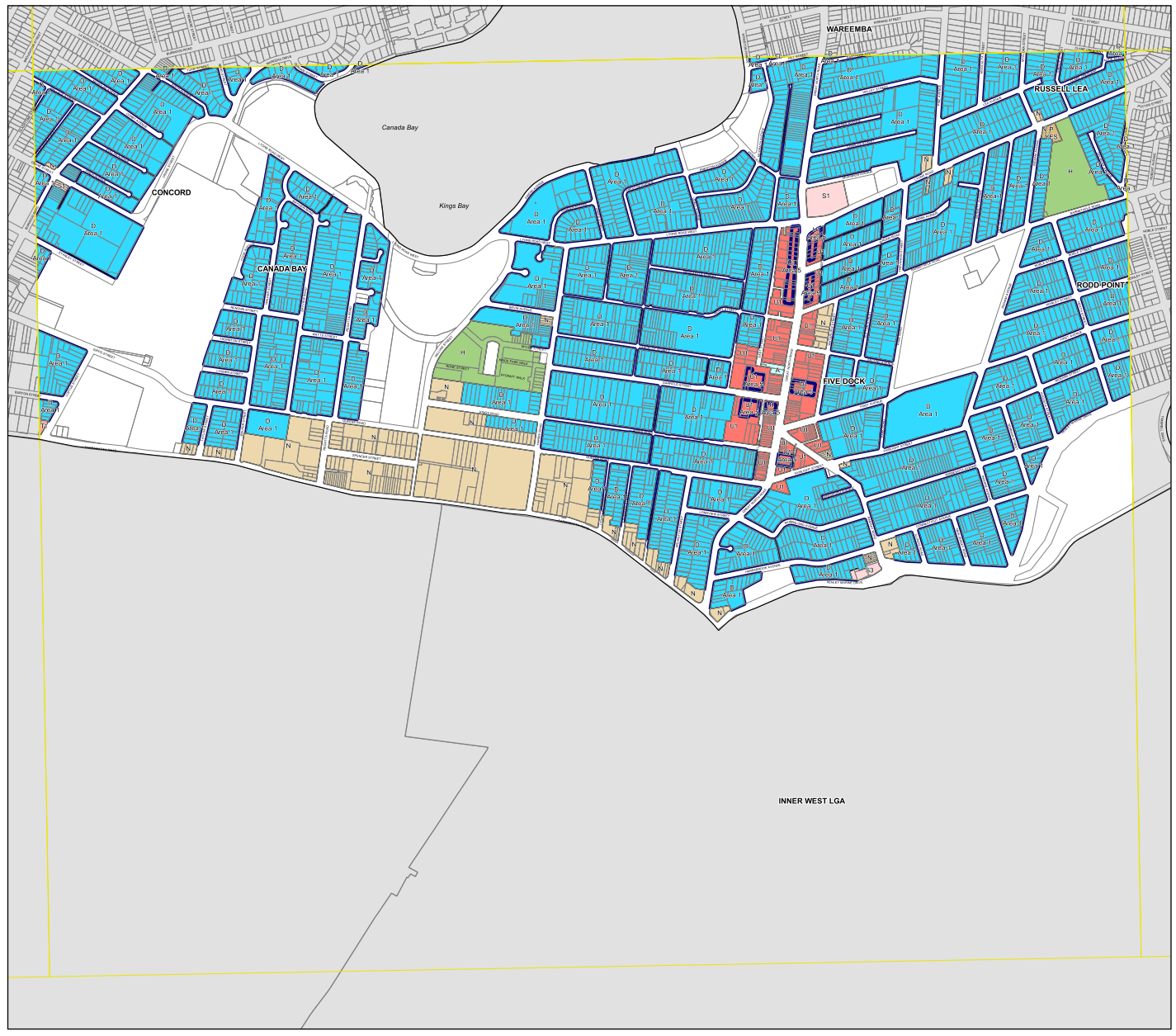
Cadastre 24/11/2021 © Spatial Services



Projection GDA 1994
MGA Zone 56

Scale 1:10,000 @A3

Map identification number: 1520_COM_FSR_005_010_20211124




INNER WEST LGA


City of Canada Bay
Canada Bay Local Environmental Plan 2013

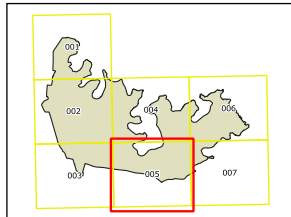
Height of Buildings Map - Sheet HOB_005

Maximum Building Height (m)

A1	0.0	S2	24.0
A2	2.5	T1	25.0
I	8.5	T2	26.0
J	9.5	T3	27.0
K1	10.0	T4	28.0
K2	10.5	T5	29.0
L	11.0	U1	31.0
M	12.0	U2	32.0
N	14.0	V	35.0
O1	15.0	W1	40.0
O2	16.0	W2	41.0
P1	17.0	Y1	50.0
P2	18.0	Y3	56.0
Q	20.0	Z	59.0
R1	21.0	AA	63.0
R2	22.0	AB1	82.0
S1	23.0	AB2	84.0

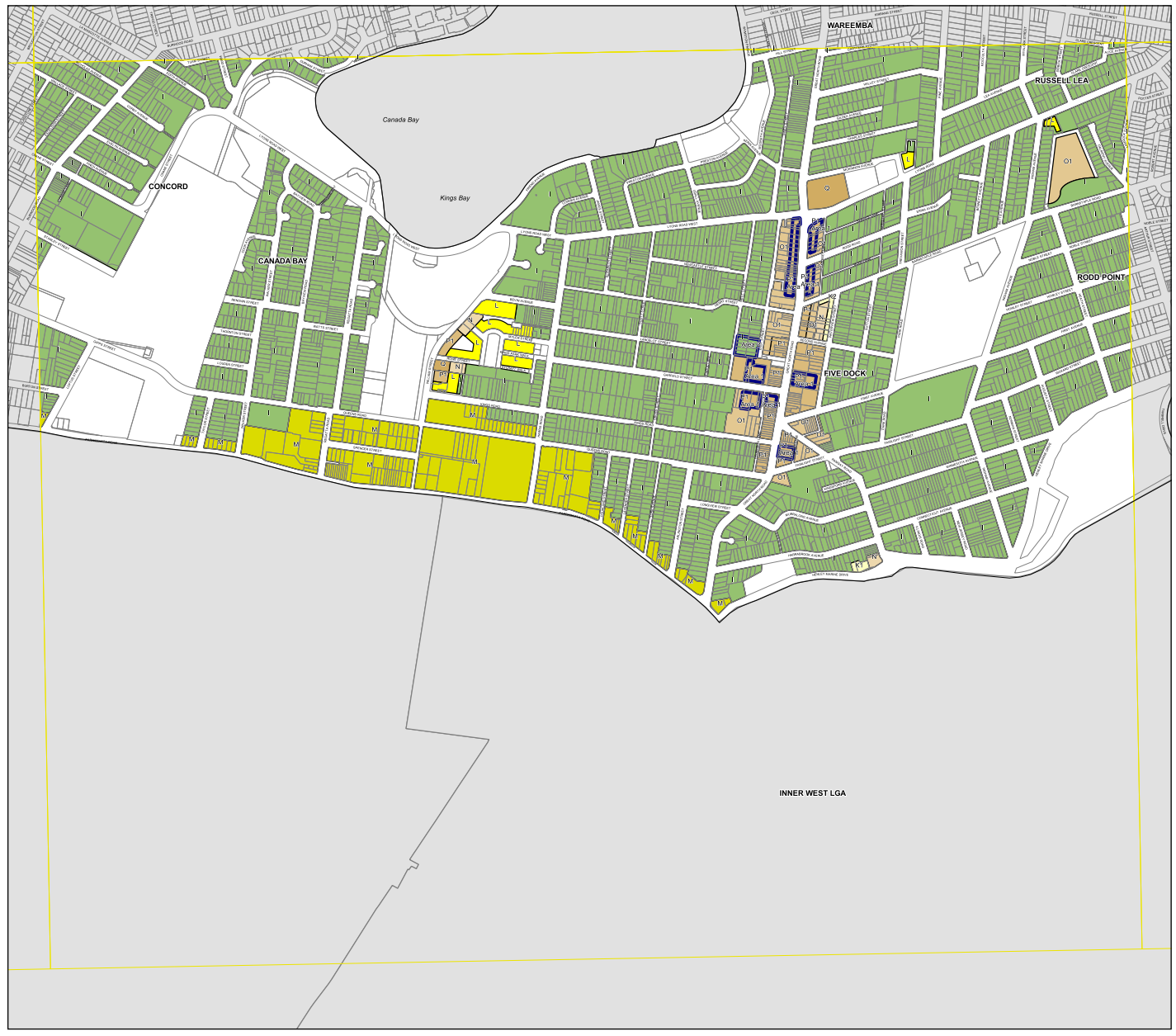
 Refer to Clause 4.3A

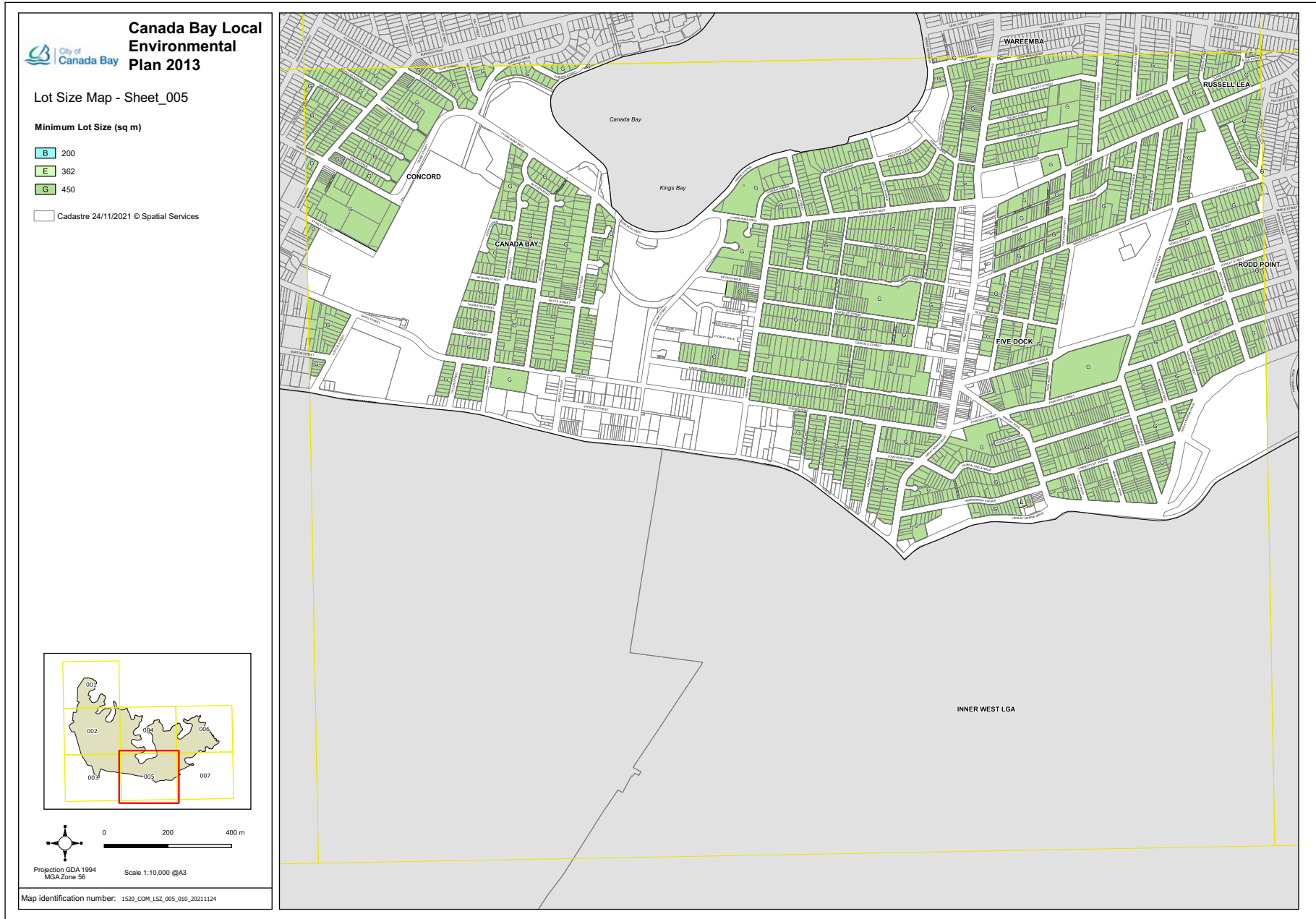
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Projection GDA 1994
 MGA Zone 56
 Scale 1:10,000 @A3

Map identification number: 1520_CDM_HOB_005_010_20211124







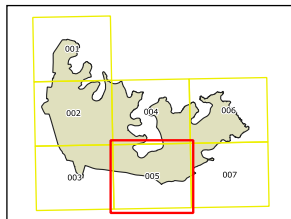
Canada Bay Local Environmental Plan 2013

Land Zoning Map - Sheet LZN_005

Zone

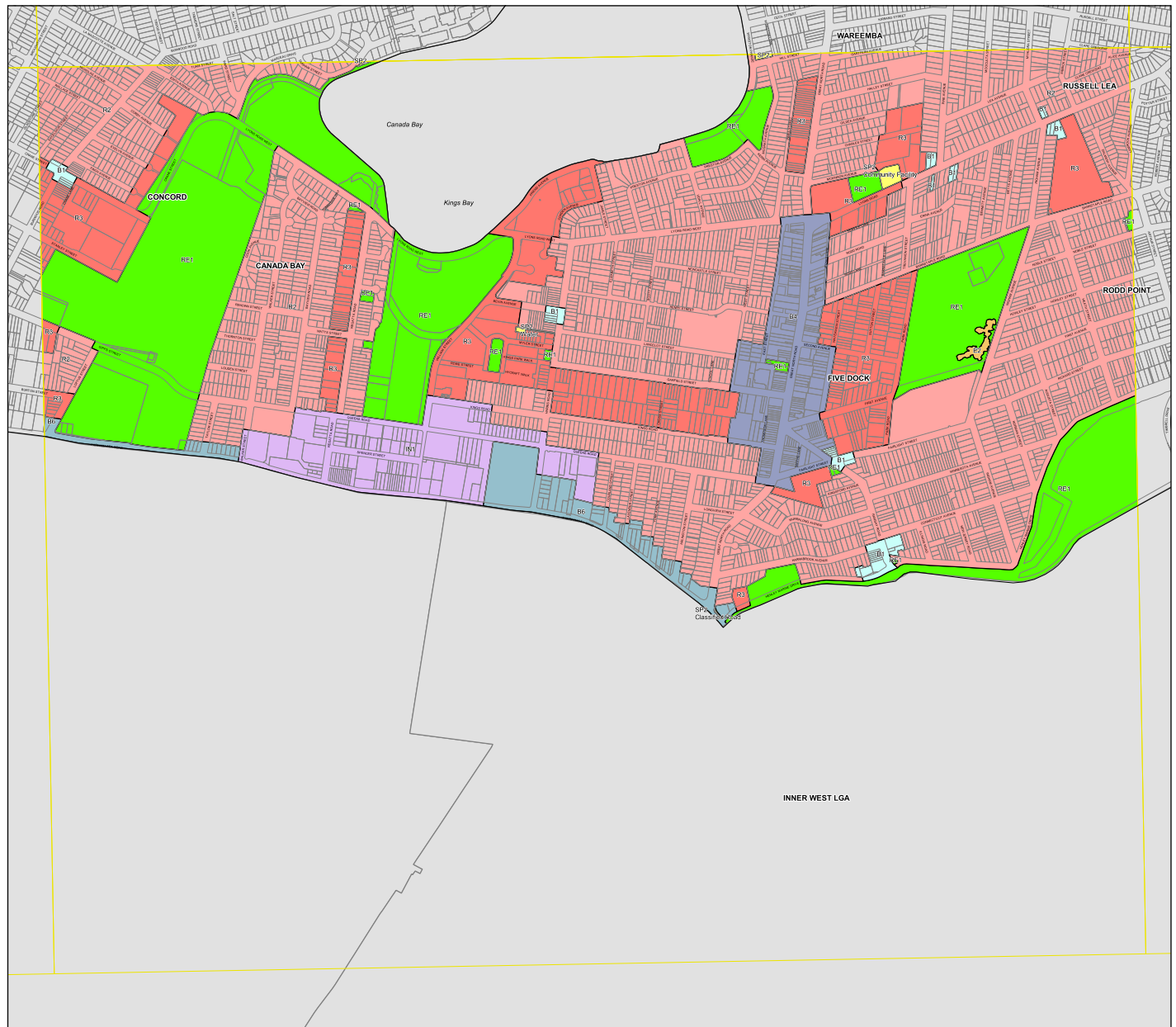
- B1 Neighbourhood Centre
- B3 Commercial Core
- B4 Mixed Use
- B6 Enterprise Corridor
- B7 Business Park
- E2 Environmental Conservation
- IN1 General Industrial
- R1 General Residential
- R2 Low Density Residential
- R3 Medium Density Residential
- R4 High Density Residential
- RE1 Public Recreation
- RE2 Private Recreation
- SP2 Infrastructure
- SSP SEPP (State Significant Precincts) 2005

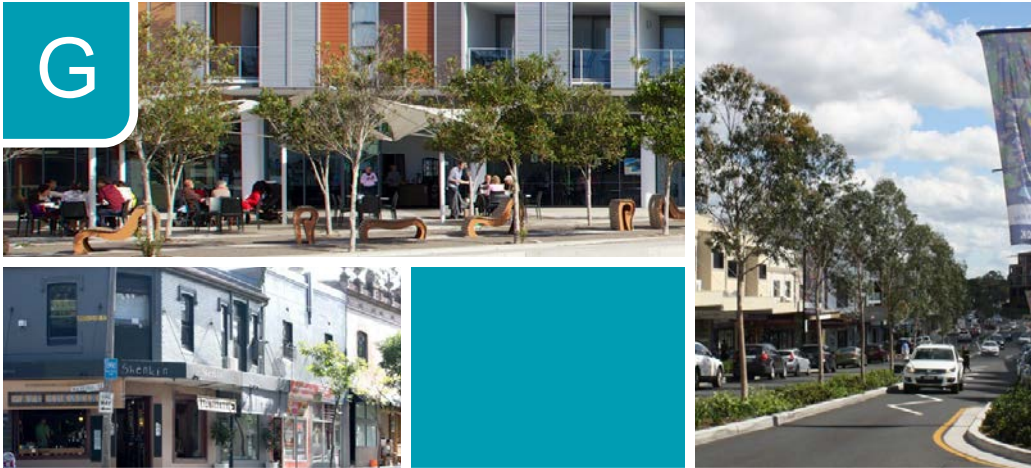
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Projection GDA 1994
MGA Zone 56
Scale 1:10,000 @A3

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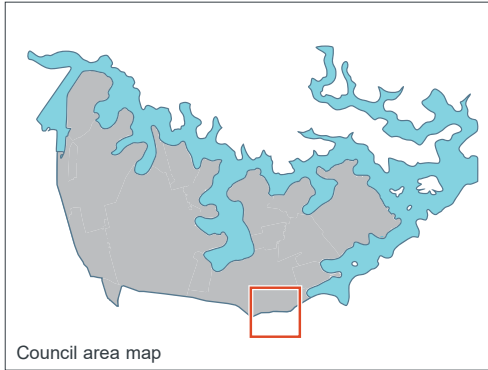




PART G - LOCAL CENTRES

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G3.6 1 - 7 Ramsay Road, Five Dock



Context

1- 7 Ramsay Road is an 'L' shaped site located to the south of Harrabrook Avenue, west of Ramsay Road and north of Henley Marine Drive. The site is located within a small neighbourhood centre, on either side of Ramsay Road immediately to the north of Iron Cove Creek. The area surrounding the site is characterised by low density, 1-2 storey detached dwelling houses, with the majority being single storey bungalows.

The neighbourhood centre forms an important gateway to the City of Canada Bay Local Government Area and a transition between the historic village of and the Five Dock Town Centre.

The planning controls outlined below apply to this site and have been developed to ensure that the form and scale of new development responds to the surrounding context and achieves a positive urban design outcome for the location.

Land Use

Objectives

- O1. Create a high-quality mixed use building at a key intersection.
- O2. To provide ground level commercial space along Ramsay Road that supports the neighbourhood centre.
- O3. To encourage residential development facing Henley Marine Drive.
- O4. To ensure residential dwellings on the ground level have a high level of amenity and create a positive interface with the street.
- O5. To maximise opportunities for passive surveillance of the public domain.

Controls	
C1.	A minimum of 25% of the site area that is zoned B1 Neighbourhood Centre must be allocated to commercial development and located on the ground
C2.	Residential dwellings on the ground facing Henley Marine Drive are to have individual entries from the street.
C3.	Where residential uses on the ground are permitted these should be raised between 0.4-1.0 metre above the footpath to improve internal privacy of residents.
C4.	All parking generated by the development is to be provided for on site.
C5.	Any access from the lane to the north of the site should be consistent with the terms of any applicable easement or right-of-carriageway applying to the land.

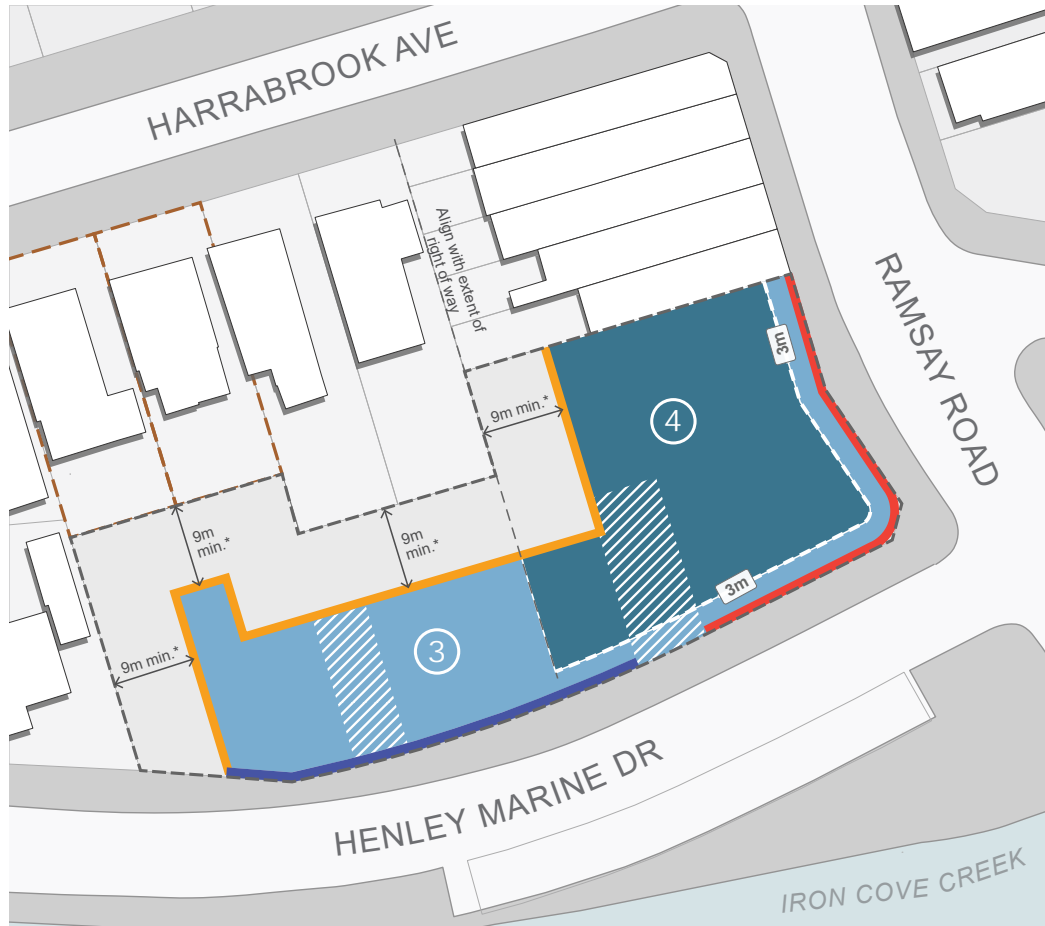
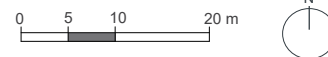


Fig G3.65 Building Envelope Controls Plan



LEGEND

- | | |
|--|---|
| Max. building height 14m (4 storeys) | Upper level setback distance from edge |
| Max. building height 10m (3 storeys) | Desired location of built form breaks/ gaps |
| 9m minimum setback to lower density residential properties | Existing creek |
| 1m setback to boundary | Cadastre |
| Desired active frontage | Minimum lot size of 360sqm |
| Max. number of storeys | Site boundary |
| Upper level setback | |

Built Form Envelope

Objectives

- O6. To establish an appropriately scaled gateway building for the location.
- O7. To achieve a development outcome which, in terms of its density, design, scale and bulk, responds in a sympathetic and harmonious manner to the surrounding grain character of the neighbourhood centre and adjoining residential development.
- O8. To minimise the apparent height of development when viewed from Ramsay Road and Henley Marine Drive.
- O9. To create a high quality development with high amenity which is responsive to its location.
- O10. To add visual quality and interest to the new development with a focus on breaking up the massing of higher density forms when viewed from public places and neighbouring properties.

Controls

C6.	New development is to conform with the maximum heights and number of storeys as shown in Fig G3.65 Building Envelope Controls Plan and Fig G3.68 to Fig G3.70 Sections.
C7.	Building heights are to transition (be lower) towards the adjoining residential uses along the site's western boundary as in Fig G3.65 Building Envelope Controls Plan and Fig G3.68 Sections.
C8.	The development is to be articulated along Henley Marine Drive and is not to present a long, unrelieved built form that dominates the streetscape and is incompatible with the local character of Henley Marine Drive.
C9.	Built form on the corner is to address both streets and use architectural elements composed so that they 'turn the corner'.

C10.	Building façades are to be articulated to incorporate breaks that building entries or provide visual connectivity to community spaces.
C11.	The upper-most level is to be designed to reduce the visual bulk and scale of the building. Options to achieve this include setbacks and the use of dark colours and roof elements that create deep shadows.
C12.	New development is to use roof colours and materials that minimises the heat island
C13.	Balconies above active frontages in Fig G3.65 and Fig G3.66 should be designed to be integrated into and reinforce the street wall. Balconies located within upper level setbacks are to integrate the parapet into the balustrade design (see Fig G3.68).
C14.	Minimum to heights are to be as per the table below:

Use	Minimum to height	Minimum to ceiling height
Retail	4.4m	4m
Commercial	3.7m	3.3m
Adaptable	3.7m	3.3m
Residential	3.1m	2.7m



Example of building on a corner where the architectural elements 'turn the corner'.



Fig G3.66 Public Domain Framework Plan



LEGEND

- | | |
|--|---|
| Non-residential ground floor use | Tree Protection Zone (TPZ) to be established by an arborist |
| Residential ground floor use | Driveway to be removed and kerb reinstated |
| 0.5m minimum depth of landscaping | Design and treatment of any driveway access within the TPZ to be established by an arborist |
| Deep soil zone (min.) | Footpath upgrades as per council requirements |
| Landscaped area (min.) | Preferred location of driveway access |
| Desired active frontage | Cadastre |
| Existing tree to be retained | Site boundary |
| Existing tree to be transplanted within the site | |
| New street trees at 10m centres. | |

Building Setbacks

Objectives

- O11. Reinforce and provide a continuous street wall along Ramsay Road.
- O12. Provide adequate privacy and access to daylight, ventilation and outlook for neighbouring properties.
- O13. Provide a high level of amenity and privacy for ground level dwellings facing Henley Marine Drive.

Controls	
C15.	New development must set back as in Fig G3.65 Building Envelope Controls Plan and Fig G3.68 to Fig G3.70 Sections.
C16.	A three (3) storey street edge with nil setback is to be provided along Ramsay Road
C17.	All habitable rooms and balconies of the new development are to be set back a minimum of 9m from the northern and western property boundaries.
C18.	Minimise overshadowing of neighbouring properties and maximise direct sunlight to adjoining public spaces.



Landscaped setbacks with integrated entries and tree planting contribute to the residential streetscape.

Landscape and public domain

Objectives

- O14. To ensure that trees and landscape on neighbouring sites are retained, existing trees on the site are to be relocated on the site where possible.
- O15. To control climatic impacts on buildings and outdoor spaces, maximise provision of shade and reduce the urban heat island
- O16. To allow adequate provision on site for of stormwater, deep soil tree planting, landscaping and areas of communal outdoor recreation.

Controls	
C19.	At a minimum, deep soil zones are to be provided as in Fig G3.66 Public Domain Framework plan and to be a minimum of 8% of the site area.
C20.	Bin storage is not to be located within deep soil zones.
C21.	A minimum of 20% of the site area on the ground is to be a landscape area as in Fig G3.66 Public Domain Framework plan
C22.	Ground residential uses along Henley Marine Drive are to be provided with a minimum 0.5m wide landscape setback.
C23.	Non-permeable hard surfaces (i.e. concrete slabs) are not permitted in deep soil zones.
C24.	New screening landscape is to be provided along the boundary of adjoining existing residential properties.
C25.	No communal open space is permitted above the ground to avoid adverse impacts to the amenity of adjoining properties.
C26.	Ensure the removal of trees on site will be by replacement planting on site.



Awnings provide continuous all weather shelter for pedestrians.

Vertical elements such as support walls and columns (ideally continued to the upper levels) support a vertical rhythm along the street.

A maximum of 70% of the ground facade is to be glazed and the facade is to be balanced with solid elements.

Tenancies should be as narrow as possible (ideally 5-8m wide) and a minimum of 10m deep.

Fig G3.67 Design guidance for active frontages

Active Frontages

Objectives

- O17. To enhance the commercial viability of the area and compliment existing small-scale retail, commercial, and community uses.
- O18. To promote a diversity of retail shop sizes within the neighbourhood centre.
- O19. To provide a safe, interesting and vibrant environment that encourages pedestrian activity and supports the economic success of the neighbourhood centre.



Breaking the facade into smaller elements helps create variation and interest.

Controls	
C27.	Ground level active uses must be provided along 'Active frontages' as in Fig G3.65 and Fig G3.66.
C28.	Ground tenancies along active frontages should be no more than 8m wide to create a vertical rhythm, and variety and interest along the street.
C29.	Ground level active uses are to be a minimum of 10m deep.
C30.	Shop entries are to be level with the footpath. Where this is not possible entries are to be a maximum of 0.3m above the footpath level. Shop entries cannot be below the street level.
C31.	Along active frontages: <ul style="list-style-type: none"> • Continuous awnings must be provided to shelter pedestrians from weather conditions. • The design guidance shown in Fig G3.67 must be applied.
C32.	Awnings are to be designed such that they 'turn the corner'.

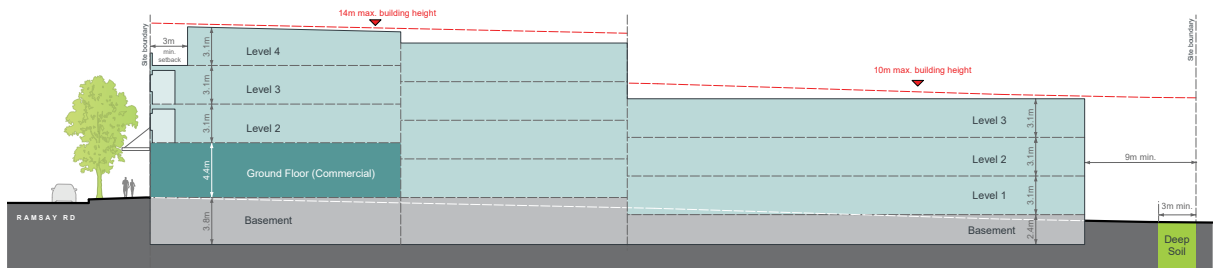
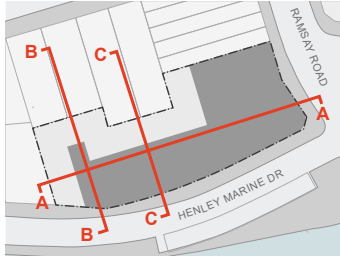


Fig G3.68 Building Envelope Section A-A

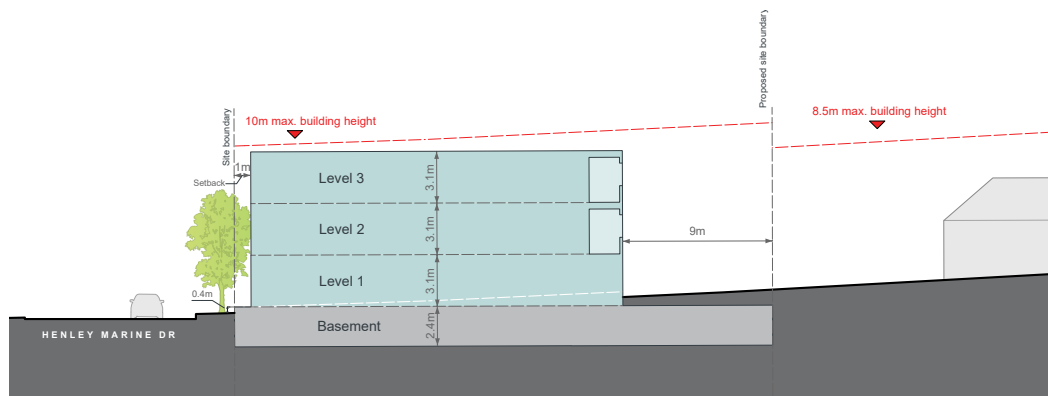


Fig G3.69 Building Envelope Section B-B

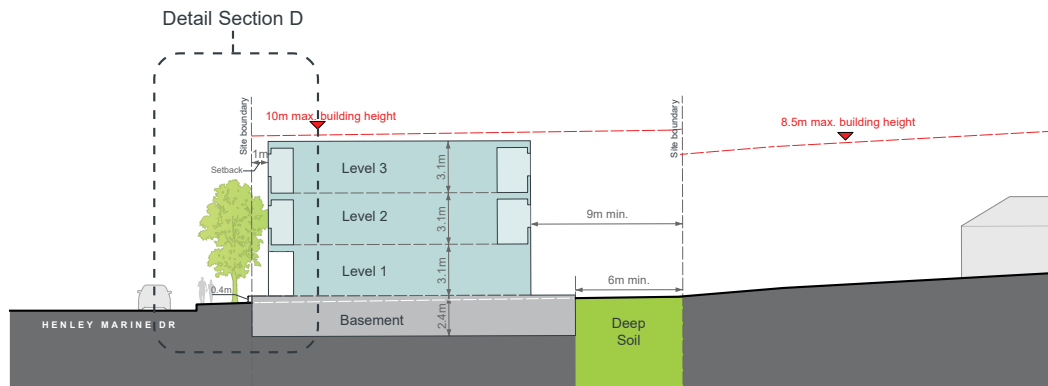


Fig G3.70 Building Envelope Section C-C

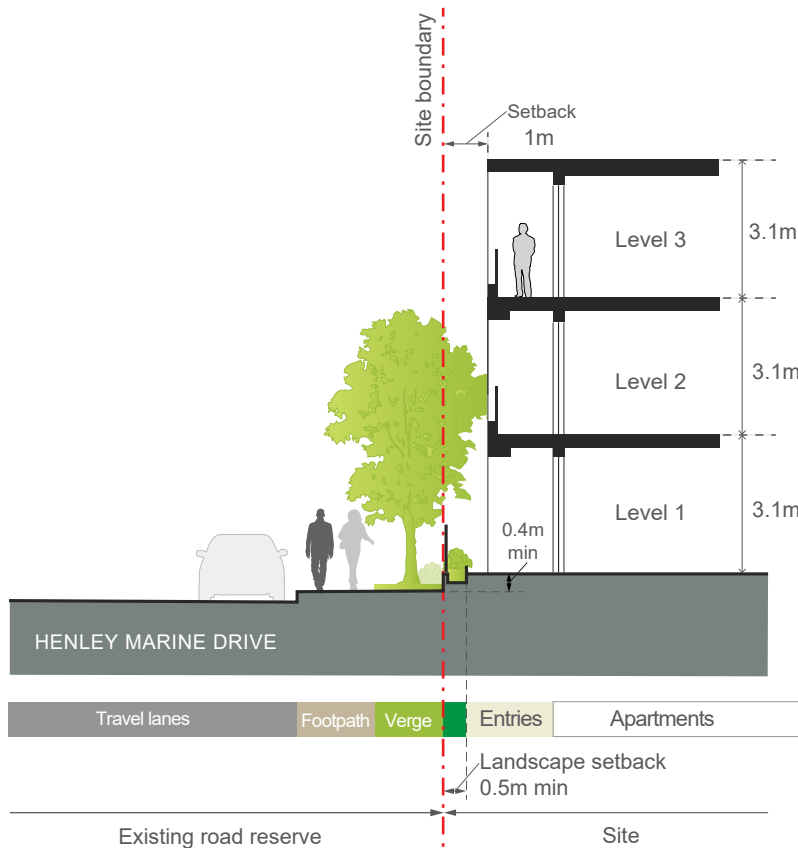


Fig G3.71 Detailed Section D through ground floor residential

STRATEGIC
PLANNING POLICY

**CITY OF CANADA BAY
AFFORDABLE HOUSING CONTRIBUTION SCHEME**

Date of adoption:
18/08/2020

Dates revised:
16/06/2021, 01/03/2022

Effective date:
TBC

Version	Date	Author	Amendment
2.0	Revised 15/6/21 Effective 31/10/21	T.Kao	<ul style="list-style-type: none"> • Rhodes West Contribution Area added to AHCS • References to annual indexation are corrected to quarterly indexation
X	01/03/2022	T.Kao	<ul style="list-style-type: none"> • 1-7 Ramsay St and 5&7 Harrabrook Ave, Five Dock

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3. Appendix C- References	

SECTION 1: STRATEGIC CONTEXT AND BACKGROUND

1.1 Introduction

The City of Canada Bay Affordable Housing Contributions Scheme (the AHCS), sets out how, where, and at what rate development contributions are collected by the Council for affordable housing.

The AHCS has been prepared in accordance with the requirements of Section 7.32(1)(c) of the Environmental Planning and Assessment Act and State Environmental Planning Policy 70 - Affordable Housing (Revised Schemes) (SEPP 70).

It is consistent with the Eastern City District Plan which identifies opportunities to support affordable rental housing, particularly for key workers and skilled workers in targeted employment areas.

1.2 Context

In Sydney over the last 20 years, a growing population combined with a decrease in average household size has led to an increase in the demand for housing. This demand has exceeded the supply of new dwellings and has contributed to increased housing costs, which affects the ability of very low to moderate income households to live in large parts of the Eastern City District, including desirable locations such as the City of Canada Bay.

Within Canada Bay, the redevelopment of land at Rhodes East and in the Parramatta Road Corridor is likely to place further pressure on housing affordability. Unless there is intervention to support the provision of designated affordable housing, urban renewal is likely to push prices and rents that are already beyond the capacity of many households even further out of reach.

Council is committed to enabling affordable housing in the City of Canada Bay to maintain a diverse, vibrant and healthy community and to alleviate housing stress experienced by some individuals and families in the private rental housing market. This commitment is set out in the Canada Bay Community Strategic Plan - *Your Future 2030* which identifies housing affordability as a challenge, and recognises the need to supply housing for purchase and rental across a range of income levels to ensure a broad cross-section of the community can enjoy living and working in the City. This approach is reinforced in the City of Canada Bay Local Strategic Planning Statement (the LSPS) which sets out a land-use vision that includes housing affordability and includes actions requiring Council to address affordable housing.

The City of Canada Bay Housing Strategy (the Housing Strategy, provided at Appendix A) supports the LSPS, providing an evidence base and the following vision for Affordable Housing in Canada Bay:

Affordability of housing will be addressed through the requirement for major redevelopment sites to provide affordable housing that can be managed by community housing providers. This will allow key workers and households on low-moderate incomes to live within the City of Canada Bay, and retain social and economic diversity. (SGS 2019: p 12).

This Affordable Housing Contribution Scheme is a key step towards meeting that vision.

1.3 Objectives of the AHCS

The objectives of the City of Canada Bay AHCS are to:

- recognise the provision of affordable rental housing as critical infrastructure to support sustainable growth
- contribute to meeting the needs of very low to moderate income households for affordable housing in the City of Canada Bay
- provide certainty around the requirements for affordable housing in the City of Canada Bay, including the rate for contributions and how contributions will be collected
- ensure that contribution rates for affordable housing are viable and are evidence-based.

1.4 Where does the AHCS apply?

The AHCS applies to the following land within the City of Canada Bay Local Government Area:

- 1) Rhodes West and Rhodes East as shown in Figure 1.1, below; and
- 2) The Parramatta Road Corridor Urban Transformation Strategy Precinct Areas of Burwood, Homebush and Kings Bay as shown in Figure 1.2, below; and
- 3) 160 Burwood Rd, Concord (Bushell 's site) at Figure 1.3, below; and
- 4) 1-7 Ramsay Road and 5 & 7 Harrabrook Avenue, Five Dock at Figure 1.4 below,
- 5) Other areas within the City of Canada Bay where a Planning Proposal is approved for residential or mixed-use development and an uplift of land value is created, and where Council resolves to include the area in this AHCS scheme and the Canada Bay LEP.

These lands to which the AHCS apply are collectively referred to as “the affordable housing contribution areas”.

Additional land may be added to the AHCS by amendment of this document via Council resolution and amendment of the Canada Bay LEP.

City of Canada Bay Council
 Affordable Housing Contribution Scheme



Figure 1.1a: Rhodes East Affordable Housing Contribution Area



Figure 1.1b: Rhodes West Affordable Housing Contribution Area

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City of Canada Bay Council
 Affordable Housing Contribution Scheme



Figure 1.2a: Homebush Affordable Housing Contribution Area

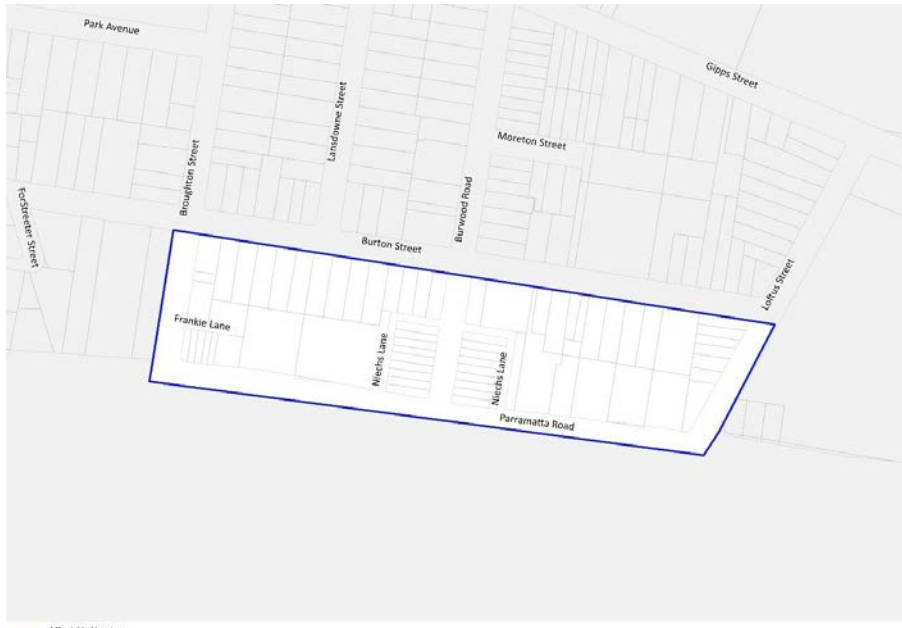


Figure 1.2b: Burwood Affordable Housing Contribution Area

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City of Canada Bay Council
Affordable Housing Contribution Scheme



Figure 1.2c: Kings Bay Affordable Housing Contribution Area



Figure 1.3: 160 Burwood Road, Concord Affordable Housing Contribution Area

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City of Canada Bay Council
Affordable Housing Contribution Scheme

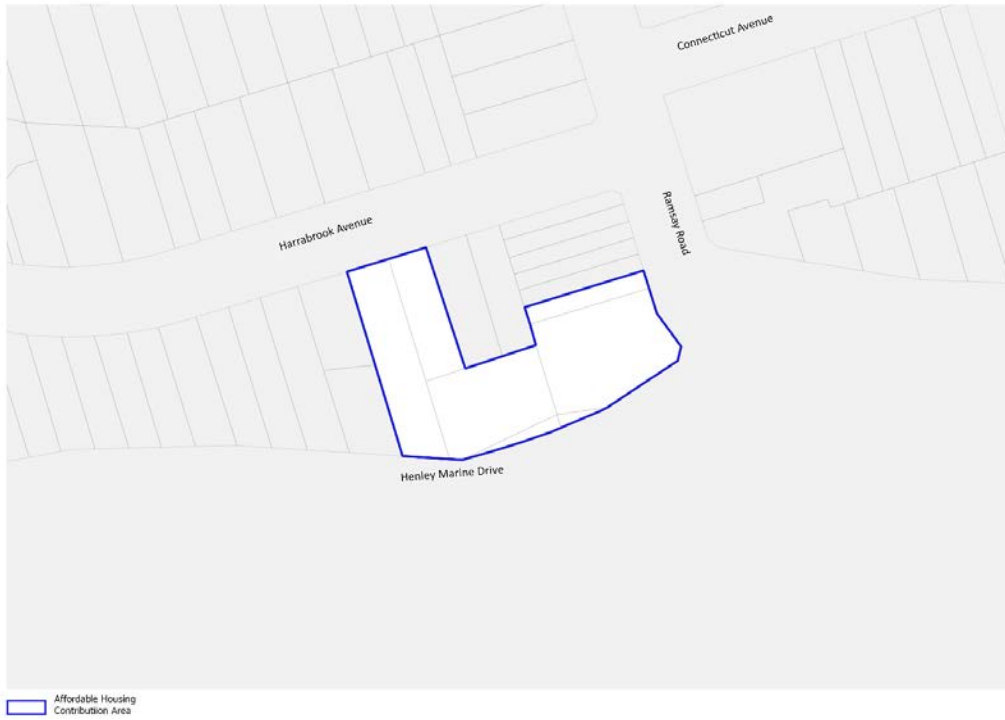


Figure 1.4: 1- 7 Ramsay Street and 5 & 7 Harrabrook Avenue, Five Dock Affordable Housing Contribution Area

1.5 What type of development does the AHCS apply to?

The AHCS applies to all new development in the areas defined by the maps in section 1.2 of this AHCS, except for:

- Development for non-residential floorspace (unless identified as adaptable floor space)
- Exempt development
- A dwelling house that results in the creation of less than 200sqm of residential floor space
- Refurbishment or repair of a building that results in additional residential floorspace less than 100 sqm
- Development for the purposes of affordable housing or social housing
- Development of community facilities, public roads or public utility undertakings.

1.6 Overview- Affordable Housing Need in City of Canada Bay

Evidence

Council has assembled a comprehensive evidence base that considers both the need for and viability of requiring affordable housing provision as part of development in the LGA. This has supported the development of the AHCS and is referenced in this section and throughout the document, with details provided in the appendices. The evidence base includes LGA-wide information such as its Housing Strategy, and locality-based affordable housing reports for the Rhodes Planned Precinct, Parramatta Road Corridor precincts and the former Bushell's site at 160 Burwood Road, Concord.

The evidence base includes the following documents:

- Council's Affordable Housing Policy (2007, revised August 2017)
- City of Canada Bay Housing Strategy (SGS Economics and Planning) 2019
- Draft Affordable Housing Program Rhodes East (Hill PDA) 2017
- Affordable Rental Housing -Evidence report Rhodes East (Hill PDA) 2017
- Draft Affordable Housing Program- Parramatta Road Corridor (AEC Consulting 2019)
- Affordable Housing Program- Parramatta Road Corridor Background Analysis (AEC Consulting 2018)
- 160 Burwood Road Concord, Affordable Housing Feasibility Analysis (AEC Consulting 2019)
- Feasibility analysis undertaken by the Department of Planning, Industry and Environment for Rhodes Gateway West (Jones Lang LaSalle 2020)
- 1 Ramsay Road, Five Dock – Affordable Housing Feasibility Analysis (Atlas Urban Economics 2021)

Overview

As for many Councils within the Greater Sydney Region, the decline in the affordability of housing is a key issue for the City of Canada Bay. Over the last 20 years there has been an ongoing decline in the proportion of housing stock available for very low to moderate income households in particular. The desirable location and proximity of the LGA, together with the upward pressure on property prices from urban renewal and stagnation of wages is expected to cause further declines in affordability over future decades. This will lead to increased demand for Affordable and Social Housing.^{1,2}

¹SGS Economics and Planning for City of Canada Bay Council (2019) Canada Bay Housing Strategy.
Owner: Planning and Environment – Strategic Planning
Last revised: March 2022

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² AEC for City of Canada Bay Council (2019) Affordable Housing Program Parramatta Road Corridor.

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The lack of affordable rental housing will have the effect of displacement within the City of Canada Bay, with very low-moderate income earners at risk of being forced away from the area. This would lead to a less diverse community, the migration of young people to other areas and a reduced labour force of key workers available to support the local economy.³

One of the key findings of The City of Canada Bay's Housing Strategy is that housing in the LGA is becoming less affordable- particularly for young families moving into larger dwellings with more than two bedrooms.⁴

Affordable and Social Housing Demand⁵

The Housing Strategy describes households who are in need of affordable housing as those who, due to financial stress (and potentially other reasons), are either:

- Unable to access market housing (including homeless persons)
- Have low household incomes and spend a high proportion of this income on rent (i.e. are experiencing rental stress)⁶

Research undertaken by SGS Economics and Planning for the Housing Strategy found that at the time of the last Census, 42% of households renting in the City of Canada Bay LGA experienced rental stress (paying more than 30% of household income on rent). Of the 3,780 households currently experiencing rental stress, 2,224 are experiencing severe rental stress (paying more than 50% of household income on rent). This has a significant impact on lower income households, including key workers, sole parents, older persons and students.

This level of rental stress translated to a demand for 5,058 social and affordable housing dwellings within Canada Bay, illustrated in Figure 1.4 below: The current 1,016 Canada Bay households living in social housing also contributes to this demand.

³ Affordable Housing Discussion Paper and Action Plan- Warringah Council (2015) in Hill PDA (2017 Affordable Housing Program Rhodes East)

⁴ SGS Economics and Planning for City of Canada Bay Council (2019) Canada Bay Housing Strategy.

⁵ Information in this section from SGS Economics and Planning for City of Canada Bay Council (2019) Canada Bay Housing Strategy.

⁶ This definition excludes those who are homeowners and are experiencing mortgage stress. This cohort is typically excluded, as these households have the option of liquidating their asset and entering the rental market. (source: SGS Economics and Planning 2019).

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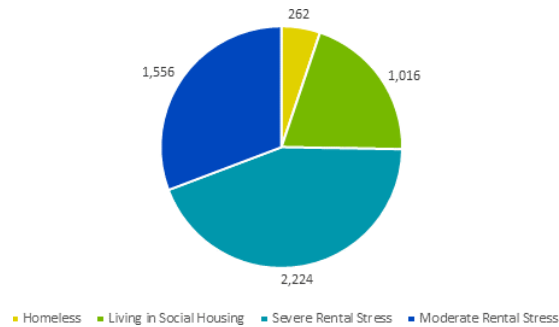


Figure 1.4: Current Demand (by number of households) for Social and Affordable Housing

Source: ABS Census 2016, ABS Homelessness Estimate (Cat. 2049.0), SGS Economics & Planning 2018

Over the 20-year period spanning from 2016 to 2036, the City of Canada Bay is expected to accommodate a high level of population growth, with the population predicted to increase from approximately 88,000 in 2016 to 120,000 in 2036.

Demand for social and affordable housing is expected to grow by approximately 770 dwellings to 2026 and up to 1,997 additional dwellings between 2016 and 2036. When added to current demand, this results in a total demand of 7,056 dwellings (i.e. 14% of all dwellings in Canada Bay). This represents an average annual growth rate of 1.7%, compared to an annual growth of 1.5% across NSW.⁷

In addition to population growth pressures, the redevelopment of land in urban renewal precincts such as Rhodes Planned Precinct and the Parramatta Road Corridor is likely to place upward pressure on property values. Unless there is intervention to support the provision of designated affordable housing, urban renewal is likely to push already high purchase prices and rents further out of reach of very low to moderate income households.

Current supply of affordable housing⁸

In 2016, Canada Bay had a stock of 1,187 social and affordable housing dwellings. Of these, the majority (816) were public housing dwellings, 331 were community housing dwellings and 40 were National Rental Affordability Scheme (NRAS) dwellings (SGS Economics and Planning). It is noted that NRAS is currently being phased out by the Australian Government.

When considering this supply against current demand, SGS found that in 2016, there was consequently a shortfall of 3,871 affordable and social dwellings in the Canada Bay LGA.

⁷ Ibid

⁸ Information sourced from ⁸SGS Economics and Planning for City of Canada Bay Council (2019) Canada Bay Housing Strategy.

1.7 Legislative basis for Affordable Housing Contributions

Section 7.32 of the Environmental Planning and Assessment Act (EP&A Act) allows Council to levy contributions for affordable housing if a State Environmental Planning Policy (SEPP) identifies a need for affordable housing in the LGA.

In April 2018, State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes) (SEPP 70) was amended to apply to the City of Canada Bay. The SEPP provides a mechanism for Councils to develop schemes and levy developer contributions for affordable housing via conditions of consent. The SEPP now applies to all Councils in the Greater Sydney Region.

Under Section 7.32(3)(b) of the EP&A Act, any condition imposed on a development consent must be authorised by a Local Environmental Plan (LEP) and be in accordance with an affordable housing contribution scheme for dedications or contributions set out in, or adopted by, the LEP.

Clause 6.12 of the City of Canada Bay LEP 2013 authorises this AHCS, as follows:

Part 6 Local Provisions

6.12 Affordable housing

- (1) This clause applies to development on land in an affordable housing contribution area that involves—
 - (a) the erection of a new building with a gross floor area of more than 200 square metres, or
 - (b) alterations to an existing building that will result in the creation of more than 200 square metres of gross floor area that is intended to be used for residential purposes, or
 - (c) the demolition of existing floor area and the subsequent creation, whether for the same or a different purpose, of more than 100 square metres of gross floor area.
- (2) The consent authority may, when granting development consent to development to which this clause applies, impose a condition requiring a contribution equivalent to the applicable **affordable housing levy contribution** for the development specified in subclauses (2A)–(6A).
- (2A) The affordable housing levy contribution for development in Area 4 is 3.5% of the relevant floor area that exceeds the floor space achieved by applying a floor space ratio of 1.76:1.
- (3) The affordable housing levy contribution for development in the following affordable housing contribution areas is 4% of the relevant floor area—
 - (a) the Burwood affordable housing contribution area,
 - (b) the Homebush affordable housing contribution area, except for 3 King Street, Concord West and 176–184 George Street, Concord West,
 - (c) the Kings Bay affordable housing contribution area.
- (4) The affordable housing levy contribution for development on land at 3 King Street, within the Homebush affordable housing contribution area, is 5% of the relevant floor area that exceeds the floor space achieved by applying a floor space ratio of 0.5:1.
- (5) The affordable housing levy contribution for development on land at 176–184 George Street, Concord West, within the Homebush affordable housing contribution area, is 5% of the relevant floor area that exceeds the floor space achieved by applying a floor space ratio of 1.0:1.

- (6) The affordable housing levy contribution for development in the following affordable housing contribution areas is 5% of the relevant floor area—
- (a) the 160 Burwood Road Concord affordable housing contribution area,
 - (b) the Rhodes East affordable housing contribution area,
 - (c) the 1 – 7 Ramsay Road and 5 & 7 Harrabrook Avenue, Five Dock.
- (6A) The affordable housing levy contribution for development on land in the Rhodes West affordable housing contribution area, except for Area 4, is 5% of the relevant floor area that exceeds the floor space achieved by applying the maximum floor space ratio that was shown for the land on the [Floor Space Ratio Map](#) immediately before the commencement of this subclause.
- (7) A condition imposed under this clause must provide for the affordable housing levy contribution to be satisfied—
- (a) by dedication in favour of the Council of land comprising—
 - (i) 1 or more dwellings, each having a gross floor area of not less than 50 square metres, with any remainder paid as a monetary contribution to the Council, or
 - (ii) other land approved by the Council in accordance with the Affordable Housing Contributions Scheme, with any remainder paid as a monetary contribution to the Council, or
 - (b) if the person chooses, by monetary contribution paid to the Council.
- (8) The rate at which a dedication of land or monetary contribution is taken to be equivalent to the relevant floor area for the purposes of the affordable housing levy contribution is to be calculated in accordance with the Affordable Housing Contributions Scheme.
- (9) To avoid doubt—
- (a) it does not matter whether the floor area, to which a condition under this clause relates, was in existence before, or is created after, the commencement of this clause, or whether the floor area concerned replaces an existing area, and
 - (b) the demolition of a building, or a change in the use of land, does not give rise to a claim for a refund of an affordable housing contribution.
- (10) In this clause—
- affordable housing contribution area** means the following areas shown on the [Affordable Housing Contribution Scheme Map](#)—
- (a) Burwood affordable housing contribution area,
 - (b) 160 Burwood Road Concord affordable housing contribution area,
 - (c) Homebush affordable housing contribution area,
 - (d) Kings Bay affordable housing contribution area,
 - (e) Rhodes East affordable housing contribution area,
 - (f) Rhodes West affordable housing contribution area,
 - (g) 1 - 7 Ramsay Street and 5 & 7 Harrabrook Avenue affordable housing contribution area.

Affordable Housing Contributions Scheme means the Affordable Housing Contributions Scheme adopted by the Council on 18 August 2020.

Area 4 means the land identified as “Area 4” on the [Additional Local Provisions Map](#).

relevant floor area of a building means the gross floor area of the building that is to be used for residential purposes excluding the floor area that is—

- (a) to be used to provide affordable housing or public housing, or

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- (b) to be used for community facilities, schools, public roads or public utility undertakings, or
- (c) on land in Zone IN1 General Industrial.

1.8 Relationship to other affordable housing provisions in the LGA

City of Canada Bay Local Environmental Plan 2013

The Affordable Housing Contributions Scheme is affected by the inclusionary zoning provisions in the City of Canada Bay Local Environmental Plan 2013 which are authorised under the Environmental Planning and Assessment Act 1979 and State Environmental Planning Policy No. 70 Affordable Housing (Revised Schemes).

Under these provisions all residential development in the nominated locations (unless excluded) is required to provide affordable housing contributions. This can be achieved by dedicating affordable housing dwellings on-site or by a monetary contribution or by land dedication of suitable land to Council.

City of Canada Bay Local Strategic Planning Statement

The City of Canada Bay Local Strategic Planning Statement sets out the following affordable housing provisions:

- Action 2.1 includes Council's intention for 5% of new housing to be provided as affordable housing in the Rhodes Peninsula.
- Action 5.1 states that an Affordable Housing Contributions Scheme will be prepared for the Parramatta Road Corridor.
- Action 5.5 requires a minimum of 5% of the Gross Floor Area of new development to be dedicated as affordable housing for: Planned Precincts; Parramatta Road Corridor precincts; and where there is an increase in density arising from a planning proposal. It also states that 'an affordable housing contribution plan is required before the rezoning of above precincts/sites.

The targets outlined in the Local Strategic Planning Statement are subject to detailed viability testing. Viability testing undertaken to inform the Affordable Housing Contributions Scheme has shown that it is not viable to require the 5% target contribution within the Parramatta Road Corridor, therefore a 4% contribution requirement will be applied, to be reviewed and amended in future, if conditions change and the 5% target is found to be viable.

Voluntary Planning Agreements

Council has a Planning Agreements Policy which sets out its policy, principles and procedures relating to planning agreements under section 7.4 of the Environmental Planning and Assessment Act 1979.

The minimum requirements for affordable housing as set out in this AHCS will apply to applicable development regardless whether a Voluntary Planning Agreement is negotiated with Council. In some instances, contributions additional to Affordable Housing will be negotiated and required in a Voluntary Planning Agreement.

Where Council is negotiating the terms of a proposed planning agreement that includes provision for affordable housing in connection with a development application or proposed development application, it will follow the requirements set out in Environmental Planning and Assessment (Planning Agreements) Ministerial Direction 2019.

City of Canada Bay Affordable Housing Policy

The City of Canada Bay Affordable Housing Policy provides a set of principles and clarifies the intent of Council's involvement in affordable housing. The principles are:

- Council supports the production of affordable housing stock; whether through inclusionary zoning, voluntary planning agreements or working with developers to encourage appropriately designed affordable housing
- Council aims to provide increased flexibility for a diverse range of housing types and sizes for varying stages of life. Council may achieve this by updating the LEP and DCP following detailed community engagement and analysis in order to understand needs
- Council undertakes the role of advocacy, and where possible, undertake mitigation to reduce further loss to affordable housing stock

It also provides management guidelines for the ongoing operation of affordable housing units owned by Council.

1.9 Affordable housing principles

In addition to those principles provided in the City of Canada Bay Affordable Housing Policy, the AHCS will be managed in accordance with the following principles set out in SEPP 70:

1. Where any of the circumstances described in section 7.32 (1) (a), (b), (c) or (d) of the Act occur, and a State Environmental Planning Policy or Local Environmental Plan authorises an affordable housing condition to be imposed, such a condition should be imposed so that mixed and balanced communities are created.

2. Affordable housing is to be created and managed so that a socially diverse residential population representative of all income groups is developed and maintained in a locality.
3. Affordable housing is to be made available to very low, low or moderate income households, or any combination of these.
4. Affordable housing is to be rented to appropriately qualified tenants and at an appropriate rate of gross household income.
5. Land provided for affordable housing is to be used for the purpose of the provision of affordable housing.
6. Buildings provided for affordable housing are to be managed so as to maintain their continued use for affordable housing.
7. Rental from affordable housing, after deduction of normal landlord's expenses (including management and maintenance costs and all rates and taxes payable in connection with the dwellings), is generally to be used for the purpose of improving or replacing affordable housing or for providing additional affordable housing.
8. Affordable housing is to consist of dwellings constructed to a standard that, in the opinion of the consent authority, is consistent with other dwellings in the vicinity.

1.10 Definitions

Affordable Housing	As defined by Environmental Planning and Assessment Act 1979: means housing for very low-income households, low income households or moderate-income households, being such households as are prescribed by the regulations or as are provided for in an environmental planning instrument.
Affordable Rental Housing	Is affordable rental housing that is owned by the City of Canada Bay that is managed by a registered Community Housing Provider and rented to very low, low and moderate income households.
Contribution rate	The contribution rate that is used in the calculation of the monetary contribution for a relevant development and is adjusted quarterly to take into account indexation.
Dwelling in-kind	Dedication to the City of Canada Bay of affordable housing on-site
Gross Floor Area (GFA)	As defined by Canada Bay Local Environmental Plan 2013: The sum of the floor area of each floor of a building measured from the internal face of external walls, or from the internal face of walls separating the building from any other building, measured at a height of 1.4 metres above the floor, and includes: a) the area of a mezzanine, and b) habitable rooms in a basement or an attic, and c) any shop, auditorium, cinema, and the like, in a basement or attic, but excludes: d) any area for common vertical circulation, such as lifts and stairs, and

	<p>e) any basement: f) storage, and g) vehicular access, loading areas, garbage and services, and h) plant rooms, lift towers and other areas used exclusively for mechanical services or ducting, and i) car parking to meet any requirements of the consent authority (including access to that car parking), and j) any space used for the loading or unloading of goods (including access to it), and k) terraces and balconies with outer walls less than 1.4 metres high, and l) voids above a floor at the level of a storey or storey above.</p>
Housing affordability	Refers to the relationship between expenditure on housing cost (whether a mortgage payment or a rental payment) and household incomes. A common benchmark measure is no more than 30% of gross household income is spent on housing costs.
Inclusionary zoning	A planning intervention by government that mandates a certain proportion of development is required (or included) as affordable housing dwellings as a condition of planning consent. This mandatory requirement is specified as a certain proportion of affordable housing to be 'included' within the development.
In-lieu contribution	Contribution rates for monetary contributions in lieu of affordable housing units. The Contribution Rate is expressed as dollar amount of affordable housing required. A contribution in-lieu of (instead of) cash could be made in-kind, whether as a contribution of land or contribution of completed dwellings.
Land in-kind	Dedication to the City of Canada Bay of land for affordable housing
Vert low, low & moderate income households	<p>As defined in State Environmental Planning Policy 70 Affordable Housing (Revised Schemes), very low to moderate income households are those households whose gross incomes fall within the following ranges of percentages of the median household income for the time being for the Sydney Statistical Division according to the Australian Bureau of Statistics:</p> <ul style="list-style-type: none"> • Very low-income household < 50% • Low income household 50% -80% • Moderate income household 80% to 120%
Registered Community Housing Provider	Community housing providers who are registered under the National Regulatory System of Community Housing. In NSW a community housing provider must be registered by the Registrar of Community Housing to receive assistance from the Department of Family and Community Services or the NSW Land and Housing Corporation.
Net Saleable Area (NSA)	A term used for residential property which refers to the internal floor area including internal walls, mezzanines, bathrooms and hallways but

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	excludes common spaces and uncovered areas such as balconies, patios and verandahs.
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SECTION 2: AFFORDABLE HOUSING CONTRIBUTIONS

2.1 Contribution rates

Affordable housing contributions are in addition to other contributions including local infrastructure contributions (s7.11 or s7.12) and special infrastructure contributions (Subdivision 4 of the Act).

All development in the Affordable Housing Contribution Areas must contribute to affordable housing, required through a condition of development consent. Contributions must meet the following requirements:

- A contribution is to be calculated in accordance with the requirements of this section. There are no savings or credits for floor space that may exist on the site, even if the building is being adapted or reused.
- If the contribution is less than 50 sqm then it must be made as a monetary contribution.
- A contribution in some instances may comprise a combination of in-kind dedication and monetary contribution.
- Adaptable floor area (from existing commercial/industrial to residential) is calculated in the total residential gross floor area for the purpose of calculating an affordable housing contribution.
- In all instances Council will require evidence that that the condition of consent has been satisfied prior to the granting of a Construction Certificate.

The rates of affordable housing contributions required under the AHCS are as follows:

Rhodes East and Rhodes West Affordable Housing Contribution Areas

Rhodes East Affordable Housing Contribution Area: 5% of the total gross floor area that is to be used for residential uses.

Rhodes West Affordable Housing Contribution Area: 5% of the additional gross floor area that is to be used for residential uses (except for 4 Mary Street and 1-9 Marquet Street in Rhodes where 3.5% of the additional gross floor area applies)⁹

⁹ With regard to the Rhodes West Affordable Housing Contribution Area (Rhodes Gateway West) additional gross floor area is taken to mean any additional floor area that is granted development approval in addition to what is permissible under the Canada Bay LEP as at October 2020, with the exception of 4 Mary Street and 1-9 Marquet Street where additional gross floor area is taken to mean any additional floor area that is granted development approval in addition to what is permissible under the Canada Bay LEP as at October 2020.

Parramatta Road Corridor Affordable Housing Contribution Areas:

- **Kings Bay Affordable Housing Contribution Area** - 4% of the total gross floor area that is to be used for residential uses.
- **Burwood Affordable Housing Contribution Area** - 4% of the total gross floor area that is to be used for residential uses.
- **Homebush Affordable Housing Contribution Area** - 4% of total gross floor area (except for 3 King St and 176 George Street in Concord West where 5% of additional gross floor area applies)¹⁰

160 Burwood Road, Concord Affordable Housing Contribution Area:

160 Burwood Road, Concord: 5% of the total gross floor area that is to be used for residential uses.

A detailed justification for the above rates and description of the viability testing for each of the locations can be found in Appendix B.

There are three methods by which a contribution requirement may be satisfied:

- Dedication of completed dwellings (refer section 2.2);
- Making an equivalent monetary contribution (refer section 2.3); or
- Contribution of land for affordable housing (refer section 2.4).

When submitting a DA, the documentation should confirm which method of contribution is proposed.

1-7 Ramsay Street and 5 & 7 Harrabrook Avenue Affordable Housing Contribution Area:

1 – 7 Ramsay Street and 5 & 7 Harrabrook Avenue, Five Dock: 5% of the total gross floor area that is to be used for residential uses.

A detailed justification for the above rates and description of the viability testing for each of the locations can be found in Appendix B.

There are three methods by which a contribution requirement may be satisfied:

- Dedication of completed dwellings (refer section 2.2);
- Making an equivalent monetary contribution (refer section 2.3); or
- Contribution of land for affordable housing (refer section 2.4).

When submitting a DA, the documentation should confirm which method of contribution is proposed.

2.2 Dedication of dwellings

The affordable housing contribution requirement may be satisfied through the dedication of completed dwellings free of cost, and to the satisfaction of Council. The completed dwellings must be purposed as affordable rental dwellings and meet the following requirements:

- Align with the affordable housing principles in Section 1. 7.
- The location, size and quality of the affordable housing dwellings are to be to the satisfaction of Council and its nominated Community Housing Provider (CHP) and generally consistent with the standard of new housing in the LGA. They should not be distinguishable from market housing within the LGA. If not to its satisfaction, Council may require the contribution to be satisfied by way of an equivalent monetary contribution.
- Completed dwellings (and land) are dedicated to Council in perpetuity and free of cost. Council

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or its Community Housing Provider will be responsible for rental arrangements.

- Total gross floor area (GFA) exceeds 50sqm. If the GFA is less than 50sqm, a monetary contribution will instead be payable (as described in section 2.3 of the Scheme).
- The internal living space (net saleable area, NSA) of the competed dwellings is to be a similar efficiency ratio to the overall residential dwellings.
- The dwellings shall meet the minimum sustainability and energy-efficiency requirements set out in the City of Canada Bay LEP and DCP.
- Where only part of a contribution is satisfied through dedication of completed dwellings, any remaining requirement is to be paid as a monetary contribution.

¹⁰The affordable housing contributions rates in the Homebush Scheme Area are different for the sites at 3 King St and 176 George St, West Concord, as these are subject to negotiated Voluntary Planning Agreements where an agreement was made that 5% of additional gross floor area would be required as affordable housing contributions.

CALCULATING DWELLING CONTRIBUTION FOR 5% RATE (APPLIES TO RHODES EAST, 160 BURWOOD RD CONCORD, AND 1-7 RAMSAY STREET and 5 & 7 HARRABROOK AVE FIVE DOCK AFFORDABLE HOUSING CONTRIBUTION AREAS)

Calculating the Contribution - Residential development

Calculation: Gross floor area x 5% = required affordable housing square metre provision.

Example: A development application for a new residential development comprising 8,000 square metres of GFA.

$$= 8,000\text{sqm} \times 5\%$$

$$= 400\text{sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution - Mixed-use development

Calculation: Total GFA - non-residential GFA = residential GFA

Residential GFA x 5% = required affordable housing square metre provision

Example: A development application for a new 8,000sqm mixed use development comprising 7,000sqm of residential GFA and 1,000sqm of non-residential GFA.

$$= 8,000\text{sqm} - 1,000\text{sqm} = 7,000\text{sqm Residential GFA}$$

$$= 7,000\text{sqm} \times 5\%$$

$$= 350\text{sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution - Adaptable Use

A change of use of an existing non-residential use to a residential use would attract an affordable housing contribution.

Affordable Housing contribution provision:

$$= \text{contribution rate} \times \text{converted residential gross floor area}$$

$$= \text{CR} \times \text{RGFA}$$

Example: A development application for a conversion of a of an existing 2,000 SQM commercial/industrial space to residential GFA.

$$2,000\text{sqm of converted GFA}$$

$$= 2,000\text{sqm} \times 5\%$$

$$= 100 \text{ sqm affordable housing GFA required to be dedicated}$$

CALCULATING DWELLING CONTRIBUTION FOR 4% RATE (APPLIES TO HOMEBUSH*, BURWOOD-AND KINGS BAY AFFORDABLE HOUSING CONTRIBUTION AREAS)

**Excluding 3 King St and 176 George Street in Concord West.*

Calculating the Contribution - Residential development

Calculation: Gross floor area x 4% = required affordable housing square metre provision.

Example: A development application for a new residential development comprising 8,000 square metres of GFA.

$$= 8,000\text{sqm} \times 4\%$$

$$= 320 \text{ sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution -Mixed-use development

Calculation: Subtract the non-residential gross floor area from the total building gross floor area to determine the residential gross floor area

Therefore: **Total GFA - non-residential GFA = residential GFA**

Residential GFA x 4% = required affordable housing square metre provision

Example: A development application for a new 8,000sqm mixed use development comprising 7,000sqm of residential GFA and 1,000sqm of non-residential GFA.

$$= 8,000\text{sqm} - 1,000\text{sqm} = 7,000\text{sqm Residential GFA}$$

$$= 7,000\text{sqm} \times 4\%$$

$$= 280 \text{ sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution -Adaptable Use

A change of use of an existing non-residential use to a residential use would attract an affordable housing contribution.

Monetary contribution provision:

$$= \text{contribution rate} \times \text{converted residential gross floor area}$$

$$= \text{CR} \times \text{RGFA}$$

Example: A development application for a conversion of a of an existing 2,000 SQM commercial/industrial space to residential GFA.

$$2,000\text{sqm of converted GFA}$$

$$= 2,000\text{sqm} \times 4\%$$

$$= 80\text{sqm affordable housing GFA required to be dedicated}$$

Note: If the dedication of dwellings is in deficit of more than 1 sqm, the remaining balance of the GFA is paid as a monetary contribution using the methodology detailed in section 2.3.

If the dedication of dwellings exceeds the gross floor area required, the amount is not recoverable by the developer. Each affordable housing dwelling is required to have a gross floor area of 50sqm or greater.

Where dedication of dwellings exceeds the GFA requirement, there is no offset available against other contributions.

CALCULATING DWELLING CONTRIBUTION FOR 5% of Additional Gross Floor Area (APPLIES TO RHODES WEST* & 3 KING ST AND 176 GEORGE STREET CONCORD WEST AFFORDABLE HOUSING CONTRIBUTION AREAS)

**Excluding 4 Mary Street and 1-9 Marquet Street, Rhodes*

Calculating the Contribution - Residential development

Calculation:

Additional gross floor area[#] x 5% = required affordable housing square metre provision.

#Additional gross floor area = Subtract the total gross floor area permissible under the *Canada Bay Local Environmental Plan* prior to the amended development controls, from the proposed gross floor area.

Example: A development application for a new residential development comprising 8,000 square metres of additional GFA.

$$= 8,000\text{sqm additional GFA} \times 5\%$$

$$= 400\text{sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution -Mixed-use development

Calculation: Total additional GFA – total additional non-residential GFA = Total additional residential GFA

Total additional residential GFA x 5% = required affordable housing square metre provision

Example: A development application for a new residential development with an additional 8,000sqm mixed use development comprising 7,000sqm of additional residential GFA and 1,000sqm of additional non-residential GFA.

$$= 8,000\text{sqm} - 1,000\text{sqm} = 7,000\text{sqm additional residential GFA}$$

$$= 7,000\text{sqm} \times 5\%$$

$$= 350\text{sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution -Adaptable Use

A change of use of an existing non-residential use to a residential use would attract an affordable housing contribution.

Affordable Housing contribution provision:

$$= \text{contribution rate} \times \text{converted residential gross floor area}$$

$$= \text{CR} \times \text{RGFA}$$

Example: A development application for a conversion of a of an existing 2,000 SQM commercial/industrial space to residential GFA.

$$2,000\text{sqm of converted GFA}$$

$$= 2,000\text{sqm} \times 5\%$$

$$= 100 \text{ sqm affordable housing GFA required to be dedicated}$$

CALCULATING DWELLING CONTRIBUTION FOR 3.5% of Additional Gross Floor Area (APPLIES TO 4 MARY STREET & 1-9 MARQUET STREET RHODES AFFORDABLE HOUSING CONTRIBUTION AREAS)

Calculating the Contribution -Residential development

Calculation:

Additional gross floor area[#] x 3.5% = required affordable housing square metre provision.

#Additional gross floor area = Subtract the total gross floor area permissible under the *Canada Bay Local Environmental Plan* prior to the amended development controls, from the proposed gross floor area.

Example: A development application for a new residential development comprising 8,000 square metres of additional GFA.

$$= 8,000\text{sqm additional GFA} \times 3.5\%$$

$$= 280\text{sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution -Mixed-use development

Calculation: Total additional GFA – total additional non-residential GFA = Total additional residential GFA

Total additional residential GFA x 3.5% = required affordable housing square metre provision

Example: A development application for a new residential development with an additional 8,000sqm mixed use development comprising 7,000sqm of additional residential GFA and 1,000sqm of additional non-residential GFA.

$$= 8,000\text{sqm} - 1,000\text{sqm} = 7,000\text{sqm additional residential GFA}$$

$$= 7,000\text{sqm} \times 3.5\%$$

$$= 245\text{sqm affordable housing GFA required to be dedicated}$$

Calculating the Contribution -Adaptable Use

A change of use of an existing non-residential use to a residential use would attract an affordable housing contribution.

Affordable Housing contribution provision:

$$= \text{contribution rate} \times \text{converted residential gross floor area}$$

$$= \text{CR} \times \text{RGFA}$$

Example: A development application for a conversion of a of an existing 2,000 SQM commercial/industrial space to residential GFA.

$$2,000\text{sqm of converted GFA}$$

$$= 2,000\text{sqm} \times 3.5\%$$

$$= 70 \text{ sqm affordable housing GFA required to be dedicated}$$

2.3 Equivalent monetary contribution

Where a monetary contribution is to be made in lieu of the on-site dedication of completed dwellings, an equivalent monetary contribution will be made and indexed quarterly and the contribution rate will be reviewed periodically. The monetary contribution and sample calculations are outlined below.

The contribution rate[^] (CR) to be used for each affordable housing contribution area is:

Affordable housing contribution area	Contribution rate [^] (% RATE)	Contribution rate /sqm GFA (CR)
Rhodes East	5%	\$488.75
Rhodes West	5.0% additional	\$488.75
4 Mary Street and 1-9 Marquet Street in Rhodes	3.5% additional	\$488.75
Homebush, Burwood, Kings Bay precincts	4%	\$430.70
3 King St and 176 George Street in Concord West	5% additional	\$538.35
160 Burwood Road, Concord	5%	\$578.00
1 – 7 Ramsay Street and 5 & 7 Harrabrook Avenue Five Dock	5%	\$606.00

[^] The monetary contribution rate is reviewed and indexed quarterly as per Section 3.2 of this Scheme, with reference to median prices for the City of Canada Bay shown in the current NSW Family and Community Services Sales and Rent Reports. The current contributions rates are provided within the *AHCS Summary Table* on Council's website at <https://www.canadabay.nsw.gov.au/development/plans-policies-and-controls/development-contribution-plans>.

CALCULATING DWELLING CONTRIBUTION – APPLIES TO ALL AFFORDABLE HOUSING CONTRIBUTION AREAS

Calculating the Contribution - Residential development

Calculation: Gross Floor Area x Contribution rate[^] = required affordable housing square metre provision (CR).

(For 3 King St and 176 George Street in Concord West, Additional Gross Floor Area[#] x 5% = required affordable housing square metre provision; and for 4 Mary Street and 1-9 Marquet Street in Rhodes, Additional Gross floor x 3.5% = required affordable housing square metre provision.)

= Contribution rate[^] multiplied by gross floor area

= CR x GFA

#Additional gross floor area = Subtract the total gross floor area permissible under the *Canada Bay Local Environmental Plan* prior to the amended development controls, from the proposed gross floor area.

Example: A development application for a new residential development comprising 8,000 square metres of GFA.

= CR x GFA

= \$538.35 x 8,000sqm

Total payable contribution = \$4,306,800.00

Calculating the Contribution - Mixed-use development

Calculation: Subtract the non-residential gross floor area from the total building gross floor area to determine the residential gross floor area

Therefore: **Total GFA - non-residential GFA = residential GFA**

Monetary contribution provision:

= contribution rate[^] x residential gross floor area

= CR x RGFA

Example: A development application in Rhodes East for a new 8,000sqm mixed use development comprising 7,000sqm of residential GFA and 1,000sqm of non-residential GFA.

= 8,000sqm - 1,000sqm = 7,000sqm Residential GFA

= 7,000sqm x CR (\$488.75 for Rhodes East)

Total payable contribution = \$3,421,250.00

Calculating the Contribution -Adaptable Use

A change of use of an existing non-residential use to a residential use would attract an affordable housing contribution.

Monetary contribution provision:

= contribution rate[^] x converted residential gross floor area

= CR x RGFA

Example: A development application in Rhodes East for a conversion of an existing commercial/industrial space to residential GFA.

1,000sqm of converted GFA

= 1,000sqm x \$488.75

Total payable contribution = \$488,750.00

[^]The monetary contribution rates are reviewed and indexed on a quarterly basis as per Section 3.2 of this Scheme. The current Contributions rates are provided on Council's website within the *AHCS Summary Table*.

2.4 Dedication of Land

The acceptability of land for dedication (as an alternative to dedication of dwellings or monetary contribution) is subject to Council's discretion and approval, in consultation with the community housing sector and Council's partner CHP. The following requirements are identified to guide the assessment of suitability.

- Minimum area of 800sqm
- Within 5-min walking catchment (400m) of bus station or 10-min walking catchment (800m) of train station
- Not be subject to environmental constraints, in particular:
 - Be of residential building quality, not contaminated or require remediation
 - Be of good quality building land, not subject to flooding or flood constraints
- Have access, locational and site characteristics comparable to the proposed residential development.

The value of the dedicated land (assuming the associated floorspace potential is not transferred/realised elsewhere on the site) should be equivalent to the monetary contribution calculated under the AHCS.

If the floorspace potential of the dedicated land is able to be transferred and developed elsewhere on the site, the land should be dedicated to Council at nominal cost (\$200/sqm to cover cost of legal and administrative matters) and a monetary contribution will still be required for affordable housing.

If the floorspace potential of the dedicated land is not transferred and developed elsewhere on the site, the expertise of a valuer/ land economist is required. In this circumstance, the following steps are relevant for the dedication of land as a contribution.

- Assess if the land to be dedicated meets with the identified requirements
- If land is suitable for dedication, identify the proposed land in a subdivision plan to be approved by Council
- Calculate the equivalent monetary contribution payable
- Obtain independent valuation of land to be dedicated
- If the assessed land value is less than the equivalent monetary contribution payable, subject to acceptability by Council, pay the difference in monetary contribution.

If the assessed land value exceeds the equivalent monetary contribution, no offset or refund is applicable.

A development application must include the following information:

- The quantum and location of land to be dedicated and any residual amount for which a monetary contribution is required
- Identify on the subdivision plans the land proposed for dedication
- Demonstrate the value of the land to be dedicated against the equivalent monetary contribution
- Demonstrate the appropriateness of the land proposed for dedication with reference to the principles of the AHCS.

CALCULATING LAND DEDICATION CONTRIBUTION (Equivalent Monetary Contribution Payable)

Contribution rates: In 2019, Contribution rate/sqm GFA (CR) was equivalent to % contribution:

Affordable Housing Contribution Area	Contribution rate [^] /sqm GFA (CR) in 2019
Rhodes East	\$488.75
Rhodes West	\$488.75
4 Mary Street and 1-9 Marquet Street in Rhodes	\$488.75
Homebush, Burwood, Kings Bay precincts	\$430.70
3 King St and 176 George Street in Concord West	\$538.35
160 Burwood Road, Concord	\$578.00
1 – 7 Ramsay Street and 5 & 7 Harrabrook Avenue Five Dock	\$606.00

[^]Contribution rates are indexed quarterly as per Section 3.2 of this Scheme. To view the current contribution rate, refer to Council's *AHCS Summary Table* at <https://www.canadabay.nsw.gov.au/development/plans-policies-and-controls/development-contribution-plans>

Calculating the Contribution - Residential development

Example: A development in the Kings Bay Precinct proposes new residential floorspace of 4,000sqm GFA. The affordable housing contribution rate of 4% is applied to the residential GFA as follows:

4,000sqm GFA x 4% = 160sqm GFA to be completed and dedicated as affordable housing

An equivalent monetary contribution of \$1,722,800 (4,000sqm x \$430.70) is required.

If contribution through land dedication is proposed, consideration should be given to whether the floorspace potential associated with the dedicated land can be transferred and developed elsewhere on the site, or if the floorspace potential is foregone with the land that is dedicated.

These two scenarios are illustrated below:

- Scenario 1 - floorspace potential cannot be transferred/ developed elsewhere
 - If the land proposed for dedication is valued at \$2,000,000, its value exceeds the equivalent monetary contribution of \$1,722,720 required. If accepted for dedication, no offset or refund is applicable.
 - If the land proposed for dedication is valued at \$1,500,000, its value is less than the equivalent monetary contribution of \$1,722,720 required. A monetary contribution of \$222,720 is required.
- Scenario 2 - floorspace potential can be transferred and developed elsewhere on the site
 - In this example, the land should be transferred to Council at nominal cost (\$200/sqm) and a monetary contribution (\$1,722,720) made.
 - If the land proposed for dedication measured 800sqm, a monetary contribution of \$1,562,720 would be required, calculated below:

$$= \$1,722,720 - \$160,000 (800\text{sqm} \times \$200/\text{sqm})$$

$$= \$1,562,720$$

2.5 Development that is exempt from the affordable housing contribution scheme

The following development is exempt from the AHCS:

- a) Development for non-residential floorspace (unless identified as adaptable floor space)
- b) Exempt development
- c) A dwelling house that results in the creation of less than 200sqm of residential floor space;
- d) Refurbishment or repair of a building that results in additional residential floorspace less than 100 sqm
- e) Development for the purposes of affordable housing or social housing
- f) Development of community facilities, public roads or public utility undertakings.

The justification for granting exemptions to these development categories is:

- In the case of a) and f), above, the development of non-residential floorspace and community facilities, public roads or public utility undertakings are excluded from affordable housing levies. This is because they are considered to have community value due to their ability to accommodate jobs (commercial or community development) and/ or community services (community facilities).
- In the case of b), c), and d), the works are considered to be of a minor nature and imposition of an affordable housing levy is considered an unfair burden in such minor circumstances.
- In the case of e), development for the purposes of affordable or social housing will already contribute substantially to the aims of the AHCS.

2.6 Conditions of consent for affordable housing

Council will levy developer contributions for affordable housing via conditions of consent.

The condition of consent must include the following information:

- a) The total residential gross floor area of the development that was used to calculate the contribution or the monetary contribution required.
- b) the different floor areas that can contribute to the total contribution amount (this only applies in instances where rates differ between development types or between commercial and residential floor space)
- c) the relevant contribution rates
- d) the indexation period at time of determination (for any monetary contributions).
- e) a requirement to demonstrate that the title of any dwellings will be transferred to a community housing provider or council prior to the granting a Construction Certificate.
- f) a requirement to make any monetary payment at a specified time or stage in the development application process
- g) a requirement that any dwellings that will be dedicated are shown on approved plans in the same development application and referenced in the affordable housing condition.
- h) The dedicated affordable housing is to be constructed to a standard which in the opinion of Council is consistent with other dwellings in the development.
- i) If a staged development, affordable housing must be provided at each stage.

SECTION 3: ADMINISTRATION AND IMPLEMENTATION

3.1 How to make a contribution

All development to which this AHCS applies (other than development excluded by Canada Bay LEP 2013) is required to provide affordable housing. This requirement will be by way of a condition of development consent.

There are three different ways to make the required affordable housing contribution. The first is the dedication of affordable housing dwellings to Council. Secondly where it is not possible or practical for affordable housing to be dedicated an equivalent monetary contribution can be made. The third and least preferred is the dedication of land and is expected to apply in exceptional situations.

A contribution requirement forms part of a development consent. Council will require evidence that the affordable housing contribution requirement is satisfied prior to granting of any construction certificate or complying development certificate. Where no construction certificate is required, evidence that the affordable housing contribution requirement is satisfied will be required by Council before commencement of use/occupation.

The Scheme also includes a methodology for the dedication of land, however it is expected that this approach would only occur in exceptional circumstances.

Dedicating affordable housing dwellings

Where affordable housing is proposed to be dedicated on site, the applicant must transfer the titles of the dwellings to Council. An agreement to transfer the titles must be made and evidence provided to Council prior to the granting of a Construction Certificate.

Council must be satisfied that the nominated dwellings achieve the affordable housing principles and design details as set out in this Scheme. Where appropriate Council will seek comment from the Community Housing Provider to ensure this.

Council and the Community Housing Provider (as appropriate) will also consider the suitability of the proposed dedication and quantum of dwellings from an operational perspective, that is, the cost implications of management and maintenance.

The affordable housing contribution will be satisfied when the title is transferred to Council prior to issue of an Occupancy Certificate.

Paying a monetary contribution

Where an applicant is to make a monetary contribution towards affordable housing the amount of the contribution will be specified in the condition of development consent. The contribution must be paid to Council prior to the issue of any Construction Certificate.

If the applicant is unable to pay the monetary contribution at Construction Certificate stage, evidence must be provided to Council to this effect and arrangements made for Council to secure payment such as a Bank Guarantee or equivalent at a later stage in the development period.

Dedicating land

Where land is proposed to be dedicated as a contribution, Council will ensure the proposed land satisfies Council's requirements and refer the application to a preferred CHP for comment.

Council will undertake an assessment of the appropriateness of land proposed for dedication with reference to the affordable housing principles and comment received from the preferred CHP.

3.2 Indexing of payments

Contribution rates will be adjusted quarterly within one week of the first of March, June, September and December, to ensure that the contributions reflect the costs associated with the provision of affordable housing over time. Rates will be adjusted with reference to movement in the median price for strata dwellings in the City of Canada Bay LGA. All monetary contributions must be indexed at the time of payment to ensure funds received will cover the full costs of delivering the required affordable housing contributions.

The median strata price is published quarterly in the NSW Government Rent and Sales Report, Table: Sales Price - Greater Metropolitan Region - Strata.

The formula for the adjustment is:

Next Quarter's Contribution Rate = Current Contribution Rate x (MDP2/MDP1)

Where:

MDP1 is the median strata dwelling price for the PREVIOUS quarter

MDP2 is the median strata dwelling price for the CURRENT quarter

The City of Canada Bay's website will display the current rates within the *AHCS Summary Table*.

3.3 Processes for the distribution and management of funds

Contributions will be pooled and managed by Canada Bay Council or its nominated Community Housing Provider until there is sufficient funding available to issue a tender or request for expressions of interest. Any financial return resulting from the management of funds in waiting is to be used for the purpose of developing affordable housing in accordance with this Scheme.

Rental income received from affordable housing stock will be managed in accordance with the terms outlined in Council's Affordable Housing policy. This will ensure returns are re-invested in affordable housing stock in the form of property maintenance and renewal and replacement.

3.4 Registered community housing providers and delivery program

Affordable Housing properties acquired or achieved under this AHCS or by any other means, are to be transferred in property title to the City of Canada Bay Council. Alternatively, the City of Canada Bay Council may nominate a Community Housing Provider, to which the property title is transferred.

City of Canada Bay Council
Affordable Housing Contribution Scheme

Council will outsource the management of the affordable housing contributions and dwellings to a Housing Manager with demonstrated experience and expertise in the management of affordable housing. Selection of the Housing Manager to manage the dwellings will be conducted in accordance with Council's Procurement Policy. Council will enter into a management agreement for the affordable rental housing dwellings with the successful Housing Manager following the selection process.

A Council inter-departmental Affordable Housing Steering Committee will be involved in the ongoing management of the Affordable Housing program and preparation of a management agreement that clearly delineate the responsibilities of both Council and the Community Housing Provider. Council will also provide a delivery program that outlines how funds raised or dwelling provided under the scheme will be used and requirements for reporting and transparency.

3.5 Monitoring and review of scheme

The AHCS will be reviewed by the Affordable Housing Steering Committee on an annual basis. Key considerations will include:

- A review of evidence relating to the Affordable Housing Contribution Scheme where monitoring identifies issues or considerable change in market conditions.
- number of delivered affordable housing dwellings
- total amount of funds in waiting
- allocation of funding within that year
- Size, type, quality and locational appropriateness of dwellings
- Maintenance and management issues
- Retention and use of affordable housing revenue by Council
- Social capital objectives – community building and connectedness
- Access to and use of support services by tenants
- Performance of the Housing Manager in accordance with the Management Agreement
- Internal management issues for Council
- an affordable housing covenant is registered on the title of the land;
- affordable rental dwellings are rented to very low, low and moderate income households at a per cent of gross household income or at a discount-to-market rent;
- all rent received after deduction of management and maintenance costs will be used only for the purpose of improving, replacing, maintaining or providing additional affordable rental housing; and
- affordable rental dwellings are designed and constructed to a standard which, in the opinion of Council, is generally consistent with other dwellings in the LGA, that is they are not differentiated as affordable housing compared with the design of other housing.

Affordable Housing Covenants

The affordable housing covenant ensures the benefits of affordable housing are secured in accordance with this Program in the long term.

The affordable housing covenant will be required to be registered, before the date of the issue of the occupation certificate, against the title of the property, in accordance with section 88E of the Conveyancing Act 1919. The covenant will:

- require affordable rental housing to be retained as affordable rental housing in perpetuity;
- require affordable rental housing to be managed in accordance with the Affordable Rental Housing Principles;
- allow at the sole discretion of Council for the removal of the covenant to facilitate the sale of affordable rental housing where Council is satisfied equivalent or better replacement stock is to be provided within the LGA; and
- allow for the lifting of the covenant at the sole discretion of Council in the circumstance that the eligible community housing provider becomes insolvent and another eligible community housing provider, or the Council, is unable or unwilling to take over the interest in the asset.



MAJORS BAY RESERVE

MASTERPLAN

Prepared for Canada Bay Council



AUGUST 2022

place
design
group.

ACKNOWLEDGMENT OF COUNTRY

Place Design Group acknowledges the Wangal people, one of the 29 tribes of the Eora nation and the traditional custodians of this land.

We pay respect to Elders past and present and extends this respect to all Aboriginal people living in or visiting the City of Canada Bay.

Aboriginal People have had a custodial role with the Parramatta River and the land surrounding it since time immemorial. It is internationally recognised that Aboriginal nations manage land and waterways as living entities and Aboriginal principles of sustainable preservation of the land and waterway are based in beliefs, tradition, customs and practices.

These principles will provide insight into the proposed design interventions at the Majors Bay Reserve as outlined in this document.



Australia
China
South East Asia

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1. INTRODUCTION

1. INTRODUCTION

INTRODUCTION

1. INTRODUCTION

Place Design Group was engaged by the City of Canada Bay (Council) to develop a Masterplan for Majors Bay Reserve that incorporates sporting, active recreation and passive uses.

Majors Bay Reserve is approx. 16.42 hectares in size and is located within the suburb of Concord along the Parramatta River. It is situated by Majors Bay, which forms the Reserve's north eastern boundary. As a result the Reserve has a key linkage to the Concord Foreshore Trail.

The goals of this Masterplan are to:

- Integrate the park into its surrounding context
- Improve the recreational and ecological functions of the park
- Transform Majors Bay Reserve to a key destination within the LGA and integrate the reserve to the wider foreshore access strategy (2020) and Majors Bay.
- Guide Council over the coming years on how Majors Bay Reserve will be improved and enhanced with new uses and infrastructure.


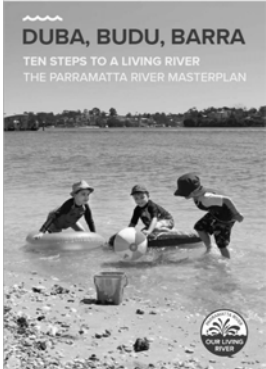

In order to maximise the sporting, recreation and ecological functions of the Reserve for the local and broader community, this Masterplan will provide Council with the design guidelines and objectives to direct future development of the Reserve.


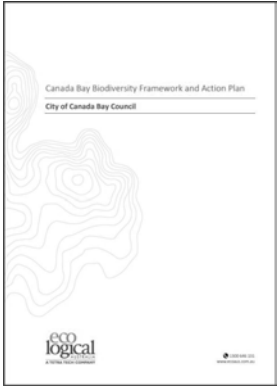
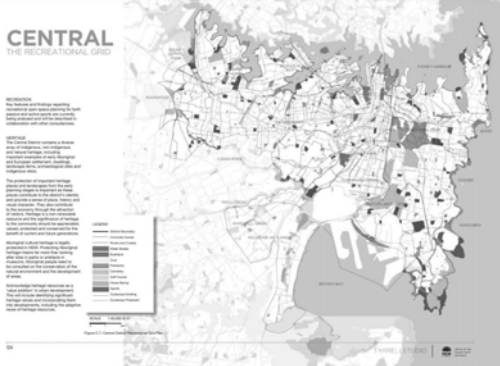


2. POLICY CONTEXT

2. POLICY CONTEXT

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<p align="center">Your Future 2030: Community Strategic Plan (City of Canada Bay Council)</p> <p align="center">2018-2030</p>	<p align="center">Duba, Budu, Barra Ten Steps To A Living Water: The Parramatta River Masterplan (City of Canada Bay Council)</p> <p align="center">2019</p>	<p align="center">Social Infrastructure (Open Space And Recreation) Strategy And Action Plan (City of Canada Bay Council)</p> <p align="center">2019</p>
		
<p>Report Review Summary:</p> <ul style="list-style-type: none"> • The Community identified “green spaces, local parks and opportunities to be near the water as the most valued local assets” within Canada Bay. • The Community feels that Canada Bay Council is “a leader in sustainability”. • The Community feels the “safety for people with a disability to get around... (is a way) we can work towards maintaining and improving safety.” 	<p>Report Review Summary:</p> <ul style="list-style-type: none"> • Canada Bay Council is committed to improving and protecting the river and its tributaries and creating new recreational opportunities for the community. • Canada Bay Council is an active member of the Parramatta River Catchment Group. • As part of the proposed objective to create three new swimming spots by 2025. All council areas within the Parramatta River catchment are to implement water sensitive urban design guidelines. 	<p>Report Review Summary:</p> <ul style="list-style-type: none"> • With prospects of a population increase by 32,000 people by 2036, more residents will require a greater variety of spaces for recreation. Improving the quality and capacity of our existing open space and recreation facilities, and utilising what we have better, will help to meet additional demand. • Canada Bay Council have a priority need to increase diversity of recreational opportunities across the LGA, including walking/cycling, outdoor fitness stations, youth spaces, and other informal recreation opportunities. • There is a strong desire from the community, given the significant foreshore, for improving public access to foreshore parks.

<p>Foreshore Access Strategy (Canada Bay City Council)</p> <p>2020</p>	<p>Canada Bay Biodiversity Framework and Action Plan (Canada Bay City Council)</p> <p>2019</p>	<p>The Greater Sydney Green Grid (Government Architect NSW)</p> <p>2017</p>
		
<p>Report Review Summary:</p> <ul style="list-style-type: none"> • A significant portion of this precinct already has a publicly accessible foreshore. However, there are several 'blockages' in access. • There are important mangrove habitats protected under the Fisheries Management Act 1994 (NSW; EPBC Act Protected Matter Report), as well as a number of critical habitats that are located along the foreshore. Therefore foreshore access should only be provided in instances where ecological habitats will not be adversely affected. • In order to increase the awareness of circuits and recreation opportunities a wayfinding strategy that defines a 'foreshore brand' is to be developed. 	<p>Report Review Summary:</p> <ul style="list-style-type: none"> • Majors Bay Reserve is ranked 'Very High' in the order of priority for management action. • Potential for revegetation and improved protection measures such as avoiding mowing to the edge of native vegetation to create a buffer to protect stands of vegetation from weed encroachment. Potential to improve tree corridor to connect Majors Bay and Golf Course to the south. • There is a potential threat to existing EEC's (Sydney Turpentine-Ironbark Forest, Swamp Oak Floodplain Woodland and Saltmarsh) due to unleashed dogs on wildlife and impact on saltmarsh from track widening proposals through Yaralla. 	<p>Report Review Summary:</p> <ul style="list-style-type: none"> • Parramatta River and Canada Bay have been identified as project opportunity clusters. New project works should aim to support work already undertaken within the corridor, establishing Parramatta River as a key active recreation link and regional open space corridor between the city and the west. • The Green Grid Plan presents a preliminary project prioritisation matrix in the Canada Bay LGA, including the Foreshore walk and Concord Open Space Precincts. • Connecting these open spaces, such as Concord Golf Course and the former Concord RSL lands will make better use of under-utilised open space around community facilities and create a connected walking and cycling trail along the river foreshore.

3. SITE ANALYSIS

2. SITE CONTEXT

COMMUNITY CONTEXT

As per Local Strategic Planning Statement: City of Canada Bay 2020

SPORTS + PLAYGROUNDS

- 142 recreation spaces.
- 150+ parks.
- 20 off-leash dog areas.
- 45 playgrounds.
- 40 sporting fields.
- 2 swimming centres.

Source: LSP, City of Canada Bay 2020



POPULATION

- 88,015 in 2016.
- 120,000 by 2036.
- 20% households with children.
- 40.8% born overseas and speak a language other than English at home.

Source: LSP, City of Canada Bay 2020



OPEN SPACE + VEGETATION

- 348 ha of open space - LSP
- 18.2% tree canopy cover.
- 36 kms of foreshore along the Parramatta River.

Source: LSP, City of Canada Bay 2020



CITY OF CANADA BAY

MAJORS BAY RESERVE

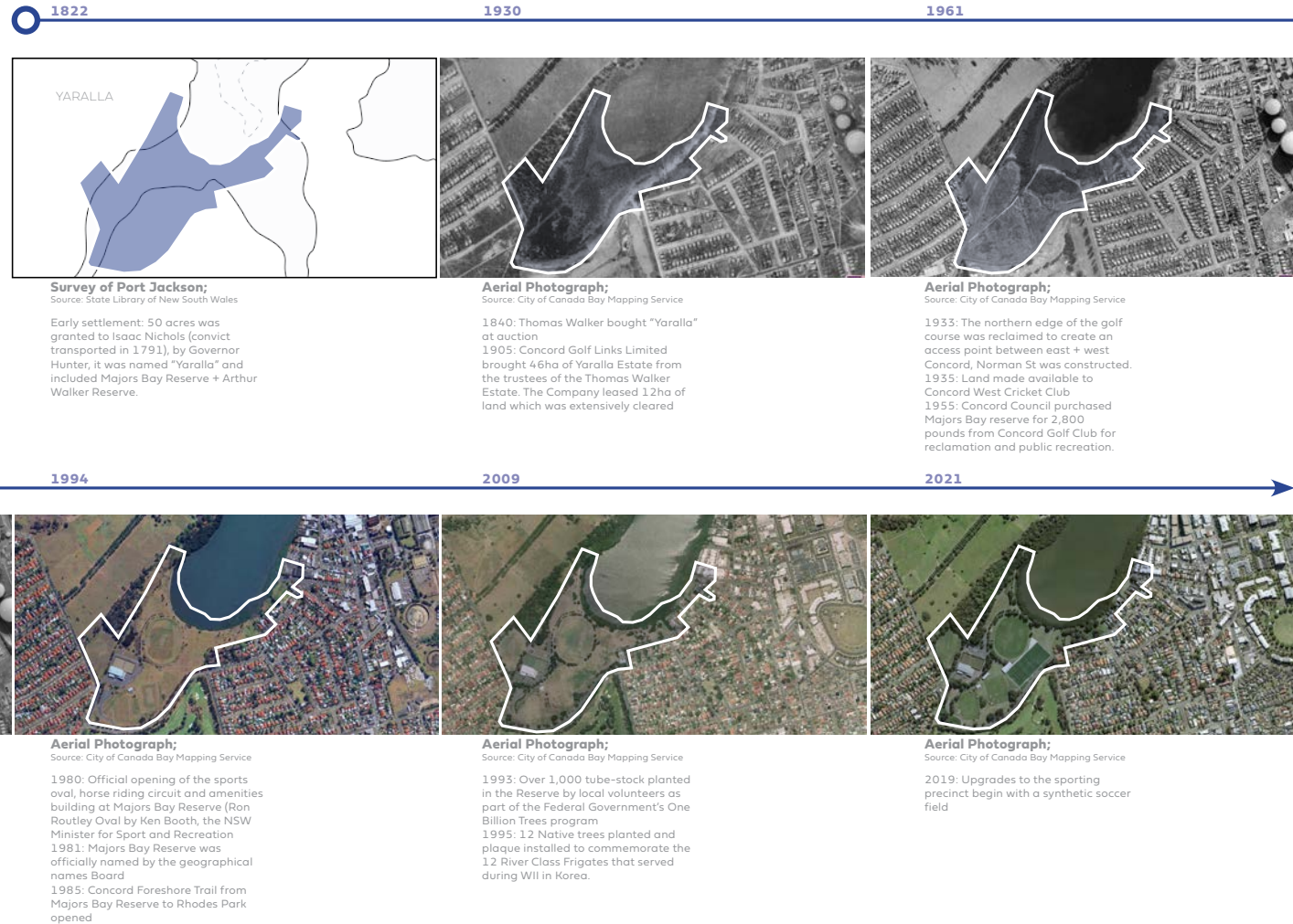
HISTORICAL EVOLUTION

This page illustrates the changes to Majors Bay over time.

3. SITE ANALYSIS

For thousands of years prior to European settlement, the area was inhabited by the Wangal People. The Wangal people have a deep connection to the land and landscape of Canada Bay.

The Pre-European vegetation communities included mangroves + salt-marsh flats. Arthur Walker Reserve was vegetated by Open Eucalyptus forest on deep clay soils of Wianamatta Shale.



SITE CONTEXT + EXISTING OPEN SPACES

3. SITE ANALYSIS

LEGEND

-  Major Road
-  Site Boundary
-  Suburb Boundary
-  Walking Distances
-  Health
-  Industrial/Mixed Use
-  Education
-  Public Open Space
-  Private Open Space
-  Train Line
-  Train Station
-  Public Ferry Wharf
-  Playgrounds



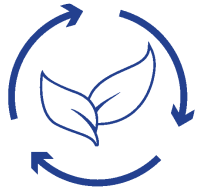
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4. OPPORTUNITIES + CONSTRAINTS

WHAT MAKES A SUCCESSFUL RECREATION/OPEN SPACE PRECINCT?

4. OPPORTUNITY + CONSTRAINTS

Recreation and open spaces must balance many competing objectives, consider many complex and varied unrelated uses, and perform as a coherent system to be successful. The following principles outline key attributes for consideration in the master-planning of a successful community recreation and open space precinct that is :



ECOLOGICAL PERFORMANCE

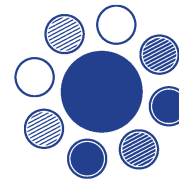
The park should perform as a system to improve soil + water, to filter air, provide habitat and enhance biodiversity.

Observing the Biodiversity Framework & Action Plan (2019), the park should seek outcomes to protect manage and restore native vegetation, promote and enhance biodiversity corridors and play its part in restoring the river foreshore environment of the Parramatta River.



FIT FOR PURPOSE

The park should provide spaces which are considerate and function well for the proposed use. It should be tailored to respond to its users' needs.



VARIED SPACES + WAYFINDING

The park should offer a range of spaces to cater for the needs of a diverse range of age groups, cultures and genders. From informal and unstructured, to formal and programmed spaces. From small spaces providing refuge to larger spaces with expansive views over the landscape. Varying spaces/uses need to work together, have legibility and cohesiveness.



COMMUNITY IDENTITY

The Community should feel a sense of ownership of the park. The park's identity should represent the Community, resonate with the local character, while contributing to the community aspirations and evolving character of the local environment.



ACCESSIBILITY + CONNECTIVITY

Equitable access and inclusiveness is paramount to a successful open space. Universal design guidelines embrace the richness in uses. There should also be resolved and clear links between transport, active transport, facilities and services.

LAYOUT + USES | OPPORTUNITIES + CONSTRAINTS

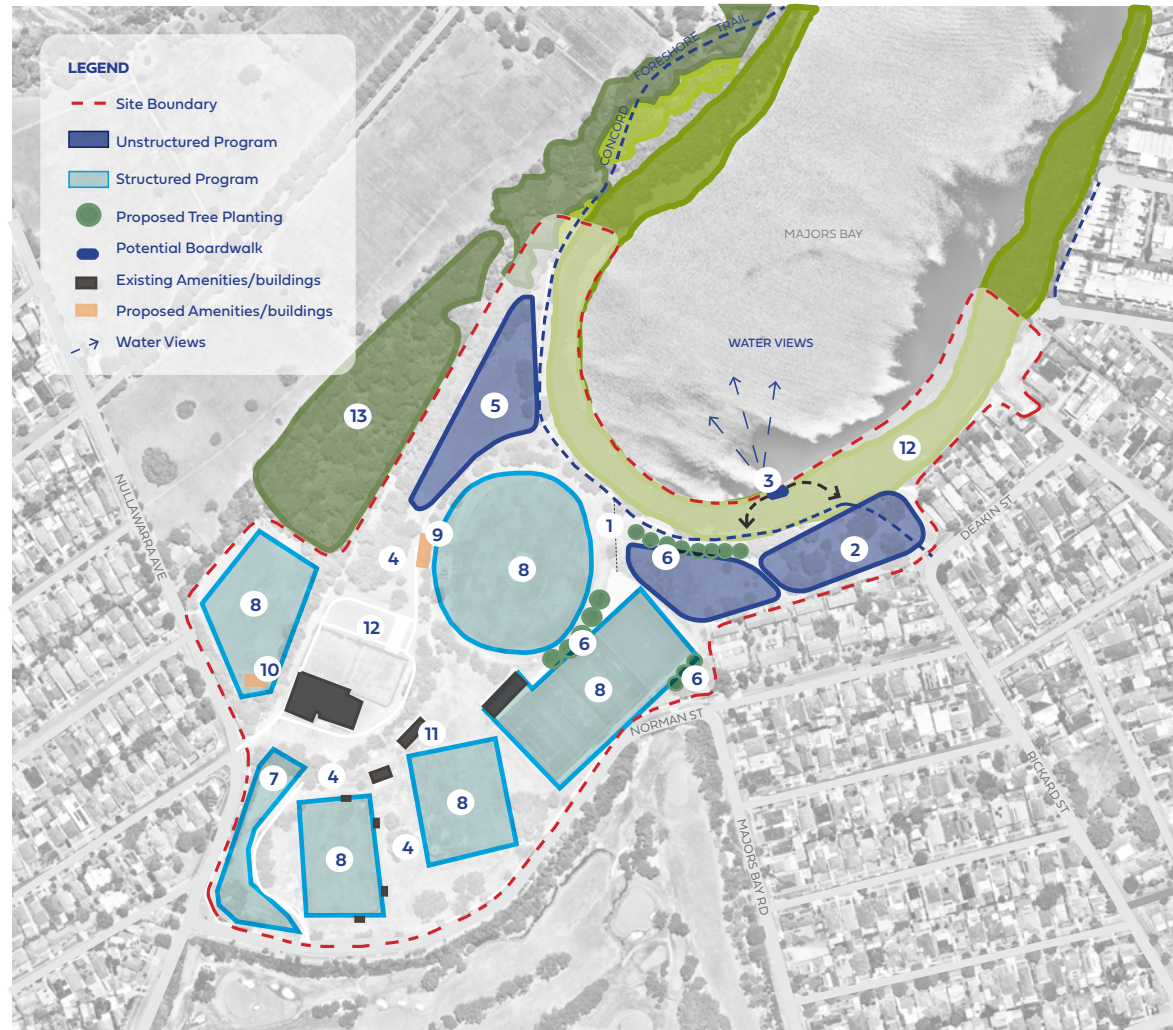
4. OPPORTUNITY + CONSTRAINTS

OPPORTUNITIES

- 1 Activated play space to provide a 'destinational' attraction along the foreshore. Work with Indigenous consultant in the spirit of advocating for Aboriginal knowledge advised as part of the Connecting with Country framework created by Government Architect NSW.
- 2 Open lawn, shade amenity and proximity to water making it ideal for picnics and passive recreation.
- 3 Boardwalk nodes to enhance outlook and access to the bay.
- 4 Retain established trees to provide passive shade amenity.
- 5 Clearly define dog park (timed) off-leash area through signage + landscaping. Improve passive surveillance of space.
- 6 Improved shade amenity with tree plantings to the periphery of sporting fields.
- 7 Reuse fill in proposed BMX pump track from existing dog park (5). Proposed location highly visible from the street and surrounding residential properties.
- 8 Retain existing use of sporting facilities
- 9 Upgrade existing amenities to service sporting field + proposed future uses
- 10 New amenity block to service sporting field
- 11 Retain "Batting Shed" for use of community sporting clubs
- 12 Existing mangrove swampland / saline vegetation within estuary
- 13 Existing Sydney Turpentine-Ironbark Forest

CONSTRAINTS

- 1 Conflicting use with football club. Currently utilising area for training and junior fields.
- 7 Collisions are a risk at the pump track, to be managed by separating jump track and pump track.
- 12 Car park temporarily congested at peak times of use (weekends)



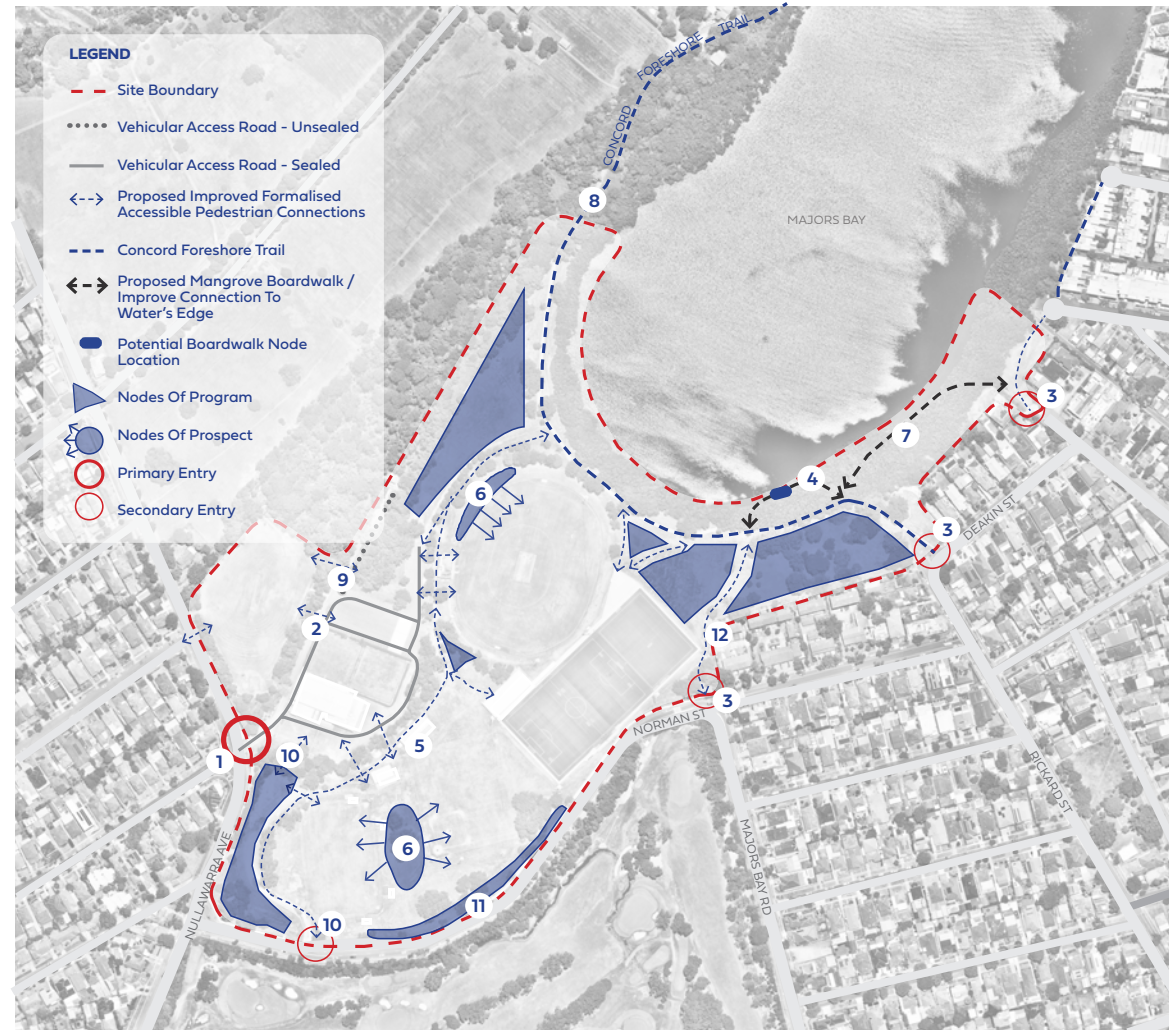
NTS

INTERNAL CIRCULATION + ACCESS | OPPORTUNITIES + CONSTRAINTS

4. OPPORTUNITY + CONSTRAINTS

- OPPORTUNITIES**
- 1 Improve sense of arrival at Nullawarra Ave entry with planting and signage.
 - 2 Enhance existing connection to Arthur Walker Reserve to improve presence within the broader precinct.
 - 3 Improve street connections by establishing new arrival points with signage and way-finding.
 - 4 Improve connections to water's edge and enhance views of Majors Bay
 - 5 Formalise connections into park and improve accessibility to sporting, facilities and amenities.
 - 6 Improve spectator's experience with upgraded seating and shading options at high-points in the precinct.
 - 7 Improve connections + accessibility to the existing Concord Foreshore Trail.
 - 8 Formalise agreement and access to foreshore edge of adjacent Yaralla Estates with Land owners and Trustees.
 - 9 Provide accessible path/ramp to Arthur Walker Reserve.
 - 10 Maintain maintenance/emergency access point to inner precinct.
 - 11 Improve park users experience + ease of arrival with new parking along Norman Street

- CONSTRAINTS**
- 4 Estuarine mangrove community inhibits visual access to bay.
 - 9 Community regeneration planting and levels constraints access to Arthur Walker Reserve.
 - 12 Tight access point.



NTS

ECOLOGICAL VALUES + CONSTRAINTS

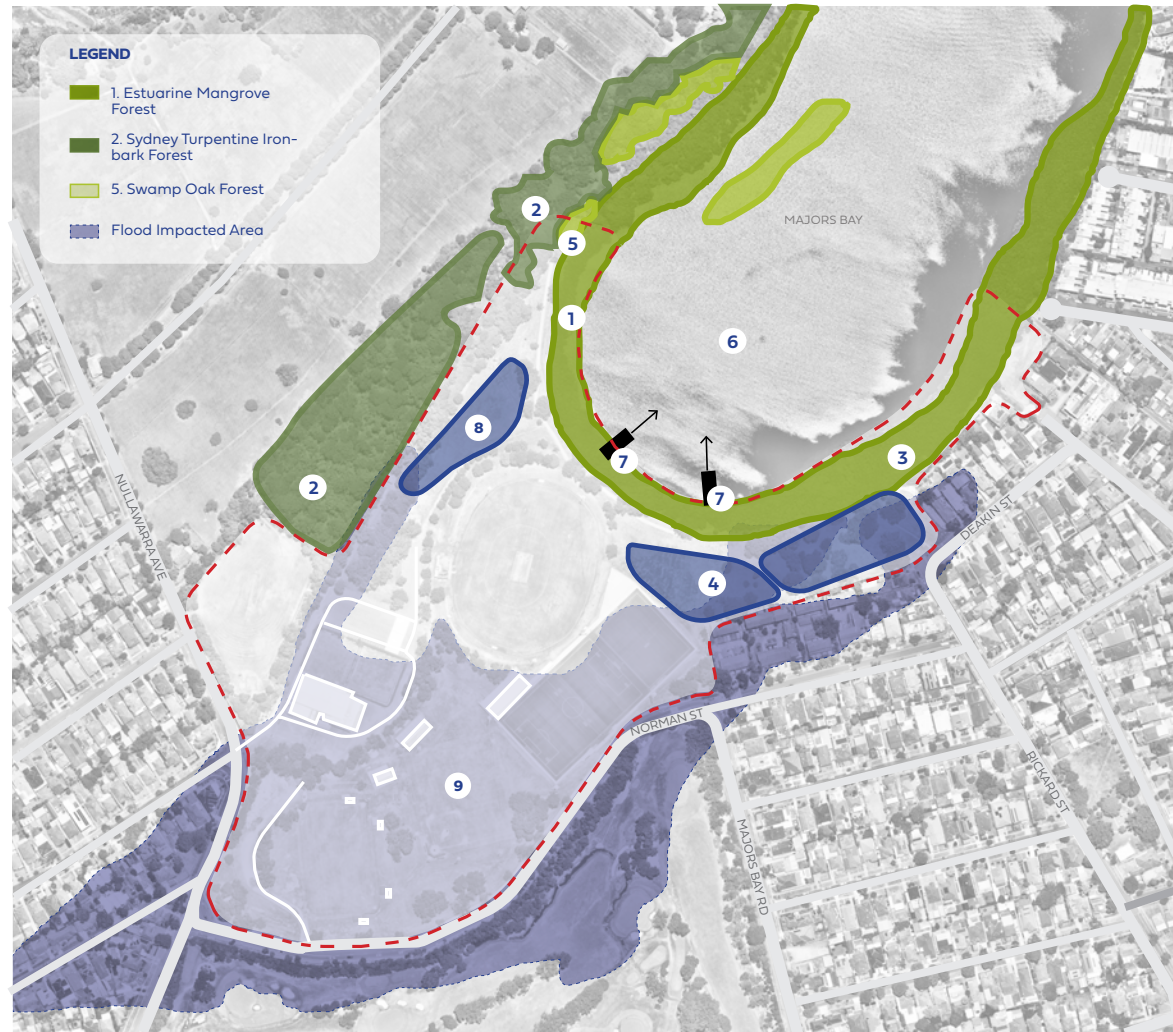
4. OPPORTUNITY + CONSTRAINTS

OPPORTUNITIES

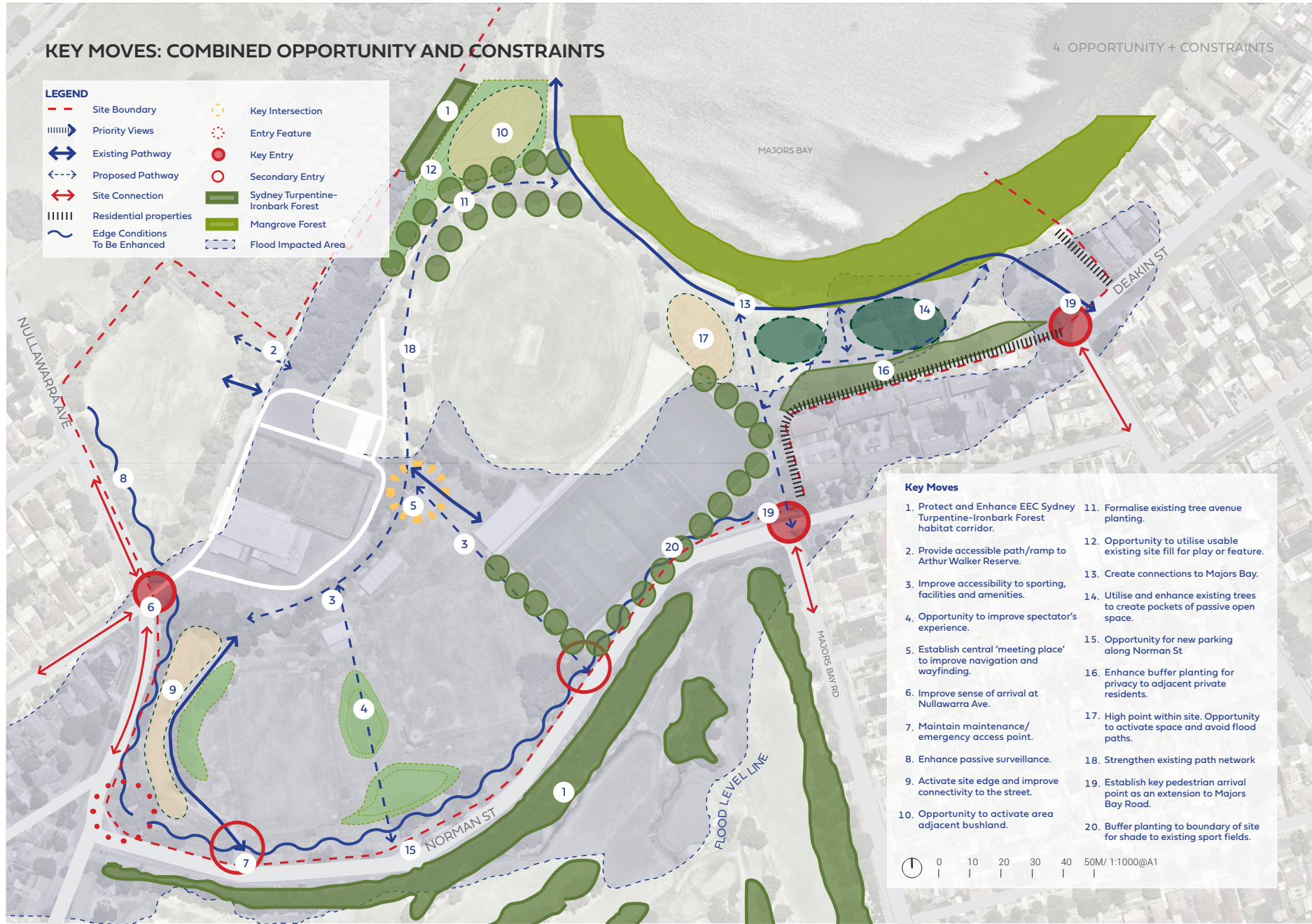
- ① Strengthen and enhance Estuarine mangrove forest connections along foreshore corridor.
- ② Potential for regeneration efforts to restore remnant Sydney Turpentine-ironbark Forest (classified as an ecologically endangered community) dominated by exotic shrubs and groundcovers in the understorey, as well as strengthen corridor connections to assist vegetation of the community located within the golf course.
- ③ Diverse mix of resident, nomadic and migratory species confined to the continuum of mangrove forest extending from Brays Bay Reserve to Majors Bay. These forests provide the most important foraging, roost and shelter habitats for waterbirds, shorebirds and other fauna. Opportunity to retain and restore bird attracting planting to provide habitat for small birds (The fauna of City of Canada Bay LGA: 2013-2014).
- ④ Enhance valuable green spaces to soften the harsh urban edge and create an attractive setting.
- ⑤ Opportunity to consider width of existing she-oak strips to improve current canopy connection and provide habitat corridor for understorey birds to move between.

CONSTRAINTS

- ① Current rubbish dumping along foreshore walking track
- ② Works may pose potential threat to EEC's Sydney Turpentine-ironbark Forest and Swamp Oak Floodplain Woodland through weed encroachment. This community provides valuable habitat that needs to be protected.
- ① Works pose potential threat to Estuarine mangrove forest. This community provides valuable habitat that needs to be protected.
- ⑤ Estuarine Swamp Oak Forest is subject to various degrees of weed invasion, i.e. Woody Lantana left in clumps. However, indiscriminate removal of weeds such as Lantana may result in the local extinction of fauna species
- ⑥ Mudflat known to contain toxins. Physical engagement with mudflat is to be limited.
- ⑦ Storm water pipe outlets
- ⑧ Construction methodology to be reviewed to ensure minimal excavation into existing fill
- ⑨ Poor drainage and flood prone



NTS



5. MASTERPLAN

5. MASTERPLAN

DESIGN OBJECTIVES | MASTERPLAN

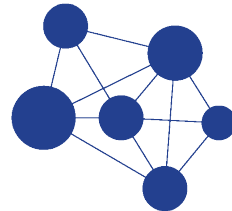
4. OPPORTUNITY + CONSTRAINTS



**1.0
STRENGTHENING SENSE
OF PLACE**

Ensure the presence of the existing mangroves are acknowledged and celebrated within the park.

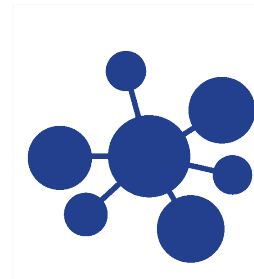
- 1.1. Increase park connectivity to existing mangroves by locating activity + recreational opportunities adjacent
- 1.2. Provide boardwalk experience through mangroves
- 1.3. Enhance connection to existing Concord Foreshore Trail



**2.0
INTERNAL
CONNECTION**

Ensure movement and circulation throughout the park is clear and legible.

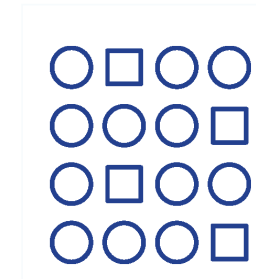
- 2.1. Identify clear path hierarchy
- 2.2. Provide wayfinding through use of materiality and form
- 2.3. Define circulation and nodes



**3.0
EXTERNAL
CONNECTION**

Establish strong entry legibility throughout park for external connections.

- 3.1. Provide clear entry signage
- 3.2. Ensure considered entry points
- 3.3. Design for external visual connections that provoke interest



**4.0
INCLUSIVENESS**

Create an inclusive space for all users irrespective of age, gender or ability.

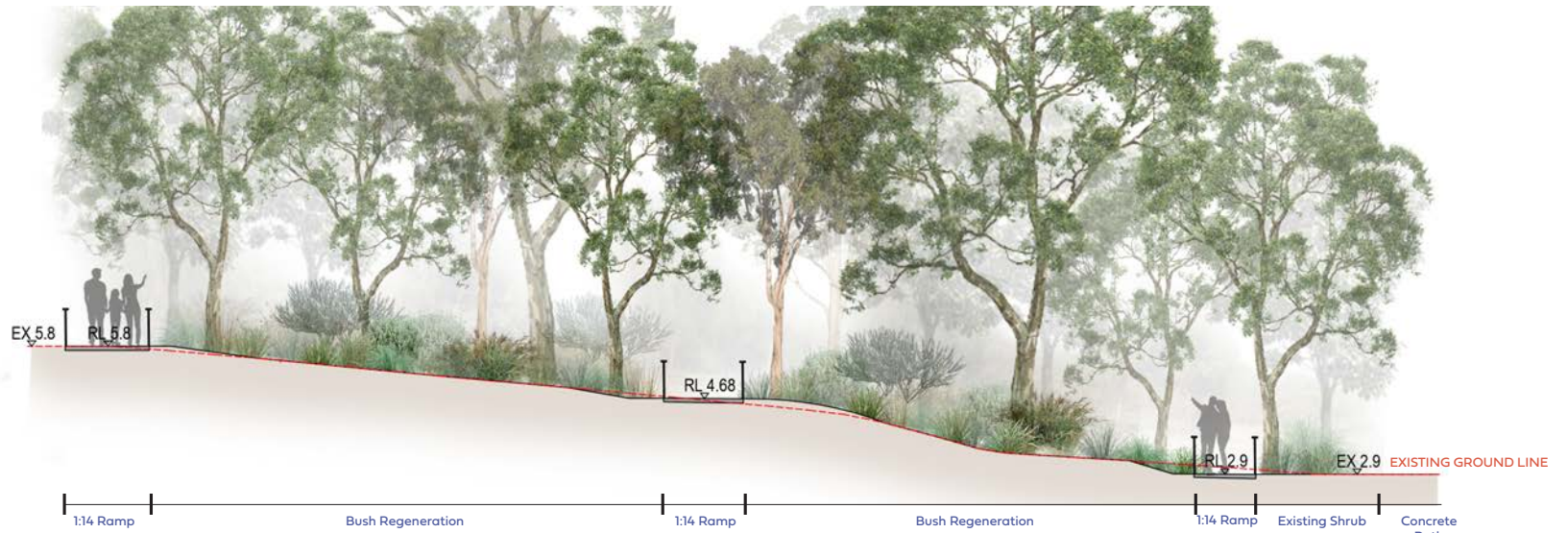
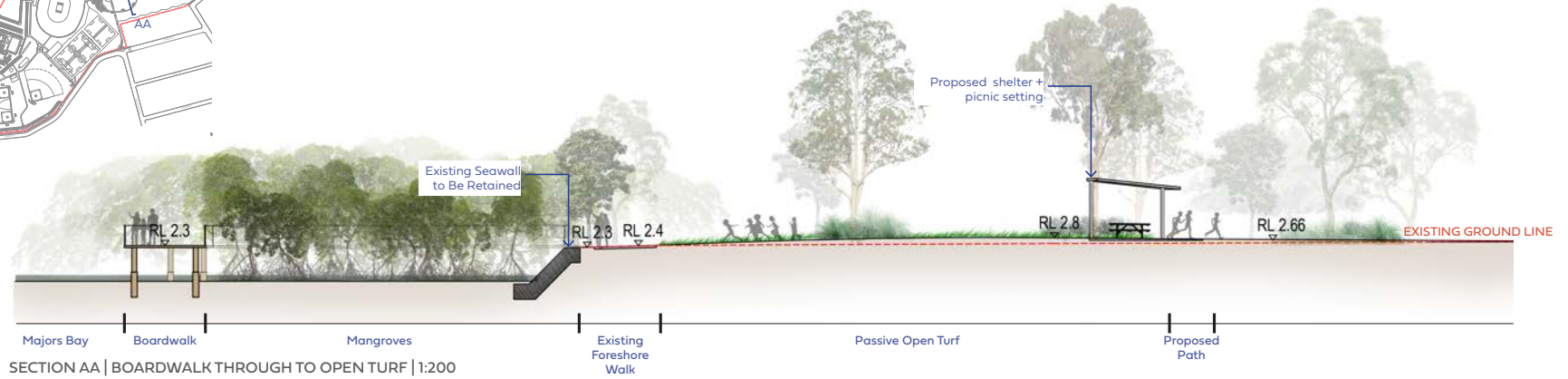
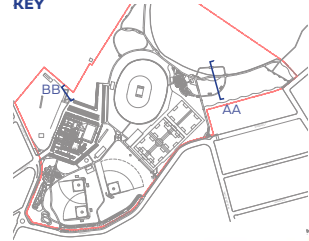
- 4.1. Offer a range of programs to cater for the needs of a diverse range of age groups, cultures and genders
- 4.2. Provide an accessible ramp to Arthur Walker Reserve
- 4.3. Incorporate 'Everyone Can Play' guidelines into the design of play areas, including a 'Changing Places' amenities building



SECTIONS | MASTERPLAN

5. MASTERPLAN

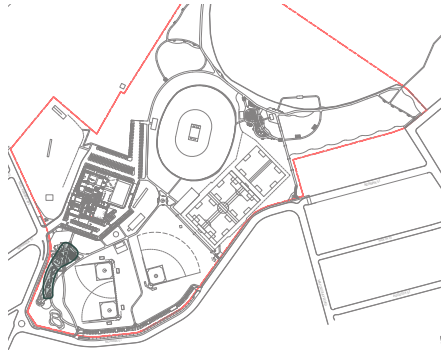
KEY



JUMP AND PUMP TRACK | DETAILED DESIGN

5. MASTERPLAN

KEY



LEGEND

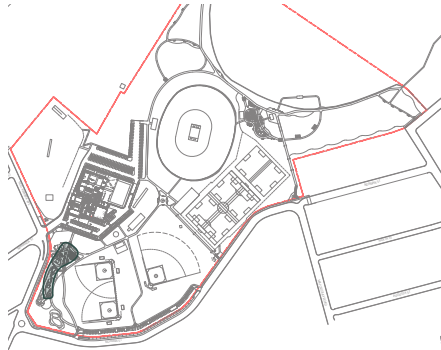
- - - Site Boundary
- ① Youth Play and Parkour Zone
- ② Intermediate Jump Track
- ③ Junior Pump Track
- Detail Plan



JUMP AND PUMP TRACK | PRECEDENT IMAGERY

5. MASTERPLAN

KEY



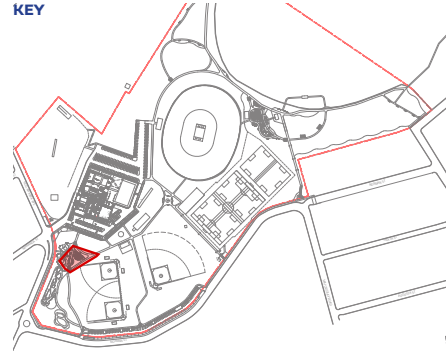
APPROX AREA: 1920m²



YOUTH PLAY | DETAILED DESIGN

5. MASTERPLAN

KEY



LEGEND

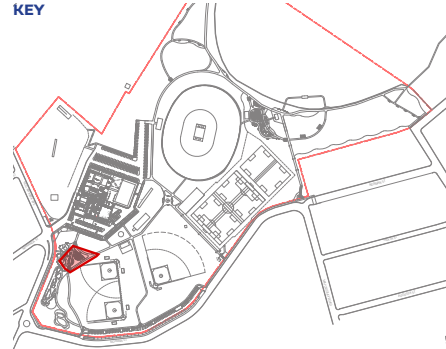
- Site Boundary
- ① Half-Court
- ② Multi-court
- ③ Staggered Height Timber Platform Seating
- ④ Custom Bench Seating
- ⑤ Bike Service Station
- ⑥ Interpretative 'Mangrove Inspired' Artwork
- ⑦ Proposed Concrete Sleeper Paving
- ⑧ Parkour Zone | Module 6: Hanging and Cat Leap
- ⑨ Shelters/Passive Zone
- ⑩ Handball Court



YOUTH PLAY | PRECEDENT IMAGERY

5. MASTERPLAN

KEY



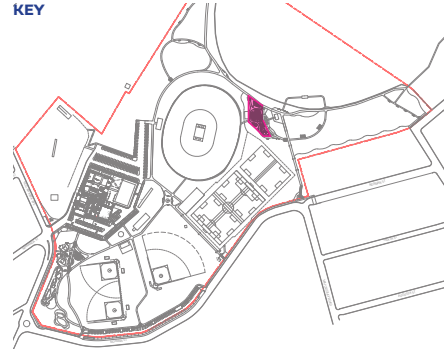
APPROX AREA: 1500m2



MAIN PLAY | DETAILED DESIGN

5. MASTERPLAN

KEY



LEGEND

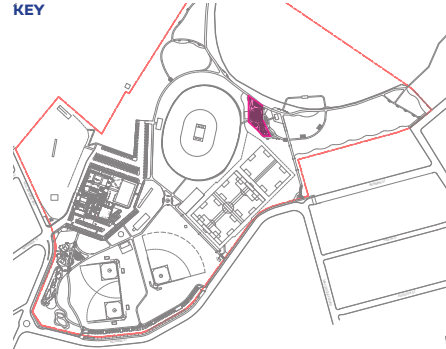
- Site Boundary
- 1 Picnic Tables
- 2 Accessible Circulation Path (2400mm W)
- 3 Environmental Kiosk
- 4 Main Play Piece
- 5 Basket Swing
- 6 Inclusive Carousel
- 7 Accessible Bouncer
- 8 Acoustic Corner Containing Musical Play
- 9 Outdoor Gym
- 10 Changing Places Amenities
- 11 Supernova Spinner
- 12 Balance Logs
- 13 Proposed Tree Planting
- 14 Existing Mangroves
- 15 Interpretative 'Mangrove Inspired' Artwork



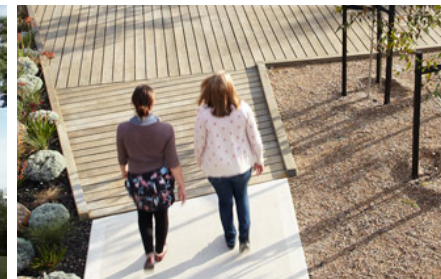
MAIN PLAY | PRECEDENT IMAGERY

5. MASTERPLAN

KEY



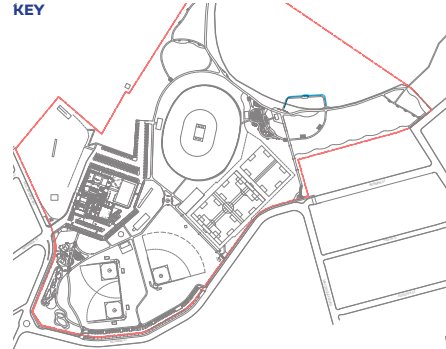
APPROX AREA: 1200m²



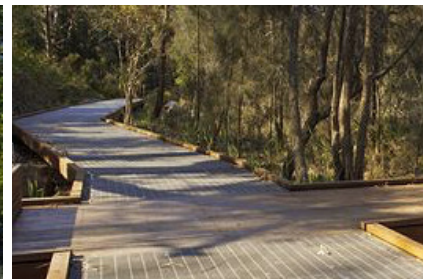
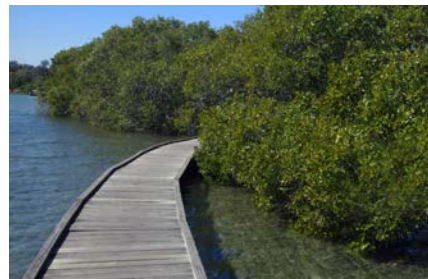
MANGROVE BOARD WALK | PRECEDENT IMAGERY

5. MASTERPLAN

KEY



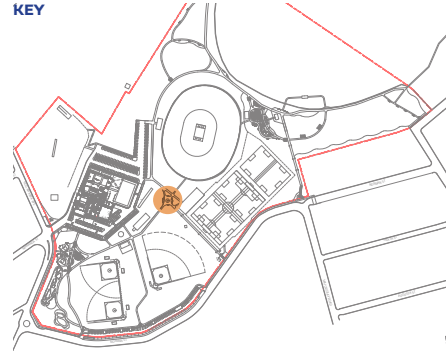
APPROX AREA: 1245m2



CENTRAL MEETING PLACE | DETAILED DESIGN

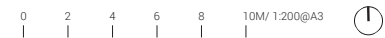
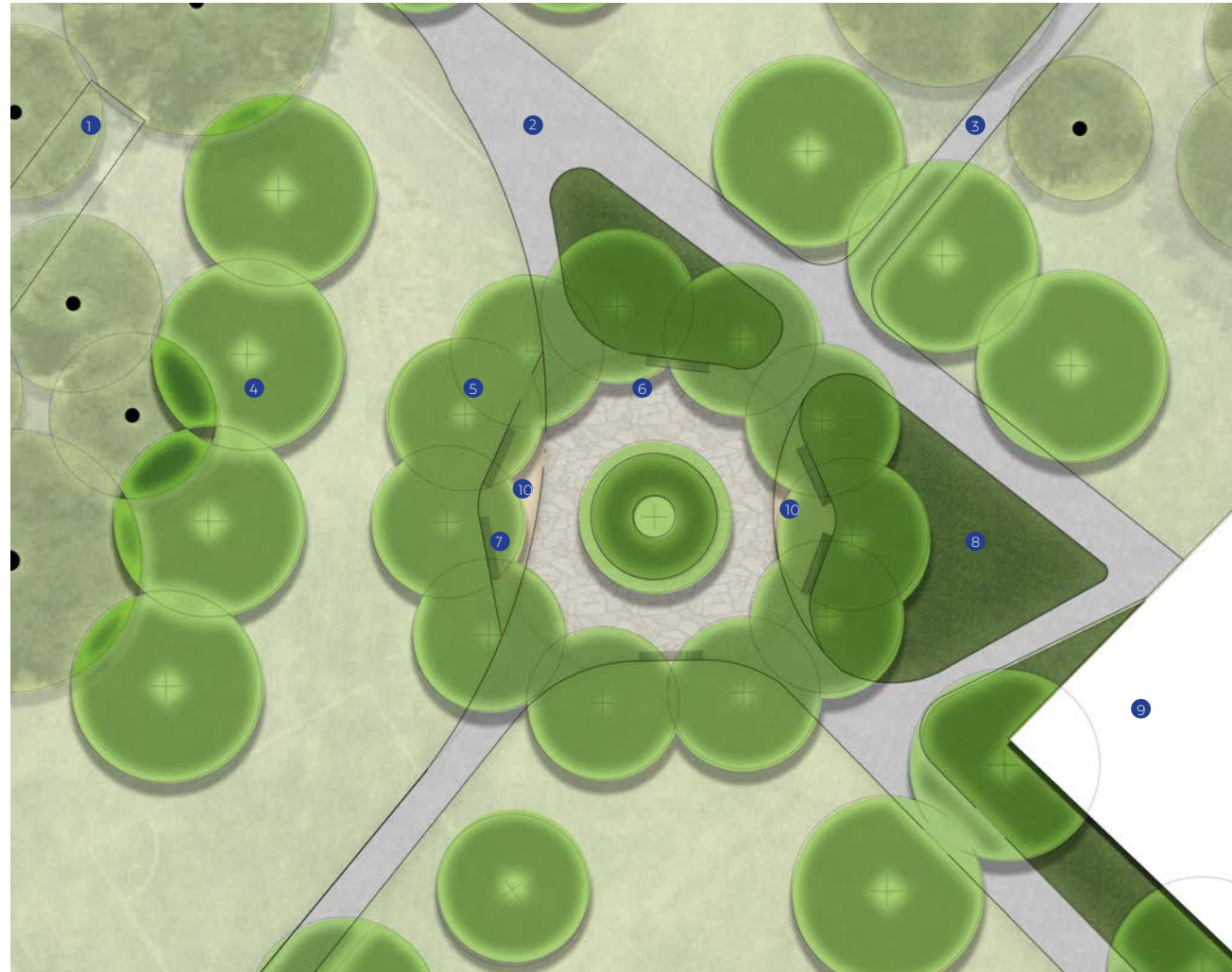
5. MASTERPLAN

KEY



LEGEND

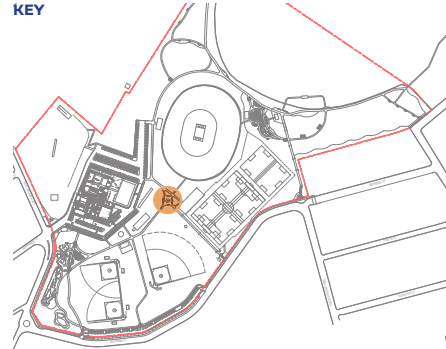
- 1 Existing Concrete Drainage Swale
- 2 Proposed Main Concrete Path (2600mm)
- 3 Proposed Secondary Path (1500mm)
- 4 Proposed Tree Planting
- 5 Proposed Memorial Tree Planting
- 6 Feature Paving
- 7 Seating
- 8 Planting
- 9 Existing Sporting Amenity Building
- 10 Decomposed Granite With Seating



CENTRAL MEETING PLACE/INFORMAL PLAY | PRECEDENT IMAGERY

5. MASTERPLAN

KEY



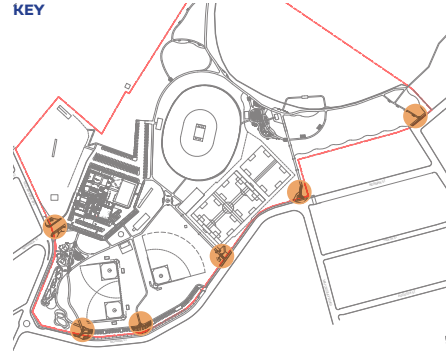
APPROX AREA: 1200m2



MAJORS BAY RD ENTRY (TYPICAL ENTRY) | DETAILED DESIGN

5. MASTERPLAN

KEY



LEGEND

- Site boundary
- ① Proposed concrete paved entry path
- ② Proposed concrete sleeper paving
- ③ Proposed in-situ concrete seating bench with signage incorporated
- ④ Proposed decomposed granite paving
- ⑤ Feature planting
- ⑥ Proposed interpretive wayfinding feature to express mangroves forest theme
- ⑦ Retain existing trees where possible, under-prune where necessary to open views into the reserve
- ⑧ Retain sandstone logs and make good recent planting. Adjust sandstone logs for formalisation of pathway if required

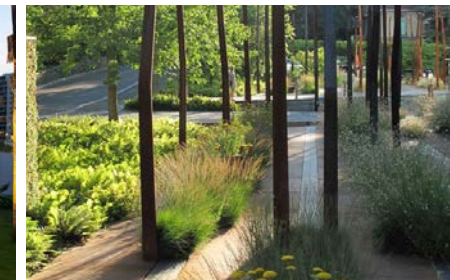
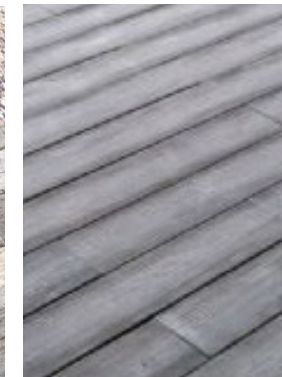
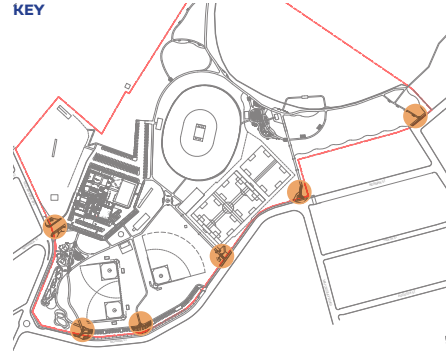


0 2 4 6 8 10M/ 1:200@A3

ENTRIES | PRECEDENT IMAGERY

5. MASTERPLAN

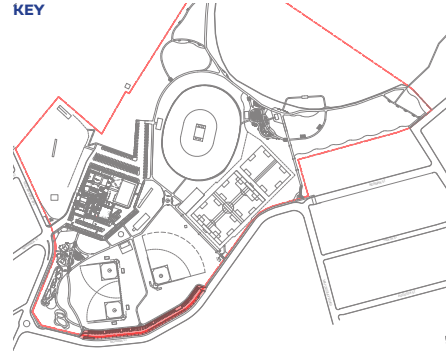
KEY



NORMAN STREET OFF ROAD PARKING | DETAILED DESIGN

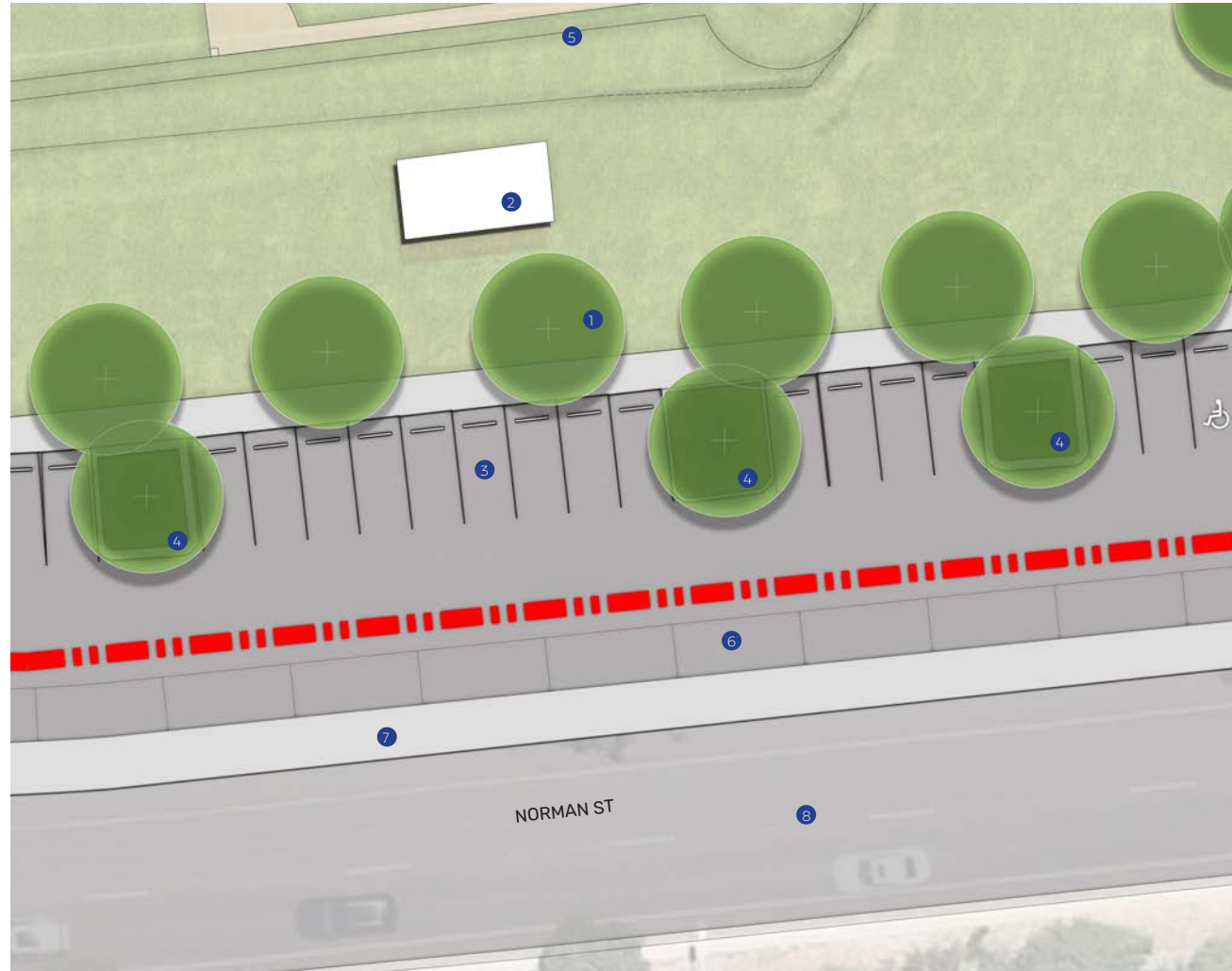
5. MASTERPLAN

KEY



LEGEND

- Site boundary
- ① Proposed Tree Planting
- ② Existing Shelter
- ③ Off-Road 90 Degree Parking
- ④ Planted Medians
- ⑤ Existing Baseball Field
- ⑥ Parallel Parking
- ⑦ Concrete Median Separator
- ⑧ Existing Two-Way Road (Norman Street)

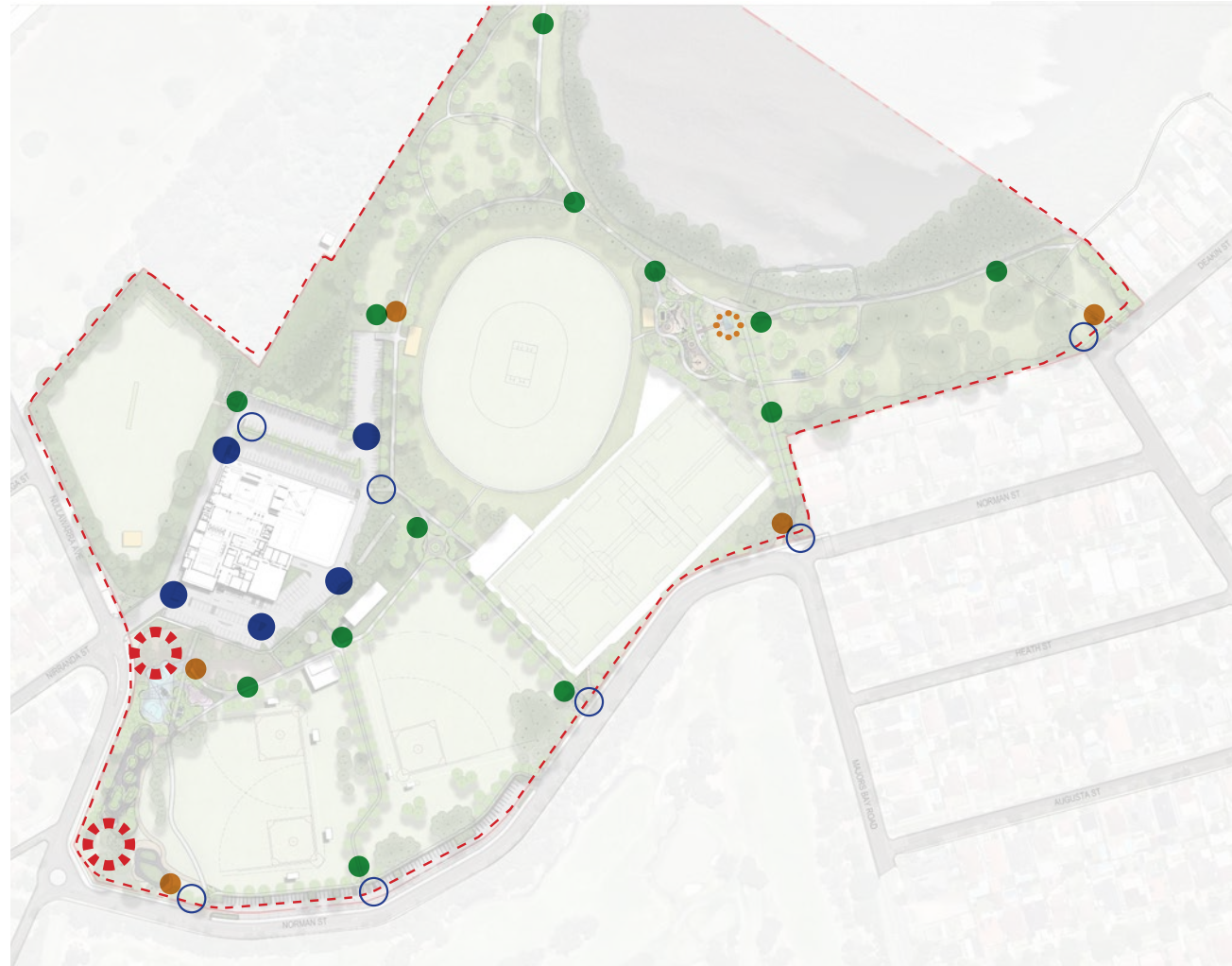


WAYFINDING AND SIGNAGE | MASTERPLAN

5. MASTERPLAN

LEGEND

- - - Site Boundary
- ⊙ Major Park Entry Signage
- Vehicular Directional Signage
- Secondary Entry Signage
- Park Wayfinding
- Area Information Signage
- ⊙ Education Kiosk

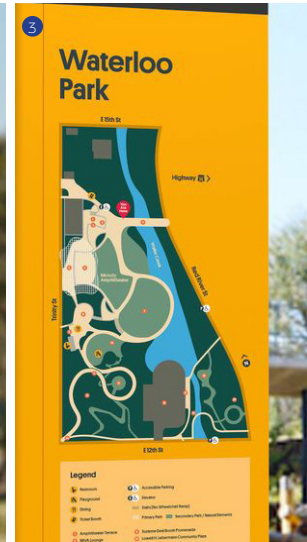


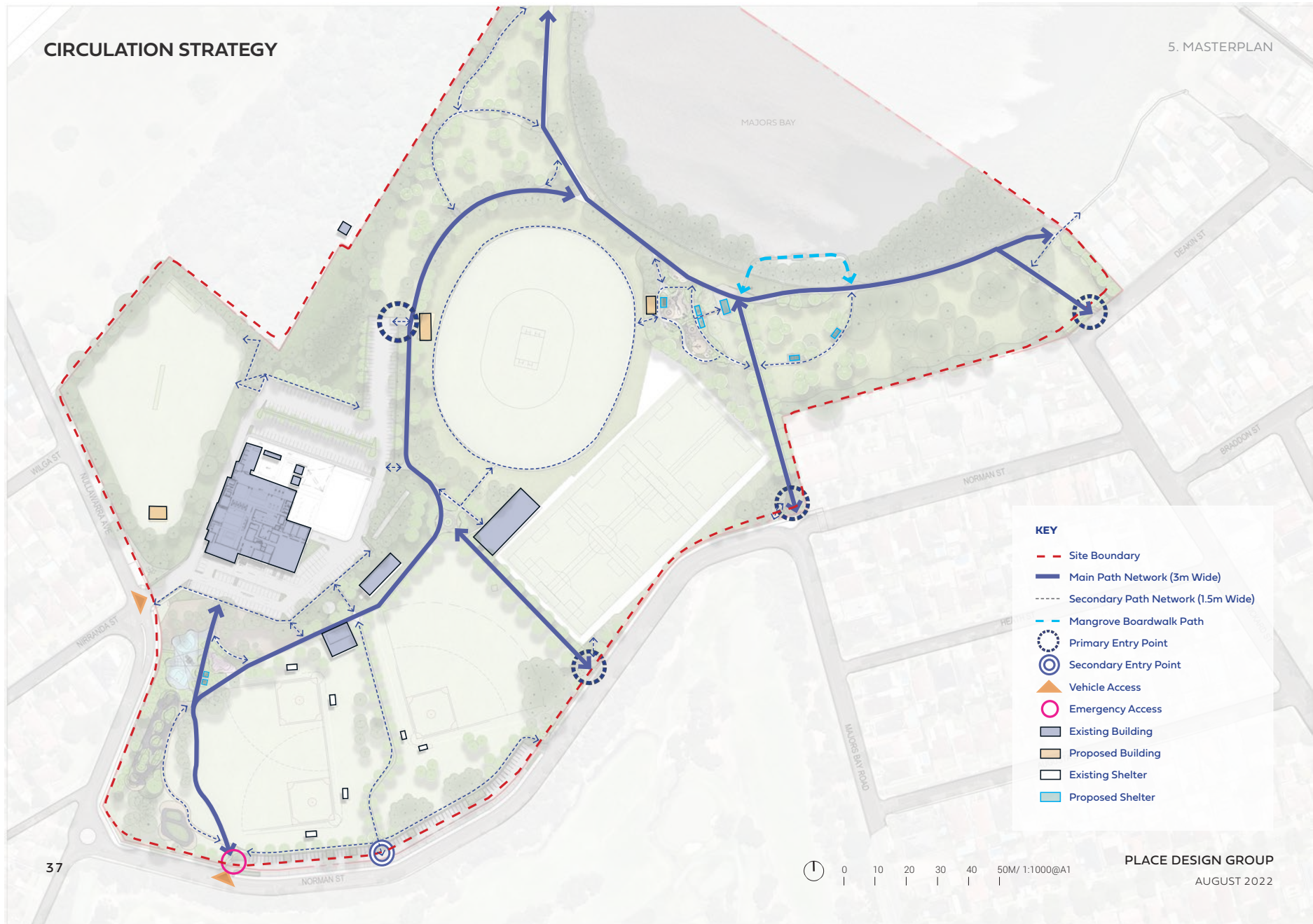
WAYFINDING AND SIGNAGE | PRECEDENT IMAGERY

5. MASTERPLAN

LEGEND

- 1 Major Park Entry Signage
- 2 Vehicular Directional Signage
- 3 Area Information Signage
- 4 Park Wayfinding
- 5 Education Kiosk





6. APPENDIX

6. APPENDIX

SCALE STUDY

MAJORS BAY PLAYGROUND



MAJORS BAY
PASSIVE PLAY



6. APPENDIX

PLAYGROUNDS

PASSIVE PICNIC AREA/ KICK ABOUT ZONE

BUNGARRIBEE
PLAYGROUND

APPROX
1665 m²



THE IAN POTTER
CHILDREN'S WILD
PLAY GARDEN

APPROX
5384 m²



GOSFORD LEAGUES
CLUB PLAYGROUND

APPROX
8541 m²



LIZARD LOG
PLAYGROUND

APPROX
8274 m²



GREEN PICNIC AREA
BUNGARRIBEE

APPROX
5384 m²



PRIRRAMA PARK
PICNIC SHELTERS

APPROX
3785 m²



TAMARAMA
BEACH

APPROX
6148 m²



LIZARD LOG
PICNIC AREA

APPROX
9553 m²



SCALE STUDY

6. APPENDIX

MAJORS BAY
PUMP TRACK
APPROX.
1920m²

PUMP TRACK

GLADSTONE PUMP
TRACK

APPROX.
5127 m²



SHOALHAVEN
HEADS

APPROX.
3211 m²



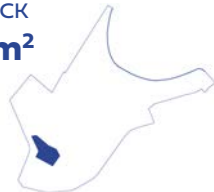
LEUMEAH

APPROX.
2456 m²



BARDEN RIDGE
PUMP TRACK






APPROX.
3068 m²

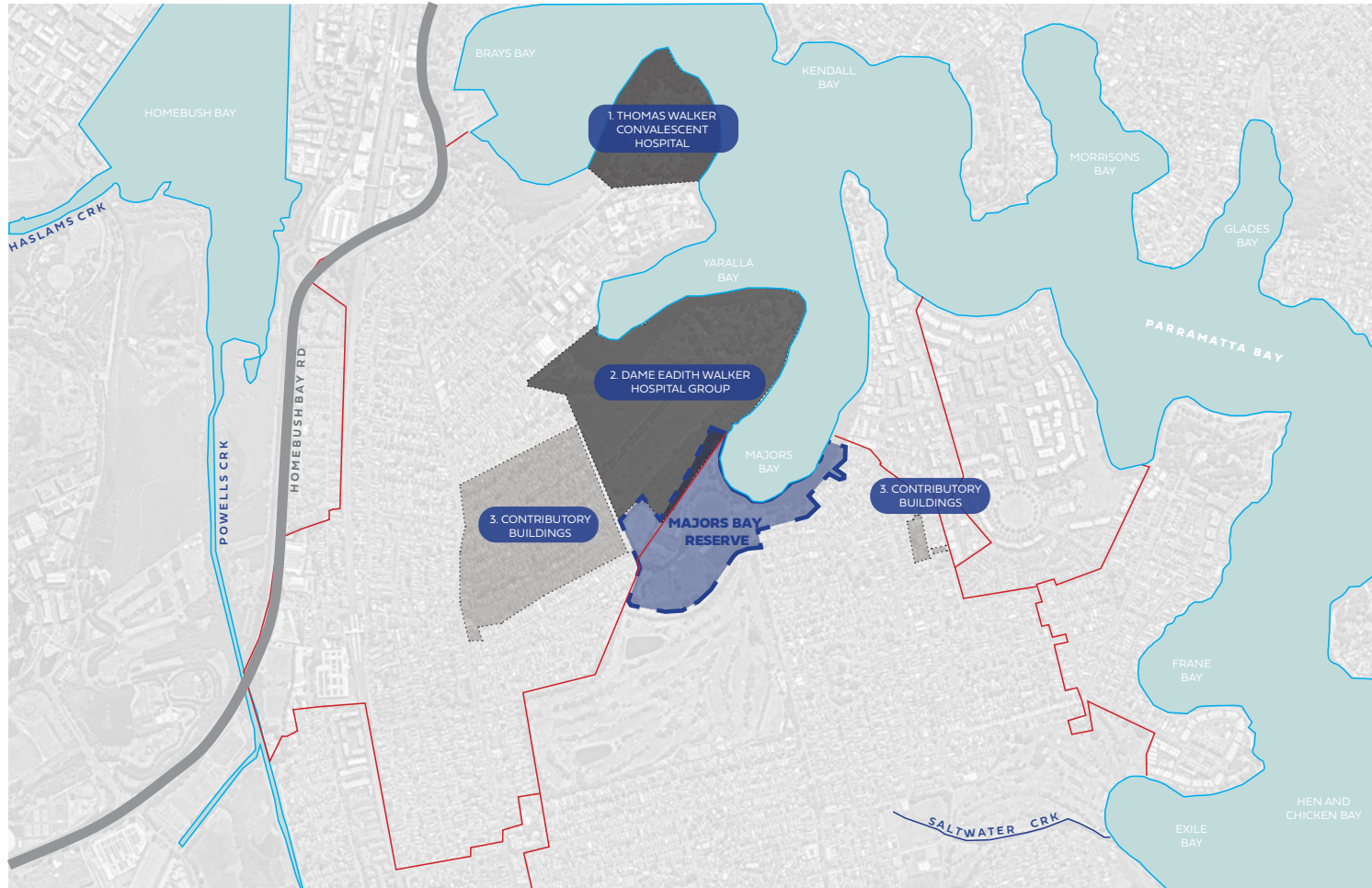
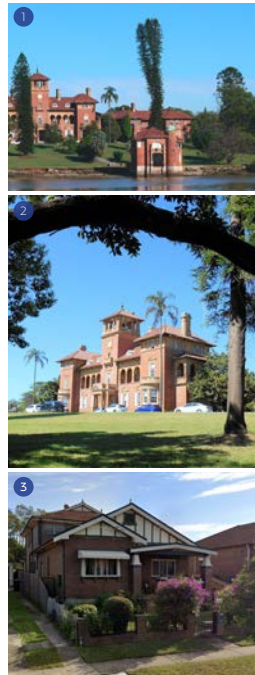


HERITAGE + CONSERVATION

3. SITE ANALYSIS

LEGEND

-  Major Road
-  Site Boundary
-  Suburb Boundary
-  State Heritage Item
-  Conservation Area








Source: <https://maps.canadabay.nsw.gov.au/>



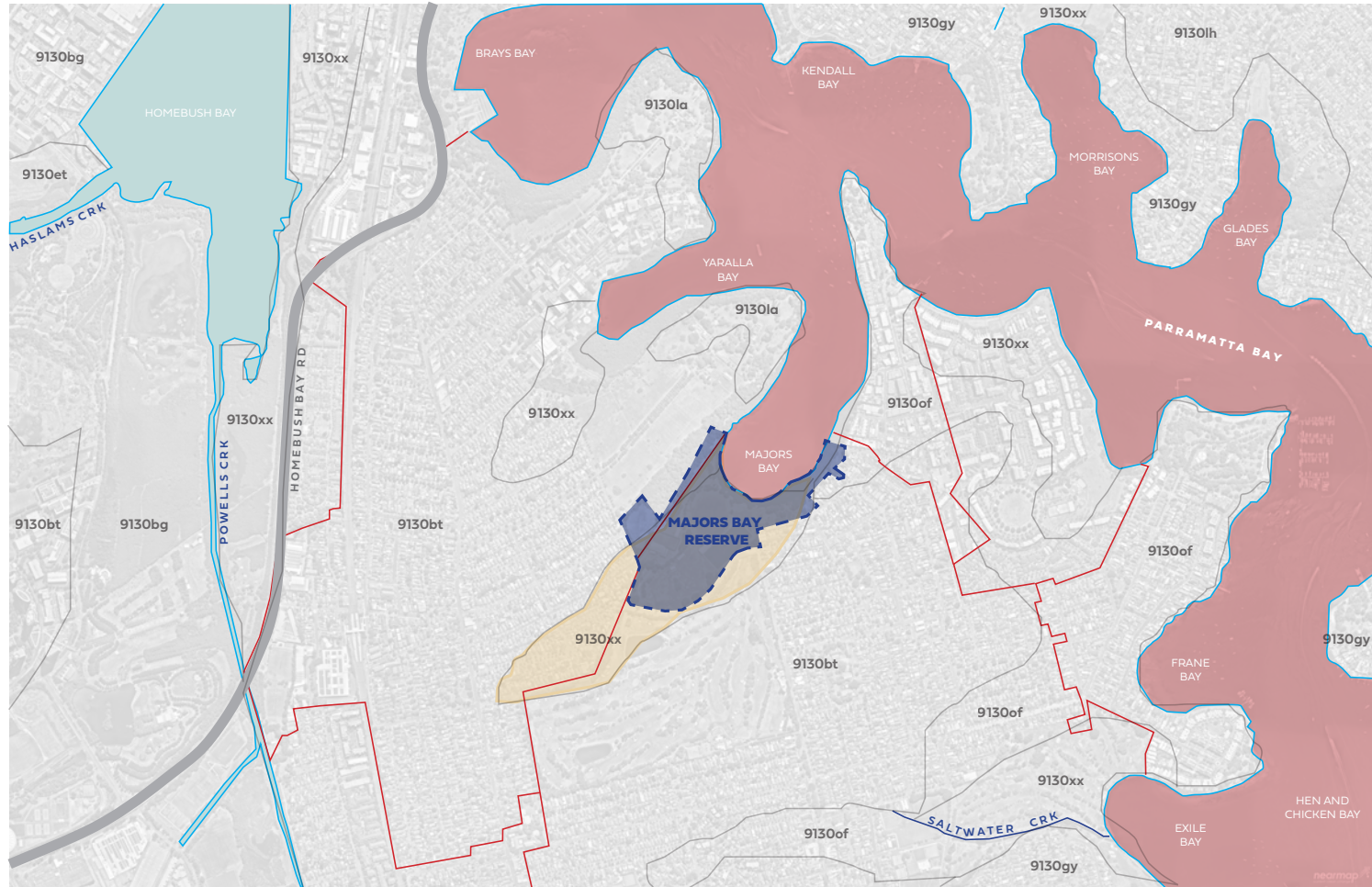
SOIL + CONTAMINATION

3. SITE ANALYSIS

LEGEND

-  Major Road
-  Site Boundary
-  Suburb Boundary
-  High Acid Sulfate Risk
-  Medium Acid Sulfate Risk
- bg Birrong
- bt Blacktown
- gy Gymea
- et Ettalong
- la Lambert
- of Oxford Falls
- xx Disturbed Terrain

Note: Majors Bay Reserve is listed as NSW Contaminated Notified to the EPA as of 9 January 2019



Source: geo.seed.nsw.gov.au, epa.nsw.gov.au

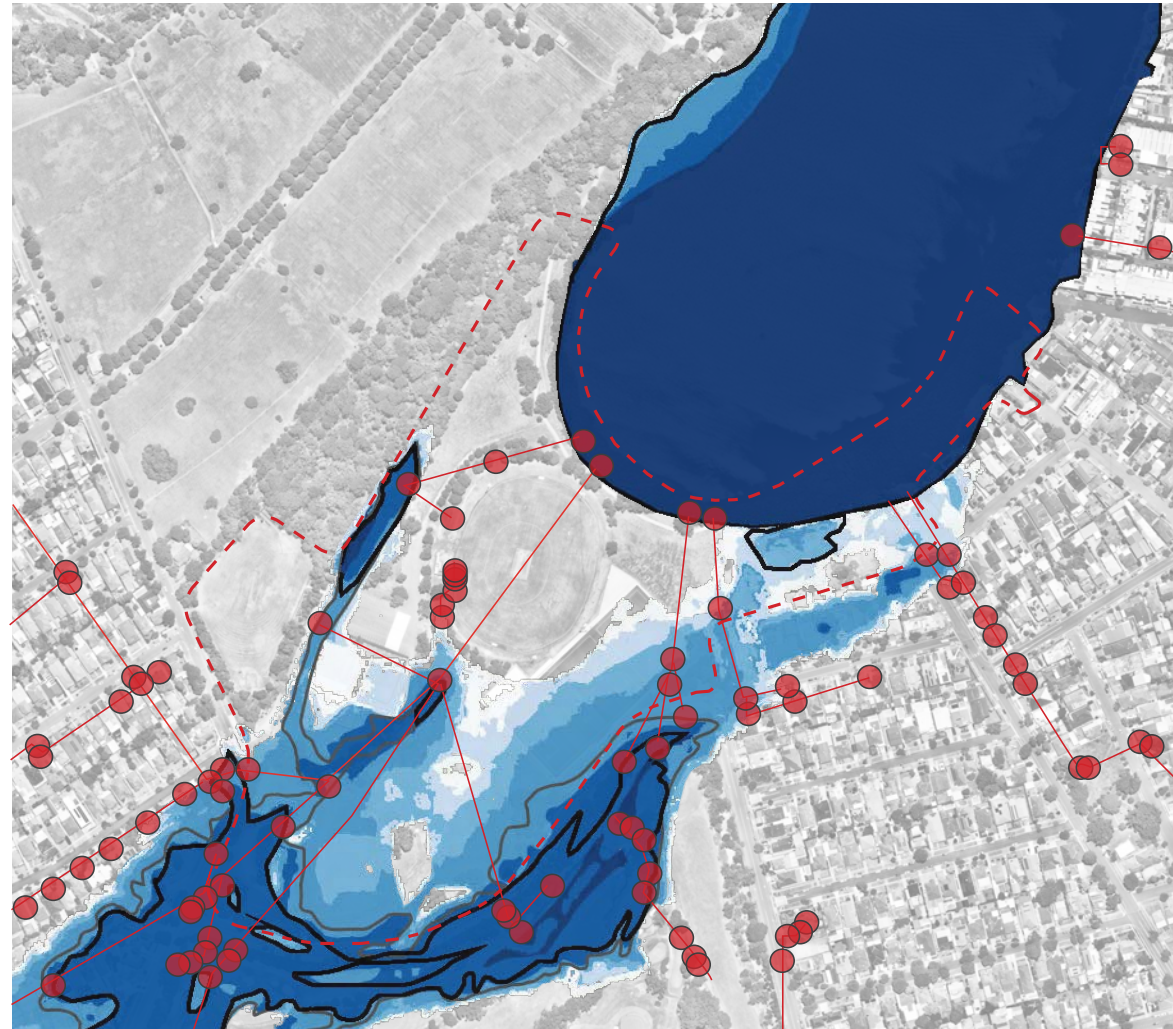


FLOOD IMPACT STUDY: EXISTING CONDITIONS

4. OPPORTUNITY + CONSTRAINTS

LEGEND

- - - Site Boundary
- 10% AEP Peak Flood Depth
- 1% AEP Peak Flood Depth
- Stormwater Pipes
- Stormwater Pits
- PVF Peak Flood Depth
- < 0.15
- 0.15 to 0.30
- 0.30 to 0.50
- 0.50 to 1.00
- 1.00 to 2.00
- > 2.00



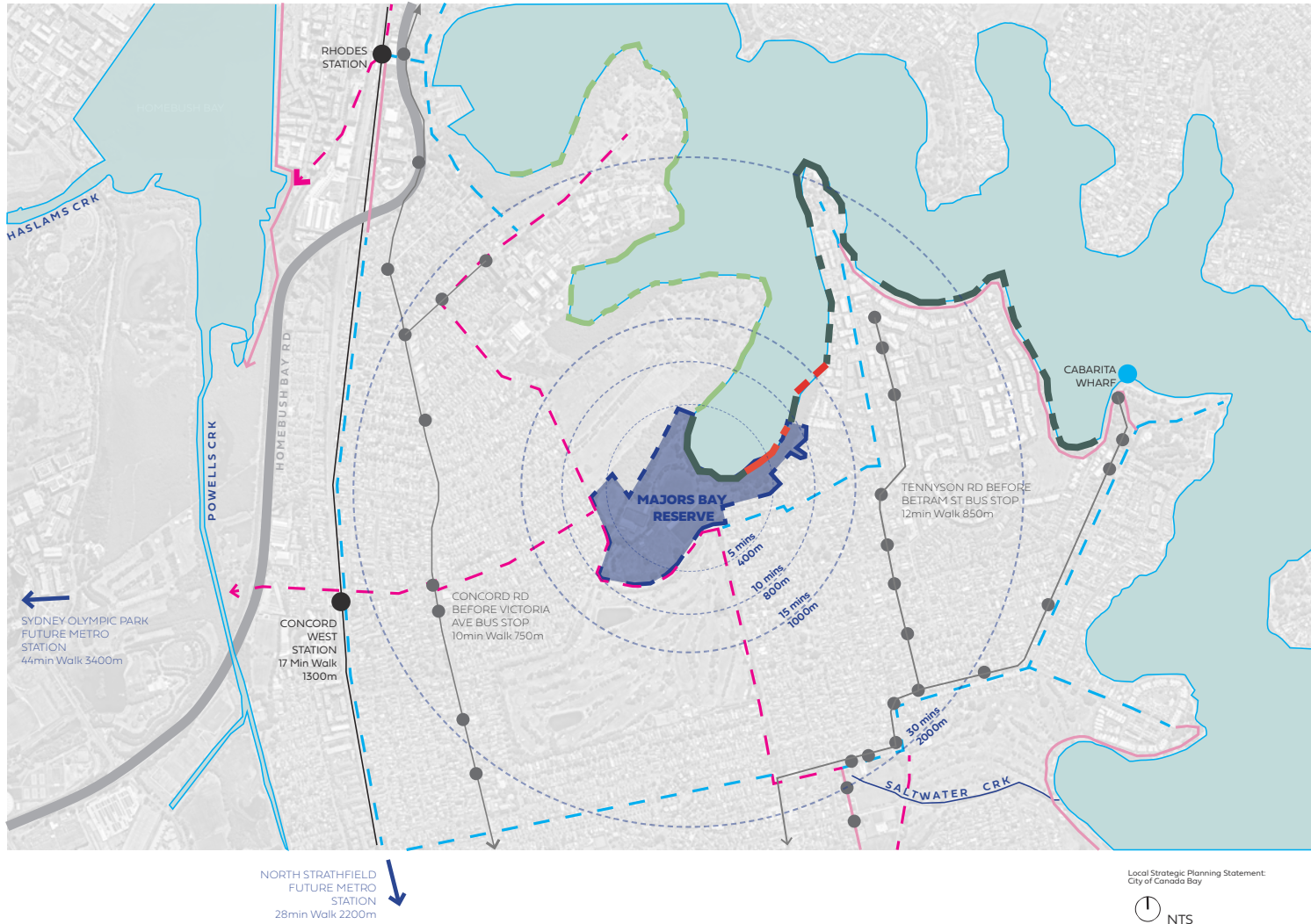
Source: Hydro Spatial Majors Bay Reserve Flood Study And Flood Impact Assessment (2018)
NTS

TRANSPORT + ACCESS

3. SITE ANALYSIS

LEGEND

- - Site Boundary
- Train Line
- Train Station
- Public Ferry Wharf
- Bus Route
- Bus Stop
- - Existing On-road Cycle Route (LSP, 2020)
- - Existing Off-road Cycle Route (LSP, 2020)
- - Proposed Future Cycle Route (LSP, 2020)
- Existing Foreshore Walk
- Existing Informal Foreshore Walk
- - Proposed Future Foreshore Connection



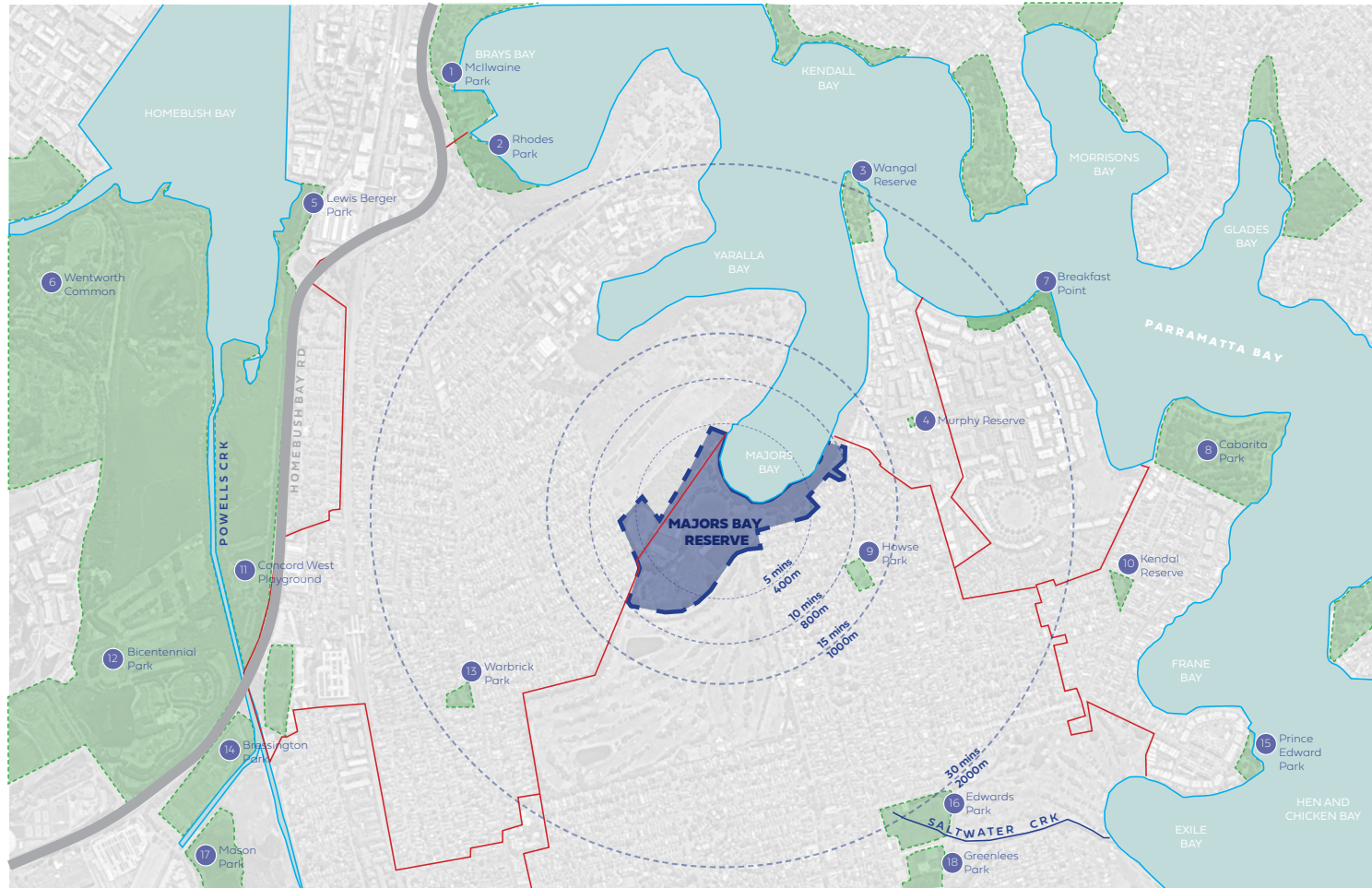
Local Strategic Planning Statement:
City of Canada Bay
NTS

EXISTING OPEN SPACE NETWORK

3. SITE ANALYSIS

LEGEND

-  Major Road
-  Site Boundary
-  Suburb Boundary
-  Playground



1 NTS

EXISTING OPEN SPACE MATRIX

3. SITE ANALYSIS

REF #.	OPEN SPACE	PLAY EQUIPMENT	WATER PLAY	PICNIC TABLES	AMENITY BLOCK	BBQ	COMMUNITY GARDEN	SENSORY GARDEN	SPORTING FACILITIES	OUTDOOR FITNESS	SWIMMING	CYCLE TRACK	WALKING TRACK	DOG AREA (UNLEASHED/ LEASHED)	ACCESS TO FORESHORE EDGE	CULTURAL MONUMENT	SIGNIFICANT VIEW	ECOLOGICAL ASSETS
	Majors Bay Reserve	X			X				X					X				X
1.	McIlwaine Park	X		X								X	X		X			
2.	Rhodes Park		X	X		X	X	X					X			X		
3.	Wangal Reserve	X	X	X		X						X	X		X	X	X	
4.	Murphy Reserve	X		X			X		X									
5.	Lewis Berger Park									X		X	X			X		
6.	Wentworth Common	X		X	X											X	X	X
7.	Breakfast Point											X	X		X	X	X	
8.	Cabarita Park	X									X	X	X		X			
9.	Howse Park	X			X													
10.	Kendal Reserve	X		X										X				
11.	Concord West Playground	X			X	X						X	X					
12.	Bicentennial Park	X			X	X						X	X			X	X	X
13.	Warbrick Park	X			X													
14.	Bressington Park	X			X				X			X	X	X				
15.	Prince Edward Park	X													X			
16.	Edwards Park	X			X				X			X	X					
17.	Mason Park	X			X				X			X	X					X
18.	Greenlees Park								X									











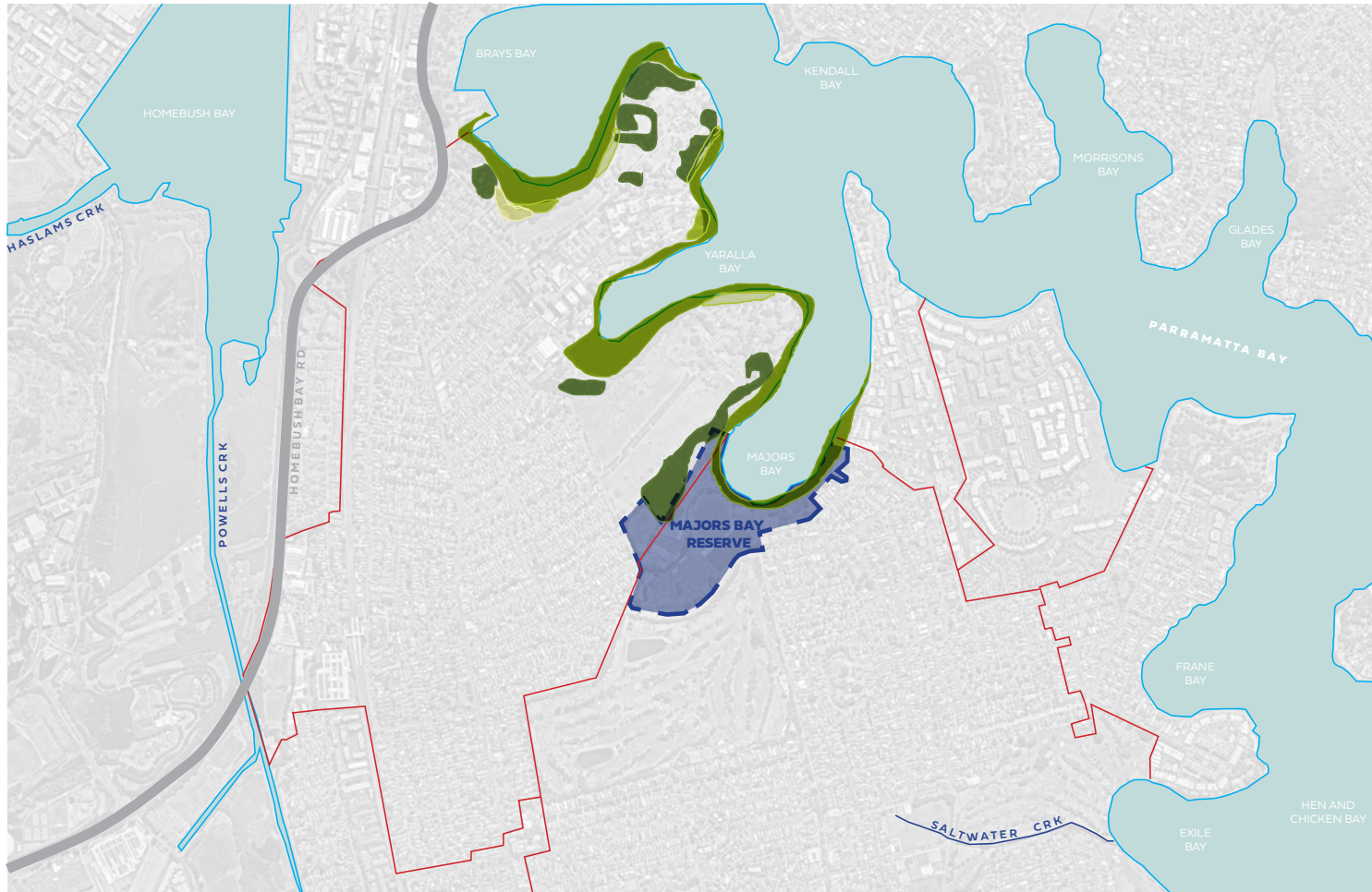
46 MAJORS BAY RESERVE PARK
MASTERPLAN

VEGETATION COMMUNITIES

3. SITE ANALYSIS

LEGEND

-  Major Road
-  Site Boundary
-  Suburb Boundary
-  **Vegetation Class:**
Northern Hinterland Wet Sclerophyll Forests
- Vegetation Formation:**
Wet Sclerophyll Forests
Sydney Turpentine - Grey Ironbark open forest on shale in the lower Blue Mountains, Sydney Basin Bioregion
-  **Vegetation Class:**
Mangrove Swamps
- Vegetation Formation:**
Saline Wetlands
Mangrove Forests in estuaries of the Sydney Basin Bioregion and South East Corner Bioregion
-  **Vegetation Class:**
Coastal Floodplain Wetlands
- Vegetation Formation:**
Forested Wetlands
Swamp Oak swamp forest fringing estuaries, Sydney Basin Bioregion and South East Corner Bioregion
-  **Vegetation Class:**
Coastal Swamp Forests
- Vegetation Formation:**
Forested Wetlands
Flax-leaved Paperbark open to closed mesic forest on alluvial riverflats in the Sydney region
-  **Vegetation Class:**
Salt marshes
- Vegetation Formation:**
Saline Wetlands.
Salt marsh in estuaries of the Sydney Basin Bioregion and South East Corner Bioregion










Source: geo.seed.nsw.gov.au

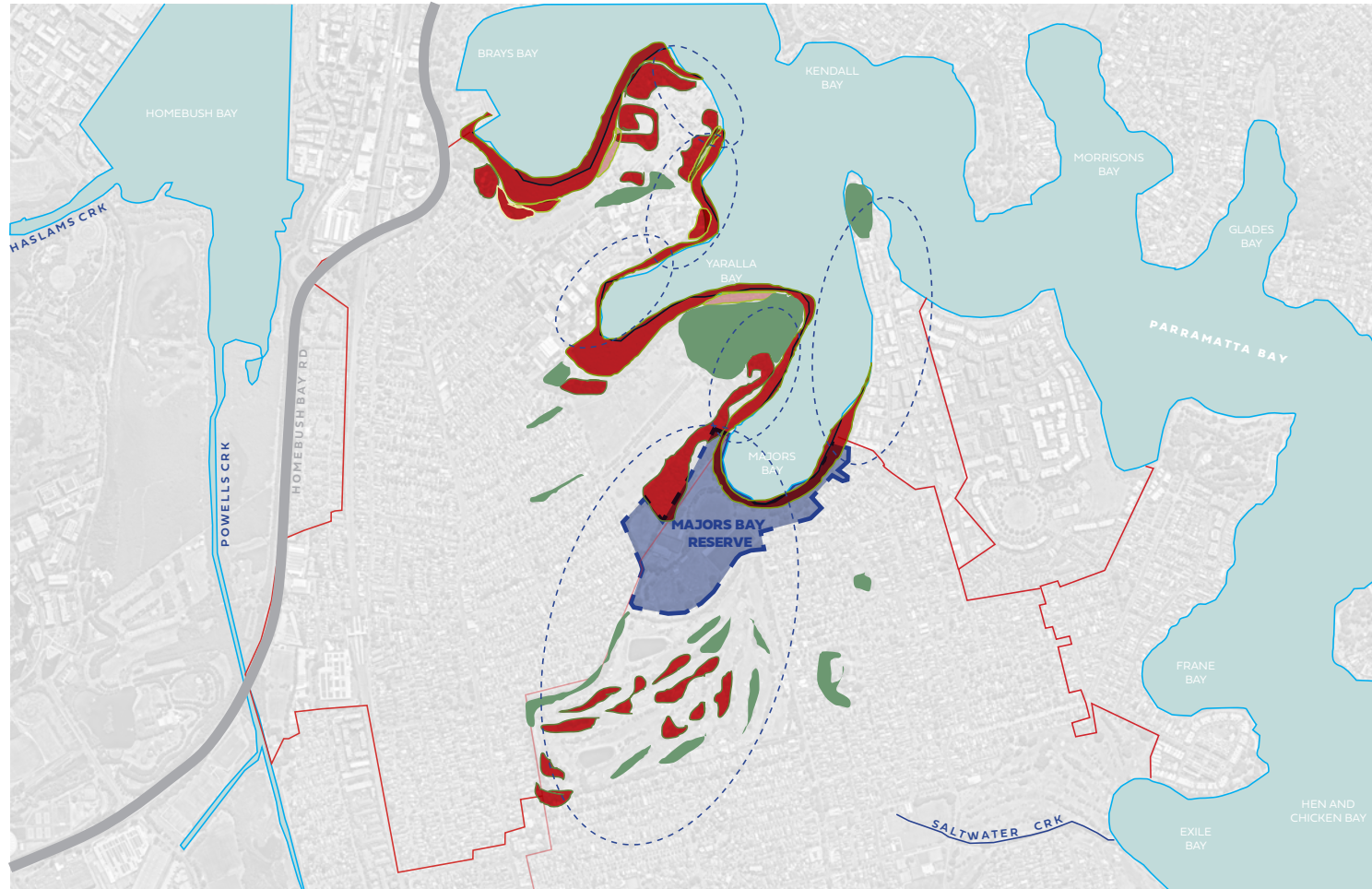


BIODIVERSITY CORRIDORS

3. SITE ANALYSIS

LEGEND

-  Major Road
-  Site Boundary
-  Suburb Boundary
-  Critical Habitat
-  Significant Habitat
-  Supporting Habitat
-  Opportunities to connect existing Biodiversity corridors



Source: geo.seed.nsw.gov.au

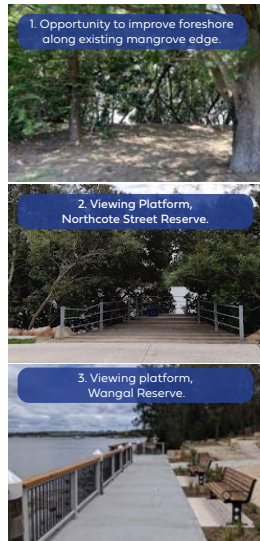
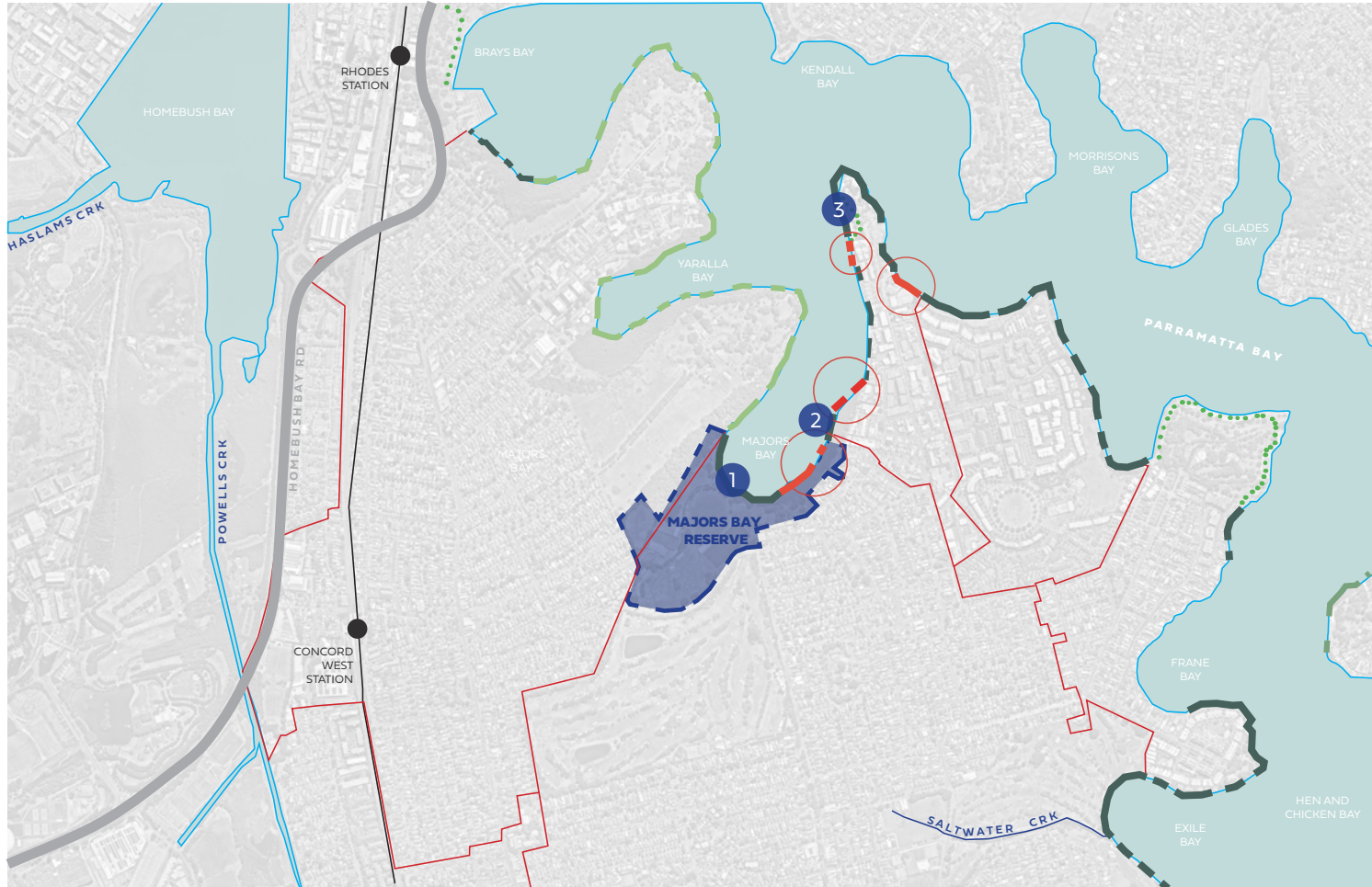


FORESHORE CONNECTIONS

3. SITE ANALYSIS

LEGEND

-  Major Road
-  Site Boundary
-  Suburb Boundary
-  Existing Formal Foreshore Walk
-  Existing Pathway Through Park
-  Existing Informal Foreshore Walk
-  No Foreshore Connection (Potential Connection)



Local Strategic Planning Statement:
City of Canada Bay



Majors Bay Reserve Masterplan and Passive Recreation Precinct

COMMUNITY ENGAGEMENT REPORT (ROUND 2: 15 June – 3 July 2022)

3 July 2022

New draft Masterplan



Last revised: 03/07/2022

Prepared by: Sarah Corry – Engagement Coordinator
Project lead: Colin Dagger – City Projects

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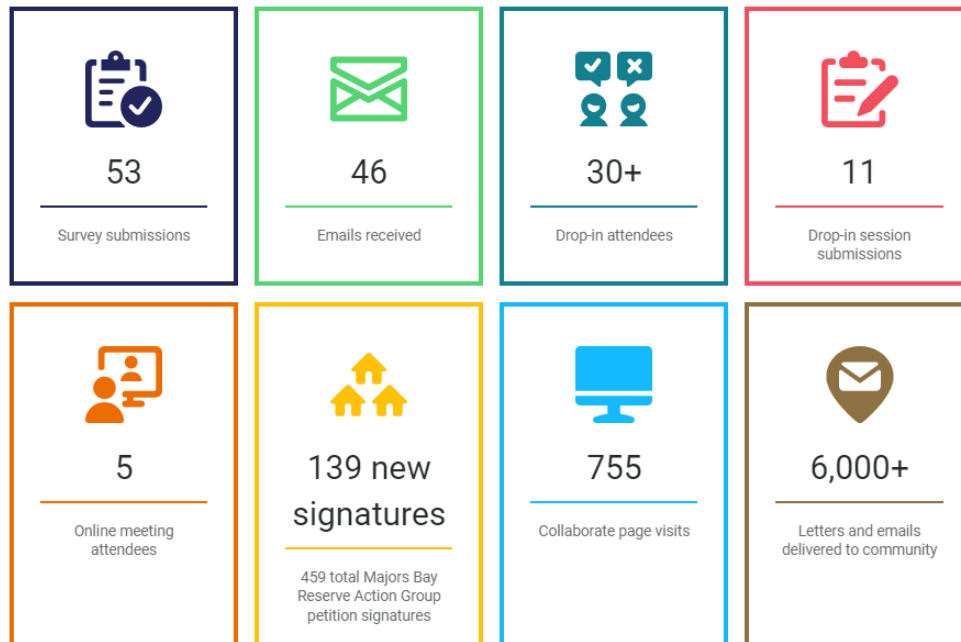
Introduction

Majors Bay Reserve is one of the most important parcels of public open space within the City of Canada Bay. Its connection with the water, open parklands and sporting grounds makes it unique within the Western Sydney Harbour foreshore.

The City of Canada Bay received \$4.75m funding from the NSW Department of Planning and Environment (DPE) to upgrade the passive recreation opportunities in the reserve. Concurrently, the existing Masterplan for the reserve was adopted in 2000 and requires updating. As part of this project, Council decided to redraft the Masterplan to identify what is possible within the reserve and consult the community, with a view to editing the plan to suit the community’s needs and wants for the space. Council will then identify which elements will be constructed with the DPE funding grant, and which elements will be ear marked for future consultation and construction as part of the reserve’s long-term Masterplan.

Having considered community feedback from round 1 (please see Community Engagement Report Round 1 – 1 June 2022), Council shared a new draft Masterplan with the community in June 2022. The new draft Masterplan also outlined which items would, if approved, be delivered using the DPE funding grant, and which would be earmarked for future delivery. This report outlines the feedback received.

Engagement snapshot



Communication methods and reach

A suite of communication methods was used to inform the community about this consultation and encourage submissions.

Methods used included:

- Project page on Collaborate Canada Bay: collaborate.canadabay.nsw.gov.au/mbr_precinct
- Email to all round 1 consultation participants
- Letterbox drop by Council officers to 4,000+ residents in surrounding streets
- Direct email to 83 residents bordering the reserve who have provided email addresses to Council's database
- Collaborate email to 1,886 database – those following Concord and Parks & Recreation topics
- Social media (Facebook and Instagram)
- Council e-newsletter
- 6 x on site signs – stickers added with updated information (2 signs were removed since installation)

See appendix A for more detail, including communications reach.

Engagement methods

Online survey

A Collaborate survey was developed to capture the community's reaction to the draft Masterplan, asking for what they liked, what they did not like, and any additional feedback they had for Council.

Survey questions and full results can be found in the body of this report and in Appendix B.

Emails

All 46 emails sent to Council, the Mayor and Councillors, and to individual Council officers are gathered and reviewed during the consultation reporting process.

A summary of email submission feedback can be found in Appendix C.

Drop-in sessions

Council hosted two drop-in sessions at Majors Bay Reserve between the old Concord RSL car park and the entrance path to the synthetic soccer field on Thursday 23 June 4 – 6pm and Saturday 25 June 2022 10am-12pm.

These drop-ins saw less attendance than round 1, with around 30 people visiting to talk to Council.

A summary of feedback received can be found in the Summary of Results on page 5.

Online meeting

Council conducted a two-long online session to provide an additional opportunity for community to ask questions and receive detailed answers, and for those who are unable to attend face to face events for any reason. This meeting was attended by the project lead, community consultation coordinator, Manager of Parks and Recreation, and open space coordinator.

A report from this meeting can be found in Appendix D.

Sporting clubs

Council did not meet with the sporting clubs this round; however, feedback was received from Concord Baseball Club.

Resident group – Majors Bay Reserve Action Committee

Residents have created an action group to represent their concerns to Council. Council officers have met with this group on a number of occasions to discuss their concerns and will continue to liaise with them. During the first round of consultation, a petition with 320 signatures was submitted to Council on 29 May 2022. The signees stated "I am against the current Masterplan for Majors Bay. I am against overdevelopment of the reserve. Sydney has very few open spaces left, and we should strive to preserve such valuable spaces for future generations".

The same petition was submitted to Council in round 2 on 3 July 2022 with a total of 459 signed across both rounds of consultation.

Summary of results

These results pertain to the second round of consultation only. For round 1 feedback, please see Community Engagement Report Round 1.

Overall Results

Council received 110 submissions from the community: 53 surveys, 46 emails and 11 drop-in forms.

Overall, many participants feel the long-term plans for the reserve do not match their vision for the space. Many participants want to maintain as much green space as possible while upgrading joining pathways and planting new trees. While the variety of recreational opportunities the draft Masterplan offers is noted by many participants, adjacent neighbours believe the upgrades will attract too many people to the reserve and destroy the current tranquillity of the place.

1. Top support points overall	Email submissions	Survey feedback	Drop-in sessions	Total
1. Removal of Deakin St carpark proposal	23	9	2	34
2. Foreshore boardwalk and access paths	8	17	1	26
3. Dog park maintained in current location	11	8	2	21
4. Planting new trees	6	6	3	15
5. Variety of activities for different ages	3	6	1	10

2. Top opposition points overall	Email submissions	Survey feedback	Drop-in sessions	Total
1. Masterplan is still overdeveloped and does not maintain enough existing green space	29	11	4	44
2. New Norman St car park perceived as dangerous to cyclists (see table 4 below for more information)	12	10	1	23
3. Biodiversity concerns – loss of mature trees	13	6	2	21
4. Parking and traffic pressure not adequately addressed	9	8	2	19
5. Removal of enclosed dog park – want a fence	9	6	2	17

3. Suggestions
1. Maintain multi-purpose courts and remove parkour and pump tracks
2. Include a nature walk or unstructured area instead of item 22 car parking
3. Combine playgrounds into one site – remove 12m tower
4. Biodiversity assessment and parking study needed

5. Fence the dog park

4. Feedback on the new or updated elements of the Masterplan

- The community supports:
 - The removal of Deakin St carpark proposal
 - Maintenance of the existing dog (unfenced) off-leash area
 - Removal of several picnic shelters
- The Norman Street angled parking concept in the new draft (item 6) was welcomed by some participants, while other participants believe it would be dangerous to cyclists. It should be noted that the Masterplan does not correctly show the median strip that would shield cyclists from parking cars
- Participants also showed concern for the number of mature trees being planned for removal, particularly for proposed parking at item 22 and item 6, due to impact on biodiversity
- The multi-purpose courts being moved closer to Baseball diamonds is a point of concern for Concord Baseball Club, while adjacent residents do not believe it has been moved far enough away from Nullawarra Road.

[Emails](#)

46 emails

- 1 sporting club email submissions
- 1 resident petition with 459 signatures – 139 new since round 1 submission of petition
- 44 resident email submissions

Council received 44 email submissions from residents. Many of these emails were substantial and detailed submissions that outlined their concerns and ideas regarding the draft Masterplan. Given the quantity and length of these submissions, Council staff have attempted to summarise their key points, while also combining them with the detailed feedback provided via Collaborate Canada Bay online survey (see above table in *Summary of Results*). The summary highlights issues and suggestions that were raised several times within the email submissions.

Council notes that each submission's full detail cannot be comprehensively summarised, and the project team have reviewed the detailed responses provided by the community and will consider all suggestions individually.

A more detailed summary can be found in Appendix B.

[Online survey](#)

Top line results – 53 submissions

- 71% of participants live in Concord, 32% live next to the park
- The average satisfaction rating received on the draft masterplan is 2.9 out of a possible 5
- The survey asked open ended questions, and Council officers have tagged the answers into groups. A summary of support and opposition points can be seen in the above table in *Summary of Results*.

The full survey report can be found in Appendix B.

Drop-in sessions

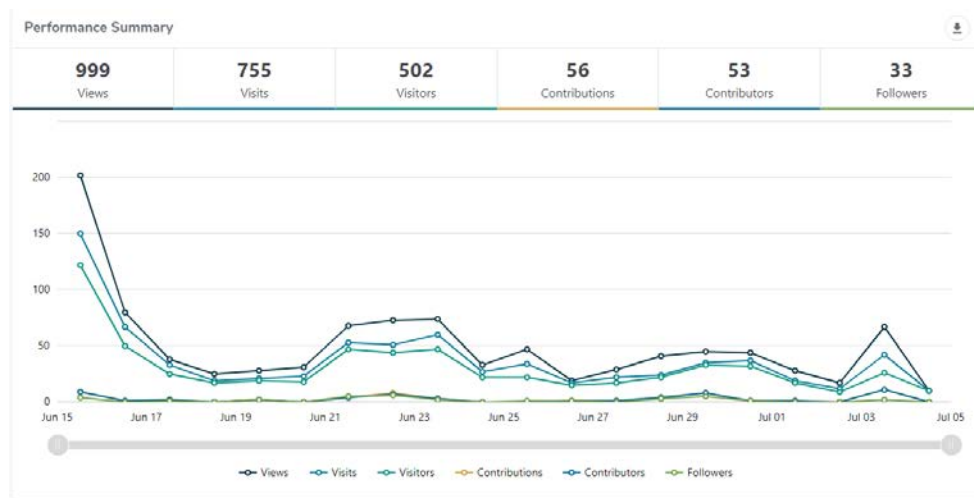
Council’s drop-in sessions were attendance by less residents in round 2 than in round 1, and fewer submissions were provided on forms provided.

The feedback in 11 forms received is represented in the summary of support and opposition points which can be seen in the above table in *Summary of Results*.

Appendices

A. Communications reach

Project page on Collaborate Canada Bay: https://collaborate.canadabay.nsw.gov.au/mbr_precinct



Views - The number of times a Visitor views any page on a Site.
Visits - The number of end-user sessions associated with a single Visitor.
Visitors - The number of unique public or end-users to a Site. A Visitor is only counted once, even if they visit a Site several times in one day.
Contributions - The total number of responses or feedback collected through the participation tools.
Contributors - The unique number of Visitors who have left feedback or Contributions on a Site through the participation tools.
Followers - The number of Visitors who have 'subscribed' to a project using the 'Follow' button.

Social media (Facebook and Instagram)

	No. of posts	Reach	Engagements	Link clicks
Facebook	1	5400	617	*
Instagram	2	760	12	31

Council newsletters and newsletters

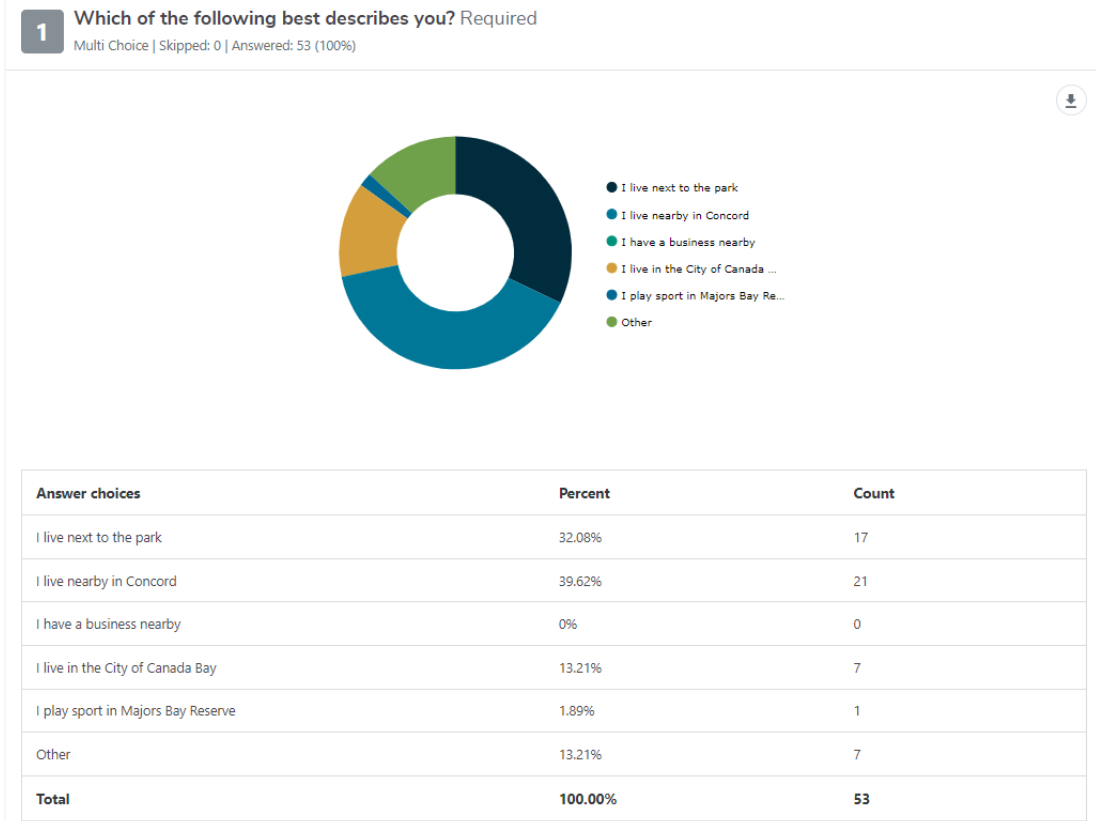
Council newsletter	Reach	Opens	Link clicks
City of Canada Bay News Online	2376	1488	94

Letter distribution map – 3,833 properties

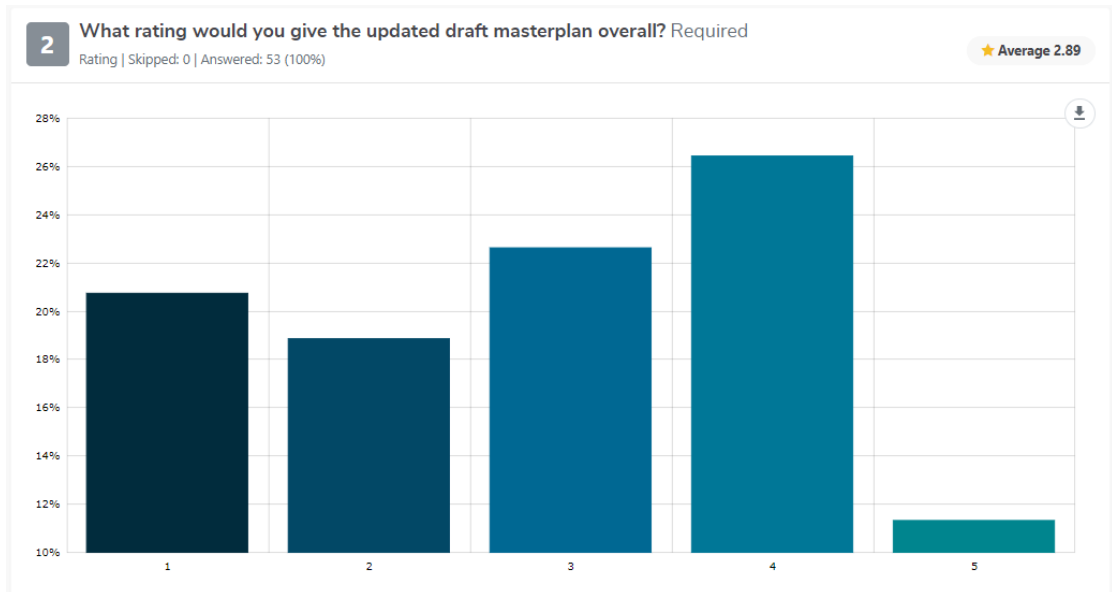


B. Online Survey

1. Which of the following best describes you?

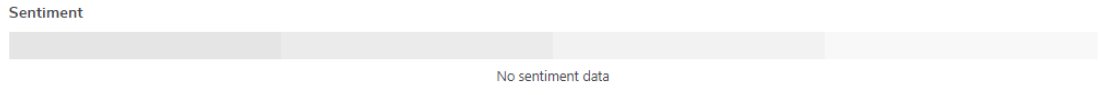


2. What rating would you give the draft masterplan overall?



3. What do you like about the new draft?

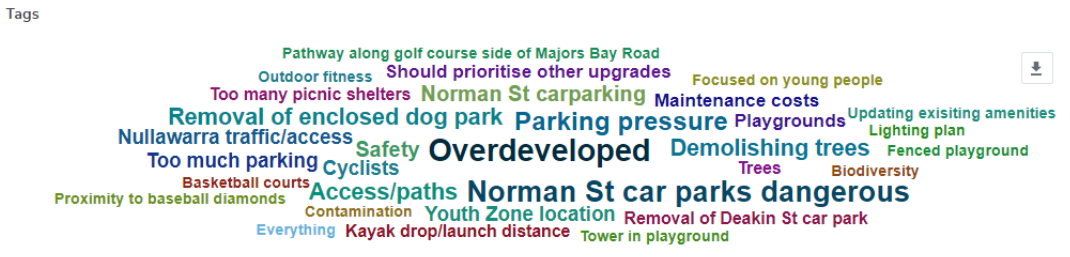
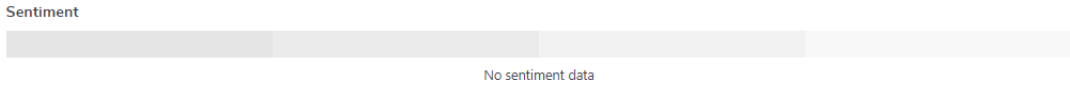
3 What do you like about the new draft? Analyse
Long Text | Skipped: 3 | Answered: 50 (94.3%)



Tag	Percent	Count
Foreshore boardwalk	20%	10
Removal of Deakin St car park	18%	9
Removal of enclosed dog park	16%	8
Access/paths	14%	7
Trees	12%	6
Variety of ages	12%	6
Maintaining green space	12%	6
Recreation space	8%	4
Everything	8%	4
Playgrounds	6%	3

4. What concerns you about the new draft?

4 What concerns do you have about the new draft? Analyse
Long Text | Skipped: 0 | Answered: 53 (100%)



Tag	Percent	Count
Overdeveloped	20.8%	11
Norman St car parks dangerous	18.9%	10
Parking pressure	15.1%	8
Demolishing trees	11.3%	6
Removal of enclosed dog park	11.3%	6
Access/paths	11.3%	6
Safety	9.4%	5
Norman St carparking	9.4%	5
Youth Zone location	7.5%	4
Cyclists	7.5%	4
Nullawarra traffic/access	7.5%	4
Too much parking	7.5%	4
Maintenance costs	5.7%	3
Playgrounds	5.7%	3

5. Do you have any other feedback for Council?

5 Do you have any other feedback for Council? Analyse
Long Text | Skipped: 16 | Answered: 37 (69.8%)



Tag	Percent	Count
Overdeveloped	18.9%	7
Parking pressure	13.5%	5
Maintaining green space	13.5%	5
Cyclists	8.1%	3
Nullawarra traffic/access	8.1%	3
Outdoor fitness	5.4%	2
Lighting plan	5.4%	2
Safety	2.7%	1
Norman St car parks dangerous	2.7%	1
Too much parking	2.7%	1
Kayak drop/launch distance	2.7%	1
Foreshore boardwalk	2.7%	1
Access/paths	2.7%	1
Should prioritise other upgrades	2.7%	1
Demolishing trees	2.7%	1
Fenced playground	2.7%	1
Open slides in playground	2.7%	1
Pathway along golf course side of Majors Bay Road	2.7%	1
Drainage	2.7%	1

C. Email feedback summary

Oppose	
1. Maintain nature / do not overdevelop	29
2. Endangered Flora & Fauna	20
3. Norman St car parking	12
4. Traffic and parking concerns	9
5. Dog park - want it fenced	9
6. Preserve mangroves - kayak launch	9
7. Contamination	8
8. Maintenance costs	8
9. Parkour	8
10. Pump tracks	6
11. Environmental Education Kiosk - Where is it?	5
12. Nullawarra Ave / Nirranda St traffic and access issues	5
13. Basketball courts	5
14. Public parking	5
15. Family play, shelters and amenities block	5
16. Kayak launch - location	4
17. Remove angle parking - Norman St	4
18. 2 Playgrounds	4

Support	
1. Removal of Deakin St carpark	23
2. Foreshore walk and access paths	16
3. Dog park maintained	11
4. Extra planting of trees	7
5. Mangrove boardwalk	5
6. Adventure Playground	4
7. Deakin Street Foreshore Boardwalk	3
8. Variety of activities	3
9. Kayak Launch	3
10. Parkour	3
11. Youth Zone	2
12. Upgrading existing amenities	3
13. Funding maintenance of existing amenities	1
14. Basketball courts	3
15. Picnic tables	1

D. Online meeting report

Date: Monday 27 June, 6 - 8PM

Attendees: 9

- 5 community members
- 4 Council staff

Key feedback points and Council response

Feedback/question	Response
Terms of the grant and what is and is not included	The masterplan outlines in brown the items that would come under the Department of Planning and Environment's NSW Public Spaces Legacy Program which focuses on passive recreation amenity. The items outlined in blue are unfunded, but their inclusion in the grant will provide the foundation to seek funding for their implementation
What is the plan for trees in the park?	We are developing a tree strategy with our tree manager and Bushcare leader currently.
What is the parking plan?	A traffic and parking study will be conducted in line with any parking concept developments.
The plan is still overdeveloped	Noted
Remove central playground and Changing Places amenity – move to a different spot where more people can use it	Noted
Do not support 12m tower in playground	Noted
Older people not reflected in the plan	Noted
Youth Zone is too close to Nullawarra Avenue	Noted
Picnic areas will become derelict	Noted
Parkour and pump tracks should go	Noted
Move playground to where the youth zone is	Noted
Keep basketball courts	Noted
Upgrades will attract too many people	Noted
Which amenities are people in the youth zone meant to use?	Council does not develop separate amenities for each user group, so the existing amenities as well as Changing Places amenities will be available to use by all park users.
The Turpentine Forest – why is this not celebrated and retained? It is our heritage and our legacy. Our precolonial history. We should keep more unstructured spaces There is a lot of 'stuff' hard scaping in the plan. It is also very 'sport centric'. This is an opportunity to design a passive information/educational natural area that extends on the original pre-colonial sydney	Noted.

<p>turpentine forest. This native plant area could act as a buffer to further protect the endangered area and provide an opportunity for people to have a 'nature walk' for times they can't get to the national parks. I understand there's around 1 million allocated for this - this could fund community work and artwork as well as maintenance of the site. There would also be no need to remove any mature trees that are habitat for native birds and animals.</p>	
<p>Unclear on the boundaries of the Concord RSL?</p>	<p>The boundary is outlined on the masterplan. The parking to the south of the RSL is RSL owned, while the parking to the North is Council owned (please note items 13, 22, 30).</p>
<p>Contamination concerns and EPA investigations</p>	<p>We are aware of the contamination on site and will be conducting all relevant environmental studies to manage risk ahead of any construction</p>
<p>Deakin St boardwalk – distance from the back of houses? Seems like a lose/lose situation for park users and homeowners</p>	<p>Foreshore Access Plan</p>
<p>Legacy of true, real open space needs to be considered. Risk mitigation. Progress does not necessarily mean development. Plan more trees instead</p>	<p>Noted</p>
<p>Playground – don't need bright equipment, make it fit in with the natural environment. Why not fake shops or fairy dell / imaginative play, pretend billabong, tree focused, frog pond</p>	<p>Noted</p>
<p>Is there going to be a biodiversity study?</p>	<p>Yes</p>
<p>There is the Walker Estate Act that states the area is to be available to the public.</p>	<p>Noted</p>
<p>Thank you - just a thought. With climate change the rising of sea levels has to also be considered. Part of this land is reclaimed. Flooding may be a very real risk.</p>	<p>Noted</p>
<p>I had not realised that the area has so many contaminants. Given El Nina which brings in wet conditions for so many months of the year, if we disturb the area with that much development has this a potential to leak into the area eg Majors Bay Reserve?</p>	<p>Noted</p>
<p>Are there maps of where the 'contaminants' are buried?</p>	<p>It is Councils understanding that much of the reserve is contaminated. Ongoing testing will occur as we deliver on the Masterplan.</p>
<p>Discussion on process – next steps</p>	<p>Consultation will close at 5pm on 3 July. Council team will prepare a report and make final</p>

	changes to a draft Masterplan. This will be presented to Council for consideration. Anyone in the community can attend and speak to the item during the Council meeting ahead of the Council decision.
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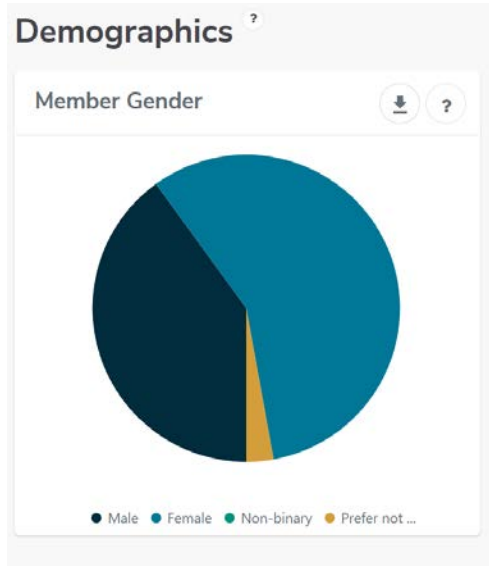
E. Sporting clubs feedback report

Submissions

Concord Baseball provided 1 submission to Council during the consultation period which outlined:

1. Marked up Masterplan showing the areas of concern – as well as specific and detailed feedback on the issues and suggested alternatives
2. Photographs of protective fencing at Pioneers Park
3. Layout of an adult and junior baseball diamond.

F. Survey Respondent Demographics



Deed

Former Bushells Factory
Planning Agreement

Under s7.4 of the *Environmental Planning and Assessment Act 1979*

Canada Bay City Council
New Concord Development Pty Ltd

Dated:

Former Bushells Factory VPA
City of Canada Bay Council
New Concord Development Pty Limited

Former Bushells Factory Planning Agreement

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City of Canada Bay Council
New Concord Development Pty Limited

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Former Bushells Factory VPA
City of Canada Bay Council
New Concord Development Pty Limited

Former Bushells Factory Planning Agreement

Summary Sheet

Council:

Name: **City of Canada Bay Council**
Address: **Locked Bag 1470 DRUMMOYNE NSW 2047**
Telephone: **02 9911 6555**
Facsimile: **02 9911 6550**
Email: **council@canadabay.nsw.gov.au**
Representative: **General Manager**

Developer:

Name: **New Concord Development Pty Ltd**
Address: **160 Burwood Road, Concord NSW 2137**
Telephone: **02 9747 9400]**
Email: **john.elliott@freshfood.com.a**
Representative: **John Elliot**

Land:

See definition of *Land* in clause 1.1.

Development:

See definition of *Development* in clause 1.1.

Development Contributions:

See clause 9 and Schedule 1.

Application of s7.11, s7.12 and s7.24 of the Act:

See clause 8.

Former Bushells Factory VPA
City of Canada Bay Council
New Concord Development Pty Limited

Security:

See Part 6.

Registration:

See clause 33.

Restriction on dealings:

See clause 34.

Dispute Resolution:

See Part 5.

Former Bushells Factory VPA
City of Canada Bay Council
New Concord Development Pty Limited

Former Bushells Factory Planning Agreement

Under s7.4 of the *Environmental Planning and Assessment Act 1979*

Parties

City of Canada Bay Council ABN 79 130 029 350 of Locked Bag 1470
DRUMMOYNE NSW 2047 (Council)

and

New Concord Development Pty Limited ABN 68 615 291 088 of 160
Burwood Rd (Developer)

Background

- A The Developer owns the Land.
- B The Developer has sought an amendment to the LEP to change the zoning of the Land, and the development standards applying to the Land and to list the former Bushells factory building as an item of local heritage.
- C The Developer has offered to make Development Contributions under this Deed if the LEP Amendment is made and if development consent is granted to the carrying out of the Development.

Operative provisions

Part 1 - Preliminary

1 Interpretation

- 1.1 In this Deed the following definitions apply:

Act means the *Environmental Planning and Assessment Act 1979* (NSW).

Approval includes approval, consent, licence, permission or the like.

Authority means the Commonwealth or New South Wales government, a Minister of the Crown, a government department, a public authority established by or under any Act, a council or county council constituted under the *Local Government Act 1993*, or a person or body exercising functions under any Act including a commission, panel, court, tribunal and the like.

Bank Guarantee means an irrevocable and unconditional undertaking without any expiry or end date in favour of the Council to pay an amount or amounts of money to the Council on demand issued by:

Former Bushells Factory VPA
City of Canada Bay Council
New Concord Development Pty Limited

- (a) one of the following trading banks:
- (i) Australia and New Zealand Banking Group Limited,
 - (ii) Commonwealth Bank of Australia,
 - (iii) Macquarie Bank Limited,
 - (iv) National Australia Bank Limited,
 - (iv) St George Bank Limited,
 - (v) Westpac Banking Corporation,
 - (vi) DBS Bank Ltd, or
 - (v) Overseas-Chinese Banking Corporation Limited
- (b) any other financial institution approved by the Council in its absolute discretion.

Building means the buildings approved under any Development Consent for the Development which contain residential or commercial floor space.

Claim includes a claim, demand, remedy, suit, injury, damage, loss, Cost, liability, action, proceeding or right of action.

Contamination has the same meaning as in the CLM Act.

Contaminated Land Consultant means a suitably qualified environmental consultant with experience in land contamination and remediation in New South Wales certified by one of the following certification schemes or equivalent: the EIANZ Contaminated Land Assessment Specialist Certified Environmental Practitioner (CEnvP) Site Contamination (SC) scheme, Site Contamination Practitioners Australia – Certified Practitioner (SCPA), or Certified Professional Soil Scientist Contaminated Site Assessment and Management (CPSS CSAM)

Cost means a cost, charge, expense, outgoing, payment, fee and other expenditure of any nature.

CLM Act means the *Contaminated Land Management Act 1997*.

CPI means the *Consumer Price Index (All Groups – Sydney)* published by the Australian Bureau of Statistics.

Dedication Plan means the plan in Schedule 2.

Deed means this Deed and includes any schedules, annexures and appendices to this Deed.

Defect means anything that adversely affects, or is likely to adversely affect, the appearance, structural integrity, functionality or use or enjoyment of a Work or any part of a Work.

Defects Liability Period means the period of 2 years commencing on the day immediately after a Work is completed for the purposes of this Deed.

Design Life means the period of time during which no major maintenance is required to an infrastructure asset to maintain its serviceability and function.

Development means the development of the Land facilitated by the LEP Amendment.

Development Application has the same meaning as in the Act.

Development Consent has the same meaning as in the Act.

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Development Contribution means a monetary contribution, the dedication of land free of cost, the carrying out of work, or the provision of any other material public benefit, or any combination of them, to be used for, or applied towards a public purpose, but does not include any Security or other benefit provided by a Party to the Council to secure the enforcement of that Party's obligations under this Deed for the purposes of s7.4(3)(g) of the Act.

Dispute means a dispute or difference between the Parties under or in relation to this Deed.

ELNO has the meaning given to that term in the Participation Rules.

Equipment means any equipment, apparatus, vehicle or other equipment or thing to be used by or on behalf of the Developer in connection with the performance of its obligations under this Deed.

Final Lot means a lot created in the Development capable of separate occupation, use or disposition for residential purposes or a lot of a kind or created for a purpose that is otherwise agreed by the Parties, not being a lot created by a subdivision of the Land:

- (a) that is to be dedicated or otherwise transferred to the Council, or
- (b) on which is situated a dwelling-house that was in existence on the date of this Deed.

GST has the same meaning as in the GST Law.

GST Law has the same meaning as in *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any other Act or regulation relating to the imposition or administration of the GST.

Item means a Development Contribution item specified in Column 1 of Schedule 1.

Just Terms Act means the *Land Acquisition (Just Terms Compensation) Act 1991*.

Land means Lot 5 in DP129325, Lot 2 in DP230294, Lot 398 in DP 752023 and Lot 399 in DP 752023 known as 160 Burwood Road, Concord, and any lot created by a subdivision or consolidation of those lots.

LEP means the *Canada Bay Local Environmental Plan 2013*.

LEP Amendment means an amendment to the LEP as a result of the Planning Proposal.

Maintain, in relation to a Work, means keep in a good state of repair and working order, and includes repair of any damage to the Work.

New Foreshore Park means land with an area of not less than 5,900sqm as shown on the Dedication Plan and which is to be zoned RE1 under the LEP.

Occupation Certificate has the same meaning as in the Act.

Participation Rules means the participation rules as determined by the *Electronic Conveyancing National Law* (NSW).

Party means a party to this Deed.

Principal Contractor means the person defined in as the Principal Contractor under the *Work Health and Safety Act 2011* (NSW) or *Work Health and Safety Regulation 2011* (NSW) or an equivalent under Commonwealth work health and safety laws.

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Planning Proposal means the *160 Burwood Rd, Concord Bushells Factory Redevelopment Amended Planning Proposal (PP2018/0003)* dated June 2020.

Public Domain Land means an area of approximately 9740m² and generally in the location marked as 'Public Domain Land' in the Public Domain Plan.

Public Domain Plan means the plan in Schedule 4.

Public Easement means an easement and restriction on use to be registered on the title to the Land and burdening the Public Domain Land in the same terms as the terms in Schedule 7, or on such other terms agreed by Council.

Rectification Notice means a notice in writing:

- (a) identifying the nature and extent of a Defect,
- (b) specifying the works or actions that are required to Rectify the Defect,
- (c) specifying the date by which or the period within which the Defect is to be rectified.

Rectify means rectify, remedy or correct.

Regulation means the *Environmental Planning and Assessment Regulation 2021*.

Seawall Renewal Works means the reconstruction of the seawall along the frontage of the New Foreshore Park at the location shown in Schedule 3 in accordance with the requirements in Schedule 5.

Security means a cash deposit, or Bank Guarantee or bond issued by a financial institution approved by the Council, or other form of security to the satisfaction of the Council, indexed in accordance with the CPI from the date of this Deed.

Site Audit Report has the same meaning as in the CLM Act.

Site Audit Statement has the same meaning as in the CLM Act.

Stage means a stage of the Development approved by a Development Consent or otherwise approved in writing by the Council for the purposes of this Deed.

WHS Law means the *Work Health and Safety Act 2011 (NSW)* and *Work Health and Safety Regulation 2011 (NSW)*.

Work means the physical result of any building, engineering or construction work in, on, over or under land required to be carried out under this Deed, and includes the remediation of Contamination required under this Deed.

- 1.2 In the interpretation of this Deed, the following provisions apply unless the context otherwise requires:
 - 1.2.1 Headings are inserted for convenience only and do not affect the interpretation of this Deed.
 - 1.2.2 A reference in this Deed to a business day means a day other than a Saturday or Sunday on which banks are open for business generally in Sydney.
 - 1.2.3 If the day on which any act, matter or thing is to be done under this Deed is not a business day, the act, matter or thing must be done on the next business day.

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- 1.2.4 A reference in this Deed to dollars or \$ means Australian dollars and all amounts payable under this Deed are payable in Australian dollars.
- 1.2.5 A reference in this Deed to a \$ value relating to a Development Contribution is a reference to the value exclusive of GST.
- 1.2.6 A reference in this Deed to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision.
- 1.2.7 A reference in this Deed to any agreement, deed or document is to that agreement, deed or document as amended, novated, supplemented or replaced.
- 1.2.8 A reference to a clause, part, schedule or attachment is a reference to a clause, part, schedule or attachment of or to this Deed.
- 1.2.9 An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency.
- 1.2.10 Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning.
- 1.2.11 A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders.
- 1.2.12 References to the word 'include' or 'including' are to be construed without limitation.
- 1.2.13 A reference to this Deed includes the agreement recorded in this Deed.
- 1.2.14 A reference to a Party to this Deed includes a reference to the employees, agents and contractors of the Party, the Party's successors and assigns.
- 1.2.15 A reference to 'dedicate' or 'dedication' in relation to land is a reference to dedicate or dedication free of cost.
- 1.2.16 Any schedules, appendices and attachments form part of this Deed.
- 1.2.17 Notes appearing in this Deed are operative provisions of this Deed.

2 Status of this Deed

- 2.1 This Deed is a planning agreement within the meaning of s7.4(1) of the Act.
- 2.2 The Developer agrees that this deed operates as a deed poll in favour of the Council on and from the date of execution of this deed by the Developer until the date on which this deed commences.

3 Commencement

- 3.1 This Deed commences and has force and effect on and from the date when the Parties have:

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- 3.1.1 both executed the same copy of this Deed, or
 - 3.1.2 each executed separate counterparts of this Deed and exchanged the counterparts.
 - 3.2 The Parties are to insert the date when this Deed commences on the front page and on the execution page.

- 4 Application of this Deed
 - 4.1 This Deed applies to the Land, the LEP Amendment and to the Development.

- 5 Warranties
 - 5.1 The Parties warrant to each other that they:
 - 5.1.1 have full capacity to enter into this Deed, and
 - 5.1.2 are able to fully comply with their obligations under this Deed.

- 6 Further agreements
 - 6.1 The Parties may, at any time and from time to time, enter into agreements relating to the subject-matter of this Deed that are not inconsistent with this Deed for the purpose of implementing this Deed.

- 7 Surrender of right of appeal, etc.
 - 7.1 The Developer is not to commence or maintain, or to cause or procure the commencement or maintenance, of any proceedings in any court or tribunal or similar body appealing against, or questioning the validity of this Deed, or an Approval relating to the Development in so far as the subject-matter of the proceedings relates to this Deed.

- 8 Application of s7.11, s7.12 and s7.24 of the Act to the Development
 - 8.1 This Deed does not exclude the application of s7.11 or s7.12 of the Act to the Development.
 - 8.2 The benefits under this Deed are not to be taken into consideration when determining a development contribution under s7.11 of the Act in relation to the Development.
 - 8.3 This Deed does not exclude the application of s7.24 of the Act to the Development.

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Part 2 – Development Contributions Generally

9 Provision of Development Contributions

- 9.1 The Developer is to make Development Contributions to the Council in accordance with Schedule 1, any other provision of this Deed relating to the making of Development Contributions and otherwise to the satisfaction of the Council.
- 9.2 The Council is to apply each Development Contribution made by the Developer under this Deed towards the public purpose for which it is made and otherwise in accordance with this Deed.
- 9.3 Despite clause 9.2, the Council may apply a Development Contribution made under this Deed towards a public purpose other than the public purpose specified in this Deed if the Council reasonably considers that the public interest would be better served by applying the Development Contribution towards that other purpose rather than the purpose so specified.
- 9.4 Any value for a Work required to be provided under this Deed is to be indexed in accordance with the CPI from the date the value is determined to the date the Development Contribution is provided.

Part 3 – Provisions relating to dedication of Land

10 Preconditions to Dedication of the New Foreshore Park

- 10.1 Prior to the dedication of the New Foreshore Park registration of the Public Easement, and the issuing of the first Occupation Certificate for the last Building in the Development, the Developer must (at its cost):
 - 10.1.1 remediate the New Foreshore Park and Public Domain Land to a standard suitable for the purposes of a publicly accessible public park for recreational uses and publicly accessible public domain in accordance with:
 - (a) Council's *Contaminated Land Policy*;
 - (b) *State Environmental Planning Policy (Resilience and Hazards) 2021*;
 - (c) any guidelines in force under the CLM Act;
 - (d) any Approval;
 - (e) the lawful requirements of any Authority; and
 - (f) all applicable laws,and must retain a Contaminated Land Consultant to supervise all aspects of the site remediation;
 - 10.1.2 obtain and provide to the Council a site validation report for the New Foreshore Park and Public Domain Land prepared by a Contaminated Land Consultant which documents:

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- (a) the extent of validation sampling;
 - (b) that the remediation and validation has been undertaken in accordance with any approved remediation action plan; and
 - (c) that the New Foreshore Park and Public Domain Land is suitable for the purposes stated in clause 10.1.1 above (without being subject to compliance with an environmental management plan);
- 10.1.3 obtain and provide to the Council a Site Audit Report and Site Audit Statement addressed to the Council which states that the New Foreshore Park and Public Domain Land has been remediated in accordance with any approved remediation action plan and is suitable for the purposes stated in clause 10.1.1 above (without being subject to compliance with an environmental management plan);
- 10.1.4 carry out and complete the embellishment of the New Foreshore Park and Public Domain Land as required by Item C1 of Schedule 1; and
- 10.1.5 carry out and complete the Seawall Renewal Works in accordance with the requirements in Schedule 5 and this Deed.
- 10.2 The Developer indemnifies and agrees to keep indemnified the Council:
- 10.2.1 against all Claims made against the Council as a result of any Contamination on or emanating from the New Foreshore Park and Public Domain Land but, in respect of the New Foreshore Park, only in relation to Contamination that existed on or before the date that the New Foreshore Park is transferred or dedicated to Council or compulsorily acquired by Council pursuant to this Deed, and
 - 10.2.2 in relation to any failure of the Developer to comply with this clause 10.
- 10.3 Without limiting any other provision of this Deed, the Council is not required to accept dedication of the New Foreshore Park unless and until the Developer has complied with this clause 10, and the Developer must not register the Public Easement unless it has complied with this clause 10.

11 When land is dedicated

- 11.1 A Development Contribution comprising the dedication of land is made for the purposes of this Deed when:
- 11.1.1 The Council is provided with
 - (a) a Clearance Certificate that is valid at the time of dedication of land, or
 - (b) the Foreign Resident Capital Gains Withholding Amount in respect of the land to be dedicated, and
- one of the following has occurred:
- (a) a deposited plan is registered in the register of plans held with the Registrar-General that dedicates land as a public road (including a temporary public road) under the *Roads Act 1993* or creates a public reserve or drainage reserve under the *Local Government Act 1993*, or

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- (b) the Council is given evidence that a transfer has been effected by means of electronic lodgement through Property Exchange Australia Ltd or another ELNO.
- 11.2 The Developer is to do all things reasonably necessary to enable registration of the instrument of transfer to occur.
- 11.3 The Developer is to ensure that land dedicated to the Council under this Deed is free of all encumbrances and affectations (whether registered or unregistered and including without limitation any charge or liability for rates, taxes and charges) except as otherwise agreed in writing by the Council.
- 11.4 If, having used all reasonable endeavours, the Developer cannot ensure that land to be dedicated to the Council under this Deed is free from all encumbrances and affectations, the Developer may request that Council agree to accept the land subject to those encumbrances and affectations, but the Council may withhold its agreement in its absolute discretion.

Part 4 –Provisions relating to carrying out of Work

12 Principal Contractor

- 12.1 The Developer is to notify the Council of the details of the Principal Contractor for a Work before any construction of the Work occurs.

13 Carrying out of Work

- 13.1 The Developer is to carry out and complete each Work in a good and workmanlike manner having regard to the intended purpose of the Work and in accordance with:
 - 13.1.1 the location, design, specifications, materials, and finishes for the Work approved by Council,,
 - 13.1.2 any Approval,
 - 13.1.3 the lawful requirements of any Authority, and
 - 13.1.4 all applicable laws.
- 13.2 The Developer is to give the Council not less than 5 business days' written notice of its intention to commence carrying out of a Work.
- 13.3 The Developer is to ensure that anything necessary for the proper performance of its obligations under this Deed is supplied or made available.

14 Warranties relating to Work

- 14.1 The Developer warrants to the Council that:
 - 14.1.1 it has obtained all Approvals and has complied with all laws and applicable industry standards in relation to each Work,

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- 14.1.2 it accepts that, if any aspect of a Work does not comply with this Deed, the Council is entitled to require the Developer to cease the Work and immediately pursue its legal and equitable rights and remedies relating to the non-compliance,
- 14.1.3 each Work, when completed, are to be fit for purpose.

15 Ownership & Care of Works

- 15.1 The Developer owns, and is responsible for care of, each Work, and bears all risk and liability in connection with the Work, unless and until the part of the Land on which the Work is located is dedicated to Council.

16 Work Health & Safety

- 16.1 The Developer acknowledges that it is the Principal Contractor under WHS Law for the Works unless and until such time that the Developer engages a person to construct the Works, or engages another person conducting a business, or undertaking, to be the Principal Contractor for the Works, and authorises the person to have management or control of the workplace relating to the Works and to discharge the duties of a Principal Contractor under WHS Law.
- 16.2 If the Developer at any time terminates the engagement of the person engaged to construct the Works or to otherwise be the Principal Contractor for the Works, the Developer becomes the Principal Contractor until such time as a new person is appointed to construct the Works or to otherwise be the Principal Contractor for the Works.
- 16.3 The Developer is to use its best endeavours to ensure that all persons involved in the Works comply with relevant WHS Law and procedures.
- 16.4 The Developer is to use its best endeavours to ensure that:
 - 16.4.1 the Council can audit, inspect and test the Works without breaching WHS Law,
 - 16.4.2 the Council can access and use the Works without breaching WHS Law.
- 16.5 The Developer is to promptly inform the Council of any serious incident or dangerous occurrence occurring in relation to the Works where a person is injured or otherwise exposed to a risk to his or her health or safety, including, but not limited to, an incident which is required to be reported to WorkCover.

17 Approval of Works

- 17.1 The location, design, specifications, materials and finishes for a Work are to be determined and approved in accordance with this clause.
- 17.2 Before commencing the design of a Work, the Developer is to request the Council to provide the Developer with the Council's requirements for the location, design, specifications, materials and finishes for the Work.
- 17.3 Before commencing the design of the Seawall Renewal Works, the Developer is to:

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- 17.3.1 provide the Council with a geotechnical assessment which includes:
 - (a) borehole testing of the existing ground conditions to bedrock beneath the proposed wall and ground supported by the existing seawall; and
 - (b) an assessment of the suitability of a basalt stone revetment wall for the proposed seawall over the asset lifecycle prepared by a suitably qualified structural engineer, and
- 17.3.2 request the Council, TfNSW and NSW Fisheries to provide the Developer with any documents which outline specifications or requirements for the Seawall Renewal Works.
- 17.4 For the Seawall Renewal Works, the Developer is then to:
 - 17.4.1 provide Council with a copy of TfNSW's and NSW Fisheries specifications and requirements for the Seawall Renewal Works, and
 - 17.4.2 submit to the Council, TfNSW and NSW Fisheries for Approval details of the location, design, specifications, materials and finishes for the Seawall Renewal Works, which must comply with the specifications and requirements provided by Council, TfNSW and NSW Fisheries to the greatest extent possible.
- 17.5 For Works other than the Seawall Renewal Works, the Developer is to submit details of the location, design, specifications, materials and finishes to Council for Approval.
- 17.6 The Council may reasonably require the Developer to make any change to the location, design, specifications, materials and finishes for the Work that it reasonably considers necessary or desirable as a precondition to approving the design of the Work.
- 17.7 The Developer is to make any change to the location, design, specifications, materials, and finishes of the Work as is reasonably required by the Council and by TfNSW and NSW Fisheries (in respect of the Seawall Renewal Works).
- 17.8 The Developer is not to make any application for any Approval for a Work and is not to commence construction of a Work unless the Council, and Council, TfNSW and NSW Fisheries (in respect of the Seawall Renewal Works) have first notified the Developer of their approval of the location, design, specifications, materials and finishes of the Work.

18 Variation to Work

- 18.1 The design or specification of any Work that is required to be carried out by the Developer under this Deed may be varied by agreement in writing between the Parties, acting reasonably, without the necessity for an amendment to this Deed
- 18.2 Without limiting clause 18.1, the Developer may make a written request to the Council to approve a variation to the design or specification of a Work in order to enable it to comply with the requirements of any Authority imposed in connection with any Approval relating to the carrying out of the Work.
- 18.3 The Council is not to unreasonably delay or withhold its approval to a request made by the Developer under clause 18.1.

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- 18.4 The Council, acting reasonably, may from time to time give a written direction to the Developer requiring it to vary the design or specification of a Work before the Work is carried out in a specified manner and submit the variation to the Council for approval.
- 18.5 The Developer is to comply promptly with a direction referred to in clause 18.4 at its own cost.
- 19 Access to land by Council
- 19.1 The Council may enter any land on which Work is being carried out by the Developer under this Deed in order to inspect, examine or test the Work, or to remedy any breach by the Developer of its obligations under this Deed relating to the Work.
- 19.2 The Council is to give the Developer prior reasonable notice before it enters land under clause 19.1.
- 20 Protection of people, property & utilities
- 20.1 The Developer is to ensure to the fullest extent reasonably practicable in relation to the performance of its obligations under this Deed that:
- 20.1.1 all necessary measures are taken to protect people and property,
- 20.1.2 unnecessary interference with the passage of people and vehicles is avoided, and
- 20.1.3 nuisances and unreasonable noise and disturbances are prevented.
- 20.2 Without limiting clause 20.1, the Developer is not to obstruct, interfere with, impair or damage any public road, public footpath, public cycleway or other public thoroughfare, or any pipe, conduit, drain, watercourse or other public utility or service on any land except as authorised in writing by the Council or any relevant Authority.
- 21 Repair of damage
- 21.1 The Developer is to Maintain any Work required to be carried out by the Developer under this Deed until the Work is completed for the purposes of this Deed or if the Work is located on land to be dedicated to Council, until that land is dedicated, or such later time as agreed between the Parties.
- 21.2 The Developer is to carry out is obligation under clause 21.1 at its own cost and to the satisfaction of the Council.
- 22 Completion of Work
- 22.1 The Developer is to give the Council not less than 5 business days' written notice of the date on which it will complete Work required to be carried out under this Deed.

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- 22.2 The Council is to inspect the Work the subject of the notice referred to in clause 22.1 within 10 business days of the date specified in the notice for completion of the Work.
- 22.3 Work required to be carried out by the Developer under this Deed, is completed for the purposes of this Deed when the Council, acting reasonably, gives a written notice to the Developer to that effect.
- 22.4 If the Council is the owner of the land on which Work the subject of a notice referred to in clause 22.3 is issued, the Council assumes responsibility for the Work 10 business days after the issuing of the notice, but if it is not the owner at that time, it assumes that responsibility when it later becomes the owner. Council does not assume responsibility for any Work on the Public Domain Land.
- 22.5 Before the Council gives the Developer a notice referred to in clause 22.3, it may give the Developer a written direction to complete, rectify or repair any specified part of the Work to the reasonable satisfaction of the Council.
- 22.6 The Developer, at its own cost, is to promptly comply with a direction referred to in clause 22.5.
- 22.7 The Developer is to procure in favour of the Council from the Developer's contractor engaged in relation to a Work, any warranty reasonably required by the Council relating to the design, construction, supervision, inspection, testing or certification of the Work.

23 Rectification of defects

- 23.1 The Council may give the Developer a Rectification Notice during the Defects Liability Period.
- 23.2 The Developer, at its own cost, is to comply with a Rectification Notice according to its terms and to the reasonable satisfaction of the Council.
- 23.3 The Council is to do such things as are reasonably necessary to enable the Developer to comply with a Rectification Notice that has been given to it under clause 23.1.
- 23.4 For the avoidance of doubt clause 31 applies to a failure to comply with a Rectification Notice.

24 Works-As-Executed-Plan

- 24.1 No later than 5 business days after Work is completed for the purposes of this Deed, the Developer is to submit to the Council a full works-as-executed-plan in respect of the Work.
- 24.2 The Developer, being the copyright owner in the plan referred to in clause 24.1, gives the Council a non-exclusive licence to use the copyright in the plans for the purposes of this Deed.

25 Removal of Equipment

- 25.1 When Work on any Council owned or controlled land is completed for the purposes of this Deed, the Developer, without delay, is to:

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- 25.1.1 remove any Equipment from Land and make good any damage or disturbance to the land as a result of that removal, and
- 25.1.2 leave the land in a neat and tidy state, clean and free of rubbish.

Part 5 – Dispute Resolution

26 Dispute resolution – expert determination

- 26.1 This clause applies to a Dispute between any of the Parties to this Deed concerning a matter arising in connection with this Deed that can be determined by an appropriately qualified expert if:
 - 26.1.1 the Parties to the Dispute agree that it can be so determined, or
 - 26.1.2 the Chief Executive Officer of the professional body that represents persons who appear to have the relevant expertise to determine the Dispute gives a written opinion that the Dispute can be determined by a member of that body.
- 26.2 A Dispute to which this clause applies is taken to arise if one Party gives another Party a notice in writing specifying particulars of the Dispute.
- 26.3 If a notice is given under clause 26.2, the Parties are to meet within 14 days of the notice in an attempt to resolve the Dispute.
- 26.4 If the Dispute is not resolved within a further 28 days, the Dispute is to be referred to the President of the NSW Law Society to appoint an expert for expert determination.
- 26.5 The expert determination is binding on the Parties except in the case of fraud or misfeasance by the expert.
- 26.6 Each Party is to bear its own costs arising from or in connection with the appointment of the expert and the expert determination.
- 26.7 The Parties are to share equally the costs of the President, the expert, and the expert determination.

27 Dispute Resolution - mediation

- 27.1 This clause applies to any Dispute arising in connection with this Deed other than a Dispute to which clause 26 applies.
- 27.2 Such a Dispute is taken to arise if one Party gives another Party a notice in writing specifying particulars of the Dispute.
- 27.3 If a notice is given under clause 27.2, the Parties are to meet within 14 days of the notice in an attempt to resolve the Dispute.
- 27.4 If the Dispute is not resolved within a further 28 days, the Parties are to mediate the Dispute in accordance with the Mediation Rules of the Law Society of New South Wales published from time to time and are to request the President of the Law Society to select a mediator.
- 27.5 If the Dispute is not resolved by mediation within a further 28 days, or such longer period as may be necessary to allow any mediation process which has

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been commenced to be completed, then the Parties may exercise their legal rights in relation to the Dispute, including by the commencement of legal proceedings in a court of competent jurisdiction in New South Wales.

- 27.6 Each Party is to bear its own costs arising from or in connection with the appointment of a mediator and the mediation.
- 27.7 The Parties are to share equally the costs of the President, the mediator, and the mediation.

Part 6 - Enforcement

28 Security for performance of obligations

- 28.1 The Developer is to provide Security to the Council in the amount of 100% of the value of the Works (other than the remediation of Contamination) in relation to the performance of its obligations under this Deed.
- 28.2 The Developer is to provide the Security to the Council for a Work (other than the remediation of Contamination) before it commences the Work.
- 28.3 The Parties are to agree on a suitably qualified quantity surveyor and jointly brief the agreed quantity surveyor, at the Developer's cost, to prepare a report on the estimated cost of carrying out each Work in respect of which Security is required, which will be the value of the Work for the purposes of clause 28.1.
- 28.4 The Council, in its absolute discretion, may refuse to allow the Developer to enter, occupy or use any land owned or controlled by the Council or refuse to provide the Developer with any plant, equipment, facilities or assistance relating to the carrying out the Development if the Developer has not provided the Security to the Council in accordance with this Deed.
- 28.5 The Council may call-up and apply the Security in accordance with clause 31 to remedy any breach of this Deed notwithstanding any other remedy it may have under this Deed, under any Act or otherwise at law or in equity.
- 28.6 The Council is to release and return part of the Security for a Work or any unused part of it to the Developer within 14 days of completion of the Work, such that during the Defects Liability Period for the Work the Council holds Security in the amount of 10% of the value of that Work, determined in accordance with this clause.
- 28.7 The Council is to release and return the Security for a Work or any unused part of it to the Developer within 14 days of completion of the Defects Liability Period for the Work.
- 28.8 The Developer may at any time provide the Council with a replacement Security.
- 28.9 On receipt of a replacement Security, the Council is to release and return the Security that has been replaced to the Developer.
- 28.10 If the Council calls-up the Security or any portion of it, it may, by written notice to the Developer, require the Developer to provide a further or replacement Security to ensure that the amount of Security held by the Council equals the amount it is entitled to hold under this Deed.

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- 28.11 The Developer is to ensure that the Security provided to the Council is at all times maintained to the full current indexed value.

29 Caveat and Discharge

- 29.1 The Developer agrees that the Council may lodge a caveat on the title of any part of the Land that includes the New Foreshore Park or the Public Domain Land.
- 29.2 Council will release the caveat from that part of the Land once this Deed is registered on the title to that Land.
- 29.3 The Council cannot be required to have the caveat removed from the title to the Land other than in accordance with clause 29.2.

30 Acquisition of land required to be dedicated

- 30.1 If the Developer does not dedicate land required to be dedicated under this Deed or register the Public Easement at the time required under this Deed, the Developer consents to the Council compulsorily acquiring the land or the Public Easement (as the case may be) for compensation in the amount of \$1 without having to follow the pre-acquisition procedure under the Just Terms Act.
- 30.2 The Council is to only acquire land or the Public Easement pursuant to clause 30.1 if it considers it reasonable to do so having regard to the circumstances surrounding the failure by the Developer to dedicate the land or register the Public Easement as required under this Deed.
- 30.3 Clause 30.1 constitutes an agreement for the purposes of s30 of the Just Terms Act.
- 30.4 If, as a result of the acquisition referred to in clause 30.1, the Council is required to pay compensation to any person other than the Developer, the Developer is to reimburse the Council that amount, upon a written request being made by the Council, or the Council can call on any Security provided under clause 28.
- 30.5 The Developer indemnifies and keeps indemnified the Council against all Claims made against the Council as a result of any acquisition by the Council of the whole or any part of the land concerned except if, and to the extent that, the Claim arises because of the Council's negligence or default.
- 30.6 The Developer is to promptly do all things necessary, and consents to the Council doing all things necessary, to give effect to this clause 30, including without limitation:
- 30.6.1 signing any documents or forms,
 - 30.6.2 giving land owner's consent for lodgement of any Development Application,
 - 30.6.3 producing certificates of title to the Registrar-General under the *Real Property Act 1900*, and
 - 30.6.4 paying the Council's costs arising under this clause 30.

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31 Breach of obligations

- 31.1 If the Council reasonably considers that the Developer is in breach of any obligation under this Deed, it may give a written notice to the Developer:
- 31.1.1 specifying the nature and extent of the breach,
- 31.1.2 requiring the Developer to:
- (a) rectify the breach if it reasonably considers it is capable of rectification, or
- (b) pay compensation to the reasonable satisfaction of the Council in lieu of rectifying the breach if it reasonably considers the breach is not capable of rectification,
- 31.1.3 specifying the period within which the breach is to be rectified or compensation paid, being a period that is reasonable in the circumstances.
- 31.2 If the Developer fails to fully comply with a notice referred to in clause 31.1, the Council may, without further notice to the Developer, call-up the Security provided by the Developer under this Deed and apply it to remedy the Developer's breach.
- 31.3 If the Developer fails to comply with a notice given under clause 31.1 relating to the carrying out of Work under this Deed, the Council may step-in and remedy the breach and may enter, occupy and use any land owned or controlled by the Developer and any Equipment on such land for that purpose.
- 31.4 Any costs incurred by the Council in remedying a breach in accordance with clause 31.2 or clause 31.3 may be recovered by the Council by either or a combination of the following means:
- 31.4.1 by calling-up and applying the Security provided by the Developer under this Deed, or
- 31.4.2 as a debt due in a court of competent jurisdiction.
- 31.5 For the purpose of clause 31.4, the Council's costs of remedying a breach the subject of a notice given under clause 31.1 include, but are not limited to:
- 31.5.1 the costs of the Council's employees, agents and contractors reasonably incurred for that purpose,
- 31.5.2 all fees and charges necessarily or reasonably incurred by the Council in remedying the breach, and
- 31.5.3 all legal costs and expenses reasonably incurred by the Council, by reason of the breach.
- 31.6 Nothing in this clause 31 prevents the Council from exercising any rights it may have at law or in equity in relation to a breach of this Deed by the Developer, including but not limited to seeking relief in an appropriate court.

32 Enforcement in a court of competent jurisdiction

- 32.1 Without limiting any other provision of this Deed, the Parties may enforce this Deed in any court of competent jurisdiction.
- 32.2 For the avoidance of doubt, nothing in this Deed prevents:

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- 32.2.1 a Party from bringing proceedings in the Land and Environment Court to enforce any aspect of this Deed or any matter to which this Deed relates, or
- 32.2.2 the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Deed or any matter to which this Deed relates.

Part 7 – Registration & Restriction on Dealings

33 Registration of this Deed

- 33.1 The Parties agree to register this Deed for the purposes of s7.6(1) of the Act.
- 33.2 Upon the execution of this Deed by the Developer, the Developer is to deliver to the Council in registrable form:
 - 33.2.1 an instrument requesting registration of this Deed on the title to the Land duly executed by the owner of the Land, and
 - 33.2.2 the written irrevocable consent of each person referred to in s7.6(1) of the Act to that registration.
- 33.3 The Developer is to do such other things as are reasonably necessary to enable registration of this Deed to occur.
- 33.4 The Parties are to do such things as are reasonably necessary to remove any notation relating to this Deed from the title to the Land:
 - 33.4.1 in so far as the part of the Land concerned is a Final Lot,
 - 33.4.2 in relation to any other part of the Land, once the Developer has completed its obligations under this Deed to the reasonable satisfaction of the Council or this Deed is terminated or otherwise comes to an end for any other reason.

34 Restriction on dealings

- 34.1 The Developer is not to:
 - 34.1.1 sell or transfer the Land, other than a Final Lot, or
 - 34.1.2 assign the Developer's rights or obligations under this Deed, or novate this Deed,to any person unless:
 - 34.1.3 the Developer has, at no cost to the Council, first procured the execution by the person to whom the Land or part is to be sold or transferred or the Developer's rights or obligations under this Deed are to be assigned or novated, of a deed in favour of the Council on terms reasonably satisfactory to the Council, and
 - 34.1.4 the Council has given written notice to the Developer stating that it reasonably considers that the purchaser, transferee, assignee or novatee, is reasonably capable of performing its obligations under this Deed, and

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- 34.1.5 the Developer is not in breach of this Deed, and
- 34.1.6 the Council otherwise consents to the transfer, assignment or novation, such consent not to be unreasonably withheld.
- 34.2 Subject to clause 34.3, the Developer acknowledges and agrees that it remains liable to fully perform its obligations under this Deed unless and until it has complied with its obligations under clause 34.1.
- 34.3 Clause 34.1 does not apply in relation to any sale or transfer of the Land if this Deed is registered on the title to the Land at the time of the sale.

Part 8 – Indemnities & Insurance

35 Risk

- 35.1 The Developer performs this Deed at its own risk and its own cost.

36 Release

- 36.1 The Developer releases the Council from any Claim it may have against the Council arising in connection with the performance of the Developer's obligations under this Deed except if, and to the extent that, the Claim arises because of the Council's negligence or default.

37 Indemnity

- 37.1 The Developer indemnifies the Council from and against all Claims that may be sustained, suffered, recovered or made against the Council arising in connection with the performance of the Developer's obligations under this Deed except if, and to the extent that, the Claim arises because of the Council's negligence or default.

38 Insurance

- 38.1 The Developer is to take out and keep current to the satisfaction of the Council the following insurances in relation to Work required to be carried out by the Developer under this Deed up until the Work is taken to have been completed in accordance with this Deed:
 - 38.1.1 contract works insurance, noting the Council as an interested party, for the full replacement value of the Works (including the cost of demolition and removal of debris, consultants' fees and authorities' fees), to cover the Developer's liability in respect of damage to or destruction of the Works,
 - 38.1.2 public liability insurance for at least \$20,000,000.00 for a single occurrence, which covers the Council, the Developer and any subcontractor of the Developer, for liability to any third party,
 - 38.1.3 workers compensation insurance as required by law, and

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- 38.1.4 any other insurance required by law.
- 38.1.5 If the Developer fails to comply with clause 38.1, the Council may effect and keep in force such insurances and pay such premiums as may be necessary for that purpose and the amount so paid shall be a debt due from the Developer to the Council and may be recovered by the Council as it deems appropriate including:
- 38.1.6 by calling upon the Security provided by the Developer to the Council under this Deed, or
- 38.1.7 recovery as a debt due in a court of competent jurisdiction.
- 38.1.8 The Developer is not to commence to carry out any Work unless it has first provided to the Council satisfactory written evidence of all of the insurances specified in clause 38.1.

Part 9 – Other Provisions

39 Annual report by Developer

- 39.1 The Developer is to provide to the Council by not later than each anniversary of the date on which this Deed is entered into a report detailing the performance of its obligations under this Deed.
- 39.2 The report referred is to be in such a form and to address such matters as required by the Council from time to time.

40 Review of Deed

- 40.1 The Parties agree to review this Deed every five years, and otherwise if either party is of the opinion that any change of circumstance has occurred, or is imminent, that materially affects the operation of this Deed.
- 40.2 For the purposes of clause 40.1, the relevant changes include (but are not limited to) any change to a law that restricts or prohibits or enables the Council or any other planning authority to restrict or prohibit any aspect of the Development.
- 40.3 For the purposes of addressing any matter arising from a review of this Deed referred to in clause 40.1, the Parties are to use all reasonable endeavours to agree on and implement appropriate amendments to this Deed.
- 40.4 If this Deed becomes illegal, unenforceable or invalid as a result of any change to a law, the Parties agree to do all things necessary to ensure that an enforceable agreement of the same or similar effect to this Deed is entered into.
- 40.5 A failure by a Party to agree to take action requested by the other Party as a consequence of a review referred to in clause 40.1 (but not 40.4) is not a Dispute for the purposes of this Deed and is not a breach of this Deed.

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41 Notices

- 41.1 Any notice, consent, information, application or request that is to or may be given or made to a Party under this Deed is only given or made if it is in writing and sent in one of the following ways:
 - 41.1.1 delivered or posted to that Party at its address set out in the Summary Sheet, or
 - 41.1.2 emailed to that Party at its email address set out in the Summary Sheet.
- 41.2 If a Party gives the other Party 3 business days' notice of a change of its address or email, any notice, consent, information, application or request is only given or made by that other Party if it is delivered, posted or emailed to the latest address.
- 41.3 Any notice, consent, information, application or request is to be treated as given or made if it is:
 - 41.3.1 delivered, when it is left at the relevant address,
 - 41.3.2 sent by post, 2 business days after it is posted, or
 - 41.3.3 sent by email and the sender does not receive a delivery failure message from the sender's internet service provider within a period of 24 hours of the email being sent.
- 41.4 If any notice, consent, information, application or request is delivered, or an error free transmission report in relation to it is received, on a day that is not a business day, or if on a business day, after 5pm on that day in the place of the Party to whom it is sent, it is to be treated as having been given or made at the beginning of the next business day.

42 Approvals and Consent

- 42.1 Except as otherwise set out in this Deed, and subject to any statutory obligations, a Party may give or withhold an approval or consent to be given under this Deed in that Party's absolute discretion and subject to any conditions determined by the Party.
- 42.2 A Party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

43 Costs

- 43.1 The Developer is to pay to the Council the Council's costs relating to preparing, negotiating, executing and stamping this Deed, and any document related to this Deed within 7 days of a written demand by the Council for such payment.
- 43.2 The Developer is also to pay to the Council the Council's reasonable costs of enforcing this Deed within 7 days of a written demand by the Council for such payment.

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44 Entire Deed

- 44.1 This Deed contains everything to which the Parties have agreed in relation to the matters it deals with.
- 44.2 No Party can rely on an earlier document, or anything said or done by another Party, or by a director, officer, agent or employee of that Party, before this Deed was executed, except as permitted by law.

45 Further Acts

- 45.1 Each Party must promptly execute all documents and do all things that another Party from time to time reasonably requests to effect, perfect or complete this Deed and all transactions incidental to it.

46 Governing Law and Jurisdiction

- 46.1 This Deed is governed by the law of New South Wales.
- 46.2 The Parties submit to the non-exclusive jurisdiction of its courts and courts of appeal from them.
- 46.3 The Parties are not to object to the exercise of jurisdiction by those courts on any basis.

47 Joint and Individual Liability and Benefits

- 47.1 Except as otherwise set out in this Deed:
 - 47.1.1 any agreement, covenant, representation or warranty under this Deed by 2 or more persons binds them jointly and each of them individually, and
 - 47.1.2 any benefit in favour of 2 or more persons is for the benefit of them jointly and each of them individually.

48 No Fetter

- 48.1 Nothing in this Deed shall be construed as requiring Council to do anything that would cause it to be in breach of any of its obligations at law, and without limitation, nothing shall be construed as limiting or fettering in any way the exercise of any statutory discretion or duty.

49 Illegality

- 49.1 If this Deed or any part of it becomes illegal, unenforceable or invalid as a result of any change to a law, the Parties are to co-operate and do all things necessary to ensure that an enforceable agreement of the same or similar effect to this Deed is entered into.

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50 Severability

- 50.1 If a clause or part of a clause of this Deed can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way.
- 50.2 If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Deed, but the rest of this Deed is not affected.

51 Amendment

- 51.1 No amendment of this Deed will be of any force or effect unless it is in writing and signed by the Parties to this Deed in accordance with section 203 of the Regulation.
- 51.2 The Parties are to act in good faith in considering any request by a Party to amend this Deed.

52 Waiver

- 52.1 The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Deed, does not amount to a waiver of any obligation of, or breach of obligation by, another Party.
- 52.2 A waiver by a Party is only effective if it:
 - 52.2.1 is in writing,
 - 52.2.2 is addressed to the Party whose obligation or breach of obligation is the subject of the waiver,
 - 52.2.3 specifies the obligation or breach of obligation the subject of the waiver and the conditions, if any, of the waiver,
 - 52.2.4 is signed and dated by the Party giving the waiver.
- 52.3 Without limitation, a waiver may be expressed to be conditional on the happening of an event, including the doing of a thing by the Party to whom the waiver is given.
- 52.4 A waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given, and is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.
- 52.5 For the purposes of this Deed, an obligation or breach of obligation the subject of a waiver is taken not to have been imposed on, or required to be complied with by, the Party to whom the waiver is given.

53 GST

- 53.1 In this clause:
Adjustment Note, Consideration, GST, GST Group, Margin Scheme, Money, Supply and Tax Invoice have the meaning given by the GST Law.

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GST Amount means in relation to a Taxable Supply the amount of GST payable in respect of the Taxable Supply.

GST Law has the meaning given by the *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

Input Tax Credit has the meaning given by the GST Law and a reference to an Input Tax Credit entitlement of a party includes an Input Tax Credit for an acquisition made by that party but to which another member of the same GST Group is entitled under the GST Law.

Taxable Supply has the meaning given by the GST Law excluding (except where expressly agreed otherwise) a supply in respect of which the supplier chooses to apply the Margin Scheme in working out the amount of GST on that supply.

- 53.2 Subject to clause 53.4, if GST is payable on a Taxable Supply made under, by reference to or in connection with this Deed, the Party providing the Consideration for that Taxable Supply must also pay the GST Amount as additional Consideration.
- 53.3 Clause 53.2 does not apply to the extent that the Consideration for the Taxable Supply is expressly stated in this Deed to be GST inclusive.
- 53.4 No additional amount shall be payable by the Council under clause 53.2 unless, and only to the extent that, the Council (acting reasonably and in accordance with the GST Law) determines that it is entitled to an Input Tax Credit for its acquisition of the Taxable Supply giving rise to the liability to pay GST.
- 53.5 If there are Supplies for Consideration which is not Consideration expressed as an amount of Money under this Deed by one Party to the other Party that are not subject to Division 82 of the *A New Tax System (Goods and Services Tax) Act 1999*, the Parties agree:
- 53.5.1 to negotiate in good faith to agree the GST inclusive market value of those Supplies prior to issuing Tax Invoices in respect of those Supplies;
- 53.5.2 that any amounts payable by the Parties in accordance with clause 53.2 (as limited by clause 53.4) to each other in respect of those Supplies will be set off against each other to the extent that they are equivalent in amount.
- 53.6 No payment of any amount pursuant to this clause 53, and no payment of the GST Amount where the Consideration for the Taxable Supply is expressly agreed to be GST inclusive, is required until the supplier has provided a Tax Invoice or Adjustment Note as the case may be to the recipient.
- 53.7 Any reference in the calculation of Consideration or of any indemnity, reimbursement or similar amount to a cost, expense or other liability incurred by a party, must exclude the amount of any Input Tax Credit entitlement of that party in relation to the relevant cost, expense or other liability.
- 53.8 This clause continues to apply after expiration or termination of this Deed.

54 Explanatory Note

- 54.1 The Appendix contains the Explanatory Note relating to this Deed required by section 205 of the Regulation.

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- 54.2 Pursuant to section 205(5) of the Regulation, the Parties agree that the Explanatory Note is not to be used to assist in construing this Planning Deed.

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Schedule 1

(Clause 9)

Development Contributions

Former Bushells Factory VPA
City of Canada Bay Council
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Column 1 Item/ Contribution	Column 2 Public Purpose	Column 3 Manner & Extent	Column 4 Timing
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A. Dedication of Land

1. The New Foreshore Park	Public Recreation	Dedication of the New Foreshore Park as shown on the Dedication Plan	Prior to the issuing of the first Occupation Certificate for the last Building in the Development, or by the date which is 2 years after the issue of the first Occupation Certificate for any Building in the Development, whichever is earlier
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B. Carrying out of Work

1. Embellishment of the New Foreshore Park and Public Domain Land	Public Recreation	Embellishment of the New Foreshore Park in accordance with the requirements in Schedule 6 and embellishment of the Public Domain Land in accordance with the Public Domain Plan and Schedule 6	Prior to the issuing of the first Occupation Certificate for the last Building in the Development or by the date which is 2 years after the issue of the first Occupation Certificate for any Building in the Development, whichever is earlier, and before dedication of the New Foreshore Park and registration of the Public Easement
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C. Other Benefits

1. Publicly Accessible Public Domain	Public Recreation	Registration of the Public Easement	Prior to the issuing of the first Occupation Certificate for the last Building in the Development or by the date which is 2 years after the issue of the first Occupation Certificate for any Building in the Development, whichever is earlier
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Schedule 2

(Clause 1.1)

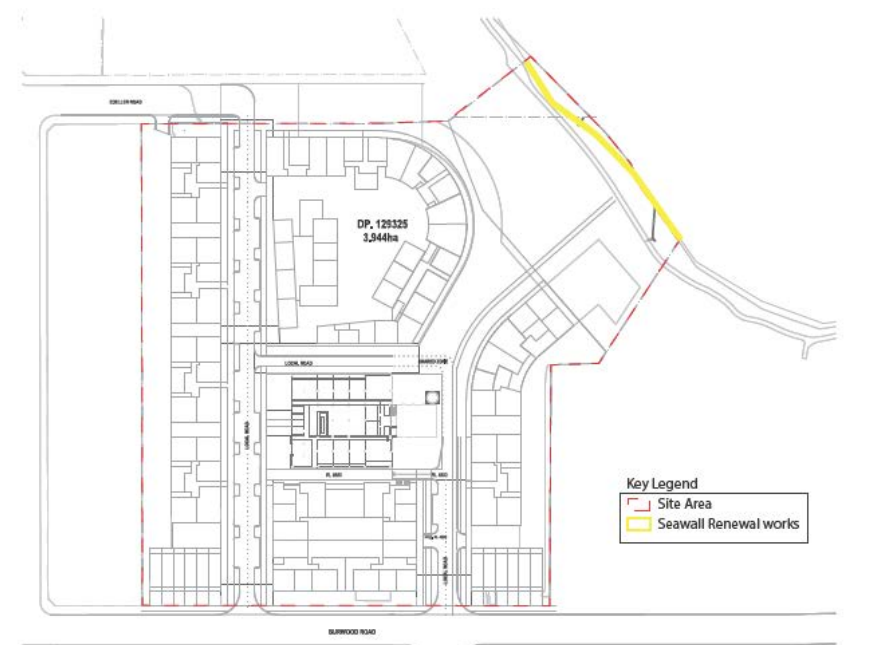
Dedication Plan



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Schedule 3
(Clause 1.1)

Seawall Renewal Location Plan

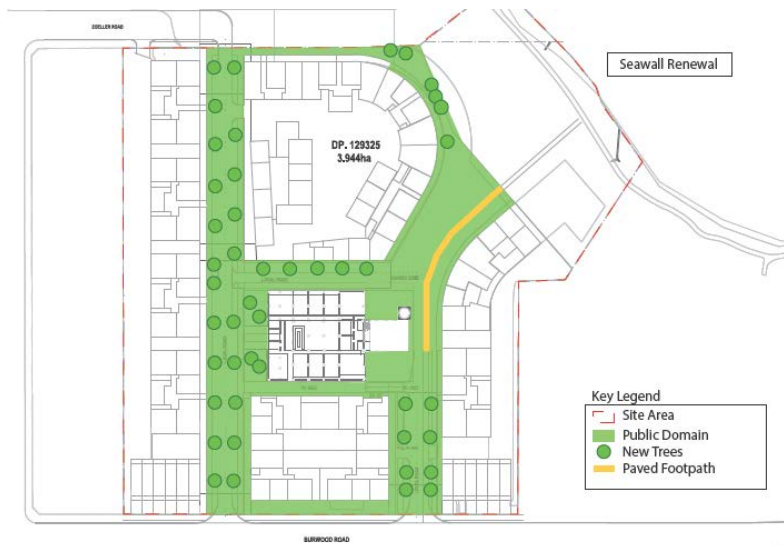


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Schedule 4

(Clause 1.1)

Public Domain Plan



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Schedule 5

(Clause 1.1)

Requirements for Seawall Renewal Works

The Seawall Renewal Works shall be carried out generally in accordance with the scope below, unless agreed otherwise by Council and the Developer:

- be constructed to the satisfaction of Council;
- have a minimum Design Life of 80 years;
- be designed and certified by a suitably qualified engineer and possess the following engineering qualities,
 - comprise graded basalt stone only, subject to the recommendations of the geotechnical assessment referred to in clause 20.3.1,
 - be wholly founded on bed rock,
- extend to a height above the proposed foreshore shared path by a minimum of 500mm;
- not have any drainage through it, with any surface water to be collected and drained into the drainage system for the New Foreshore Park rather than through the wall,
- include Geofabric to prevent loss of fines,
- extend 10 metres to the west of the western boundary of the New Foreshore Park to accommodate the construction of a stormwater pipe and headwall along Zoeller Street.

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Schedule 6

(Clause 20)

Requirements for Embellishment of the New Foreshore Park and Public Domain Land

The embellishment works on the New Foreshore Park and the Public Domain Land must include the following, unless agreed otherwise by both Council and the Developer:

- The construction of a foreshore shared path on the New Foreshore Park and pathways in accordance with Austroads Designs Guidelines;
- Construction of public domain lighting along the foreshore shared path and the remainder of the New Foreshore Park and Public Domain Land to achieve PP3 Standard lighting in accordance with AS 1158, or the relevant Australian Standard in force at the time that the lighting works are being carried out. The Developer shall also provide an electrical supply network including a dedicated electrical distribution board and four General purpose outlets in locations required by Council;
- planting of established trees and other landscaping works; and
- planting of grassed areas, including features such as seating benches.

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Schedule 7

(Clause 1.1)

Public Easement

Terms of Easement

- 1 The registered proprietor of the lot burdened grants to Canada Bay City Council (**Council**) and members of the public full and free right to go, pass and repass over the lot burdened at all times:
 - (a) with or without companion animals (as defined in the *Companion Animals Act 1998*) or other small pet animals; and
 - (b) on foot without vehicles (other than bicycles, wheelchairs or other disabled access aids);for all lawful purposes.
- 2 The registered proprietor of the lot burdened must, to the satisfaction of Council, acting reasonably:
 - (a) keep the lot burdened (including any services in, on or under the Lot burdened) in good repair and condition;
 - (b) maintain and repair the lot burdened and all improvements on the lot burdened in accordance with [Drafting Note: Include reference to any maintenance or operational manual] approved by the Council for the lot burdened;
 - (c) keep the lot burdened clean and free from rubbish; and
 - (d) maintain sufficient public liability insurance covering the use of the lot burdened in accordance with the terms of this easement.
- 3 If the registered proprietor of the lot burdened is an owners corporation or community association, then it must ensure that any rules or by-laws adopted by it in relation to the lot burdened have been approved by the Council.

Terms of Restriction on the Use of Land

The registered proprietor of the lot burdened will:

1. not construct or permit the construction of any buildings or structures on the lot burdened without the prior written consent of Council;
2. not make or permit or suffer the making of any alterations to the finished levels or remove any of the structures constructed on the lot burdened as at the date of creation of this restriction on use, without the prior consent of Council;
3. not carry out any work, or erect any buildings or structures such as fences which would prevent Council or members of the public from moving between the lot burdened and the adjacent land owned by Council.

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Name of authority whose consent is required to release, vary or modify the easement and restriction above is:

Canada Bay City Council

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New Concord Development Pty Limited

Execution

Executed as a Deed

Dated:

Executed on behalf of the Council

General Manager

Name:

Witness

Name:

Mayor

Name:

Witness:

Name:

Executed on behalf of the Developer in accordance with s127(1) of the
Corporations Act (Cth) 2001

Director

Name:

Director/Secretary

Name:

Former Bushells Factory VPA
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New Concord Development Pty Limited

Appendix

(Clause **Error! Reference source not found.**)

Environmental Planning and Assessment Regulation 2021
(Section 205)

Explanatory Note

Draft Planning Agreement

Under s7.4 of the *Environmental Planning and Assessment Act 1979*

Parties

City of Canada Bay Council ABN 79 130 029 350 of Locked Bag 1470 DRUMMOYNE
NSW 2047 (**Council**)

New Concord Development Pty Limited ABN 68 615 291 088 of 160 Burwood Road
(**Developer**)

Description of the Land to which the Draft Planning Agreement Applies

This draft Planning Agreement applies to the land comprised in Lot 5 in DP129325, Lot 2 in DP230294, Lot 398 in DP 752023 and Lot 399 in DP 752023 otherwise known as 160 Burwood Road, Concord, and any lot created by a subdivision or consolidation of those lots.

Description of Proposed Development

This draft Planning Agreement applies to a Planning Proposal prepared in response to a request made by New Concord Development Pty Limited and submitted in June 2020 that is the subject of a gateway determination dated 31 October 2021, proposing to:

- (a) rezone part of the Land from IN1 General Industrial to part B1 Neighbourhood Centre, part R3 Medium Density and part RE1 Public Recreation;
- (b) amend Part 6 of the LEP to:
 - (i) apply the Foreshore Building Line to the portion of the Land proposed to be zoned RE1;
 - (ii) introduce a development standard for the Land that sets out a minimum provision of 10,000m² gross floor area for non-residential uses, of which a minimum 3,000m² gross floor area shall be light industrial uses;

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- (c) amend Schedule 1 to permit the following additional permissible uses within portion of the Land proposed to be zoned R3: '*commercial premises*';
- (d) list the former Bushells factory building as an item of local heritage;
- (e) increase the maximum height of buildings for the Land from 12m to 12m, 15m, 17m, 18m and 21m;
- (f) increase the maximum Floor Space Ratio control for the Land from 1:1 to 1:25:1 which, when broken down into the proposed blocks, corresponds to an FSR of 1.13:1, 1.81:1, 2.1:1, 2.4:1 and 2.74:1 for each of those blocks.

This draft Planning Agreement applies to development, within the meaning of the Act, on the Land in accordance with any Development Consent (as modified or substituted from time to time under the Act) granted as a consequence of the making of the LEP Amendment.

Summary of Objectives, Nature and Effect of the Draft Planning Agreement

Objectives of Draft Planning Agreement

The objectives of the Draft Planning Agreement are to facilitate the dedication of land for the purposes of a public park and recreation area and associated embellishment works on the public park land and land to be publicly accessible.

Nature of Draft Planning Agreement

The Draft Planning Agreement is a planning agreement under s7.4 of the EPA Act. It is a voluntary agreement, under which the Developer and Landowner make Development Contributions (as defined in clause 1.1 of the Draft Planning Agreement) for various public purposes (as defined in s 7.4(2) of the EPA Act) if the LEP Amendment is made and if development consent is granted to the carrying out of the Development.

Effect of the Draft Planning Agreement

Specifically, the Developer will make the following contributions:

- dedication of the New Foreshore Park as shown on the Dedication Plan;
- embellishment of the New Foreshore Park in accordance with the requirements in Schedule 6 and embellishment of the Public Domain Land in accordance with the Public Domain Plan and Schedule 6; and
- registration of an easement over the Public Domain Land to enable public access to the open space.

The Draft Planning Agreement:

- requires the Developer to dedicate land, carry out embellishment works to open space and the register an easement on land for ongoing public access to the open space,
- contains preconditions to the dedication of the new park, including reconstruction of the seawall,
- relates to the carrying out by the Developer of the Development,
- does not exclude the application of ss 7.11, 7.12 or 7.24 of the EPA Act to the Development,
- is to be registered on the titles to the Land,

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City of Canada Bay Council
New Concord Development Pty Limited

- imposes restrictions on the Developer transferring the Land or part of the Land and on the Developer from assigning an interest under the draft Planning Agreement,
- provides a dispute resolution method where a dispute arises under the draft Planning Agreement, being expert determination and mediation,
- provides that the draft Planning Agreement is governed by the law of New South Wales,
- provides that the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) applies to the draft Planning Agreement.

Assessment of the Merits of the Draft Planning Agreement

The Planning Purposes Served by the Draft Planning Agreement

The Draft Planning Agreement:

- promotes and co-ordinates the orderly and economic use and development of the land to which the Planning Agreement applies,
- captures the shared uplift value of land through the delivery of public services and public amenities,
- provides and co-ordinates community services and facilities,
- provides increased opportunity for public involvement and participation in the form of public notification of the draft Planning Agreement.

The Draft Planning Agreement provides a reasonable means of achieving these planning purposes by requiring the Developer to make development contributions as described further above to Council, to facilitate the development of the Land in connection with the provision of necessary infrastructure, open space community facilities.

How the Draft Planning Agreement Promotes the Public Interest

The Draft Planning Agreement promotes the public interest by:

- promoting the objects of the EPA Act set out in sections 1.3(a),(b), (c), (g) and (j), and
- delivering land for public parks and recreation, including embellishment works on the public park land and other publicly accessible land which will benefit the local and wider community.

For Planning Authorities:

Development Corporations - How the Draft Planning Agreement Promotes its Statutory Responsibilities

N/A

Other Public Authorities – How the Draft Planning Agreement Promotes the Objects (if any) of the Act under which it is Constituted

N/A

Former Bushells Factory VPA
City of Canada Bay Council
New Concord Development Pty Limited

*Councils – How the Draft Planning Agreement Promotes the Guiding Principles for Councils in section 8A of the Local Government Act 1993 (previously the **Elements of the Council's Charter**)*

The Draft Planning Agreement promotes the guiding principles for Councils by:

- working with others to secure appropriate services for local community needs,
- promoting Council's long-term strategic planning on behalf of the local community.

*All Planning Authorities – Whether the Draft Planning Agreement **Conforms with the Authority's Capital Works Program***

The draft Planning Agreement conforms with the Council's capital works program.

All Planning Authorities – Whether the Draft Planning Agreement specifies that certain requirements must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued

This draft Planning Agreement includes requirements that must be complied with before Occupation Certificates are issued.



NSW Public Spaces Charter

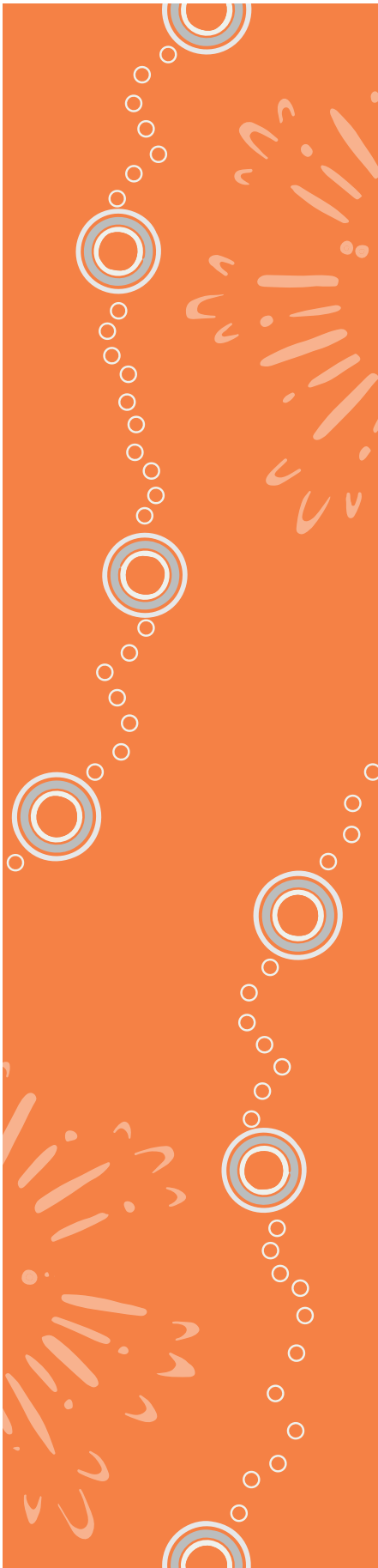
Ten principles for public space in NSW



NSW Department of Planning,
Industry and Environment

October 2021





Acknowledgement of Country

The Department of Planning, Industry and Environment acknowledges the Traditional Custodians of the land and pays respect to Elders past, present and future.

We recognise Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to place and their rich contribution to society. NSW is Aboriginal land, so throughout this document Aboriginal peoples are referred to specifically, rather than First Nations, or Torres Strait Islander peoples.

Aboriginal peoples take a holistic view of land, water and culture and see them as one, not in isolation to each other. The NSW Public Spaces Charter is based on the premise upheld by Aboriginal peoples that if we care for Country, it will care for us.

Published by the NSW Department of Planning, Industry and Environment

dpie.nsw.gov.au

NSW Public Spaces Charter

Image on front cover: Noreuil Park, Albury. Courtesy of Destination NSW.

Artwork (left) by Nikita Ridgeway.

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Ministerial foreword

As the first NSW Minister for Public Spaces, it's clear to me that public space is everyone's business. This is why it's a priority of the NSW Government to increase access to quality, green public spaces, and why we have developed the NSW Public Spaces Charter.

The charter provides ten principles for quality public space that have been designed to maximise the social, cultural, environmental and economic benefits that public space delivers.

The charter has been more than a year in the making and is based on deep and broad engagement. It's truly a community-led tool, designed in collaboration with practitioners and reflecting what communities love about public spaces and what they tell us should be improved.

In November 2021 the NSW Government released survey results showing almost half of respondents were using public spaces and parks more than ever before.

Indeed, our love for public spaces has never been more in focus. It's no secret that the pandemic has emphasised the inherent need we have for safe and welcoming public space. At the height of COVID-19, many of us experienced newfound joy and delight in public spaces that we may have previously taken for granted. This showed how much we need them on a physical, emotional and psychological level.

The Government is responding to the community with this new charter. We're setting the bar to help change how people think about, view, and engage with great public spaces.

This unifying set of principles, based on solid evidence and research, will underpin the creation and improvement of high-quality public spaces across NSW.

All our public spaces should reflect the values, needs and aspirations of the communities they serve, including those who are vulnerable and hard-to-reach. Ensuring public spaces are

equitable and inclusive will lead to the creation of a more just State. Making public spaces that enable social interaction in beautiful places is an amazing vision that I believe everyone can share.

I encourage every organisation that creates, cares for, and uses public spaces in NSW to sign up to the charter. Let's work together to bring forth a new legacy for public space. Let's use these principles to transform how we think about and deliver quality public spaces that help all NSW communities love the places they live.



The Hon. Rob Stokes, MP
Minister for Planning and Public Spaces
Minister for Transport and Roads



Statement of Country

*Barangaroo Reserve.
Photographer: Alison Page
and Nikolas Lachajczak*

Country is a holistic worldview that incorporates humans, non-humans, more-than-humans and all the complex networks and systems that connect them. Country is known to be alive and sentient, and continually communicating. Country is not constrained by boundaries, lines on a map, or edges of a site. Instead, Country soars high into the atmosphere, plunges far into the ocean, and deep into the earth's crust. Country has diverse and distinct ways of expressing and being understood depending on the people, place, and context. Country is associated with Aboriginal people's cultural groups, it is where their ancestors still walk, and the places to which they belong. But it is much more than this. Country is known in physical, spiritual, and cultural ways. Tangibly it might include the flora, fauna, geology, elements, and waters. Intangibly Country includes expressions about place, spirit, narratives, identity, cultural practice, Law, lore, languages, and customs. Country holds all these individual aspects together harmoniously, storing knowledges like an eternal library.

While it may not have been built in the way it is currently understood, Aboriginal people have always designed and managed the environment, in collaboration with Country. The built environment is part of Country and needs to be cared for and designed as such. Likewise, relating to Country through public spaces enables those

spaces to embody the spirit of place as story, culture and life are celebrated there. Because Country communicates and holds all knowledges, Country can guide what it needs to be healthy, and how it must be designed and managed, including in public spaces. Being in and activating public spaces as an extension of Country is part of caring for Country. Allowing Country to be lead designer or planner ensures the inclusion of all who access spaces, not just humans, as Country is inherently inclusive. Knowledge Holders of Country are descended from Country and know it best. Working together with them is key to understanding how to connect with and care for Country. Everyone is responsible for caring for Country as we all live, learn, work, and play on Country.

With thanks to the Elders, Knowledge Holders, kin, and family who have generously shared their knowledges and means of connecting to Country. With thanks to Country for providing these words and understandings.

Dr Danièle Hromek

Dr Hromek is a Budawang woman of the Yuin nation. She works as a cultural designer and researcher considering how to Indigenise the built environment by creating spaces to substantially affect Indigenous rights and culture within an institution.



*Western
Sydney Parklands.
Courtesy of Greater
Sydney Parklands*

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Introduction

Public space is where public life happens.

It guides and shapes our experience of the places where we live, work and visit, filling them with vibrancy and energy as we connect, interact and share with others. It begins the moment you leave your front door and connects us to both work and leisure, and public and personal life. It includes the streets we walk or cycle in, the town squares we socialise in, libraries we learn in, community halls we gather in and parks, playgrounds and sport fields where we relax or play. It provides a wealth of social, cultural, economic and environmental benefits that are critical to the health, wellbeing and prosperity of communities.

People are at the heart of public space. The way they use it transforms it into a meaningful place with layers of shared experiences, collective memories and a mixture of identities. When people feel attached to public space, they are more likely to adopt, use and care for the space themselves and have a more powerful sense of belonging to their community.

*Greek Festival of Sydney, Darling Harbour.
Courtesy of Placemaking NSW*



Public spaces are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive. They include:



PUBLIC OPEN SPACES

parks, gardens, playgrounds, public beaches, riverbanks and waterfronts, outdoor playing fields and courts, and bushland that is open for public access



PUBLIC FACILITIES

public libraries, museums, galleries, civic/community centres, showgrounds and indoor public sports facilities



STREETS

streets, avenues and boulevards; squares and plazas; pavements; passages and lanes, and bicycle paths

The quality of public space is just as important as its accessibility, as quality makes people feel safe, welcome and included. The quality of a public space is reflected not only in its physical form—how it's designed, maintained and integrated with its environment—but also through the activities it supports and the meaning it holds. It can be evaluated by asking:

- Am I able to get there?
- Am I able to play and participate?
- Am I able to stay?
- Am I able to connect?

The purpose of the charter

The NSW Department of Planning, Industry and Environment has developed the NSW Public Spaces Charter to support everyone in NSW to have access to high-quality public space that allows them to enjoy and participate in public life. The charter identifies 10 principles for quality public space that distil and reflect evidence-based research, best practice and consultation with Aboriginal peoples, community members and representatives from state and local government, industry, the business and cultural sectors and a diverse range of public space experts.

The charter's principles are premised on the understanding that there isn't a one-size-fits-all approach to public space. Every public space has its own unique history, heritage, context and is supporting the different needs and uses of a specific community. There are significant and important differences in landscape, climate, amenity, population density and social and cultural demographics across Greater Sydney and regional and rural New South Wales. All these factors influence where and how people use public space and what the priorities are for their community. There are no set rules as to where and how the charter applies - it could apply to the management of a national or regional scale parkland, just as it could to the design of a new pocket park.



*Wagga Beach,
Wagga Wagga.
Courtesy of Wagga
Wagga City Council*

The 10 principles

The charter identifies 10 principles for quality public space, to support all those who advocate on behalf of, provide advice on, make decisions about, or plan, design, manage and activate public spaces in NSW.



The values

The charter is also built on the following core values that resonate strongly across all the principles. These values should always be considered when applying the principles.

Courtesy of Destination NSW



Connection to Country

All public space in NSW is on Country, which is at the core of every Aboriginal person's identity and sense of belonging. It is the place from which Aboriginal languages and cultures are derived, which determine families, kinship and communities. Aboriginal peoples are the Traditional Custodians of all public space in New South Wales. Acknowledging and valuing Aboriginal peoples and cultural knowledge when public space is planned, managed and delivered can promote and strengthen connection to Country and create healing for both Aboriginal communities and non-Aboriginal peoples too.

Courtesy of Adam Hollingworth

Equity and inclusion

Public space is a community asset that should support a society in which everyone can participate, prosper, and reach their potential. Inclusion in public spaces and in the processes to plan, design, manage and activate them is central to creating equitable public spaces and ensuring all people can access the benefits they provide.



Community engagement

Engaging the community as active participants in decision-making processes when planning, designing, managing and activating public space will help ensure that it reflects their values, needs and aspirations. Participatory processes, collaboration and co-design in public space projects help build trust, which then increases people's use of and attachment to the space. Ensuring that vulnerable and hard-to-reach communities are engaged in these processes leads to more welcoming and inclusive public space.

*Kids on Q, Campbelltown.
Courtesy of Campbelltown City Council*

Who should use the charter

The charter can be used by any organisation or practitioner involved in the planning, design, delivery, management or evaluation of public space. Becoming a signatory to the NSW Public Spaces Charter will help your organisation to provide or advocate for better public spaces. It will also allow your organisation to access the charter's community of practice, one-on-one support from the department, promotional opportunities and data sharing. Examples of how the charter can be used are outlined below.



The community can use the 10 principles to understand the value and benefits of quality public space. The charter will help the community to participate in the conversation about how public spaces should be planned, designed, managed and activated.



Local businesses and chambers of commerce can use the 10 principles to better understand how they can leverage public spaces for their business and advocate for public spaces in their area.



Public space managers can use the 10 principles to inform plans of management and the policies and programming that respond to the needs of their users.



Development professionals such as architects, heritage specialists and arborists can use the 10 principles to inform the design and delivery of a public space.



Strategic and statutory planners can apply the 10 principles as they develop planning proposals, local planning instruments and plans for precincts, local government areas, districts or regions.



Industry bodies can use the 10 principles to inform and support members involved in the planning, design, delivery, management or evaluation of public space.



Public policy makers can incorporate the 10 principles within policy and advice that informs NSW Government and council investment priorities.



Developers can draw from the 10 principles to plan for and provide quality public spaces within their developments.



To become a signatory to the charter, register your interest by emailing Public.Space@planning.nsw.gov.au

Using the charter

We have developed the charter to support all those who advocate on behalf of, provide advice on, make decisions about, or plan, design, manage and activate public spaces in NSW.

It is intended to align with other government and non-government strategies and policies for creating great places, where people can easily access a diversity of public spaces to enjoy the outdoors, interact with others or just relax.

The charter can also be used by the community to understand what quality public space is and to inform their participation when they are engaged in decisions about how public space is planned, designed, managed and activated.

Practitioner's guide

An accompanying practitioner's guide supports the charter. We have developed this to help practitioners understand the charter and how they can embed it into their work. The guide also explains the 10 charter principles and how practitioners should apply these when planning, designing, managing and activating public space.

For each of the 10 principles, the guide:

- explains the principles
- describes what the principle will look like in action
- provides practitioner tips to support how the principle can be followed as public space is planned, designed, managed and activated

- provides relevant examples
- links to relevant, supporting policies or plans.

Great Public Spaces Toolkit

The charter and practitioner's guide are also supported by the [Great Public Spaces Toolkit](#), which provides in-depth case studies and free resources to support local government, state agencies, industry and the community. The toolkit includes the Great Public Spaces Guide and the Evaluation Tool for Public Space and Public Life, which can be used by anyone who wants to better understand the strengths and areas for improvement in a public space.

Become a signatory

While we have developed the charter for use by anybody involved in the planning, design, delivery or management of public space, the Department of Planning, Industry and Environment encourages organisations and practitioners to become signatories to it. In becoming a signatory to the NSW Public Spaces Charter, an organisation or individual is showing a commitment to embed the 10 principles when they plan for, design, manage or activate public spaces.

Signatories to the charter will be supported with advice from the NSW Public Spaces Charter project team on how to develop an action plan to implement the Charter in their organisation or practice. They will also have access to a community of practice, delivered quarterly. The community of practice will be focused on building the capacity of signatories to apply the charter, by connecting them to public space experts and providing opportunities for information and data sharing and for promoting their own public space projects or practice.

To register your organisation's interest in becoming a signatory to the charter, email PublicSpace@planning.nsw.gov.au

While the department does not intend to subject the charter to regular review, we may update it as required to reflect contemporary practice and emerging research.



*Unity Place, Burwood.
Courtesy of Burwood Council*

10 PRINCIPLES



*Stirling Brown,
Mavis Feirer, Queenie
Walker, Janelle Brown
and Robyn Bancroft in
Market Square, Grafton
Photographer: Alison Page
and Nikolas Lachajczak*

PRINCIPLE #1

Open and welcoming



Everyone can access public space and feel welcome, respected and included.



Prince Alfred Square, Parramatta. Courtesy of Destination NSW

Public space should be inclusive of all people, regardless of their gender, age, sexuality, race, ethnicity, religion, cultural background, socioeconomic status, ability and/or personal values, so social, cultural, environmental and economic benefits are shared equitably.

For public space to be inclusive, it must be culturally, physically and socially accessible, and perceived by the community to be so. They should be places where everyone feels safe, welcome and able to participate in public life. They should offer a diversity of uses and well-designed experiences that are free of charge regardless of income, ability or where they live. Amenities such as seating, shade and shelter, end-of-trip facilities, accessible toilets and inclusive play spaces that anyone can use and enjoy should be provided.

The physical design of a space, how people get there and move through and between public spaces, is critical. Public space should be designed and maintained to ensure the highest possible level of accessibility, so that people of all ages and with differing cognitive, sensory, physical, or developmental abilities can use them with dignity and ease. They should have

clear entrances and exits, open sightlines, visible wayfinding and clear navigation. They should be well integrated with surrounding land uses and public transport options, and easy to walk or cycle to.

Individual public spaces can have distinct purposes and functions, and may not be able to cater to every need. Planning public spaces to be linked and equitably distributed can create a more connected network of spaces that work together, and support each other.

Creating open and welcoming public spaces requires early and ongoing engagement with communities regarding how they are planned, designed, managed and activated. Including diverse groups of people, including Aboriginal peoples, young people, people with disability, people experiencing homelessness and culturally and linguistically diverse people in shaping public spaces can help create more accessible, inclusive and welcoming public spaces for everyone. It is especially important to have strategies in place to engage community members and groups who have historically felt excluded from these processes.

PRINCIPLE #2

Community focused



Public space brings people together and builds strong, connected and resilient communities.

Public spaces are the meeting and gathering places where we socialise with friends and loved ones and experience social connections that are fundamental to individual and community health and wellbeing.

Public space is important because it can bring us side-by-side with people whom we don't know, to share space and experiences with others who are different from us. This can create mutual understanding, empathy and trust, which over time strengthens the social capital of communities. Social capital is what makes communities cohesive and resilient, providing them with the relationships and networks of support that they need to withstand and adapt to broader economic and social shifts.

A key outcome when planning, designing, managing and activating a public space should be how it facilitates formal and informal social interaction and fosters social connectedness amongst diverse people, cultural communities, age groups, religious groups, families and friends.

Public spaces must also be places that promote equity, inclusion, social justice and democracy. They should allow free expression, collective action, public debate and opportunities for people of all backgrounds to participate in civic life.

Public space that is community-led, with a strong foundation of inclusive and equitable engagement, collaboration and co-design is more likely to meet the desires, expectations, traditions and needs of its community. Involving the community, including diverse, under-represented and hard-to-reach groups, in decisions about how public space is planned, designed, managed and activated builds trust and ultimately a sense of belonging and attachment to place.

*Kerrabee Soundshell, Moama.
Courtesy of Murray River Council/Rebecca Pilgrim*



PRINCIPLE #3



Culture and creativity

Public space provides a platform for culture and creative expression that makes places more colourful, animated and thought-provoking.

All public space is on Country, which is deeply embedded with knowledge and memories that are the starting point for considering the culture of a place. Aboriginal peoples have always used ceremony, rituals and storytelling to engage with the spirit of a place, activate memories and connect with Country.

It's important that Aboriginal peoples can access public spaces for cultural practices, which incorporate any practice that connects them to their culture, Country and Dreaming. Cultural practices may involve caring for Country activities and are not restricted to traditional practices.

By listening to Aboriginal peoples and sharing the stories of Country, we can all strengthen our understanding of, and connection to, place and to each other. In being sites for truth-telling about our history and the impacts of colonisation, public spaces can also become places of reconciliation and healing.

Culture and creativity are powerful tools for communities to create a positive narrative about who they are and what they want their futures to look like. Arts and culture brings people together, allowing them to share experiences that powerfully builds community. Places with a rich and exciting cultural and creative offering are more liveable and distinct, with people more likely to want to live, work and spend time there.

Public space can embed arts, music, literature, screen, performance and cultural experiences, public art and events directly into the heart of communities. Supporting local opportunities for cultural and creative expression in public spaces encourages more diverse and equitable participation for audiences and artists.

The rich cultural diversity of NSW brings an exciting energy into our public spaces, making them places of cultural interaction and exchange. Programming and events such as concerts, festivals, storytelling, and ceremonies can reflect local histories, cultures and traditions. They can foster social inclusion and intercultural dialogue among diverse communities.



*Manning Regional Art Gallery, Taree.
Courtesy of MidCoast Council*

Public spaces such as libraries, parks, laneways and plazas can provide flexible and informal space that supports ephemeral, temporary and permanent creative works to be more visible, valued, distinctive and accessible. The spaces around and in between public facilities such as libraries, museums, galleries and community centres are especially well-placed locations for planning creative and cultural projects and activities. Place-based approaches that involve local artists and creative organisations can build on the unique identity of a local area and community to activate public spaces.

PRINCIPLE #4

Local character and identity



Public space reflects who we are and our diverse stories and histories.

Public space contains layers of built and natural heritage that cut across time and provide communities with a specific sense of character, place and identity. This heritage can be tangible or intangible, embedded in built form and landscapes or living in stories, memories and oral histories.

Country is the foundation of a place's identity. Public space should acknowledge and reflect Aboriginal languages, place names, and histories. It should provide space for Aboriginal cultures to be practised and shared, as this helps people feel more connected to Country and place. Public spaces such as parks, libraries, community centres, plazas, and sports grounds have aesthetic, historic, scientific, social or spiritual value that enriches our lives and make us feel deeply connected to our community and our landscape.

The character and quality of heritage in public spaces should be carefully managed and maintained, to promote local identity and to pass it on to the future generations. New public spaces should be sympathetic to the history and heritage

of the site and to the communities who live and have lived there, especially in urban renewal and brownfield developments. Adaptive re-use of heritage buildings such as town halls, fire stations and hospitals can provide new and exciting public spaces and uses that build on the history and connection that communities have to these places.

Supporting local artists and creatives to work collaboratively with communities can deliver public art and creative placemaking programs that respond to place and celebrate local stories, cultures and histories.

Communities are the best experts for recognising and valuing the local character and identity of a place and should be engaged early in the process of planning, designing and activating public space. Engaging communities meaningfully and effectively will ensure that diverse voices, cultures and histories can be reflected in the character of public space and everyone feels a more powerful sense of pride and belonging.

*Line of Lode Miners Memorial, Broken Hill
Courtesy of Destination NSW*



PRINCIPLE #5



Green and resilient

Public space connects us to nature, enhances biodiversity and builds climate resilience into communities.



Great River Walk, Penrith. Courtesy of Destination NSW

Public space supports the natural flows and cycles of the environment, by connecting ecological systems and networks of green space, waterways, bushland, riparian landscapes and wildlife corridors. Wildlife relies on public space for food and refuge, and their use and needs should be considered and protected. Native trees and vegetation should be prioritised in public space as these provide animals with their natural habitats, and are more suited to Australian climate and soil conditions.

By respecting, valuing and being guided by Aboriginal knowledge and land management practices in how we care for public space, we can help to support the health and wellbeing of Country. The planning, design, management and activation of public space can also support them to be sites for education about caring for Country's health and wellbeing and their role in supporting biodiversity and broader ecosystems.

Public space should be integrated with green infrastructure to ensure that urban and regional communities have equitable access to the social, environmental and economic benefits of quality green space. Green infrastructure is the network of green spaces, natural systems and semi-natural systems that supports sustainable communities.

It includes waterways, bushland, tree canopy and green ground cover, parks, and green open spaces that are strategically planned, designed and managed to support a good quality of life in the urban environment.

Public space that has quality green infrastructure, including tree canopy cover, can increase the long-term removal and storage of carbon, provide relief from urban heat and heatwaves, improve air and water quality, increase natural shade and the walkability of neighbourhoods, reduce noise pollution and the likelihood of flooding and sewage overflow.

Through careful planning and design, public spaces can build climate resilience into urban and regional communities. This includes using sustainable materials and integrating green walls and roofs into the built environment, providing green fire breaks between natural and built environments and flood mitigation zones in flood-prone areas. Planning and designing adaptable community facilities that are capable of changing use as refuge spaces and distribution points will ensure critical social infrastructure is available in the time of crisis and disaster.

PRINCIPLE #6

Healthy and active



Public space allows everyone to participate in activities that strengthen our health and wellbeing.

Public space plays a crucial role in building sustainable and healthy communities by supporting social interaction and connection and providing play and active recreation opportunities, green and natural environments, access to local healthy foods and safe routes to walk and cycle.

Public space that is well-designed, connected and inclusive can support everyone to build walking, exercise and physical activity into our everyday lives, helping prevent chronic disease such as cancer, heart disease, diabetes and depression. Increased availability and equitable distribution of accessible public open space can improve the opportunities for active and passive recreation, such as walking, running, cycling, team sports, picnicking and playing.

By providing access to cool, green spaces and connecting people to natural landscapes, such as nature trails, river and coastal walks and bushland, public space powerfully improves our mental health, reducing depression, anxiety and stress and improving memory and concentration. It should encourage and support social interaction and connection, which is important to our social wellbeing, and can help to reduce social isolation and loneliness. People should have access to a mix and balance of comfortable, tranquil spaces with places to sit and relax as well as space for higher-intensity activities such as sport and recreation, prioritising appropriate uses for different spaces.

Public space that is safe, well connected and high-quality encourages a culture of walking and cycling. Wider contiguous footpaths, tree canopy and shaded corridors, barriers between traffic and people, well-designed lighting, frequent crossings and lower traffic speeds

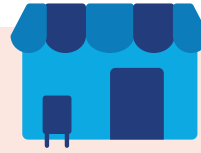
can all contribute to increased walkability. Using a movement and place lens to plan, design and manage streets can help to ensure these dual functions are supported. Street environments should be considered as places to attract people to visit and stay, not just as places to move through. They should contribute to the network of public space within a location, where people can live healthy, productive lives, meet each other, interact, and go about their daily activities.

The quality of public space is crucial in shaping the physical, cognitive and social development of children. Their needs, as well as that of their families, should always be considered. Supporting inclusion in the processes that shape public space will facilitate a broad range of healthy activities and behaviours and enable more people to have equitable access to the health benefits they provide.



*Sydney Olympic Park.
Courtesy of Sydney Olympic Park
Authority/Fiora Sacco*

PRINCIPLE #7



Local business and economies

Public space supports a dynamic economic life and vibrant urban and town centres.

The public space network supports lively high streets, outdoor dining and cafés, and popular tourist destinations, as well as providing low-barrier commercial opportunities, such as markets, food vans and live performance.

The way that we value buildings and places is strongly linked to people's experience of these places and whether it includes spaces that meet their needs. Locations with high-quality, well-designed and well-managed public places attract residents, customers, employees and services, which in turn attracts business and investment. To deliver a high-quality experience, public space should have a strong vision and layers of activities to attract different groups of people and helps them form a connection to place.

Privately-owned spaces and commercial activity can complement and activate public space, but this should not compromise their primary function of delivering public benefit. Active facades, building edges and podiums can create economic activity and vitality that draws people into an area, while public space attracts diverse groups of people and connects them to retail and business. Town centres and retail precincts that are supported with quality public spaces where people can sit, rest and connect with each other are more likely to thrive.

Using streets as public spaces can create more vibrant and dynamic retail and hospitality precincts and attract higher foot traffic. Activating streets and laneways with creative



Blak Markets, La Perouse. Courtesy of Destination NSW

placemaking and programming can breathe life and energy into public space that turns neighbourhoods into destinations, spurs innovation and improves land and property value.

Activating public spaces such as parks, plazas, libraries, museums and community centres in a safe and welcoming way after dark is critical for a more diverse and vibrant night-time economy. Understanding the rhythm and patterns of how public space is used at different times of the day can inform a strategic and place-based approach to programming and activation that supports the local economy at all hours.

PRINCIPLE #8

Safe and secure



Everyone feels safe to access and use public space at all times of the day.

Perceptions of personal safety influence how public spaces are accessed and used. Public space feels safer when it is well-used and inclusive, and people can see and interact with others. It should encourage a diverse mix of intergenerational and intercultural users, and recognise children as active users of the space. It should be activated with a mix of uses at all times of the day and people-oriented lighting at night, especially along pedestrian and cycle routes.

Incorporating crime-prevention strategies such as the Crime Prevention Through Environmental Design principles when planning and designing public space can reduce crime and anti-social behaviours, making places and spaces feel safer, which in turn can enhance the physical, mental and social wellbeing of community members. It's important, however, that strategies and approaches to designing and managing safe public spaces don't strip them of their

distinctiveness and public amenity, or cause marginalised groups to be excluded.

Risk assessments and safety audits are valuable tools for understanding if there are safety issues in a public space and what measures could be put in place to address these. Consulting diverse groups of people, including women and vulnerable or marginalised groups, is important to understand their experience of accessing and using public space and their perception of its safety.

Feeling culturally, physically and spiritually safe when accessing public spaces is especially important for Aboriginal peoples and communities. Involving Aboriginal communities, at all stages of public spaces development and its continuing management, is key to creating and maintaining culturally safe places.

*Inner West Fest - Baludarrri.
Courtesy of Inner West Council/Daniel Kukec*



PRINCIPLE #9



Designed for place

Public space is flexible and responds to its environment to meet the needs of its community.



*Leagues Club Park, Gosford.
Courtesy of Hunter & Central Coast Development Corporation*

The way that public space is designed can directly or indirectly affect the way that it is used, and who uses it. Public space should provide open space and facilities that are multi-purpose, connected and flexible enough to support a broad range of uses, activities and experiences throughout the day and night. It should respond to its environment and the diversity of its users, incorporating universal design principles so that everyone can enjoy it, regardless of age, ability and mobility.

Public space that is co-located with other uses, such as education, health, cultural facilities and other public spaces, can help create a sense of place and community. For example, co-locating libraries within community centres or open space near schools can diversify the use of these spaces and provide more equitable access. Planning for place across the whole lifecycle of a project, from concept, to design, delivery and implementation will lead to more successful public spaces.

Every public space is unique and has its own specific context, community and environment. It should be fit-for-purpose, designed with an understanding of how it will be used and who will use it. It should be capable of adapting to

changing uses and demands. It should encourage formal and informal interaction and provide people with different levels of engagement so that they don't have to interact with the space in the same way. It should have complementary uses whenever possible and be well-connected to surrounding areas and other public space to provide a richer experience for its users.

The connectivity of public space to the ground floor of buildings and the way they work together to support each other is important. Planning, designing and activating ground planes that support surrounding streets, laneways and open spaces encourages vibrant public life and provides a continuous network of pathways and experiences that makes it easier and safer for people to move around.

Aboriginal Knowledge Holders, organisations and communities should be engaged at an early stage of the design process for public space, to ensure that knowledge about Country is considered. This could include identifying stories or narratives connected to a place that can inform its design, or to understand if there are key movement paths or Songlines that can direct how people move in and through the public space.

PRINCIPLE #10



Well-managed

Well-managed and maintained public space functions better and invites people to use and care for it.

All public spaces require some form of management so that they can continue to fulfil their various roles and provide a safe and welcoming environment. There are often multiple and diverse stakeholders whose involvement, activities and relationships can affect the quality of a public space and who have their own concerns and needs for how the space should be maintained. Public space management and governance agreements, strategies and frameworks that define roles and responsibilities, support collaboration and consider sustainable funding models can deliver better place quality outcomes.

Public space should be managed in a way that encourages and is considerate of users. Rules governing public space should only restrict activities and behaviours that are unsafe and shouldn't target user groups who have historically been excluded from public space, including young people, Aboriginal peoples and people experiencing homelessness.

Public spaces should be designed with consideration of their financial sustainability, and how long-term operating and maintenance costs can be minimised. Smart infrastructure, systems and technology can also improve the ways that public space is monitored and managed. Cleaning, maintenance and repairs of public space and its amenities should be carried out in line with their levels of use to maintain a welcoming environment.

Aboriginal people are experts in land management practices that ensure the health and wellbeing of Country. Valuing and respecting Aboriginal cultural knowledge and working with Aboriginal peoples should be a priority in managing public space. This will also ensure that culturally significant places are respected and protected, and there is access for cultural practice.

Flexible community-led design, inclusive processes and capacity-building can also

foster more efficient and dynamic models of stewardship to emerge. When power and responsibility for managing public space is shared with the community, people feel more invested and are more willing to maintain, program, beautify, and advocate for those spaces. Volunteer groups such as scouts and girl guides, local schools, sports and surf lifesaving clubs, bush care groups or citizen science networks can provide valuable community partnerships for managing public space.

*Royal Botanic Gardens Sydney's Aboriginal Education & Engagement Manager Renee Cawthorne
Courtesy of Royal Botanic Gardens and Domain Trust*





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City of Canada Bay Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2022



City of Canada Bay Council

General Purpose Financial Statements

for the year ended 30 June 2022

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Overview

City of Canada Bay is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

1A Marlborough Street
Drummoyne NSW 2047

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

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

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.canadabay.nsw.gov.au

City of Canada Bay Council

General Purpose Financial Statements

for the year ended 30 June 2022

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2022.

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

About the Councillor/Management Statement

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

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

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

4. The Statement of Changes in Equity

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

5. The Statement of Cash Flows

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

About the Notes to the Financial Statements

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

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

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

Who uses the Financial Statements?

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

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

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

City of Canada Bay Council

General Purpose Financial Statements

for the year ended 30 June 2022

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

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

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

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

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

Signed in accordance with a resolution of Council made on dd MMMM yyyy.

Angelo Tsirekas
Mayor
dd MMMM yyyy

Stephanie Di Pasqua
Deputy Mayor
dd MMMM yyyy

John Clark
General Manager
dd MMMM yyyy

Evan Hutchings
Responsible Accounting Officer
dd MMMM yyyy

City of Canada Bay Council | Statement of Comprehensive Income | For the year ended 30 June 2022

City of Canada Bay Council

Statement of Comprehensive Income

for the year ended 30 June 2022

\$ '000	Notes	2022	2021
Net operating result for the year – from Income Statement		56,670	57,720
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	36,720	(83,395)
Total items which will not be reclassified subsequently to the operating result		36,720	(83,395)
Total other comprehensive income for the year		36,720	(83,395)
Total comprehensive income for the year attributable to Council		93,390	(25,675)

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

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City of Canada Bay Council | Statement of Financial Position | For the year ended 30 June 2022

City of Canada Bay Council
Statement of Financial Position

as at 30 June 2022

\$ '000	Notes	2022	2021
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	18,824	12,279
Investments	C1-2	82,000	125,500
Receivables	C1-4	13,714	11,178
Inventories	C1-5	251	37
Contract assets and contract cost assets	C1-6	4,864	–
Other		1,193	256
Total current assets		120,846	149,250
Non-current assets			
Investments	C1-2	51,350	38,346
Infrastructure, property, plant and equipment (IPPE)	C1-7	1,941,180	1,832,489
Investment property	C1-8	37,965	37,965
Intangible assets	C1-9	746	565
Right of use assets	C2-1	240	240
Total non-current assets		2,031,481	1,909,605
Total assets		2,152,327	2,058,855
LIABILITIES			
Current liabilities			
Payables	C3-1	25,648	23,748
Contract liabilities	C3-2	18,592	26,811
Lease liabilities	C2-1	–	161
Borrowings	C3-3	1,341	581
Employee benefit provisions	C3-4	8,113	9,241
Provisions	C3-5	228	204
Total current liabilities		53,922	60,746
Non-current liabilities			
Contract liabilities	C3-2	4,384	11,153
Lease liabilities	C2-1	240	79
Borrowings	C3-3	14,689	1,030
Employee benefit provisions	C3-4	594	740
Provisions	C3-5	17	16
Total non-current liabilities		19,924	13,018
Total liabilities		73,846	73,764
Net assets		2,078,481	1,985,091
EQUITY			
Accumulated surplus		1,298,698	1,242,028
IPPE revaluation reserve		779,783	743,063
Council equity interest		2,078,481	1,985,091
Total equity		2,078,481	1,985,091

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

City of Canada Bay Council

Statement of Changes in Equity
for the year ended 30 June 2022

\$ '000	Notes	as at 30/06/22			as at 30/06/21		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		1,242,028	743,063	1,985,091	1,184,308	826,458	2,010,766
Restated opening balance		1,242,028	743,063	1,985,091	1,184,308	826,458	2,010,766
Net operating result for the year		56,670	-	56,670	57,720	-	57,720
Net operating result for the period		56,670	-	56,670	57,720	-	57,720
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	-	36,720	36,720	-	(83,395)	(83,395)
Other comprehensive income		-	36,720	36,720	-	(83,395)	(83,395)
Total comprehensive income		56,670	36,720	93,390	57,720	(83,395)	(25,675)
Closing balance at 30 June		1,298,698	779,783	2,078,481	1,242,028	743,063	1,985,091

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

City of Canada Bay Council

Statement of Cash Flows

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
Cash flows from operating activities				
<i>Receipts:</i>				
58,772	Rates and annual charges		58,783	56,433
18,976	User charges and fees		16,051	19,161
1,020	Interest received		1,273	1,349
54,215	Grants and contributions		45,890	92,775
–	Bonds, deposits and retentions received		4,761	4,913
5,234	Other revenue		2,486	6,858
4,781	Fines		2,933	4,229
<i>Payments:</i>				
(39,340)	Payments to employees		(37,884)	(37,591)
(34,645)	Payments for materials and services		(42,056)	(33,946)
(79)	Borrowing costs		(79)	(119)
–	Bonds, deposits and retentions refunded		(4,175)	(5,600)
(6,207)	Other expenditure		(2,336)	(5,003)
62,727	Net cash provided in operating activities	G1-1	45,647	103,459
Cash flows from investing activities				
<i>Receipts:</i>				
–	Sale of investments		3,000	164,721
–	Redemption of term deposits		149,510	–
–	Proceeds from sale of IPPE		4,011	270
<i>Payments:</i>				
–	Purchase of investments		(7,504)	(220,979)
–	Acquisition of term deposits		(114,510)	–
–	Purchase of investment property		–	(2,815)
(92,269)	Payments for IPPE		(87,686)	(38,067)
(70)	Purchase of intangible assets		(342)	(276)
(92,339)	Net cash used in investing activities		(53,521)	(97,146)
Cash flows from financing activities				
<i>Receipts:</i>				
15,000	Proceeds from borrowings		15,000	–
<i>Payments:</i>				
(581)	Repayment of borrowings		(581)	(548)
–	Principal component of lease payments		–	(234)
14,419	Net cash used in financing activities		14,419	(782)
(15,193)	Net change in cash and cash equivalents		6,545	5,531
12,279	Cash and cash equivalents at beginning of year		12,279	6,748
(2,914)	Cash and cash equivalents at end of year	C1-1	18,824	12,279
148,656	plus: Investments on hand at end of year	C1-2	133,350	163,846
145,742	Total cash, cash equivalents and investments		152,174	176,125

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

City of Canada Bay Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on dd MMMM yyyy. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Starting from here, unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes and are clearly marked.:

- Income statement
- Statement of cash flows
- B5-1 Material budget variations

COVID 19 Impact

The Coronavirus (COVID 19) Pandemic continues to impact both communities and business throughout the world including Australia and the community where Council operates. This Pandemic has had a financial impact for Council in the financial year ended 30 June 2022, which was reported to Council in each quarterly budget review through the year. Minimal impact is expected in the following financial year.

As at the end of the current reporting period Council estimated a loss from COVID 19 of approximately \$2.9M. This was as a result of income losses from activities and facilities including Five Dock Leisure Centre, the hire of halls, venues, and sporting ovals and events; and income reductions from parking meters and fines.

Council support provided to businesses by way of fee abatement for footpath dining and property leases is also accounted for in the cost impact and is reflected in the financial statements under the relevant income category.

No material changes have been noted in asset values and collection of rates.

Historical cost convention

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

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

A1-1 Basis of preparation (continued)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties – refer Note C1-7
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- (iii) employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables – refer Note C1-4.
- (ii) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- (iii) Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

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

The Trust Fund

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

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

Goods and Services Tax (GST)

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

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

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

Volunteer services

Council does not have material dependence on volunteer services. Volunteers are utilised in Library Services, Community Services, Cultural Events & Sustainability. These services are not recognised due to their nature and are of a non-material value.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2022 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

A1-1 Basis of preparation (continued)

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2022.

Those newly adopted standards did not have a material impact on Councils reported financial position, financial performance and/or associated financial statement disclosures.

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B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Functions or activities										
Inclusive, involved and prosperous	-	9,784	-	21,755	-	(11,971)	-	1,202	-	134,513
Environmentally responsible	-	17,724	-	33,534	-	(15,810)	-	570	-	381,281
Easy to get around	-	22,785	-	20,487	-	2,298	-	19,355	-	1,283,638
Engaged and future focussed	-	1,456	-	3,444	-	(1,988)	-	519	-	13,367
Visionary, smart and accountable	-	100,129	-	14,938	-	85,191	-	43,081	-	246,056
Other	-	-	-	-	-	-	67,704	-	2,152,327	-
Total functions and activities	-	151,878	-	94,158	-	57,720	67,704	64,727	2,152,327	2,058,855

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B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Inclusive, involved and prosperous

Childrens and family services, Libraries, Bus Services, Recreation services, Community services, Local festivals and events, Arts and cultural development, Affordable housing, Place Management

Environmentally responsible

Waste and resource recovery, Drainage, marine and stormwater management, Environmental education programs and initiatives, Protecting the natural environment, Management of parklands, gardens and open spaces, Maintenance and cleaning of town centres, Maintenance of seawalls and other marine structures, Community drop off centre, graffiti removal, Climate change initiatives, Economic development

Easy to get around

Maintaining footpaths, kerbs, gutters, bridges and cycleways, Road and drainage works, Street and open space lighting

Engaged and future focussed

Community engagement, Corporate strategy

Visionary, smart and accountable

Customer Services, Governance and risk, Financial management, Communications, Records management, Information systems, Procurement, Human resources and organisational development, Civic Events and citizenship, Health, building and environmental compliance, Responsible pet ownership compliance, Parking controls, Development assessments, Strategic Planning, Protection of heritage buildings and items

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B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2022	2021
Ordinary rates		
Residential	36,133	35,136
Business	5,763	5,800
Less: pensioner rebates	(631)	(646)
Rates levied to ratepayers	41,265	40,290
Pensioner rate subsidies received	346	359
Total ordinary rates	41,611	40,649
Annual charges		
<small>(pursuant to s.496, s.496A, s.496B, s.501 & s.611)</small>		
Domestic waste management services	16,449	15,764
Stormwater management services	738	734
Less: pensioner rebates	(263)	(267)
Annual charges levied	16,924	16,231
Pensioner subsidies received:		
– Other	144	148
Total annual charges	17,068	16,379
Total rates and annual charges	58,679	57,028

Council has used 01/07/2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing	2022	2021
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Waste management services (non-domestic)	2	933	893
Total specific user charges		933	893
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Building regulation	2	219	183
Planning and building regulation	2	1,163	1,759
Private works – section 67	2	229	407
Registration fees	2	58	56
Section 10.7 certificates (EP&A Act)	2	287	279
Section 603 certificates	2	167	165
Section 611 charges	2	65	65
Occupancy of public land	2	302	389
Hoardings	2	474	427
Shop inspections	2	230	(23)
Total fees and charges – statutory/regulatory		3,194	3,707
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Aged care	2	8	4
Child care	2	3,153	3,310
Leaseback fees – Council vehicles	2	411	387
Leisure centre	2	1,763	2,529
Park rents	2	271	435
Parking fees	2	612	724
Restoration charges	2	2,843	2,210
Admission and service fees	2	1,009	1,027
Golf course fees	2	1,904	2,082
Halls and meeting rooms	2	587	506
Library	2	13	13
Other	2	5	8
Total fees and charges – other		12,579	13,235
Total other user charges and fees		15,773	16,942
Total user charges and fees		16,706	17,835
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		16,706	17,835
Total user charges and fees		16,706	17,835

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B2-2 User charges and fees (continued)

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as Five Dock Leisure Centre and Council Golf Courses, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as membership fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

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B2-3 Other revenues

\$ '000	Timing	2022	2021
Fines – parking	2	2,840	4,111
Fines – other	2	28	17
Legal fees recovery – rates and charges (extra charges)	2	35	16
Legal fees recovery – other	2	39	90
Commissions and agency fees	2	232	49
Diesel rebate	2	29	32
Insurance claims recoveries	2	–	43
Recycling income	2	226	219
Sale of abandoned vehicles	2	81	69
Sales – general	2	3	14
Fines – building compliance	2	64	101
Bus shelter advertising	2	931	896
Energy certificates	2	66	52
Other	2	95	78
Sponsorships	2	–	44
Waste management performance bonus	2	276	295
Incentive payment Lighting	2	–	48
Total other revenue		4,945	6,174
Timing of revenue recognition for other revenue			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		4,945	6,174
Total other revenue		4,945	6,174

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

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

B2-4 Grants and contributions

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	1,047	992	–	–
Financial assistance – local roads component	2	342	324	–	–
Payment in advance - future year allocation					
Financial assistance – general component	2	1,608	1,061	–	–
Financial assistance – local roads component	2	528	348	–	–
Amount recognised as income during current year		3,525	2,725	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Previously specific grants:					
Pensioners' rates subsidies:					
Fire and emergency services	2	487	355	–	–
Child care	2	126	–	–	–
Community care	2	154	188	–	–
Environmental programs	2	23	59	–	–
Heritage and cultural	2	44	87	20	–
Library	2	335	336	–	–
Library – special projects	2	2	–	–	–
LIRS subsidy	1	28	40	–	–
Recreation and culture	1	–	–	40,514	15,379
Environmental projects	2	1,076	202	–	26
Planning	1	100	547	–	–
Sport and recreation	2	–	–	1,274	256
Street lighting	2	171	171	–	–
Transport (road safety funding)	2	70	69	–	–
Traffic route subsidy	2	34	34	–	–
Transport (roads to recovery)	2	380	404	–	–
Transport (other roads and bridges funding)	2	323	19	–	226
Previously contributions:					
Drainage	2	51	51	–	–
Heritage/cultural	2	3	2	–	–
Other councils – joint works/services	2	372	326	–	–
Recreation and culture	2	265	10	–	–
Roads and bridges	2	109	666	2,906	1,536
Transport for NSW contributions (regional roads, block grant)	2	373	373	813	477
Other contributions	2	149	151	–	–
Environmental contributions	2	135	77	–	–
Insurance incentive scheme contribution	2	107	103	–	–
Total special purpose grants and non-developer contributions – cash		4,917	4,270	45,527	17,900
Non-cash contributions					
Other	2	–	–	3,967	56
Total other contributions – non-cash		–	–	3,967	56
Total special purpose grants and non-developer contributions (tied)		4,917	4,270	49,494	17,956
Total grants and non-developer contributions		8,442	6,995	49,494	17,956

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B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Comprising:					
– Commonwealth funding		3,234	512	4,162	1,024
– State funding		4,415	5,766	41,347	16,876
– Other funding		793	717	3,985	56
		8,442	6,995	49,494	17,956

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B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Developer contributions:						
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 7.4 – contributions using planning agreements		2	–	–	2,002	35,458
S 7.11 – contributions towards amenities/services		2	–	–	5,254	2,508
S 7.12 – fixed development consent levies		2	–	–	1,230	1,365
Total developer contributions – cash			–	–	8,486	39,331
Non-cash contributions						
S 7.4 – contributions using planning agreements		2	–	–	1,282	445
Total developer contributions non-cash			–	–	1,282	445
Total developer contributions			–	–	9,768	39,776
Total contributions			–	–	9,768	39,776
Total grants and contributions			8,442	6,995	59,262	57,732
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			128	587	40,514	15,379
Grants and contributions recognised at a point in time (2)			8,314	6,408	18,748	42,353
Total grants and contributions			8,442	6,995	59,262	57,732

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B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Unspent grants and contributions				
Unspent funds at 1 July	401	578	4,781	4,882
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	1,709	135	-	-
Add: Funds received and not recognised as revenue in the current year	-	-	-	-
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(382)	(312)	(759)	(101)
Less: Funds received in prior year but revenue recognised and funds spent in current year	-	-	-	-
Unspent funds at 30 June	1,728	401	4,022	4,781
Developer Contributions				
Unspent funds at 1 July	67,583	35,353	-	-
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	8,745	39,539	-	-
Add: contributions received and not recognised as revenue in the current year	-	-	-	-
Add: contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	-	-	-	-
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	(23,921)	(7,309)	-	-
Unspent contributions at 30 June	52,407	67,583	-	-

Accounting policy

Grants and contributions under AASB 15 – enforceable agreement with sufficiently specific performance obligations

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligations is satisfied.

Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income Under AASB 1058

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance

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B2-4 Grants and contributions (continued)

with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2022	2021
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	141	81
– Cash and investments	1,225	1,243
Finance income on the net investment in the lease	–	–
Total interest and investment income (losses)	1,366	1,324
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	103	77
General Council cash and investments	1,001	1,040
Restricted investments/funds – external:		
Development contributions		
– Section 7.11 & 7.12	47	39
– Voluntary planning agreements	215	168
Total interest and investment income	1,366	1,324

Accounting policy

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

B2-6 Other income

\$ '000	Notes	2022	2021
Reversal of impairment losses on receivables			
Other		364	49
Total reversal of impairment losses on receivables	C1-4	364	49
Fair value increment on investment properties			
Fair value increment on investment properties		–	2,137
Total fair value increment on investment properties	C1-8	–	2,137
Rental income			
Investment properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		241	217
Total Investment properties		241	217
Other lease income			
Affordable housing		319	268
Council properties		1,939	1,957
Footpath dining		215	162
Total other lease income		2,473	2,387
Total rental income	C2-2	2,714	2,604
Total other income		3,078	4,790

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2022	2021
Salaries and wages	30,669	29,346
Travel expenses	3	2
Employee leave entitlements (ELE)	1,546	2,894
ELE on-costs	25	(4)
Superannuation – defined benefit plans	299	381
Superannuation – guarantee levy	2,669	2,802
Workers' compensation insurance	916	702
Fringe benefit tax (FBT)	232	208
Training costs (other than salaries and wages)	273	380
Protective clothing	37	50
Maternity leave	137	338
Other	176	170
Total employee costs	36,982	37,269
Total employee costs expensed	36,982	37,269

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

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

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2022	2021
Raw materials and consumables		2,393	2,061
Contractor and consultancy costs		–	3
– Cleaning		1,139	1,046
– Contractor and consultancy costs		73	10
– Golf course management		261	279
– Information systems		346	223
– Rate payment agencies		99	94
– Swimming pool management		373	355
– Waste management		9,254	8,748
– Contractor maintenance and repairs		4,080	5,867
– other contractor and consultancy costs		5,875	3,875
Audit Fees	E2-1	96	73
Infringement notice contract costs (SEINS)		365	550
Previously other expenses:			
Councillor and Mayoral fees and associated expenses	E1-2	258	240
Advertising		111	136
Bank charges		116	116
Information systems		1,283	1,357
Election expenses		571	–

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B3-2 Materials and services (continued)

\$ '000	2022	2021
Electricity and heating	879	882
Postage	164	143
Printing and stationery	245	236
Street lighting	941	1,270
Subscriptions and publications	420	427
Telephone and communications	480	373
Valuation fees	112	111
Travel expenses	12	9
Agency personnel	1,354	955
Other expenses	292	333
Fuel and oil	425	302
Insurance – excess	161	145
Insurance – premiums	1,490	1,438
Motor vehicle registrations	128	104
Strata levies	64	61
Water	224	327
Legal expenses:		
Expenses from leases of low value assets	538	363
– Legal expenses: planning and development	579	290
– Legal expenses: debt recovery	38	16
– Legal expenses: other	184	186
Other	7	27
Total materials and services	35,436	33,031
Total materials and services	35,436	33,031

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

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B3-3 Borrowing costs

\$ '000	2022	2021
(i) Interest bearing liability costs		
Interest on leases	–	7
Interest on loans	79	112
Total interest bearing liability costs	79	119
Total interest bearing liability costs expensed	79	119
(ii) Other borrowing costs		
Fair value adjustments on recognition of advances and deferred debtors		
Total borrowing costs expensed	79	119

Accounting policy

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

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2022	2021
Depreciation and amortisation			
Plant and equipment		1,011	974
Office equipment		27	25
Furniture and fittings		43	46
Land improvements (depreciable)		291	255
Infrastructure:	C1-7		
– Buildings – non-specialised		2,449	1,972
– Buildings – specialised		239	238
– Other structures		2,820	2,865
– Roads		4,020	4,260
– Bridges		130	72
– Footpaths		950	1,243
– Stormwater drainage		1,422	1,784
– Swimming pools		154	148
Right of use assets	C2-1	–	234
Other assets:			
– Heritage collections		27	27
– Library books		414	407
– Other		186	204
Intangible assets	C1-9	161	194
Total gross depreciation and amortisation costs		14,344	14,948
Total depreciation and amortisation costs		14,344	14,948
Total depreciation, amortisation and impairment for non-financial assets		14,344	14,948

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. In calculating depreciation, a review of the assets useful life and pattern of consumption is undertaken at each reporting date.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

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

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

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B3-5 Other expenses

\$ '000	Notes	2022	2021
Impairment of receivables			
User charges and fees		13	–
Other		569	374
Total impairment of receivables	C1-4	582	374
Other			
Contributions/levies to other levels of government			
– Department of planning levy		181	179
– Emergency services levy		141	184
– NSW fire brigade levy		1,701	1,812
– Waste levy		3,243	3,174
– Donations, contributions and assistance		349	355
– Decrement of Operational Land Held for Sale		–	–
Total other		5,615	5,704
Total other expenses		6,197	6,078

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

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B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2022	2021
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property		3,487	–
Less: carrying amount of property assets sold/written off		<u>(1,841)</u>	<u>(39)</u>
Gain (or loss) on disposal		1,646	(39)
Gain (or loss) on disposal of plant and equipment			
	C1-7		
Proceeds from disposal – plant and equipment		520	270
Less: carrying amount of plant and equipment assets sold/written off		<u>(296)</u>	<u>(138)</u>
Gain (or loss) on disposal		224	132
Gain (or loss) on disposal of infrastructure			
	C1-7		
Less: carrying amount of infrastructure assets sold/written off		<u>(4,644)</u>	<u>(2,806)</u>
Gain (or loss) on disposal		(4,644)	(2,806)
Gain (or loss) on disposal of furniture			
Proceeds from disposal – Furniture and Fittings		4	–
Gain (or loss) on disposal		4	–
Gain (or loss) on disposal of term deposits			
	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		–	–
Less: carrying amount of term deposits sold/redeemed/matured		<u>–</u>	<u>–</u>
Gain (or loss) on disposal		–	–
Net gain (or loss) from disposal of assets		(2,770)	(2,713)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 15/06/2021 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
Revenues				
Rates and annual charges	58,763	58,679	(84)	0% U
User charges and fees	18,882	16,706	(2,176)	(12)% U
User Fees and Charges were impacted by COVID restrictions. Most significant being:				
<ul style="list-style-type: none"> • Five Dock Leisure Centre - Income down \$1.1M from original budget of \$3.2M • Park Hire - Income down \$172K from original budget of \$380K • Parking Meters - Income down \$123K from original budget of \$745K • Venue Hire - Income down \$121K from original budget of \$832K 				
Other revenues	6,669	4,945	(1,724)	(26)% U
Other revenues were impacted by COVID restrictions. Most significant being:				
<ul style="list-style-type: none"> • Parking Infringements - Income down \$1.1M from original budget of \$4.8M 				
Operating grants and contributions	5,226	8,442	3,216	62% F
A number of new grants and additional funding over anticipated budget were received during the year. These include:				
<ul style="list-style-type: none"> • Financial Assistance Grant advance increased from the anticipated 50% to 75% of the 2022/23 allocation. This resulted in an additional advance of \$778K up from the budgetted \$2.75M. 				
Capital grants and contributions	51,712	59,262	7,550	15% F
Interest and investment revenue	1,020	1,366	346	34% F

The Reserve Bank changed its Interest rates forecast from remaining at a historically low rate until 2024, to an increasing trajectory, with rates likely to increase to over 2%. Maturing investments were able to be progressively reinvested at more higher rates which impacted favourably on Council's investment earnings for the year. A strategy to move into longer dated maturities at the beginning of the year also assisted with achieving better than anticipated returns.

Other income	3,437	3,078	(359)	(10)% U
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Other income was impacted by COVID restrictions. Most significant being:

- Leased Properties - Income down \$708K from original budget of \$3.4M

Expenses

Employee benefits and on-costs	40,459	36,982	3,477	9% F
Materials and services	34,759	35,436	(677)	(2)% U
Borrowing costs	79	79	-	0% F

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B5-1 Material budget variations (continued)

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
Depreciation, amortisation and impairment of non-financial assets	14,391	14,344	47	0% F
Other expenses	6,227	6,197	30	0% F
Statement of cash flows				
Cash flows from operating activities	62,727	45,647	(17,080)	(27)% U
Cash flows from investing activities	(92,339)	(53,521)	38,818	(42)% F
Cash flows from financing activities	14,419	14,419	-	0% F

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C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2022	2021
Cash assets		
Cash on hand and at bank	2,914	3,263
Cash equivalent assets		
– Deposits at call	11,910	9,016
– Short-term deposits	4,000	–
Total cash and cash equivalents	18,824	12,279

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	18,824	12,279
Balance as per the Statement of Cash Flows	18,824	12,279

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Debt securities at amortised cost				
Long term deposits	71,000	29,500	122,500	13,000
Government and semi-government bonds	2,000	8,000	–	6,000
NCD's, FRN's (with maturities > 3 months)	9,000	13,850	3,000	19,346
Total	82,000	51,350	125,500	38,346
Total financial investments	82,000	51,350	125,500	38,346
Total cash assets, cash equivalents and investments	100,824	51,350	137,779	38,346

C1-2 Financial investments (continued)

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

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C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2022	2021
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	152,174	176,125
Less: Externally restricted cash, cash equivalents and investments	<u>100,816</u>	<u>120,175</u>
Cash, cash equivalents and investments not subject to external restrictions	51,358	55,950
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended loans – general	4,673	3,208
Contract Liabilities	<u>22,414</u>	<u>26,306</u>
External restrictions – included in liabilities	27,087	29,514
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	52,408	67,583
Specific purpose unexpended grants (recognised as revenue) – general fund	1,702	286
Stormwater management	225	168
Domestic waste management	<u>19,394</u>	<u>22,624</u>
External restrictions – other	73,729	90,661
Total external restrictions	100,816	120,175

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2022	2021
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	51,358	55,950
Less: Internally restricted cash, cash equivalents and investments	<u>46,291</u>	<u>35,097</u>
Unrestricted and unallocated cash, cash equivalents and investments	5,067	20,853
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	3,049	1,799
Infrastructure replacement – parking	1,092	935
Employees leave entitlement	2,206	1,706
Carry over works	6,421	5,921
Deposits, retentions and bonds	11,429	11,052
Affordable housing	3,620	3,317
Building reserve	281	311
Concord library and childcare centre	815	737
Concord oval	86	86
Drummoyne oval lights reserve	55	55
Election of councillors	–	450
Energy efficiency reserve	32	58
Financial assistance grant advance	<u>2,136</u>	<u>1,408</u>

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C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2022	2021
Financial sustainability	1,633	2,230
Five dock leisure centre	97	97
Investment fund	7,279	3,974
Massey park golf course	62	25
Parramatta River Catchment	341	295
Victoria avenue childcare	192	102
Water for the community	392	392
Workers compensation	147	147
Commercial Waste	4,926	–
Total internal allocations	46,291	35,097

Internal restrictions over cash, cash equivalents and investments are those assets restricted by Council.

\$ '000	2022	2021
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	5,067	20,853

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C1-4 Receivables

\$ '000	2022	2022	2021	2021
	Current	Non-current	Current	Non-current
Rates and annual charges	2,280	100	2,468	94
Interest and extra charges	133	40	104	33
User charges and fees	299	–	277	–
Private works	5	–	–	–
Accrued revenues				
– Interest on investments	466	–	402	–
Net investment in finance lease	–	–	–	–
Government grants and subsidies	1,995	–	4,667	–
Net GST receivable	885	–	878	–
Employee advances	12	–	13	–
General debtors	5,889	–	865	–
Infringements	872	–	1,107	–
Property leases	1,442	–	852	–
Road restorations	288	–	233	–
Total	14,566	140	11,866	127
Less: provision for impairment				
Rates and annual charges	–	(100)	–	(94)
Interest and extra charges	–	(40)	–	(33)
Other debtors	(852)	–	(688)	–
Total provision for impairment – receivables	(852)	(140)	(688)	(127)
Total net receivables	13,714	–	11,178	–

\$ '000	2022	2021
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	815	490
+ new provisions recognised during the year	556	429
– amounts already provided for and written back this year	(41)	(55)
– amounts provided for but recovered during the year	(338)	(49)
Balance at the end of the year	992	815

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 5 years past due, whichever occurs first.

C1-4 Receivables (continued)

In some cases, receivables that have been written off, may remain the subject of enforcement and recovery activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

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C1-5 Inventories

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
(i) Inventories at cost				
Stores and materials	251	-	37	-
Total inventories at cost	251	-	37	-
Total inventories	251	-	37	-

Externally restricted assets

There are no restrictions applicable to the above assets.

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Contract assets and Contract cost assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Contract assets	4,864	-	-	-
Total contract assets and contract cost assets	4,864	-	-	-

Work relating to infrastructure grants

4,864

-

-

-

Significant changes in contract assets

Council has a number of contract assets relating to projects for the Redevelopment of Concord Oval, Local Roads and Community Infrastructure, Five Dock Public Domain, Goddard Park Amenities.

(i) Externally restricted assets is NIL. Council can choose to print NIL lines or make this note not applicable.

To print NIL lines, add some N/A text or to EXCLUDE this Note completely, just go to the Home page & choose one of the alternatives for this Note.

Accounting policy

Contract assets

Contract assets represent Council's right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2021			Asset movements during the reporting period						At 30 June 2022		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Plant and equipment	8,923	(4,175)	4,748	-	1,117	(297)	(1,011)	-	-	9,141	(4,584)	4,557
Office equipment	585	(411)	174	-	56	-	(27)	-	-	641	(438)	203
Furniture and fittings	1,073	(766)	307	-	40	-	(43)	-	-	1,105	(801)	304
Land:												
- Operational land	162,250	-	162,250	-	-	(1,543)	-	-	23,175	183,882	-	183,882
- Community land	131,754	-	131,754	-	638	-	-	-	-	132,392	-	132,392
- Land under roads (pre 1/7/08)	823,959	-	823,959	-	-	-	-	-	-	823,959	-	823,959
- Land under roads (post 30/6/08)	14,882	-	14,882	-	-	-	-	-	-	14,882	-	14,882
Land improvements – depreciable	9,943	(1,844)	8,099	71	185	(13)	(291)	-	-	10,175	(2,124)	8,051
Infrastructure:												
- Buildings – non-specialised	183,680	(54,166)	129,514	1,944	62,899	(292)	(2,449)	(253)	11,818	256,490	(53,309)	203,181
- Buildings – specialised	10,453	(5,244)	5,209	-	-	-	(239)	-	1,042	11,898	(5,886)	6,012
- Other structures	149,763	(48,492)	101,271	-	8,060	(741)	(2,820)	253	-	157,015	(51,007)	106,008
- Roads	392,427	(116,422)	276,005	8,364	-	(548)	(4,020)	-	-	396,032	(118,595)	277,437
- Bridges	14,766	(4,005)	10,761	87	-	-	(130)	-	-	14,853	(4,135)	10,718
- Footpaths	80,438	(15,028)	65,410	6,596	-	(372)	(950)	-	-	86,490	(15,955)	70,535
- Stormwater drainage	144,232	(55,772)	88,460	1,055	1,082	(369)	(1,422)	-	-	146,081	(57,275)	88,806
- Swimming pools	13,665	(6,831)	6,834	201	-	-	(154)	-	685	14,955	(7,389)	7,566
Other assets:												
- Public Art	1,111	(132)	979	-	-	-	(27)	-	-	1,111	(159)	952
- Library books	6,044	(4,809)	1,235	-	462	-	(414)	-	-	6,506	(5,223)	1,283
- Other	1,435	(797)	638	-	-	-	(186)	-	-	1,435	(983)	452
Total infrastructure, property, plant and equipment	2,151,383	(318,894)	1,832,489	18,318	74,539	(4,175)	(14,183)	-	36,720	2,269,043	(327,863)	1,941,180

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period									At 30 June 2021			
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Tfrs from/(to) investment properties	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	
\$ '000																
Capital work in progress	25	–	25	–	–	–	–	(25)	–	–	–	–	–	–	–	–
Plant and equipment	8,800	(3,453)	5,347	–	513	(138)	(974)	–	–	–	–	–	8,923	(4,175)	4,748	
Office equipment	538	(386)	152	–	47	–	(25)	–	–	–	–	–	585	(411)	174	
Furniture and fittings	1,076	(757)	319	–	34	–	(46)	–	–	–	–	–	1,073	(766)	307	
Land:																
– Operational land	163,311	–	163,311	–	1,754	–	–	–	–	(2,815)	–	–	162,250	–	162,250	
– Community land	131,508	–	131,508	–	246	–	–	–	–	–	–	–	131,754	–	131,754	
– Land under roads (pre 1/7/08)	823,959	–	823,959	–	–	–	–	–	–	–	–	–	823,959	–	823,959	
– Land under roads (post 30/6/08)	14,882	–	14,882	–	–	–	–	–	–	–	–	–	14,882	–	14,882	
Land improvements – depreciable	9,140	(1,652)	7,488	122	878	(60)	(255)	–	(74)	–	–	–	9,943	(1,844)	8,099	
Infrastructure:																
– Buildings – non-specialised	158,972	(51,324)	107,648	1,117	22,735	(39)	(1,972)	25	–	–	–	–	183,680	(54,166)	129,514	
– Buildings – specialised	10,403	(5,007)	5,396	51	–	–	(238)	–	–	–	–	–	10,453	(5,244)	5,209	
– Other structures	147,877	(46,285)	101,592	1,250	2,995	(1,677)	(2,865)	–	(24)	–	–	–	149,763	(48,492)	101,271	
– Roads	444,300	(88,841)	355,459	2,510	453	(869)	(4,260)	–	136	–	(77,424)	–	392,427	(116,422)	276,005	
– Bridges	6,581	(1,519)	5,062	–	–	–	(72)	–	–	–	–	5,771	14,766	(4,005)	10,761	
– Footpaths	92,589	(22,995)	69,594	3,721	634	(141)	(1,243)	–	(69)	–	(7,086)	–	80,438	(15,028)	65,410	
– Stormwater drainage	171,563	(77,498)	94,065	684	120	–	(1,784)	–	31	–	(4,656)	–	144,232	(55,772)	88,460	
– Swimming pools	13,148	(6,684)	6,464	415	161	(58)	(148)	–	–	–	–	–	13,665	(6,831)	6,834	
Other assets:																
– Heritage collections	1,111	(105)	1,006	–	–	–	(27)	–	–	–	–	–	1,111	(132)	979	
– Library books	5,600	(4,402)	1,198	–	444	–	(407)	–	–	–	–	–	6,044	(4,809)	1,235	
– Other	1,437	(592)	845	–	–	(3)	(204)	–	–	–	–	–	1,435	(797)	638	
Total infrastructure, property, plant and equipment	2,206,820	(311,500)	1,895,320	9,870	31,014	(2,985)	(14,520)	–	–	(2,815)	(89,166)	5,771	2,151,383	(318,894)	1,832,489	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

Accounting policy

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

	Useful lives
Equipment, furniture and fittings	2-15
Land improvements	5-100
Infrastructure:	
– Buildings	15-90
– Roads, bridges and footpaths	15-200
– Stormwater drainage	80-120
– Other Structures Open space / recreational assets	5-80
– Other infrastructure	5-80
Other assets	5-20

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 3 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

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

Council has elected to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

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

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

C1-8 Investment properties

\$ '000	2022	2021
Owned investment property		
Investment property on hand at fair value	<u>37,965</u>	<u>37,965</u>
Total owned investment property	<u>37,965</u>	<u>37,965</u>
Owned investment property		
At fair value		
Opening balance at 1 July	37,965	33,013
Net gain/(loss) from fair value adjustments	-	2,137
Transfers from/(to) owner-occupied property (Note C1-7)	-	2,815
Closing balance at 30 June	<u>37,965</u>	<u>37,965</u>

Accounting policy

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

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C1-9 Intangible assets

Intangible assets are as follows:

\$ '000	2022	2021
Software		
Opening values at 1 July		
Gross book value	806	4,039
Accumulated amortisation	(241)	(3,556)
Net book value – opening balance	565	483
Movements for the year		
Purchases	343	275
Amortisation charges	(161)	(194)
Gross book value written off	(147)	(3,508)
Accumulated amortisation charges written off	(147)	(3,508)
Closing values at 30 June		
Gross book value	1,002	806
Accumulated amortisation	(256)	(241)
Total software – net book value	746	565
Total intangible assets – net book value	746	565

Accounting policy

IT development and software

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where the Council has an intention and ability to use the asset. Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including land and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below. Council has also leases for the asset class land, with Ardiff House and Transport NSW, (access to waterways). Information relating to the leases in place and associated balances and transactions is provided below.

Office and IT equipment

Leases for IT equipment are generally for low value assets, except for significant items such as photocopiers and servers. The leases are for between 2 and 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

Land

Council leases land for a car park, and has a number of leases with Transport for NSW (Maritime) for access to the foreshore, so the community can access the waterways. These leases are classified as short term leases.

(a) Right of use assets

\$ '000	Office and IT Equipment	Total
2022		
Opening balance at 1 July	240	240
Balance at 30 June	240	240
2021		
Opening balance at 1 July	336	336
Additions to right-of-use assets	138	138
Depreciation charge	(234)	(234)
Balance at 30 June	240	240

(b) Lease liabilities

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Lease liabilities	-	240	161	79
Total lease liabilities	-	240	161	79

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2022					
Cash flows	-	-	-	-	240
2021					
Cash flows	161	79	-	240	240
		2022	2022	2021	2021

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C2-1 Council as a lessee (continued)

\$ '000	Current	Non-current	Current	Non-current
Total lease liabilities relating to unrestricted assets	-	240	161	79
Total lease liabilities	-	240	161	79

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2022	2021
Interest on lease liabilities	-	7
Depreciation of right of use assets	-	234
Expenses relating to short-term leases	-	32
Expenses relating to low-value leases	538	363
	538	636

(e) Statement of Cash Flows

Total cash outflow for leases	-	636
	-	636

(f) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land which are used for:

- recreational jetties
- boat ramp

The leases are with Transport for NSW, and generally have been in place for many years and require payments of a maximum amount of \$520 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

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C2-1 Council as a lessee (continued)

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-8)
- property, plant and equipment – where the rental is incidental, or the asset is held to meet Councils service delivery objective (refer note C1-7).

\$ '000	2022	2021
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(i) Assets held as investment property

Investment property operating leases comprise of commercial, community and residential arrangements.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	241	217
Total income relating to operating leases for investment property assets	241	217

Operating lease expenses

Direct operating expenses that generated rental income	(40)	(33)
Total expenses relating to operating leases	(40)	(33)

Lease income (excluding variable lease payments not dependent on an index or rate)	2,473	2,387
Total income relating to operating leases for Council assets	2,473	2,387

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	3,981	3,723
1–2 years	2,678	2,522
2–3 years	2,587	2,333
3–4 years	2,349	2,278
4–5 years	1,055	1,943
> 5 years	1,911	1,884
Total undiscounted lease payments to be received	14,561	14,683

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C2-2 Council as a lessor (continued)

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

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C3 Liabilities of Council

C3-1 Payables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Payables				
Prepaid rates	459	-	543	-
Goods and services – operating expenditure	611	-	7,017	-
Accrued expenses:				
– Salaries and wages	1,442	-	1,070	-
– Other expenditure accruals	11,497	-	4,065	-
Security bonds, deposits and retentions	11,639	-	11,053	-
Total payables	25,648	-	23,748	-
Total payables	25,648	-	23,748	-

Current payables not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	8,147	7,736
Total payables	8,147	7,736

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

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

C3-2 Contract Liabilities

\$ '000	Notes	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	16,992	4,384	24,391	11,123
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	225	-	460	-
Total grants received in advance		17,217	4,384	24,851	11,123
User fees and charges received in advance:					
Upfront fees – leisure centre	(iii)	-	-	22	-
Income Received in advance					
User Fees and charges received in advance	(iii)	958	-	1,938	30
Total user fees and charges received in advance		1,375	-	1,960	30
Total contract liabilities		18,592	4,384	26,811	11,153

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C3-2 Contract Liabilities (continued)

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Prepaid rates and membership fees and other payments received in advance that are yet to satisfy performance obligation.

Contract liabilities relating to restricted assets

\$ '000	2022		2021	2021
	Current	Non-current	Current	Non-current
Unspent grants held as contract liabilities (excl. Water & Sewer)	17,082	4,384	22,213	4,093
Total contract liabilities relating to unrestricted assets	1,510	-	4,598	7,060
Total contract liabilities	18,592	4,384	26,811	11,153

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2022		2021
	Current	Non-current	Current
Grants and contributions received in advance:			
Capital grants (to construct Council controlled assets)			22,302
Operating grants (received prior to performance obligation being satisfied)			280
Total revenue recognised that was included in the contract liability balance at the beginning of the period			22,582

Significant changes in contract liabilities

Funding from State and Commonwealth governments relates to contract obligations that have yet to be met. The majority of the contract liabilities relate to funding for Regional Cycleway, Mcllwaine Reserve, Charles Heath Reserve, Majors Bay Reserve and Howley Park Reserve

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2022		2021	2021
	Current	Non-current	Current	Non-current
Loans – secured	1,341	14,689	581	1,030
Total borrowings	1,341	14,689	581	1,030

Borrowings relating to restricted assets

\$ '000	2022		2021	2021
	Current	Non-current	Current	Non-current
Total borrowings relating to unrestricted assets	1,341	14,689	581	1,030

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C3-3 Borrowings (continued)

Total borrowings	1,341	14,689	581	1,030
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Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

(a) Changes in liabilities arising from financing activities

	2021		Non-cash movements				2022
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	1,611	(581)	15,000	–	–	–	16,030
Lease liability (Note C2-1b)	240	–	–	–	–	–	240
Total liabilities from financing activities	1,851	(581)	15,000	–	–	–	16,270

	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	2,159	(548)	–	–	–	–	1,611
Lease liability (Note C2-1b)	336	(234)	138	–	–	–	240
Total liabilities from financing activities	2,495	(782)	138	–	–	–	1,851

(b) Financing arrangements

\$ '000	2022	2021
Total facilities		
Bank overdraft facilities ¹	500	500
Credit cards/purchase cards	150	150
Total financing arrangements	650	650
Undrawn facilities		
– Bank overdraft facilities	500	500
– Credit cards/purchase cards	150	150
Total undrawn financing arrangements	650	650

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

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

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or

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C3-3 Borrowings (continued)

transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

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C3-4 Employee benefit provisions

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Annual leave	3,142	–	3,063	–
Sick leave	163	–	190	–
Long service leave	4,808	594	5,988	740
Total employee benefit provisions	8,113	594	9,241	740

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2022	2021
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The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Provisions – employees benefits	4,936	5,666
	4,936	5,666

Description of and movements in provisions

\$ '000	ELE provisions			Total
	Annual leave	Sick leave	Long service leave	
2022				
At beginning of year	3,063	190	6,728	9,981
Additional provisions	2,466	17	748	3,231
Amounts used (payments)	(2,194)	–	(593)	(2,787)
Other	(193)	(44)	(1,481)	(1,718)
Total ELE provisions at end of year	3,142	163	5,402	8,707
2021				
At beginning of year	3,083	238	6,976	10,297
Additional provisions	2,369	–	295	2,664
Amounts used (payments)	(2,389)	(48)	(543)	(2,980)
Total ELE provisions at end of year	3,063	190	6,728	9,981

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

C3-4 Employee benefit provisions (continued)

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

\$ '000	2022	2022	2021	2021
	Current	Non-Current	Current	Non-Current
Other provisions				
Workers compensation On Costs	228	17	204	16
Sub-total – other provisions	228	17	204	16
Total provisions	228	17	204	16
Total provisions relating to unrestricted assets	228	17	204	16
Total provisions	228	17	204	16

Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Description of and movements in provisions

\$ '000	Other provisions	
	Workers Comp On-Cost	Net carrying amount
2022		
At beginning of year	220	220
Other	25	25
Total other provisions at end of year	245	245
2021		
At beginning of year	224	224
Other	(4)	(4)
Total other provisions at end of year	220	220

Nature and purpose of provisions

Workers Compensation On Costs

Workers Compensation On Cost is an accrued expense associated with the future payment in service of accrued employee leave entitlements.

Accounting policy

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

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

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

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

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D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2022	Carrying value 2021	Fair value 2022	Fair value 2021
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	18,824	12,279	-	12,279
Receivables	13,714	11,178	-	39,456
Investments				
– Debt securities at amortised cost	133,350	163,846	-	163,846
Total financial assets	165,888	187,303	-	215,581
Financial liabilities				
Payables	25,648	23,748	-	23,205
Loans/advances	16,030	1,611	-	1,731
Total financial liabilities	41,678	25,359	-	24,936

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **at fair value through profit and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.

D1-1 Risks relating to financial instruments held (continued)

- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – interest rate and price risk

\$ '000	2022	2021
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,521	1,761
Impact of a 10% movement in price of investments		
– Equity / Income Statement	86	124

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

D1-1 Risks relating to financial instruments held (continued)
Credit risk profile
Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges		Total
		< 5 years	≥ 5 years	
2022				
Gross carrying amount	–	2,354	26	2,380
2021				
Gross carrying amount	–	2,543	19	2,562

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2022						
Gross carrying amount	17,190	–	–	–	–	17,190
Expected loss rate (%)	0.00%	0.48%	0.97%	1.02%	7.37%	0.00%
ECL provision	–	–	–	–	–	–
2021						
Gross carrying amount	3,116	4,780	451	309	775	9,431
Expected loss rate (%)	0.00%	0.48%	0.97%	1.02%	7.37%	0.93%
ECL provision	–	23	4	3	57	87

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D1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
2022							
Payables	0.00%	11,639	–	–	–	11,639	25,648
Borrowings	5.08%	–	1,341	4,555	10,134	16,030	16,030
Total financial liabilities		11,639	1,341	4,555	10,134	27,669	41,678
2021							
Payables	0.00%	11,053	12,152	–	–	23,205	23,748
Borrowings	5.69%	–	581	1,030	–	1,611	1,611
Total financial liabilities		11,053	12,733	1,030	–	24,816	25,359

Loan agreement breaches

Detail here any breaches to loan agreements which have occurred during the reporting year.

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The table below shows the assigned level for each asset and liability held at fair value by Council:

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		2022	2021
		2022	2021	2022	2021		
Recurring fair value measurements							
Investment property C1-8							
	Investment properties	–	31,065	–	–	–	31,065
	Total investment property	–	31,065	–	–	–	31,065
Infrastructure, property, plant and equipment C1-7							
	Plant and equipment	–	–	–	4,748	–	4,748
	Office equipment	–	–	–	174	–	174
	Furniture and fittings	–	–	–	307	–	307
	Operational land	–	162,250	–	–	–	162,250
	Community land	–	–	–	131,754	–	131,754
	Land under roads	–	–	–	838,841	–	838,841
	Land improvements – depreciable	–	–	–	8,099	–	8,099
	Buildings (specialised and non-specialised)	–	–	–	134,723	–	134,723
	Other structures	–	–	–	101,271	–	101,271
	Roads, bridges, footpaths	–	–	–	352,178	–	352,178
	Swimming Pools	–	–	–	6,834	–	6,834
	Stormwater drainage	–	–	–	88,459	–	88,459
	Public Art	–	–	–	979	–	979
	Library books	–	–	–	1,235	–	1,235
	Other	–	–	–	638	–	638
	Total infrastructure, property, plant and equipment	–	162,250	–	1,670,240	–	1,832,490
Non-current assets classified as held for sale							
	Properties held for sale	–	–	–	–	–	–
	Total NCA's classified as held for sale	–	–	–	–	–	–

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value

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D2-1 Fair value measurement (continued)

measurements.

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

Investment property comprises land and /or buildings that are principally held for long-term rental yields, capital gains, or both, that is not occupied by Council. Full revaluations are carried out every three years by a member of the Australian Property Institute with an appropriate index utilised each year in between the full revaluations.

On an annual basis, Council reviews relevant indices in between the full revaluations, as a potential indicator to assess whether assets are not at fair value. The last full revaluation of Council's Investment Properties was as at 30 June 2021 and was determined by PDA Hill Consultants. The value of investment property as at 30 June 2021 was determined using the market approach.

All investment property valuations are included in level 2 of the fair value hierarchy.

Infrastructure, property, plant and equipment (IPPE)

Council's non-current assets are revalued at a minimum, every five years. Councils engage external, independent, qualified valuers to determine the fair value of their land, buildings, other structures, infrastructure and major plant on a regular basis. Annual reviews are undertaken to determine whether the carrying amount of the asset is materially different from the existing fair values. If any variation is considered material, a revaluation is undertaken either by comprehensive revaluation or by applying an interim revaluation utilising appropriate indices.

Changes in fair values with Level 2 and 3 inputs are analysed at the end of each reporting period and discussed between the relevant department heads, valuation firm, audit committee and auditors, where considered necessary.

Plant & Equipment, Office equipment and Furniture & Fittings

Plant & Equipment, Office Equipment and Furniture & Fittings assets are recognised and valued at cost. Council assumes that the carrying amount reflects the fair value of the assets due to the nature of the items.

These asset categories include:

- Plant & Fleet
- Major Plant Items – tractors, street sweepers, tippers, rollers, and back hoes.
- Minor Plant and Equipment Items – generators, mowers, weed harvester, trailers, chainsaws, and power hand tools
- Fleet Vehicles – trucks, commercial vehicles and passenger vehicles
- Office Equipment – communications equipment and photocopiers
- Furniture & Fittings – work stations, storage cabinets, tables and chairs

The unobservable level 3 inputs used include:

- Straight line pattern of consumption
- Useful life
- Residual value where applicable

Council reviews the value of these assets based on the gross replacement cost of similar assets.

There has been no change in the valuation process during the reporting period.

Land (Operational, Community, Land under roads and Land Improvements)

A comprehensive valuation of Operational land was undertaken by Scott Fullarton Valuations Pty Ltd as at 30 June 2022. Operational Land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price, including but not limited to:

- The land's description and/or dimensions;
- Planning and other constraints on development; and
- The potential for alternative use.

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D2-1 Fair value measurement (continued)

Level 2 inputs were used to value land held in freehold title and those with special use, which are restricted under the zoning objectives. Sale prices of comparable land parcels in close proximity were adjusted for differences in key attributes such as size and configuration. The most significant inputs into this valuation approach are price per square metre.

Community land valuations are based on the Valuer General's most recent valuation of land for rating purposes. The Valuer General's valuations reflect the restricted use of Community Land.

Land Under Roads is valued based the latest Valuer General's Valuation of Base Date of 1/7/19. A discounted municipal average of \$204.01 per square meter representing a discount of 90% of Municipal Average of Land Values reflects the restricted nature of Land Under Roads. The 90% discounting method relates to the Englobo valuation methodology.

Land Improvements – Depreciable

This asset class comprises land improvements such as gardens, mulched areas, streetscaping and landscaping. These assets may be located on parks, reserves and also within road reserves. Land Improvements were valued using the cost approach in collaboration between Assetic (Asset Management Consultants) and Council's experienced engineering staff.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets were all classified as having been valued using Level 3 valuation inputs.

Buildings

A comprehensive valuation of Buildings was undertaken by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2022 using the cost approach.

The Gross Value of each building is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. While all buildings were physically inspected, inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement.

The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

This asset class is categorised as level 3 as some of the inputs used in the valuation of these assets require significant professional judgment and are unobservable.

There has been no change in the valuation process during the reporting period.

Other Structures

This asset class comprises sea wall, marine structures, retaining walls, playground equipment, sports field lighting, shade shelters, fencing, and other structures which did not meet the definition of a building.

Other Structures were valued using the cost approach in collaboration between APV Valuers and Asset Management and Council's experienced engineering staff.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets were all classified as having been valued using Level 3 valuation inputs.

Roads, Bridges and Footpaths

The road carriageway is defined as the trafficable portion of a road, between, but not including the kerb and gutter. This asset class includes Footpaths, Kerb and Gutter, Roundabouts, Speed humps, Traffic calming devices, Street Furniture, Bus Shelters and Guard rail fencing.

Council's roads are componentised into surface and pavement and further separated into segments for inspection and valuation. Footpaths and Kerb and Gutter are segmented to match the adjacent road segment where possible. The cost approach was utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimated pattern of consumption, asset condition and useful life, requiring extensive professional judgement, impacted significantly on the final determination of fair value.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

D2-1 Fair value measurement (continued)

Swimming Pools

Assets within this class comprise Cabarita Swimming Centre and Drummoyne Swimming Centre. The pools were valued by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2022 using the cost approach..

The Gross Value of each building is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. While the swimming centres were physically inspected, inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement.

The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

This asset class is categorised as level 3 as some of the inputs used in the valuation of these assets require significant professional judgment and are unobservable.

There has been no change in the valuation process during the reporting period.

Stormwater Drainage

The Stormwater Drainage asset class consists of basins, pits and pipes, gross pollutant traps, open channels and culverts. The valuation for this asset class was performed by the Council's internal engineering team. The gross value of the infrastructure assets are determined using rates stipulated in contracts with third party suppliers, which is a key observable input.

Stormwater Drainage assets were last valued as at 30 June 2021. The valuations also included assessment of the overall useful life of each type of asset and the subsequent determination of the remaining useful life of each asset.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

There has been no change in the valuation process during the reporting period.

Other Assets – Library Books'

Assets included in this asset category consist of library books, Ebooks, Online journals, magazines, CDs and DVDs which are recognised and valued at cost. Council assumes that the carrying amount reflects the fair value of the assets due to the nature of the items. There are no major variances between the fair value and carrying amount of these assets. Therefore these assets are disclosed at fair value in the notes.

Whilst these assets are recognised at cost with supporting supplier invoices (observable input), the remaining significant inputs (useful life, pattern of consumption, and asset condition) are unobservable and therefore categorised as level 3.

There has been no change in the valuation process during the reporting period.

Fair value measurements using significant unobservable inputs (level 3)

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
Investment properties		
Investment Property	Review of market conditions by an Independent Qualified Valuer (Market approach)	Estimated rental value (/m2) Rental yield (per annum)
Infrastructure, property, plant and equipment		
Plant & Equip, Office Equipment, Furn & Fittings	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Residual Value Remaining Useful Life
Operational Land	Qualified Valuer (Cost approach)	Price per square metre
Community Land	Land Values obtained from NSW Valuer General (Cost approach)	Land Value, Land Area

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D2-1 Fair value measurement (continued)

	Valuation technique/s	Unobservable inputs
Land under Roads	Municipal average m2 rate of properties land values as determined by the NSW Valuer General. A 90% discount rate is applied to reflect the restricted nature of LUR (Cost approach)	Land Value, Land Area
Land Improvements - Depreciable	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Buildings	Qualified Valuer (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Other structures	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Roads bridges footpaths	Unit rates per m2 or length (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Swimming pools	Qualified Valuer (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Stormwater drainage	Unit rates per m2 or length (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Other assets -Library Books -Public Art -Other	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Plant & Equip, Office Equipment, Furn & Fittings		Operational Land		Community Land		Land under Roads	
	2022	2021	2022	2021	2022	2021	2022	2021
Opening balance	5,229	5,818	162,250	163,311	131,754	131,508	838,841	838,841
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	-	-	-	(2,815)	-	-	-	-
Purchases (GBV)	-	594	-	1,754	-	246	-	-
Disposals (WDV)	-	(138)	-	-	-	-	-	-
Depreciation and impairment	-	(1,045)	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-	-	-
Closing balance	5,229	5,229	162,250	162,250	131,754	131,754	838,841	838,841

\$ '000	Land Improvements - Depreciable		Buildings		Other structures		Roads bridges footpaths	
	2022	2021	2022	2021	2022	2021	2022	2021
Opening balance	8,099	7,488	134,723	113,044	101,271	101,592	352,176	430,115
Total gains or losses for the period								

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D2-1 Fair value measurement (continued)

\$ '000	Land Improvements - Depreciable		Buildings		Other structures		Roads bridges footpaths	
	2022	2021	2022	2021	2022	2021	2022	2021
Other movements								
Transfers from/(to) another asset class	-	(74)	-	25	-	(24)	-	67
Purchases (GBV)	-	1,000	-	23,903	-	4,245	-	7,318
Disposals (WDV)	-	(60)	-	(39)	-	(1,677)	-	(1,010)
Depreciation and impairment	-	(255)	-	(2,210)	-	(2,865)	-	(5,575)
Revaluations	-	-	-	-	-	-	-	(78,739)
Closing balance	8,099	8,099	134,723	134,723	101,271	101,271	352,176	352,176

\$ '000	Swimming pools		Stormwater drainage		Other assets		Investment Property	
	2022	2021	2022	2021	2022	2021	2022	2021
Opening balance	6,834	6,464	88,460	94,065	2,852	3,074	37,965	33,013
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	-	-	-	31	-	(25)	-	2,815
Purchases (GBV)	-	576	-	804	-	444	-	-
Disposals (WDV)	-	(58)	-	-	-	(3)	-	-
Depreciation and impairment	-	(148)	-	(1,784)	-	(638)	-	-
Revaluations	-	-	-	(4,656)	-	-	-	2,137
Closing balance	6,834	6,834	88,460	88,460	2,852	2,852	37,965	37,965

\$ '000	Total	
	2022	2021
Opening balance	1,870,454	1,928,333
Purchases (GBV)	-	40,884
Disposals (WDV)	-	(2,985)
Depreciation and impairment	-	(14,520)
Revaluations	-	(81,258)
Closing balance	1,870,454	1,870,454

Highest and best use

The following non-financial assets of Council are being utilised at other than their highest and best use:

Car Parks

Land could be redeveloped.

All other non-financial assets are considered to be utilised for their highest and best use.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2021(Increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2020 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2020. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

D3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$296,147.93. The last valuation of the Scheme was performed by Fund Actuary, Richard Boyfield FIAA] on 30 June 2020.

The amount of additional contributions included in the total employer contribution advised above is \$201,800.04. Council's expected contribution to the plan for the next annual reporting period is \$262,865.16.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

* excluding member accounts and reserves in both assets and liabilities.

Council's share of any surplus or deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021.

An indication of the level of participation of the entity in the plan compared with other participating entities. An employer's past service contribution per annum as a percentage of the total past service contribution for all Pooled Employers (of \$40M for each year from 1 July 2019 to 30 June 2021) provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

D3-1 Contingencies (continued)

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities**(i) Third party claims**

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

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E People and relationships

E1 Related party disclosures

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2022	2021
Compensation:		
Short-term benefits	1,508	1,384
Other long-term benefits	292	42
Total	1,800	1,426

DRAFT

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2022	2021
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The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	45	44
Councillors' fees	178	183
Other Councillors' expenses (including Mayor)	35	13
Total	258	240

DRAFT

E2 Other relationships

E2-1 Audit fees

\$ '000	2022	2021
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements

71

69

Remuneration for audit and other assurance services

71

69

Total Auditor-General remuneration

71

69

Non NSW Auditor-General audit firms

(i) Audit and other assurance services

Other audit and assurance services

25

4

Remuneration for audit and other assurance services

25

4

Total remuneration of non NSW Auditor-General audit firms

25

4

Total audit fees

96

73

DRAFT

F Other matters

F1-1 Statement of Cash Flows information

Reconciliation of net operating result to cash provided from operating activities

\$ '000	2022	2021
Net operating result from Income Statement	56,670	57,720
Adjust for non-cash items:		
Depreciation and amortisation	14,344	14,948
Net losses/(gains) on disposal of assets	2,770	2,713
Non-cash capital grants and contributions	(5,249)	–
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	–	(2,137)
+/- Movement in operating assets and liabilities and other cash items:		
Decrease/(increase) in receivables	(2,713)	31,386
Increase/(decrease) in provision for impairment of receivables	177	325
Decrease/(increase) in inventories	(214)	(17)
Decrease/(increase) in other current assets	(937)	235
Decrease/(increase) in contract assets	(4,864)	–
Increase/(decrease) in payables	(6,406)	6,093
Increase/(decrease) in other accrued expenses payable	7,804	788
Increase/(decrease) in other liabilities	502	(602)
Increase/(decrease) in contract liabilities	(14,988)	(7,673)
Increase/(decrease) in employee benefit provision	(1,274)	(316)
Increase/(decrease) in other provisions	25	(4)
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	45,647	103,459

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F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2022	2021
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	-	153
Recreational projects	-	736
Roads, bridges and footpaths	-	1,597
Stormwater drainage	-	186
Seawalls	-	10
Other	-	1,083
Total commitments	-	3,765
These expenditures are payable as follows:		
Within the next year	-	3,765
Total payable	-	3,765
Sources for funding of capital commitments:		
Section 7.11 and 64 funds/reserves	-	1,182
Unexpended grants	-	679
Externally restricted reserves	-	680
Internally restricted reserves	-	1,224
Total sources of funding	-	3,765

Details of capital commitments

Capital expenditure commitments relate to projects budgetted for in 2020/2021 but which had not been completed by June 30. The unexpended budget amount has been carried forward to 2020/21 to enable these projects to be completed.

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F3-1 Events occurring after the reporting date

Council is aware of the following 'non-adjusting events' that merit disclosure:

The Coronavirus (COVID 19) Pandemic continues to impact communities throughout the world, including Australia and the community where Council operates. This Pandemic has had a financial impact for Council in the financial year ended 30 June 2021, which has been reported to Council, and is expected to further impact the following financial year.

This scale, timing and duration of the potential impacts on Council is unknown, however, it is expected that there will be a decrease in projected revenue.

In the period after the balance sheet date to signing this report, Council was financially sound and there have not been any additional significant adverse operational or financial impacts as a result of COVID 19 Pandemic or other circumstances and any known impacts to date that have been reflected in the 30 June 2021 Financial statements.

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F4 Statement of developer contributions as at 30 June 2022

F4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Roads	2,780	128	-	-	(7)	-	2,901	-
Parking	62	(38)	-	-	-	-	24	-
Open space	20,622	1,514	-	13	(1,422)	-	20,727	-
Community facilities	2,693	411	-	3	(385)	-	2,722	-
Other	(3)	-	-	-	-	-	(3)	-
Community infrastructure	(2,265)	755	-	16	(2,302)	-	(3,796)	-
Administration	321	73	-	-	(50)	-	344	-
Active Transport	-	37	-	1	(113)	-	(75)	-
Public Domain	-	2,373	-	10	(182)	-	2,201	-
S7.11 contributions – under a plan	24,210	5,253	-	43	(4,461)	-	25,045	-
S7.12 levies – under a plan	2,746	1,229	-	4	(2,043)	-	1,936	-
Total S7.11 and S7.12 revenue under plans	26,956	6,482	-	47	(6,504)	-	26,981	-
S7.4 planning agreements	40,627	2,002	-	215	(17,417)	-	25,427	-
Total contributions	67,583	8,484	-	262	(23,921)	-	52,408	-

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Contribution Plan - Canada Bay								
Open Space	17,801	439	-	9	(1,339)	-	16,910	-
Community facilities	2,105	119	-	2	(363)	-	1,863	-
Community infrastructure	(2,265)	755	-	16	(2,302)	-	(3,796)	-
Administration	321	15	-	-	(46)	-	290	-
Active Transport	-	37	-	1	(113)	-	(75)	-
< Enter Description >	-	-	-	-	-	-	-	-
Total	17,962	1,365	-	28	(4,163)	-	15,192	-

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F4-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
CONTRIBUTION PLAN - Concord area (Rhodes)								
Roads	2,741	128	-	-	(7)	-	2,862	-
Parking	38	(38)	-	-	-	-	-	-
Open space	1,581	1,075	-	4	(83)	-	2,577	-
Community facilities	1,868	292	-	1	(22)	-	2,139	-
Administration	-	58	-	-	(4)	-	54	-
Traffic facilities	-	-	-	-	-	-	-	-
Public Domain	-	2,373	-	10	(182)	-	2,201	-
Total	6,228	3,888	-	15	(298)	-	9,833	-
CONTRIBUTION PLAN - Concord area (Strathfield triangle)								
Roads	39	-	-	-	-	-	39	-
Parking	24	-	-	-	-	-	24	-
Open space	1,240	-	-	-	-	-	1,240	-
Community facilities	(1,299)	-	-	-	-	-	(1,299)	-
Other	(3)	-	-	-	-	-	(3)	-
Land Acquisition	-	-	-	-	-	-	-	-
< Enter Description >	-	-	-	-	-	-	-	-
Total	1	-	-	-	-	-	1	-
CONTRIBUTION PLAN - Breakfast point community enhancement								
Community facilities	19	-	-	-	-	-	19	-
Active Transport	-	-	-	-	-	-	-	-
< Enter Description >	-	-	-	-	-	-	-	-
Total	19	-	-	-	-	-	19	-
S7.12 Levies – under a plan								
CONTRIBUTION PLAN								
Other	2,746	1,229	-	4	(2,043)	-	1,936	-
Total	2,746	1,229	-	4	(2,043)	-	1,936	-

F5 Statement of performance measures

F5-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2022	Indicator 2022	2021	Indicators 2020	2019	Benchmark
1. Operating performance ratio						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1, 2}	<u>396</u>	0.43%	0.97%	1.10%	4.02%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	<u>92,852</u>					
2. Own source operating revenue ratio						
Total continuing operating revenue excluding all grants and contributions ¹	<u>84,410</u>	55.49%	56.76%	83.60%	82.01%	> 60.00%
Total continuing operating revenue	<u>152,114</u>					
3. Unrestricted current ratio						
Current assets less all external restrictions	<u>71,380</u>	3.00x	2.68x	1.59x	3.39x	> 1.50x
Current liabilities less specific purpose liabilities	<u>23,757</u>					
4. Debt service cover ratio						
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	<u>14,819</u>	22.45x	17.71x	17.65x	27.03x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<u>660</u>					
5. Rates and annual charges outstanding percentage						
Rates and annual charges outstanding	<u>2,413</u>	3.93%	4.36%	3.28%	2.96%	< 5.00%
Rates and annual charges collectable	<u>61,427</u>					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus all term deposits	<u>119,324</u>	16.44	21.36	11.41	11.43	> 3.00
Monthly payments from cash flow of operating and financing activities	<u>7,259</u>	mths	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

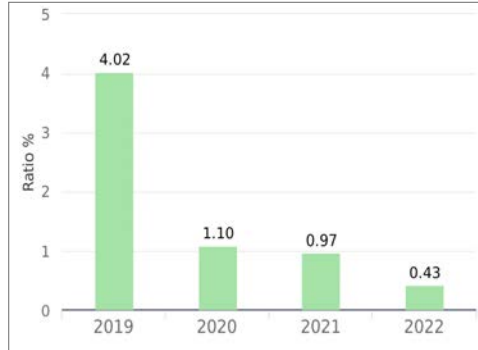
(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

End of the audited financial statements

G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2021/22 result

2021/22 ratio 0.43%

The operating performance ratio remains above the 0% benchmark set by the Office of Local Government.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2021/22 result

2021/22 ratio 55.49%

The ratio has been impacted by a further year of significant grants and contributions being received. These contributions relate to specific capital projects - in particular State and Commonwealth funding of the redevelopment of Concord Oval.

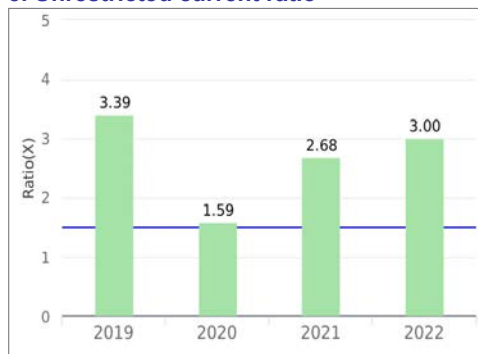
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2021/22 result

2021/22 ratio 3.00x

The unrestricted current ratio excludes cash and reserves that are restricted for specific purposes and which cannot be used to meet short term obligations for accounts payable and loan servicing.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

continued on next page ...

G1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2021/22 result

2021/22 ratio 22.45x

Council borrowed \$15M during the year as part of the funding strategy for the redevelopment of Concord Oval.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of 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.

Commentary on 2021/22 result

2021/22 ratio 3.93%

This ratio remains better than the industry benchmark of 5%. Council's debt collection activities have increased whilst remaining supportive of payment plans where reasonable. Outstanding rates and annual charges improved by \$164K from \$2.572M as at 30/6/21 to \$2.468M as at 30/6/22.

Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2021/22 result

2021/22 ratio 16.44 mths

This ratio remains significantly better than the minimum benchmark of 3 months and is regarded as strong. It indicates the period of time that Council could operate without additional cash flow.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-2 Financial review

Key financial figures of Council over the past 5 years

\$ '000	2022	2021	2020	2019	2018
Inflows:					
Rates and annual charges revenue	58,679	57,028	55,276	54,009	51,003
User charges revenue	16,706	17,835	17,712	18,626	18,138
Interest and investment revenue (losses)	1,366	1,324	2,294	3,143	2,702
Grants income – operating and capital	57,936	24,951	11,461	7,757	10,566
Total income from continuing operations	152,478	151,878	101,706	104,311	98,000
Sale proceeds from IPPE	4,011	270	560	883	1,021
New loan borrowings and advances	15,000	–	–	–	–
Outflows:					
Employee benefits and on-cost expenses	36,982	37,269	36,205	35,253	34,954
Borrowing costs	79	119	149	170	197
Materials and contracts expenses	35,436	33,031	34,805	23,917	22,658
Total expenses from continuing operations	95,808	94,158	93,470	88,404	86,601
Total cash purchases of IPPE	87,686	38,067	24,513	20,544	16,671
Total loan repayments (incl. finance leases)	581	782	725	489	463
Operating surplus/(deficit) (excl. capital income)	(2,592)	(12)	(1,733)	3,212	22
Financial position figures					
Current assets	120,846	149,250	123,760	91,732	94,445
Current liabilities	53,922	60,746	61,118	28,611	27,584
Net current assets	66,924	88,504	62,642	63,121	66,861
Available working capital (Unrestricted net current assets)	9,132	14,826	4,461	7,501	483
Cash and investments – unrestricted	5,067	20,853	13,583	7,966	10,386
Cash and investments – internal restrictions	46,291	35,097	31,600	33,489	31,298
Cash and investments – total	152,174	176,125	114,336	108,038	99,921
Total borrowings outstanding (loans, advances and finance leases)	16,030	1,611	2,159	2,677	3,166
Total value of IPPE (excl. land and earthworks)	1,113,928	1,018,538	1,073,160	869,258	850,462
Total accumulated depreciation	327,863	318,894	311,500	265,747	254,866
Indicative remaining useful life (as a % of GBV)	71%	69%	71%	69%	70%

Source: published audited financial statements of Council (current year and prior year)

G1-3 Council information and contact details

Principal place of business:

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Drummoyne NSW 2047

Contact details**Mailing Address:**

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Drummoyne NSW 1470

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Internet: www.canadabay.nsw.gov.au

Email: council@canadabay.nsw.gov.au

Officers**General Manager**

John Clark

Responsible Accounting Officer

Evan Hutchings

Public Officer

Mrs Melissa Lee

Auditors

Audit Office of New South Wales
Level 19, Darling Park Tower 2
201 Sussex Street, Sydney NSW 2000
GPO Box 12, Sydney NSW 2001
audit.nsw.gov.au

Elected members**Mayor**

Angelo Tsirekas

Councillors

Cr. Anthony Bazouni
Cr. Joe Cordaro
Cr. Stephanie Di Pasqua
Cr. Andrew Ferguson
Cr. Charles Jago
Cr. Julia Little
Cr. Michael Megna
Cr. Carmel Ruggeri

Other information

ABN: 79 130 029 350

City of Canada Bay Council

General Purpose Financial Statements

for the year ended 30 June 2022

Independent Auditor's Reports:

On the Financial Statements (Sect 417 [2])

Independent Auditor's Report

Please uplift Council's Audit Report PDF (opinion) for inclusion in the GPFS report (via the Home screen).

DRAFT

City of Canada Bay Council

General Purpose Financial Statements

for the year ended 30 June 2022

Independent Auditor's Reports: (continued)

On the Financial Statements (Sect 417 [3])

Independent Auditor's Report

Please uplift Council's Audit Report PDF (commentary) for inclusion in the GPFS report (via the Home screen).

DRAFT

Long Term Financial Plan:
Our Finances

2023-33:



Long Term Financial Plan Our Finances 2022-32

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1. EXECUTIVE SUMMARY

1.1 Who We Are

The City of Canada Bay is located in Sydney's Inner West, about six kilometres from Sydney's centre. The city is bounded by the Parramatta River in the north, Inner West Council in the east, Burwood and Strathfield Council areas to the south and the City of Parramatta to the west.

The city's estimated resident population in 2021 is 98,295 people. The population of Canada Bay is forecast to reach 115,886 by 2031.

1.2 What Are the Challenges We Face

Similar to other councils in New South Wales, Canada Bay's annual rate income is subject to rate pegging, with each year's percentage increase determined by the Independent Pricing and Regulatory Tribunal (IPART). Council is encouraged to continually strive to achieve efficiencies and find better ways to do things. Annual expenditure levels have often been based on what Council can afford with the funding that is available.

The main challenge facing Council is the need to remain financially sustainable and able to generate sufficient funding to deliver current services and renew essential community assets. Local government costs continually increase at a higher rate than the rates and other revenue, and community expectations and environmental standards are also continually increasing.

1.3 What We Know

All councils are required to complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that supports its Delivery Program. As part of preparing its LTFP, Council has determined where it sits – and there are some challenges ahead.

In simple terms, Council is not collecting enough money each year to adequately cover the increasing cost of normal operations and maintain the community infrastructure. However, Council can make modest productivity gains each year through its improvement program. If Council does not provide new services or uplift service levels for the services provided, it can continue to adequately invest in renewing its existing assets.

In accounting terms, Council is aiming for small operating surpluses, meaning that enough funding is collected to fund the cost of normal operations plus a share of the cost of replacing assets. This includes collecting sufficient revenue to cover the cost of depreciation which is an accounting calculation that measures the value of the community's assets consumed or used during any given year. The funds collected for depreciation enable asset renewal expenditure to be funded, thereby ensuring the community's assets do not deteriorate.

In 2021/22, Council had a budgeted operating deficit of \$1.9 million when capital revenues are excluded. These deficits continue, but reduce, over the next three years in the base case of the LTFP. The assumptions built into the base case of the LTFP also factor in the expected average population growth of 1.96% over the next ten years, as well as the average growth in the number of rate assessment of 1.27% over the same period. Therefore, Council can demonstrate financial sustainability over the medium term, but, as the 'growth' scenario demonstrates, growth in services or assets in response to community expectations would jeopardise financial sustainability.

Council is currently in a strong financial position with low debt and cash reserves of \$176 million, as at 30 June 2021. The average condition of most of Council's assets is satisfactory.

1.4 What are our scenarios?

Council has modelled two scenarios to see the effect of these different approaches. These are referred to as the base case, 'sustainable assets and services' (status quo), and the growth scenario, 'growth assets and services' - covered by scenario two.

The sustainable assets and services scenario, the base case, is premised on Council having its current assets fit for purpose and for Council to be in a position to deliver services to the current expected standard. Assets are critical in the delivery of Council services and if not maintained to standard, this can often lead to deterioration of asset condition and the intensification of complaints from users.

Under the base case scenario, the LTFP asset renewal program has been developed to mitigate any significant deterioration of Council's current asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of current assets. The total infrastructure renewal program for the forecast period is \$176.1 million, along with an asset maintenance program that maintains assets in a fit for purpose condition.

Long Term Financial Plan Our Finances 2022-32

The financial outcome of a sustainable assets and services scenario is that there is one year of operating deficits commencing from 2022/23, however for the forecast period Council remains marginally sustainable. This, combined with the capital expenditure program, will have an adverse impact on Council's unrestricted cash position in the initial years of the LTFP.

The growth scenario is based on meeting the growth and user demand for new assets and expanded services. The LTFP asset program of renewal and new assets has been developed with the objective of meeting growth demands of the Council area. The total infrastructure renewal program is \$209.1 million, \$33 million more than the base case.

A special rate variation (SRV) has been modelled to enable the growth scenario to be financially sustainable. The special rate variation is a cumulative 32.52% including the rate peg or 19.78% over and above the rate peg from 1 July 2023 implemented over four years. Under this growth scenario, Council will experience operating surpluses from 2023-24 when the SRV would commence.

In summary

Scenario one: 'sustainable assets and services' – the base case:

- broadly models the continuation of Council's services as currently provided and funds current asset renewal in accordance with the Asset Management Strategy
- includes \$1.7million annual savings from Council's improvement program.
- includes reduction in investment income and lower rates growth than previously estimated
- will continue to operate within the annual rate peg
- utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

Scenario two: 'growth assets and services' – the growth scenario:

- models a permanent special rate variation of a cumulative 32.52% including the rate peg or 19.78% over and above the rate peg from 1 July 2023 implemented over four years.
- models the level of asset renewal expenditure of \$33 million more over the LTFP period
- proposed increase in services for parks, streetscapes, community safety, and additional development and strategic planning resources.
- considers the estimated impacts of the S7.11 program over the ten years
- utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

1.5 What is the proposed approach and why?

The LTFP adopted in June 2022 proposed to operate under the base case scenario 'sustainable assets and services' for 2022/23 while undertaking the following actions:

1. Detailed assessment of new assets and services, resulting developer contribution plans, associated additional services and increase in demand for current services.
2. From one above, undertake further modelling on the 'growth assets and services' scenario as more clarity is achieved over the timing and certainty of the delivery of new assets and services and the subsequent funding options for a financially sustainable Council operation.

With this work now completed, this updated LTFP proposes to operate under the growth scenario and proceed to apply for the Special Rate Variation required to deliver the increase in services and asset renewal required to meet growing demand in the area.

2. INTRODUCTION

The NSW Government requires councils to have:

- a Community Strategic Plan (of at least ten years)
- a Delivery Program (four years)
- an Operational Plan (one year)
- a Resourcing Strategy containing:
 - Long-Term Financial Plan
 - Workforce Management Plan
 - Asset Management Strategy.

Long Term Financial Plan Our Finances 2022-32

Councils are required to prepare a Resourcing Strategy for at least ten years to identify the resources it needs to implement the Community Strategic Plan. An essential element of the Resourcing Strategy is that it must include provisions for long-term financial planning.

The Long-Term Financial Plan must be for a minimum of ten years and include the following:

- the planning assumptions used to develop the plan
- projected income and expenditure, balance sheet and cash-flow statement
- sensitivity analysis and testing
- financial modelling for different scenarios
- methods of monitoring financial performance.

The Long-Term Financial Plan forecasts must be updated annually, together with preparation of the Operational Plan. On adoption of a revised Community Strategic Plan and new Delivery Program every four years, a detailed review of the Long-Term Financial Plan should be undertaken.

2.1 OUR future 2036

OUR future 2036 is the community's strategic plan outlining aspirations and priorities for at least the next ten years.

Development of the plan commenced in June 2021, with an extensive community engagement program of three phases that was completed in May 2022. Through the process, the newly elected Council considered the feedback in determining the final plan. Community members were invited to 'have their say' on the future of the City of Canada Bay and over 3,000 people provided their perspectives on what they valued most, their priorities and vision for the area. A number of recurring themes arose, and these themes inform the five vision areas of *OUR future 2036*:

- connected community
- sustainable natural environment
- vibrant urban living
- infrastructure and transport
- civic leadership.

All Council's activities are aligned with these five themes and seek to achieve the aims of *OUR future 2036*. Council's Delivery Program incorporates the vision objectives and activities that will provide the programs, services and projects that ensure our residents enjoy where they live and work.

2.2 Purpose of the Long-Term Financial Plan

The Long-Term Financial Plan acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained in the Community Strategic Plan – *OUR future 2036*, through its Delivery Program. The Long-Term Financial Plan seeks to answer the following questions:

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

In particular, this plan will model the financial implications of the *OUR future 2036* strategies, along with the ability to maintain existing facilities and infrastructure based on a range of assumptions and within any known constraints.

2.3 Long-Term Financial Plan

Council has a long-term financial forecasting model. This provides a budgetary projection (from a profit and loss perspective) for a ten-year period. The model was used to prepare this LTFP and will be reviewed on an annual basis.

The model has been informed by updated asset management planning documents and Workforce Management Plan and by a range of assumptions based on the best available data to guide forward projections. This forms the basis for the ten-year projections presented in this LTFP.

This LTFP is being prepared to support the new 2022/23 Delivery Program for Canada Bay.

Long Term Financial Plan Our Finances 2022-32

3. LONG TERM FINANCIAL SUSTAINABILITY

3.1 How do we define long term financial sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.
- Council must **maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set asides for those works yet to be identified.









3.2 How financially sustainable is Council currently?

The most recent Audited Consolidated Financial Statements, as at 30 June 2021, resulted in a very small \$12,000 operating deficit (excluding income for capital purposes).

The following performance indicators measure Council's broader financial performance and position and confirms that Council needs to ensure there is adequate funding for assets as all three asset ratios fail to meet the target. The indicators measure both recurrent operations and capital sustainability. These same indicators have been used to review Council's Long-Term Financial Plan forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed delivery program.

Long Term Financial Plan Our Finances 2022-32

Table 1: 2020/21 Financial Performance Ratios

RATIO	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2020/21 ACTUAL RATIO
Operating Performance Ratio	Total operating result excluding revenue for capital purposes divided by total operating revenue excluding revenue for capital purposes.	Is the council sustainable in terms of its operating result?	Greater than zero	0.97% 
Own Source Operating Revenue	Total operating revenue excluding all grants and contributions divided by total operating expenditure	Council's ability to fund its short-term expenditure needs.	Over 60% Sustainable Less than 60% overly reliant on grants and contributions	56.8% 
Unrestricted Current Ratio	Current assets less external restrictions divided by current liabilities	Does the council have enough unrestricted cash to meet its short-term debt servicing needs?	>1.5	2.7 
Cash Expense Cover Ratio	Current years cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months could the council fund its operation from its current cash and deposits?	>3 months	21.4 months 
Debt Service Cover Ratio		Can the council cover its debt repayments from cash generated from operations?	>2	17.7 
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation	Is asset renewal expenditure sufficient to maintain assets in the long-term?	Benchmark 100%	77.5% 
Infrastructure Backlog Ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against net carrying value of assets - reflects success of strategies to invest in asset renewals.	Benchmark 2%	2.33% 
Asset Maintenance Ratio	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance required to maintain current assets.	Benchmark 100%	96.0% 

 Owner: Corporate Services - Finance
Last revised: 11/08/2022

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4. FINANCIAL MANAGEMENT IN COUNCIL

4.1 Regulatory environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
 - The Act defines the scope and boundaries of Council's role and the way it must conduct its business.
- NSW State Plan
 - The State Plan: A New direction for NSW defines the overarching goals and outcomes that the NSW Government has set for this state and which should shape public policy.
- The Sydney Metropolitan Strategy
 - The strategy sets out a long-term plan for the Sydney Metropolitan Region.

4.2 Financial environment - rate pegging

Council's ability to align rating revenues with the increased cost of providing local government services has been restrained for a number of years by rate pegging, a legislative instrument whereby the maximum increase in rating revenues is set by IPART NSW.

Councils are able to seek increases above the rate peg by applying the IPART for a Special Rate Variation (SRV).

4.3 Financial environment – the state of the Council's finances

While the Council faces challenges in generating sufficient revenue to balance the budget, it is currently in a relatively strong financial position.

As at 30 June 2021, Council had external borrowings of \$1.6 million and cash reserves of \$176 million. Total carrying value of infrastructure and land assets was \$1,832 million while the total liabilities were only \$77.7 million.

Most of the key financial ratios outlined in Table 1 are within industry benchmarks, however Council is below the benchmark for all asset ratios. This needs to be addressed as part of the renewal program planned for the next ten years.

Council has a sound base and an ability to borrow for key infrastructure if required. The fundamental issue faced by Canada Bay and other NSW councils is the restriction on the rate at which revenue can be increased. While Council is able to borrow to fund new works and renewals, it is only able to increase revenues to service the additional debt or increase services to community by applying for a Special Rate Variation (SRV).

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, inclusive of depreciation. This imbalance is projected to grow over the term of this LTFP as demonstrated in growth scenario. Further the growth scenario highlights the generation of new assets and services through growth and increasing user demand for services will require additional revenue to fund these activities.

4.4 Financial environment - balancing the budget

Council's budget continues to face significant pressures including:

- an increasing burden as a result of cost shifting from other levels of government
- additional costs of construction, operating and maintaining new assets because of growth and development
- increasing costs to procure goods and services have been consistently higher than rate pegging increases as determined by IPART
- downward pressure on investment income
- greater competition in the allocation of external funding such as the Financial Assistance Grants.

The above factors mean that, as with many growing councils in NSW, the City of Canada Bay is faced with an income gap, with costs increasing at a greater rate than revenues. This income gap to date has been addressed by way of productivity gains and efficiency savings. Council also actively pursues grants, works collaboratively with neighbouring councils and carefully manages its income and expenditure through the use of sound financial reporting systems and regular budgetary monitoring.

The achievement of annual improvement savings of \$1.7 million have been offset by decrease in investment income, short term COVID-19 impacts and lower than expected rates growth. Further increasing cost burden, placed on Council through growth and service demand, are the key drivers that are generating operating expenditure in the growth scenario. Council has considered an increase in rates to sustain and fund any expansion in its asset base and service demand.

Long Term Financial Plan Our Finances 2022-32

Council has worked hard to absorb as much as it can and aims to achieve a balanced budget each year without affecting service levels, which is largely the outcome of the base scenario, with small operating deficits for the first year and small operating surpluses thereafter. However, the base scenario does not enable Council to increase its services or improve its asset backlog. While the base case shows Council will make surpluses at the consolidated level, this is due to surpluses in the Domestic Waste fund offsetting core deficits in the General Fund.

4.5 Financial management principles

In preparing the updated 2023-33 Long-Term Financial Plan, the following underpinning principles have been used:

- Council will endeavour to maintain its existing service levels to residents.
- Council will seek to apply for an SRV to fund increased services and improve asset renewal, subject to community consultation and subsequent support for the SRV application through a Council resolution.
- Management will continually look for ways to structurally realign resources and/or increase income opportunities.
- Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision-making.
- Council will manage within the existing financial constraints as much as possible.

In conjunction with these principles, Council's Long-Term Financial Plan is guided by a number of policies and strategies that are outlined below.

4.6 Rating income strategy

Rating income is generated by a levy on properties within the council area in order to provide local government services. Council continually reviews its rating structure to ensure it is fair and equitable, where each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources. Council's rates comprise:

- Ordinary residential rate
 - Minimum amount per separate residential parcel of land for 2022/23 being \$761.71.
- Ordinary business rate
 - Minimum amount per separate business parcel of land for 2022/23 being \$761.71.
- Stormwater Management Service Charge for residential and business.

4.6.1 Residential 2022-23

Table 2: Residential rate 2022-23

BASIS	AMOUNT	YIELD	% OF YIELD
Minimum rate	\$761.71	\$16,125,683	43%
Cents in dollar	0.0936155	\$21,043,021	57%
Total		\$37,168,704	100%

Business 2022-23

Table 3: Business rate 2022-23

BASIS	AMOUNT	YIELD	% OF YIELD
Minimum rate	\$61.71	\$607,845	10%
Cents in dollar	0.2231247	\$5,364,721	90%
Total		\$5,972,566	100%

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4.7 Domestic Waste Management Charges

In addition, Council charges a Domestic Waste Management Charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, state government charges and tipping fees.

4.8 Investment principles

Council has an Investment Policy that reinforces its ongoing commitment to maintaining a conservative risk/return portfolio, an important component of its ongoing prudent financial management practices. The overall objectives of the policy are to ensure that Council invests its funds:

- in accordance with the requirements of the Local Government Act (1993) and Council's investment policy
- in a conservative manner where preservation of capital is the principal objective
- in a manner that seeks to ensure the security of Council's cash and investment portfolio, achieve appropriate earnings and manage cash resources to ensure there is sufficient liquidity to meet Council's business objectives.

The policy outlines:

- the manner in which Council may invest funds
- the institutions and products which Council can invest in
- delegations
- the reporting requirements, including benchmarking, of Council's investment portfolio.

Interest on investments is received on three types of funding:

- General Fund revenues raised through the year from all sources of revenue, excluding reserves and developer contributions
- reserves held until expended
- developer contributions held until expended.

Council has control over the interest it earns on General Fund revenues and reserves, but developer contribution interest on investments must be used for the purpose for which the contribution relates. The interest Council earns on General Fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

4.9 Loan borrowings

Council has a low level of loan borrowings at present, with \$15 million new borrowings proposed in the LTFP.

The Council's policy is that the use of debt (borrowings) is appropriate to fund the cost of major new community assets or to smooth the cost of major asset renewals. However, any minor asset acquisitions and the required level of asset renewals (guided by the level of the annual depreciation charge) should be funded out of operating revenues.

4.10 Cash reserves and restrictions

Council has a number of cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditure that could not otherwise be financed during a single year without having a material impact on the budget. For example, local government elections occur every four years, so Council sets aside one quarter of the estimated cost of this activity each financial year.

The balance of cash reserves as at 30 June 2021 is \$176,125,000 comprising:

- | | |
|----------------------------------|----------------|
| • externally restricted reserves | \$120,175,000 |
| • internally restricted reserves | \$ 35,097,000 |
| • unrestricted cash | \$ 20,853,000. |

The table on the following page outlines the various reserves Council has established, the funds available in each, and the purpose of the reserve. Externally restricted reserves can only be used for the purpose for which they were collected.

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Table 4: External Restrictions as at 30 June 2021

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF RESERVE
Externally restricted reserves		
Developer contributions – general and VPA	\$67,583	In accordance with s7.11, 7.12 and 7.4 of the <i>Environmental Planning and Assessment Act</i> all unexpended developer contributions are to be restricted and only used for the purpose for which they were collected under the various contribution plans Council has adopted.
Unexpended grant funding	\$286	This holds the balance of grants received for specific purposes that are yet to be spent. These funds can only be used for the purpose for which they were granted to Council.
Domestic Waste Management	\$22,624	This reserve holds the balance of the Domestic Waste Management charges that have not yet been spent.
Stormwater Management	\$168	This reserve holds the balance of the Stormwater Management Charges that have not yet been spent.
Unexpended Loans/contracts	\$29,514	This reserve holds the balance of the unexpended loan and contract liabilities relating to civil infrastructure.
Total external reserves	\$120,175	

Table 5: Internal Restrictions as at 30 June 2021

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF THE RESERVE
Internally restricted reserves		
Plant replacement	\$1,799	Cash set aside to replace plant and equipment as required.
Employees leave entitlement	\$1,706	Leave entitlements accrued by staff but not yet taken.
Affordable housing	\$3,317	Net rents and Federal and State grants restricted to fund future acquisitions and property maintenance.
Energy efficiency fund	\$58	Provision for future energy efficiency initiatives.
Bonds and Deposits	\$11,052	Bonds are held as condition of development consent. Refunded on completion of works unless Council infrastructure is damaged which would necessitate forfeiture of bond.
Carry-over works	\$5,912	Funds held to cover cost of works budgeted in a prior year that have been rephased to a future year.
Financial Assistance Grant advance	\$1,408	Restriction of funds received in advance of the applicable financial year to which they are intended.
Concord Oval	\$86	Funds utilised for improvements to Concord Oval buildings.
Concord Library and Wellbank Childcare Centre	\$737	Funds utilised for equipment, furniture and fixture replacement at childcare facility and library.

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RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF THE RESERVE
Infrastructure replacement- parking	\$935	Net income from on-street parking meters to be used to upgrade footpath/roads. Priority for expenditure initiatives will be in those zones where meters are placed.
Drummoyne oval	\$55	Funds utilised for building and infrastructure renewal.
Election of Councillors	\$450	Funds allocated from general revenue each year towards the cost of conducting Council's general elections every four (4) years.
Investment fund	\$3,974	Comprised of net proceeds from disposal of land and property. The investment fund may be utilised to fund projects that result in additional recurrent revenue or reduced recurrent costs thus contributing to improvement to Council's financial position.
Victoria Ave Children's Centre	\$102	Funds utilised for equipment, furniture and fixture replacement at childcare facilities and library.
Massey Park Golf Course	\$25	Provides for the future repairs, improvements and upgrades to Council's building occupied by Massey Park Golf Club.
Parramatta River Catchment	\$295	Contributions from member councils of the Parramatta River Catchment Group that cover employee leave entitlement accruals. Will also hold member contributions paid in advance of the applicable financial year.
Building reserve	\$311	Fund property improvements and upgrades to leased properties with the aim to increase the existing return on the asset.
Five Dock Leisure Centre	\$97	Funds utilised for building maintenance and improvement projects.
Workers compensation	\$147	Budget savings from workers compensation premiums are restricted to this reserve to allow for gradualising of budget allocations across years. The reserve will be utilised to offset any unexpectedly large premium increases.
Financial sustainability	\$2230	Council's long term financial plan is based around annual budgets being prepared that make provision for asset maintenance and renewal expenditure at levels identified in the Asset Management Strategy. This reserve receives approximately \$2 million per annum from infringement revenue.
Water for community	\$392	Provides for the future replacement of plant and equipment for the Water Facility. Funds equivalent to the annual depreciation expense are transferred to reserve.
Total internal reserves	\$35,097	

Council's reserves are considered as funding sources in the budget process.

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4.11 Developer contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development.

Council's adopted Developer Contributions Plan (section 7.11 and 7.12 Developer Contribution Plan) provides funds for council-wide application:

- roads
- parking
- open space
- community facilities

With two locality base S7.11 developer contribution plans for

- Rhodes Peninsula
- Strathfield Triangle.

The Contributions Plan contains detailed schedules of works for which development contributions are required. The plan estimates projected future contributions of approximately \$175 million over the 20-year life of the plans to fund new and upgraded facilities projects. A balance of \$67.5 million is held, as at 30 June 2021.

4.12 Discretionary and regulatory fees and charges

Council has the ability to raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

3. Regulatory fees - these fees are generally determined by state government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation, or any annual increases of these fees and charges.
4. Discretionary fees - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

4.13 Asset disposal and investment strategy

The majority of Council's property assets deliver on services such as:

- transport infrastructure
- environmental services, such as stormwater management
- community facilities
- operational assets, including administration buildings.

The only asset sales forecast in this LTFP are the sale of plant and equipment that is traded in on replacement.

Council has prepared a Draft Property Strategy that envisages some property disposals and the redevelopment of Council land. The financial implications of the Draft Property Strategy have not been incorporated into this plan.

4.14 Asset management

4.14.1 City of Canada Bay Asset Management Strategy

City of Canada Bay Council is the custodian of assets with a replacement value of \$2,151 million and a depreciated value of approximately \$319 million, as at 30 June 2021.

The five infrastructure asset classes included in the Asset Management Strategy and their values are detailed in the following table.

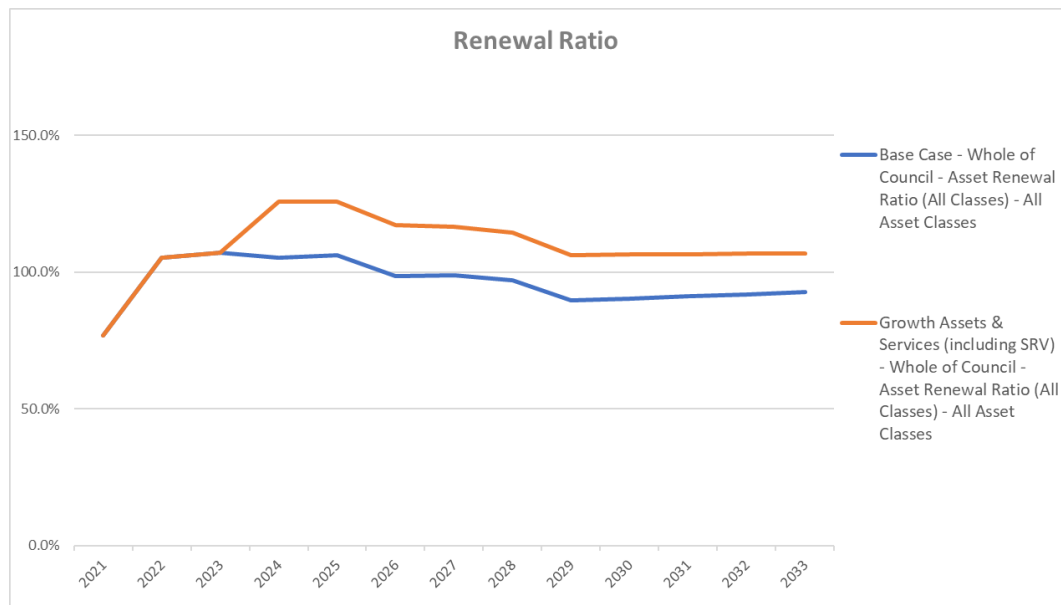
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Table 6: Asset values and annual depreciation as at 30 June 2021

ASSET CLASS	REPLACEMENT VALUE	DEPRECIATED REPLACEMENT COST	ANNUAL DEPRECIATION
Transport	\$487,633,000	\$352,176,000	\$5,575,000
Drainage	\$144,231,000	\$88,460,000	\$1,784,000
Parks, Recreation and Other	\$71,292,000	\$53,050,000	\$1,063,000
Buildings	\$194,133,000	\$134,723,000	\$2,210,000
Marine	\$92,136,000	\$55,055,000	\$1,950,000
Non- Infrastructure Assets	\$1,161,925,000	\$1,149,025,000	\$1,938,000
Total	\$2,151,383,000	\$1,832,489,000	\$14,520,000

The following two graphs shows Council's asset renewal ratio and backlog ratios, two critical asset performance ratios, for each of the two scenarios modelled.

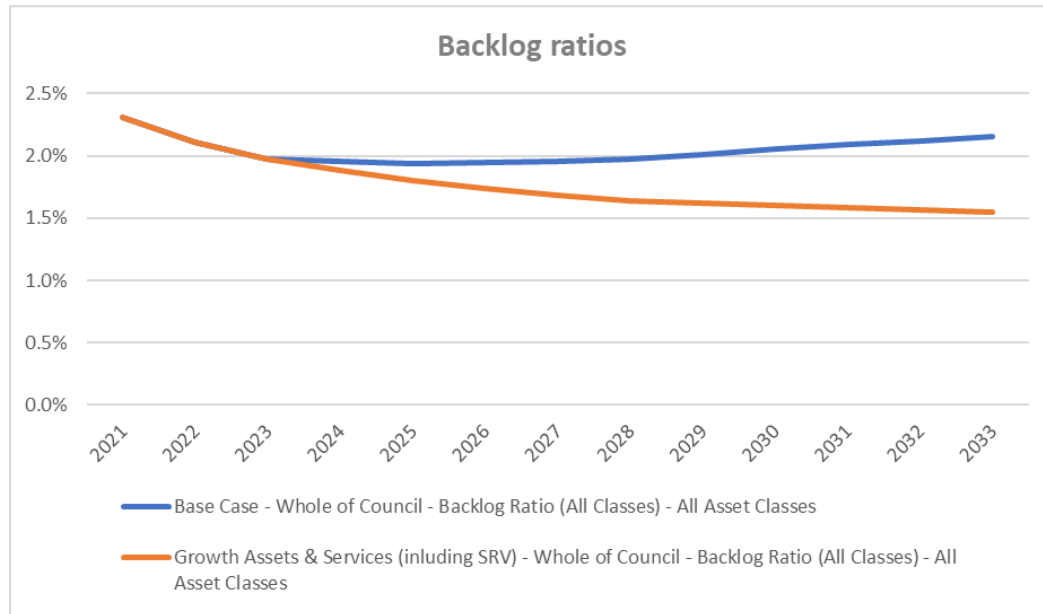
Figure 1: Asset renewal ratio



In the growth scenario, the asset renewal is stronger as an additional \$3.3 million per annum is allocated to renewal over the base case. This enables council to maintain asset renewal over the benchmark 100% for the 10 years. As council will spend more than the benchmark, this will enable Council to start to address its backlog.

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Figure 2: Asset backlog ratio



The base case takes a specific approach to deliver fit for purpose assets by developing the asset renewal program totalling \$167.2 million over the ten years. As a result, the backlog ratio remains steady between 1.9% and 2.2%. The growth scenario allocates \$33 million more to renewal expenditure and spends evenly across the 10 years, which results in an improvement in the backlog ratio, reducing to 1.5% by 2032/33.

4.15 Workforce Plan

Scenarios one and two both maintain Council's workforce costs at current levels. However, the growth scenario includes increasing operating costs for additional services and asset renewal, it does not presume the form these additional costs would take. That is, the model does not assume that these service and asset renewal increases are delivered by increasing employed staff or through increased materials and contract costs.

4.16 Long-Term Financial Plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council's finances.

In preparing the Long-Term Financial Plan, the following underpinning principles have been adopted.

4.16.1 Population forecasts

The estimated current and forecast resident population of the Canada Bay local government area, as provided by the Department of Planning Industry and Environment's 2019 population forecasts, are as follows:

4.16.2 Population projections

Council will have a growing population and a resulting increase in the number of dwellings, the amount of revenue available to fund services will not increase at the same rate as the population growth but is rather driven by the increase in the number of dwellings.

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Table 7: Population projections

YEAR	TOTAL POPULATION	ANNUAL AVERAGE GROWTH RATE
2021	95,976	
2036	125,310	1.8%

4.16.3 Inflation

National inflation predictions have continued to grow since early 2022. For the 12 months to 30 June 2022, the Consumer Price Index rose by 6.1%. While it is expected that the Reserve Bank will implement its monetary policy to return inflation back to within its target of between 2% and 3%, it is expected that inflation will remain higher in 2022-23.

Therefore, the LTFP has modelled an inflation assumption of 4.0% in 2023-24, with ongoing inflation in subsequent years to return to 2.5%.

Table 8: Inflation

YEAR	2022-23	2023-24	2024-25	2025-26 ONWARDS
CPI	2.5%	4.0%	2.5%	2.5%

4.16.4 Interest rate movements

Council has used an average of 2.6% as the investment interest rate over the life of this LTFP. Interest rates have been historically low, with an 0.8% interest rate assumption in 2022-23. However, as the Reserve Bank moves to keep inflation under control, interest rates are expected to risk. Now new debt has been modelled above the current loans.

4.16.5 Revenue and expenditure assumptions

The following tables outline Council's planning assumptions by revenue and expenditure types. Included is a brief description as to how Council has determined this assumption and the external influences which impact the assumption.

Note: The assumptions included in the following tables are those which could have a material impact on Council finances.

Table 9: Rate income growth

FINANCIAL YEAR	RATE PEG	GROWTH IN NUMBER OF ASSESSMENTS	TOTAL INCOME GROWTH SCENARIO 1	SRV (OVER AND ABOVE RATE PEG)	TOTAL INCOME GROWTH SCENARIO 2
2022-23	2.00%	0.50%	2.50%	0.00%	1.20%
2023-24	3.25%	1.00%	4.25%	12.24%	16.49%
2024-25	2.50%	0.90%	3.40%	2.31%	5.71%
2025-26	2.50%	1.00%	3.50%	2.19%	5.69%
2026-27	2.50%	1.10%	3.60%	2.08%	5.68%
2027-28	2.50%	1.40%	3.90%	0.00%	3.90%
2028-29	2.50%	1.30%	3.80%	0.00%	3.80%
2029-30	2.50%	1.20%	3.70%	0.00%	3.70%
2030-31	2.50%	0.60%	3.10%	0.00%	3.10%
2031-32	2.50%	0.60%	3.10%	0.00%	3.10%

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Table 10: Key revenue and expenditure assumptions

REVENUE BUDGET ASSUMPTIONS ALL SCENARIOS	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
Annual charges	2.00%	2.00%	2.20%	2.20%	2.20%	2.20%
Fees and charges	2.25%	2.25%	2.50%	2.50%	2.50%	2.75%
Other revenues	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%

Table 11: Expenditure budget assumptions all scenarios

EXPENDITURE BUDGET ASSUMPTIONS ALL SCENARIOS	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
Employee benefits and on costs	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and contracts	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenditure	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Table 12: Capital expenditure assumptions

CAPITAL EXPENDITURE AND REVENUE	2022-23	2023-24 TO 2031-32
Scenario one: sustainable assets and services – base case scenario	Asset renewals reflect the Asset Management Strategy requirements.	Asset renewals reflect the Asset Management Strategy requirements.
New works	As per Capital Works Program that includes developer contribution projects.	As per Capital Works Program that includes developer contribution projects.
Other	Minor asset purchases.	Minor asset purchases.
Scenario two: growth assets and sustainable services	Renewals reflect the Asset Management Strategy requirements.	Renewals include \$33 million greater than the Asset Management Strategy requirements.
New works	As per Capital Works Program including developer contribution projects.	As per Capital Works Program that includes developer contribution projects.
Other	Minor asset purchases.	Minor asset purchases.

For scenario two, Council has identified some proposed increases in services and resource requirements to meet the growing service demand:

- Expanded parks & recreation facilities inspections, maintenance, tree maintenance and management, and operations
- Additional maintenance and cleaning of streetscapes in population hubs
- Resources to deliver key community strategies and services, such as community safety, cultural planning, biodiversity, sustainability and climate change strategies
- Resources to deliver Council's commitments under the State-led strategies for Rhodes and the Parramatta Road corridor

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- Additional resources in the Development Assessment teams to meet demand for DA assessment and customer planning inquiries.
- Increase investment in building maintenance and management
- Increase investment in Council's information technology and digital assets
- Enhanced systems and processes for internal audit, risk management and the Audit Risk and Improvement Committee (ARIC).

5. SCENARIO ONE - BASE CASE

Being mindful of financial environment challenges identified in section 5.4, Council's aim is to balance the budget with a consolidated operating surplus over the longer term. Despite Council having made some significant annual improvement savings of \$1.7 million, these have been offset by a decrease in investment income, short term COVID-19 costs, lower than expected rates growth and increasing cost burden through growth and service demand.

5.1 Introduction

The sustainable asset and service scenario, the base case, is premised on Council having its assets fit for purpose to have Council in a position to deliver services to the expected standard. Assets are critical in the delivery of council services and if not to standard often lead to deterioration of asset condition and the intensification of complaints from users.

Under this scenario, a ten-year infrastructure asset renewal program has been developed to mitigate any significant deterioration of Council's asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total infrastructure renewal program is \$176.1 million. A combination of the renewal program and asset maintenance program maintains the assets in a fit for purpose condition. With the addition of new assets such as Concord Oval and Rhodes Rec Centre, once completed, may require some additional spend, over the medium to long term, for maintenance and operational costs.

The consolidated financial outcome of a sustainable asset scenario is an operating deficit the first three years with operating surplus for the remaining years. Overall Council's assets remain in a satisfactory condition with the average asset renewal ratio at 92% and the backlog ratio meeting the 2% target.

5.2 Components included in scenario

- IPART NSW has set a rate increase of 2.5% for 2022-23, made of a rate peg of 2.0% and a population growth factor of 0.5%.
- Rates growth forecast adjusted to better align to IPART population factor.
- Annual improvement savings of \$1.7 million already achieved, with a further \$415 thousand per annum of identified cost savings and revenue increases to be implemented.
- The known resource requirements of the Workforce Management Plan are included in LTFP.
- The capital maintenance, rehabilitation and new capital expenditure program is based on the requirements in the Asset Management Strategy.
- Allowance for maintenance and depreciation on new assets constructed (many constructed using development levies and government grants).
- The base inflation and growth assumptions have been applied as outlined in section five above.

5.3 Sustainability assessment

The forecast financial position of the scenario has been assessed in relation to the four financial sustainability principles.

5.3.1 The first principle is

Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, and depreciation.

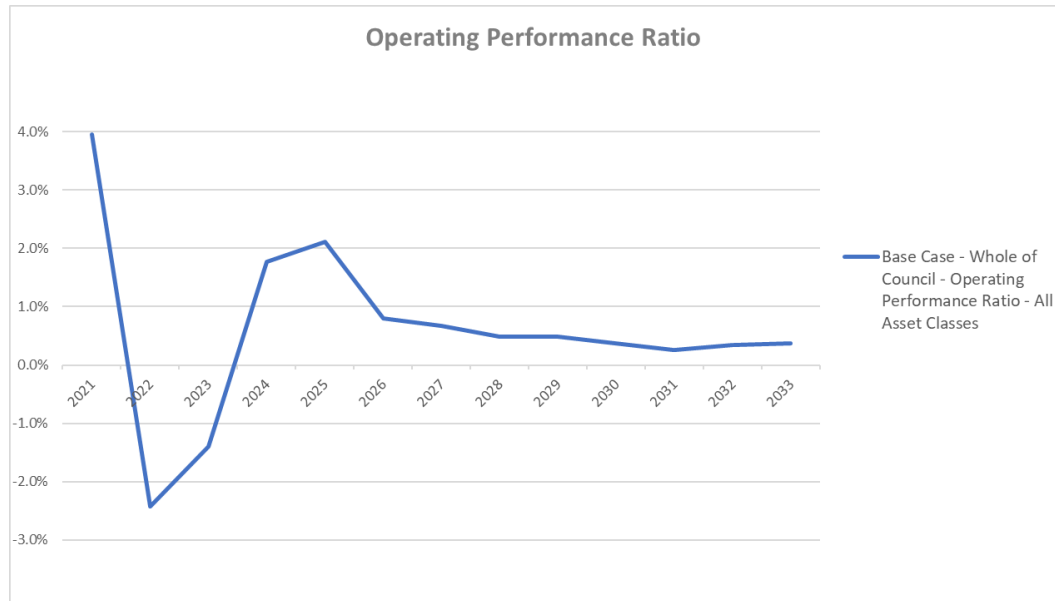
Council's consolidated operating position is generally in surplus, except for the first year in the base case scenario.

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In addition, the base case scenario uses additional revenue from growth in the rating base (new properties) to help fund services to the existing community. While it is reasonable to assume that a certain amount of growth in demand for services can be accommodated by becoming more efficient, there will be a point when the cumulative increase in the population and number of properties will require Council to fund additional services or increase the level of resources required to deliver existing services.

The following graph shows the operating performance ratio over the term of the LTFP. As the ratio moves into the positive, this indicates a sustainable position.

Figure 3: Operating performance ratio – base case



The net operating result before capital grants is a measure of Council's ability to contain operating expenditure within operating revenue.

While scenario one of the LTFP forecasts operating surpluses at the consolidated level, the General Fund show persistent core deficits. As the General Fund finances all of Council's service delivery and infrastructure except for domestic waste, continuing operating deficits are not sustainable in the long term. See section 5.5 for further discussion on the impact of the General Fund deficits.

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5.3.2 The second principle of financial sustainability is

Council must **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements.

Figure 4: Closing cash balances – base case



The above graph shows that Council's cash position reduces marginally over the term of the LTFP.

The improvement in the cash position is achieved as a result of growth in restricted reserves including domestic waste management and developer contributions. These funds can only be utilised for specific purposes which exclude expenditure on the renewal of community infrastructure.

5.3.3 The third principle of financial sustainability is

Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.

With the base case scenario, Council has a fully funded capital program. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total infrastructure renewal program for the ten years is \$167.2 million.

Under this scenario, Council's assets remain in a satisfactory condition with the average asset renewal ratio at 97%, however, as there is significant investment in renewals for the first three years of the LTFP (average renewal ratio of 106%), the average backlog ratio is 2.0%, but starts to increase in the last three years to 2.2%, marginally above the target of under 2%.

5.3.4 The fourth principle of financial sustainability is

Council must **maintain its asset base**, by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be identified.

The base case provides for a sufficient level of asset renewal expenditure to maintain the community's assets in line with the Asset Management Strategy.

New asset investment, such as Concord Oval and Rhodes community building, once operational, may require additional spend for annual asset renewal and maintenance over the medium to long term.

Cash reserves will be utilised as required to fund renewal. Some externally restricted cash cannot be utilised for expenditure on the renewal of community infrastructure. This scenario forecasts sufficient available cash to fund the level of asset renewals required in future years.

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5.4 Base case summary

In summary, the consolidated operating position remains in deficits for all but the first year of the forecast, returning to small surplus.

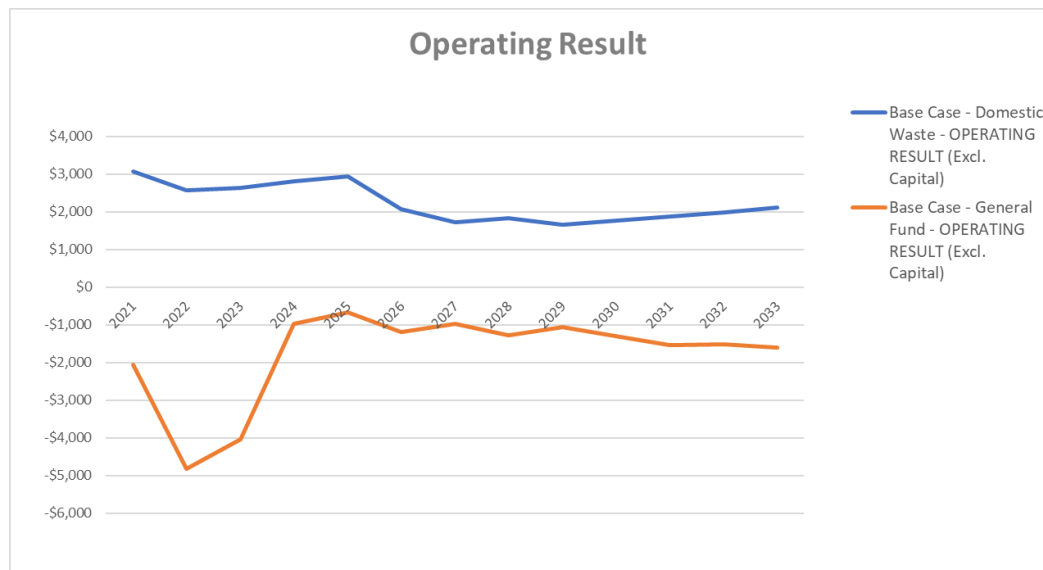
Council's cash position remains strong, and this is due to the increase in income generated from capital contributions and domestic waste management. These funds are externally restricted and cannot be used for General Fund operations.

Additional revenue from growth in the rating base is being used to help fund existing services and the additional demand that the growing population will place on Council resources. Over time a growing population will require additional services and facilities.

5.5 Sensitivity analysis

The data in the base case scenario has been presented on a consolidated level in the above overview. However, when looking at the Waste and General Funds as separate entities, it demonstrates some additional weaknesses in the General Fund that are masked when looked at in a consolidated view.

Figure 5: Operating result by fund – base case



This demonstrates that while the Council is projecting a long-term position overall, the Waste Fund is producing surpluses and the General Fund deficits. Surpluses from the Waste Fund cannot be used for General Fund purpose and the General Fund delivers most of Council's services.

While deficits in the General Fund can be funded with unrestricted cash or by limiting in capital cash outflows, neither of these options are financially sustainable over an extended timeframe. Eventually, the Council would run out of unrestricted cash or asset conditions would deteriorate.

6. SCENARIO TWO – GROWTH ASSETS AND SUSTAINABLE SERVICES

6.1 Introduction

The 'growth assets and services' scenario is based on meeting the growth and user demand for new assets and expanded services. This scenario retains the underlying strategy relating to asset sustainability, as indicated in the base case scenario, of ensuring that the appropriate amount of spending on infrastructure maintenance and renewal is funded. This can be achieved by a combination of increasing income, namely rates, and using cash currently held in 'reserve' as and when required.

This scenario models a Special Rate Variation (SRV) which would be required to fund additional services and increased asset renewal to meet the expectations of the growing community.

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To fund the identified increase in services and improvement to asset conditions, council requires a cumulative rate increase of 32.52% over four years, this includes the expected rate peg increases that Council would have otherwise increased rates by. This represents a cumulative increase of 19.78% over and above the rate peg, a breakdown of the proposed rate increase is provided below.

Table 13: Growth scenario - Proposed rate increases

	2023/24	2024/25	2025/26	2026/27	Cumulative
Permanent increase above the rate peg	12.24%	2.31%	2.19%	2.08%	19.78%
Rate peg	3.25%	2.5%	2.5%	2.5%	11.19%
Total increase	15.49%	4.81%	4.69%	4.58%	32.52%

An asset program of renewal and new assets has been developed with the objective of meeting growth demands of the Council area. The total program is \$231.3 million of which \$209.1 million is the infrastructure renewal program. This includes an additional \$33 million of asset renewal in addition to scenario one.

For scenario two, Council has identified some proposed increases in services and resource requirements to meet the growing service demand:

- Expanded parks & recreation facilities inspections, maintenance, tree maintenance and management, and operations
- Additional maintenance and cleaning of streetscapes in population hubs
- Resources to deliver key community strategies and services, such as community safety, cultural planning, biodiversity, sustainability and climate change strategies
- Resources to deliver Council's commitments under the State-led strategies for Rhodes and the Parramatta Road corridor
- Additional resources in the Development Assessment teams to meet demand for DA assessment and customer planning inquiries.
- Increase investment in building maintenance and management
- Increase investment in Council's information technology and digital assets
- Enhanced systems and processes for internal audit, risk management and the Audit Risk and Improvement Committee (ARIC).

Under this scenario the financial outcome is that there remains an operating deficit in the first year, with operating surpluses for all subsequent forecast years.

Council continues to have a fully funded capital program under this scenario with an increase in asset renewals from the base case of \$33 million. Council's cash reserves will remain sufficient throughout the 10-year forecast.

In summary, scenario two models the additional expenditure requirements to deliver additional services and asset investments over the next ten years, as well as the level of Special Rate Variation (SRV) that would be required to fund this and maintain financial sustainability.

6.2 Components included in scenario

All of the elements from the base case scenario are retained, with the additional components being that it:

- models a Special Rate Variation as set out in Table 13 to fund increased services, improved asset renewal and address core deficits in the General Fund.
- models the higher level of asset expenditure than the current Asset Management Strategy
- models the expanded services in parks, streetscapes, community safety and development services
- considers the estimated impacts of the S7.11 program over the ten years.

6.3 Sustainability assessment

The forecast financial position of the scenario has been assessed in relation to the four financial sustainability principles.

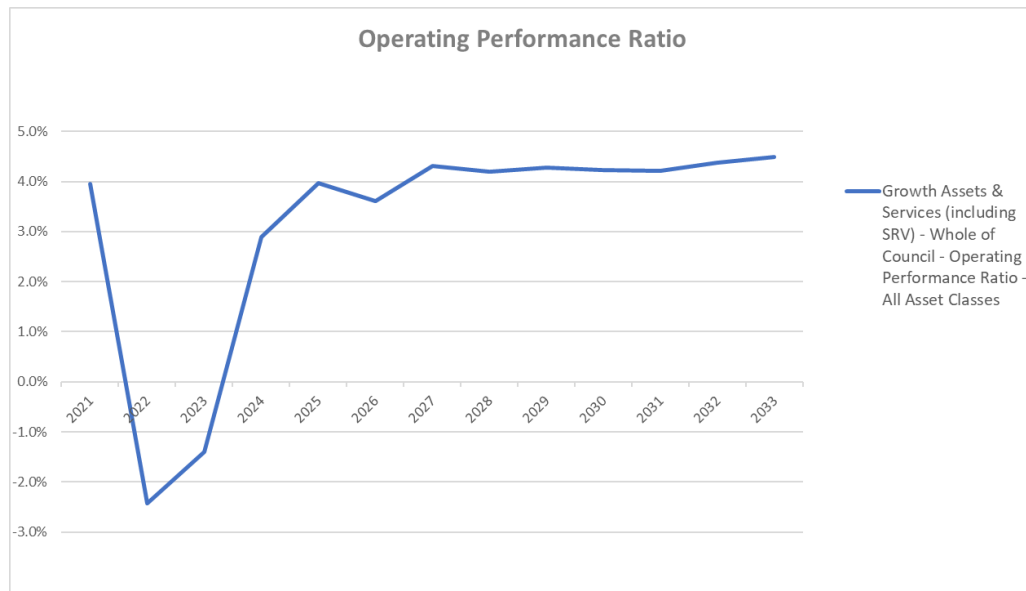
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6.3.1 The first principle is:

Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure and depreciation.

Under the growth scenario, Council's operating position is mostly in surplus. The following graph shows the consolidated annual operating results over the term of the LTFP.

Figure 6: Operating performance ratio – growth scenario



The second principle of financial sustainability is:

Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.

Figure 7: Cash balances – growth scenario



Council's initial strong cash position deteriorates slightly then is regained over the LTFP period mainly due the increase in asset spend and the funds generated from the SRV.

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6.3.2 The third principle of financial sustainability is:

Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.

As with the base case scenario, the growth scenario has a fully funded capital program. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total renewal program for the LTFP \$209.1 million, with an average asset renewal of 113%.

6.3.3 The fourth principle of financial sustainability is:

Council must **maintain its asset base**, by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be identified.

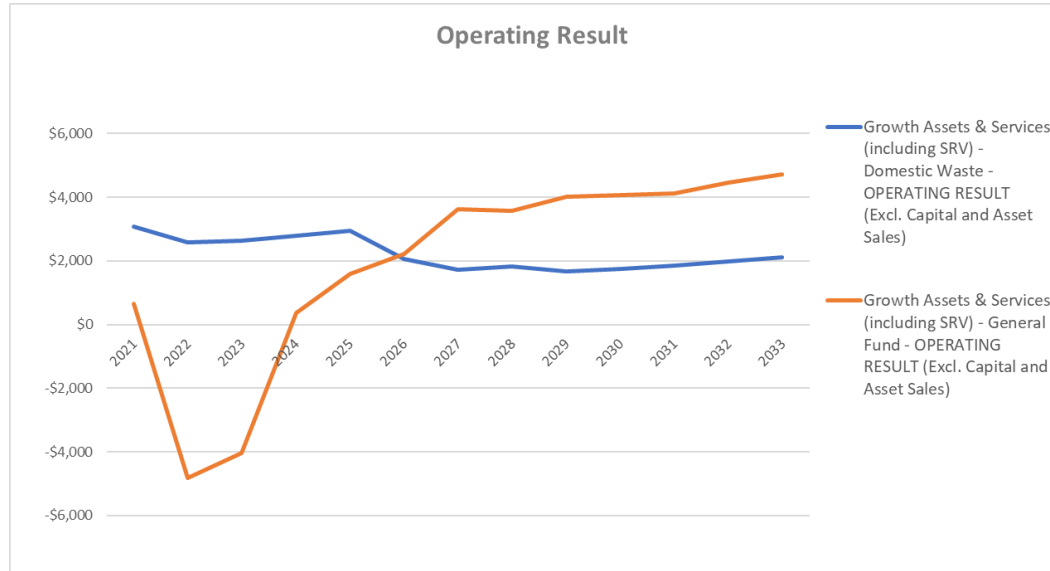
As the growth scenario provides for greater asset renewal expenditure to maintain the community's assets, it is able to start to address Council's asset backlog.

Under this scenario, the infrastructure backlog of asset renewal expenditure will decrease from the currently estimated 2.3% to 1.5%.

6.4 Sensitivity analysis

The introduction of the SRV will enable council to address the core deficits in the General Fund. In this growth scenario, both the Domestic Waste and General Fund will demonstrate surpluses over the 10 years.

Figure 8: Operating result by fund – growth scenario



7. LONG-TERM FINANCIAL SUSTAINABILITY

7.1 Conclusion

Council is able to demonstrate marginal financial sustainability at consolidated level over the forecast period under the base case with service levels and asset condition maintained along with a sound cash position. The General Fund in the base case scenario is not sustainable over the longer term.

Under scenario two, Council is able to deliver increased services, improved asset renewal and address the core deficits in the General Fund through the implementation of a Special Rate Variation (SRV). Given expected population growth and increased demand for services, scenario two will enable council greater financial sustainability into the future.

Therefore, Scenario two is the preferred sustainable option.

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8. SCENARIO COMPARISON

The following charts show some of the key ratios and measures to demonstrate the differences in financial sustainability in the two scenarios presented. Refer to each scenario for an explanation of the material differences incorporated in each.

Figure 9: Operating performance ratio

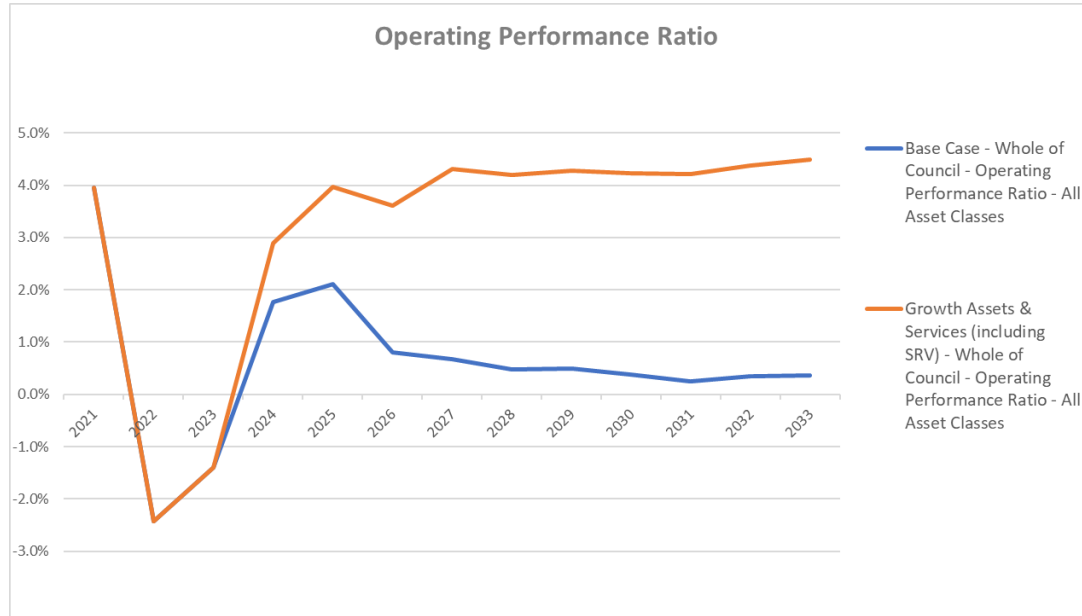


Figure 10: Closing cash balance



Please note that units are in thousands.

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9. FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS

9.1 Scenario one

Figure 11: Base case – Consolidated operating statement

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$60,465	\$62,510	\$64,483	\$66,515	\$68,608	\$71,206	\$73,890	\$76,665	\$79,531	\$82,494	\$85,555
Special Rates	\$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
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES	\$60,465	\$62,510	\$64,483	\$66,515	\$68,608	\$71,206	\$73,890	\$76,665	\$79,531	\$82,494	\$85,555
User Charges and fees	\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306
Other revenues	\$13,290	\$13,822	\$14,167	\$14,521	\$14,884	\$15,256	\$15,638	\$16,029	\$16,430	\$16,840	\$17,261
Interest and Investment Income	\$1,051	\$3,131	\$3,969	\$3,965	\$4,753	\$4,749	\$4,747	\$4,789	\$4,830	\$4,867	\$4,909
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$93,628	\$98,709	\$102,345	\$105,221	\$108,971	\$112,506	\$116,156	\$119,965	\$123,891	\$127,937	\$132,031
Grants & Contributions - Operating Purposes	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$121,515	\$114,109	\$114,843	\$117,829	\$121,690	\$125,340	\$129,106	\$133,035	\$137,083	\$141,252	\$145,472
TOTAL OPERATING INCOME (Excl. Capital)	\$98,933	\$104,109	\$107,843	\$110,829	\$114,690	\$118,340	\$122,106	\$126,035	\$130,083	\$134,252	\$138,472
Employee Benefits	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts	\$36,452	\$37,959	\$39,159	\$40,396	\$41,670	\$43,253	\$44,889	\$46,580	\$48,327	\$50,133	\$51,999
Borrowing Costs	\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259
Depreciation & Amortisation	\$16,552	\$17,084	\$17,622	\$18,152	\$18,688	\$19,233	\$19,761	\$20,301	\$20,852	\$21,415	\$21,990
Other Expenses	\$5,647	\$5,873	\$6,020	\$6,170	\$6,324	\$6,483	\$6,645	\$6,811	\$6,981	\$7,156	\$7,334
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020
Initiatives Expenses	\$0	\$0	\$0	\$1,000	\$1,500	\$1,500	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$100,323	\$102,268	\$105,566	\$109,944	\$113,921	\$117,772	\$121,506	\$125,563	\$129,750	\$133,785	\$137,964
OPERATING RESULT (Excl. Capital)	-\$1,390	\$1,841	\$2,277	\$885	\$770	\$568	\$601	\$472	\$332	\$468	\$508
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$1,390	\$1,841	\$2,277	\$885	\$770	\$568	\$601	\$472	\$332	\$468	\$508
OPERATING RESULT (Incl. Capital)	\$21,192	\$11,841	\$9,277	\$7,885	\$7,770	\$7,568	\$7,601	\$7,472	\$7,332	\$7,468	\$7,508
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$21,192	\$11,841	\$9,277	\$7,885	\$7,770	\$7,568	\$7,601	\$7,472	\$7,332	\$7,468	\$7,508
Net Operating Result from Income Statement	\$21,192	\$11,841	\$9,277	\$7,885	\$7,770	\$7,568	\$7,601	\$7,472	\$7,332	\$7,468	\$7,508
Gain / (Loss) on Reval of PP&E	-\$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
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0
TOTAL COMPREHENSIVE INCOME	\$21,192	\$11,841	\$9,277	\$7,885	\$7,770	\$7,568	\$7,601	\$7,472	\$7,332	\$7,468	\$7,508

Owner: Corporate Services - Finance
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Figure 12: Base case – General fund operating statement

Entity	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund
Rates & Charges	\$43,931	\$45,439	\$46,984	\$48,579	\$50,224	\$52,362	\$54,576	\$56,867	\$59,239	\$61,694	\$64,235	
Special Rates	\$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
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES	\$43,931	\$45,439	\$46,984	\$48,579	\$50,224	\$52,362	\$54,576	\$56,867	\$59,239	\$61,694	\$64,235	
User Charges and fees	\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306	
Other revenues	\$13,074	\$13,597	\$13,937	\$14,285	\$14,642	\$15,008	\$15,384	\$15,768	\$16,163	\$16,567	\$16,981	
Interest and Investment Income	\$1,051	\$3,027	\$3,769	\$3,691	\$4,362	\$4,306	\$4,248	\$4,241	\$4,229	\$4,210	\$4,193	
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$76,878	\$81,308	\$84,416	\$86,775	\$89,953	\$92,971	\$96,089	\$99,359	\$102,731	\$106,207	\$109,714	
Grants & Contributions - Operating Purposes	\$4,924	\$5,013	\$5,103	\$5,205	\$5,309	\$5,415	\$5,523	\$5,634	\$5,747	\$5,862	\$5,979	
Grants & Contributions for Capital Purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$104,384	\$96,321	\$96,519	\$98,980	\$102,262	\$105,387	\$108,612	\$111,993	\$115,478	\$119,068	\$122,693	
TOTAL OPERATING INCOME (Excl. Capital)	\$81,802	\$86,321	\$89,519	\$91,980	\$95,262	\$98,387	\$101,612	\$104,993	\$108,478	\$112,068	\$115,693	
Employee Benefits	\$40,096	\$39,849	\$41,254	\$42,708	\$44,213	\$45,772	\$46,892	\$48,545	\$50,256	\$51,754	\$53,294	
Materials and Contracts	\$26,751	\$27,870	\$28,818	\$29,796	\$30,805	\$32,116	\$33,474	\$34,880	\$36,335	\$37,840	\$39,399	
Borrowing Costs	\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259	
Depreciation & Amortisation	\$16,552	\$17,084	\$17,622	\$18,152	\$18,688	\$19,233	\$19,761	\$20,301	\$20,852	\$21,415	\$21,990	
Other Expenses	\$2,597	\$2,701	\$2,768	\$2,838	\$2,909	\$2,981	\$3,056	\$3,132	\$3,210	\$3,291	\$3,373	
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020	
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$85,836	\$87,282	\$90,188	\$93,163	\$96,226	\$99,653	\$102,672	\$106,282	\$110,011	\$113,587	\$117,295	
OPERATING RESULT (Excl. Capital)	-\$4,034	-\$961	-\$668	-\$1,183	-\$963	-\$1,267	-\$1,060	-\$1,289	-\$1,534	-\$1,518	-\$1,603	
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$4,034	-\$961	-\$668	-\$1,183	-\$963	-\$1,267	-\$1,060	-\$1,289	-\$1,534	-\$1,518	-\$1,603	
OPERATING RESULT (Incl. Capital)	\$18,548	\$9,039	\$6,332	\$5,817	\$6,037	\$5,733	\$5,940	\$5,711	\$5,466	\$5,482	\$5,397	
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$18,548	\$9,039	\$6,332	\$5,817	\$6,037	\$5,733	\$5,940	\$5,711	\$5,466	\$5,482	\$5,397	
Net Operating Result from Income Statement	\$18,548	\$9,039	\$6,332	\$5,817	\$6,037	\$5,733	\$5,940	\$5,711	\$5,466	\$5,482	\$5,397	
Gain / (Loss) on Reval of PP&E	\$0	\$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
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0	-\$0
TOTAL COMPREHENSIVE INCOME	\$18,548	\$9,039	\$6,332	\$5,817	\$6,037	\$5,733	\$5,940	\$5,711	\$5,466	\$5,482	\$5,397	

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Figure 13: Base case – Consolidated balance sheet

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	-\$12,497	-\$13,106	-\$16,199	-\$18,452	-\$20,325	-\$22,231	-\$22,468	-\$22,890	-\$23,516	-\$24,088	-\$24,076
Investments - Current	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500
Receivables - Current	\$11,866	\$12,273	\$12,691	\$13,122	\$13,566	\$14,144	\$14,741	\$15,360	\$16,001	\$16,664	\$17,351
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37
Other Current Assets	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	125,162	124,961	122,285	120,463	119,034	117,705	118,067	118,263	118,278	118,369	119,068
Receivable Collection Days	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99
Investments - Non-Current	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346
Infrastructure Property & Equip	\$1,936,889	\$1,945,168	\$1,953,369	\$1,960,167	\$1,966,754	\$1,972,900	\$1,977,523	\$1,982,040	\$1,986,451	\$1,990,756	\$1,994,954
Intangible Assets	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0	\$37,965.0
Other Non-Current Assets	\$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
TOTAL NON-CURRENT ASSETS	\$2,014,005	\$2,022,284	\$2,030,485	\$2,037,283	\$2,043,870	\$2,050,016	\$2,054,639	\$2,059,156	\$2,063,567	\$2,067,872	\$2,072,070
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$2,139,166	\$2,147,245	\$2,152,770	\$2,157,746	\$2,162,904	\$2,167,722	\$2,172,706	\$2,177,420	\$2,181,845	\$2,186,241	\$2,191,137
Payables - Current	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748
Contract Liabilities - Current	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811
Lease Liabilities - Current	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$961	\$807	\$842	\$878	\$916	\$956	\$997	\$1,041	\$1,086	\$501	\$0
Provisions - Current	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445
TOTAL CURRENT LIABILITIES	\$61,126	\$60,972	\$61,007	\$61,043	\$61,081	\$61,121	\$61,162	\$61,206	\$61,251	\$60,666	\$60,165
Payables Days	\$324	\$341	\$337	\$334	\$337	\$336	\$336	\$337	\$336	\$336	\$336
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153
Lease Liabilities - Non-Current	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79
Borrowings - Non-current	\$13,699	\$12,892	\$12,050	\$11,172	\$10,256	\$9,300	\$8,303	\$7,262	\$6,176	\$5,675	\$5,675
Provisions - Non-Current	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756
TOTAL NON-CURRENT LIABILITIES	\$25,687	\$24,880	\$24,038	\$23,160	\$22,244	\$21,288	\$20,291	\$19,250	\$18,164	\$17,663	\$17,663
TOTAL LIABILITIES	\$86,812	\$85,852	\$85,045	\$84,203	\$83,325	\$82,409	\$81,453	\$80,456	\$79,415	\$78,329	\$77,828
NET ASSETS	\$2,052,354	\$2,061,393	\$2,067,725	\$2,073,542	\$2,079,579	\$2,085,312	\$2,091,253	\$2,096,964	\$2,102,430	\$2,107,912	\$2,113,309
Accumulated Surplus	\$1,290,743	\$1,309,291	\$1,318,330	\$1,324,662	\$1,330,479	\$1,336,516	\$1,342,249	\$1,348,190	\$1,353,901	\$1,359,367	\$1,364,849
Revaluation Reserves	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$2,033,806	\$2,052,354	\$2,061,393	\$2,067,725	\$2,073,542	\$2,079,579	\$2,085,312	\$2,091,253	\$2,096,964	\$2,102,430	\$2,107,912
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$2,033,806	\$2,052,354	\$2,061,393	\$2,067,725	\$2,073,542	\$2,079,579	\$2,085,312	\$2,091,253	\$2,096,964	\$2,102,430	\$2,107,912
Changes in Accounting Standards	\$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
Restated Opening Balance	\$2,033,806	\$2,052,354	\$2,061,393	\$2,067,725	\$2,073,542	\$2,079,579	\$2,085,312	\$2,091,253	\$2,096,964	\$2,102,430	\$2,107,912
Net Operating Result for the Year	\$18,548	\$9,039	\$6,332	\$5,817	\$6,037	\$5,733	\$5,940	\$5,711	\$5,466	\$5,482	\$5,397
Gain / (Loss) on Reval of PP&E	-\$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
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$18,548	\$9,039	\$6,332	\$5,817	\$6,037	\$5,733	\$5,940	\$5,711	\$5,466	\$5,482	\$5,397
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$2,052,354	\$2,061,393	\$2,067,725	\$2,073,542	\$2,079,579	\$2,085,312	\$2,091,253	\$2,096,964	\$2,102,430	\$2,107,912	\$2,113,309

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Figure 14: Base Case – Consolidated cashflow

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Own Source Revenue	\$93,378	\$98,301	\$101,928	\$104,790	\$108,526	\$111,929	\$115,558	\$119,346	\$123,251	\$127,274	\$131,345
Grants and Contributions	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Other Income from Continuing Operations	\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0
Employee Benefits	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts	\$36,452	\$37,959	\$39,159	\$40,396	\$41,670	\$43,253	\$44,889	\$46,580	\$48,327	\$50,133	\$51,999
Other Expenses from Continuing Operations	\$4,835	\$5,043	\$5,172	\$6,303	\$6,937	\$7,075	\$7,516	\$7,661	\$7,810	\$7,961	\$8,115
CASHFLOW FROM OPERATIONS	\$15,564	\$19,125	\$20,055	\$19,143	\$19,512	\$19,682	\$20,181	\$20,529	\$20,873	\$21,501	\$22,071
Sale of Current Investments	\$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
Sale of Investment Securities (Equity Method)	\$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
Sale of IPP&E	\$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
Sale of Intangible Assets	\$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
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$61,363	\$25,363	\$25,823	\$24,950	\$25,275	\$25,379	\$24,384	\$24,818	\$25,263	\$25,720	\$26,188
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$61,363	-\$25,363	-\$25,823	-\$24,950	-\$25,275	-\$25,379	-\$24,384	-\$24,818	-\$25,263	-\$25,720	-\$26,188
Proceeds from Grants and Contributions - Capital purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Proceeds from Borrowings	\$14,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,395	\$1,569	\$1,380	\$1,378	\$1,377	\$1,375	\$1,373	\$1,371	\$1,370	\$1,368	\$760
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$35,659	\$8,431	\$5,620	\$5,622	\$5,623	\$5,625	\$5,627	\$5,629	\$5,630	\$5,632	\$6,240
Opening Cash	\$166,714	\$156,574	\$158,767	\$158,619	\$158,434	\$158,293	\$158,221	\$159,646	\$160,985	\$162,224	\$163,638
Change in Cash	-\$10,140	\$2,193	-\$148	-\$186	-\$140	-\$72	\$1,424	\$1,339	\$1,240	\$1,414	\$2,123
CLOSING CASH	\$156,574	\$158,767	\$158,619	\$158,434	\$158,293	\$158,221	\$159,646	\$160,985	\$162,224	\$163,638	\$165,761
TOTAL CASH AND LIQUID INVESTMENTS	\$156,574	\$158,767	\$158,619	\$158,434	\$158,293	\$158,221	\$159,646	\$160,985	\$162,224	\$163,638	\$165,761

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Figure 15: Base case – Consolidated performance measures

	Nominal Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Entity	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council
Unique Ref		ALL-2020	ALL-2021	ALL-2022	ALL-2023	ALL-2024	ALL-2025	ALL-2026	ALL-2027	ALL-2028	ALL-2029	ALL-2030	ALL-2031	ALL-2032	ALL-2033
Own Source Revenue Ratio		83.6%	57.4%	59.4%	77.1%	86.5%	89.1%	89.3%	89.5%	89.8%	90.0%	90.2%	90.4%	90.6%	90.8%
Operating Performance Ratio		1.1%	4.0%	-2.4%	-1.4%	1.8%	2.1%	0.8%	0.7%	0.5%	0.5%	0.4%	0.3%	0.3%	0.4%
Asset Renewal Ratio (All Classes)		81%	77%	105%	107%	105%	106%	99%	99%	97%	90%	90%	91%	92%	93%
Backlog Ratio (All Classes)		0.0%	2.3%	2.1%	2.0%	2.0%	1.9%	2.0%	2.0%	2.0%	2.0%	2.1%	2.1%	2.1%	2.2%

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9.2 Scenario two

Figure 16: Growth scenario – Consolidated operating statement

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
	Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Rates & Charges		\$60,465	\$62,520	\$70,079	\$73,433	\$77,016	\$81,279	\$84,495	\$87,821	\$91,260	\$94,817	\$98,494
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$5,377	\$1,052	\$1,154	\$1,153	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES		\$60,465	\$67,897	\$71,131	\$74,587	\$78,169	\$81,279	\$84,495	\$87,821	\$91,260	\$94,817	\$98,494
User Charges and fees		\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306
Other revenues		\$13,290	\$13,822	\$14,167	\$14,521	\$14,884	\$15,256	\$15,638	\$16,029	\$16,430	\$16,840	\$17,261
Interest and Investment Income		\$1,051	\$3,131	\$3,886	\$3,852	\$4,615	\$4,648	\$4,699	\$4,806	\$4,920	\$5,042	\$5,182
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$356	\$365	\$374	\$383	\$393	\$403	\$413	\$423	\$434	\$445
TOTAL OWN SOURCE REVENUE		\$93,628	\$104,451	\$109,275	\$113,554	\$118,778	\$122,871	\$127,116	\$131,551	\$136,134	\$140,870	\$145,688
Grants & Contributions - Operating Purposes		\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes		\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$121,515	\$119,852	\$121,773	\$126,162	\$131,498	\$135,705	\$140,067	\$144,621	\$149,325	\$154,185	\$159,130
TOTAL OPERATING INCOME (Excl. Capital)		\$98,933	\$109,852	\$114,773	\$119,162	\$124,498	\$128,705	\$133,067	\$137,621	\$142,325	\$147,185	\$152,130
Employee Benefits		\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,632
Materials and Contracts		\$36,452	\$37,965	\$39,180	\$40,441	\$41,750	\$43,390	\$45,086	\$46,841	\$48,654	\$50,529	\$52,468
Borrowing Costs		\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259
Depreciation & Amortisation		\$16,552	\$17,164	\$17,783	\$18,393	\$19,010	\$19,635	\$20,244	\$20,864	\$21,496	\$22,139	\$22,795
Other Expenses		\$5,647	\$5,873	\$6,020	\$6,170	\$6,324	\$6,483	\$6,645	\$6,811	\$6,981	\$7,156	\$7,334
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020
Initiatives Expenses		\$0	\$4,326	\$4,480	\$5,639	\$6,305	\$6,498	\$6,997	\$7,204	\$7,417	\$7,639	\$7,868
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$100,323	\$106,680	\$110,228	\$114,870	\$119,127	\$123,309	\$127,383	\$131,790	\$136,338	\$140,744	\$145,306
OPERATING RESULT (Excl. Capital)		-\$1,390	\$3,172	\$4,545	\$4,291	\$5,370	\$5,396	\$5,684	\$5,830	\$5,987	\$6,441	\$6,824
OPERATING RESULT (Excl. Capital and Asset Sales)		-\$1,390	\$3,172	\$4,545	\$4,291	\$5,370	\$5,396	\$5,684	\$5,830	\$5,987	\$6,441	\$6,824
OPERATING RESULT (Incl. Capital)		\$21,192	\$13,172	\$11,545	\$11,291	\$12,370	\$12,396	\$12,684	\$12,830	\$12,987	\$13,441	\$13,824
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$21,192	\$13,172	\$11,545	\$11,291	\$12,370	\$12,396	\$12,684	\$12,830	\$12,987	\$13,441	\$13,824
Net Operating Result from Income Statement		\$21,192	\$13,172	\$11,545	\$11,291	\$12,370	\$12,396	\$12,684	\$12,830	\$12,987	\$13,441	\$13,824
Gain / (Loss) on Reval of PP&E		-\$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
Other Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME		-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0
TOTAL COMPREHENSIVE INCOME		\$21,192	\$13,172	\$11,545	\$11,291	\$12,370	\$12,396	\$12,684	\$12,830	\$12,987	\$13,441	\$13,824

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Figure 17: Growth scenario – General fund operating statement

Entity	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges	\$43,931	\$45,448	\$52,581	\$55,498	\$58,632	\$62,435	\$65,180	\$68,023	\$70,968	\$74,017	\$77,175	
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$5,377	\$1,052	\$1,154	\$1,153	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RATES & ANNUAL CHARGES	\$43,931	\$50,825	\$53,633	\$56,652	\$59,785	\$62,435	\$65,180	\$68,023	\$70,968	\$74,017	\$77,175	
User Charges and fees	\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306	\$24,306
Other revenues	\$13,074	\$13,597	\$13,937	\$14,285	\$14,642	\$15,008	\$15,384	\$15,768	\$16,163	\$16,567	\$16,981	\$16,981
Interest and Investment Income	\$1,051	\$3,027	\$3,685	\$3,577	\$4,224	\$4,204	\$4,201	\$4,258	\$4,319	\$4,386	\$4,466	\$4,466
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$356	\$365	\$374	\$383	\$393	\$403	\$413	\$423	\$434	\$445	\$445
TOTAL OWN SOURCE REVENUE	\$76,878	\$87,051	\$91,346	\$95,108	\$99,761	\$103,336	\$107,049	\$110,945	\$114,974	\$119,139	\$123,371	\$123,371
Grants & Contributions - Operating Purposes	\$4,924	\$5,013	\$5,103	\$5,205	\$5,309	\$5,415	\$5,523	\$5,634	\$5,747	\$5,862	\$5,979	\$5,979
Grants & Contributions for Capital Purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$104,384	\$102,064	\$103,449	\$107,313	\$112,070	\$115,752	\$119,572	\$123,579	\$127,720	\$132,001	\$136,350	\$136,350
TOTAL OPERATING INCOME (Excl. Capital)	\$81,802	\$92,064	\$96,449	\$100,313	\$105,070	\$108,752	\$112,572	\$116,579	\$120,720	\$125,001	\$129,350	\$129,350
Employee Benefits	\$40,096	\$39,849	\$41,254	\$42,708	\$44,213	\$45,772	\$46,892	\$48,545	\$50,256	\$51,754	\$53,294	\$53,294
Materials and Contracts	\$26,751	\$27,876	\$28,839	\$29,842	\$30,885	\$32,254	\$33,672	\$35,140	\$36,662	\$38,237	\$39,868	\$39,868
Borrowing Costs	\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259	\$259
Depreciation & Amortisation	\$16,552	\$17,164	\$17,783	\$18,393	\$19,010	\$19,635	\$20,244	\$20,864	\$21,496	\$22,139	\$22,795	\$22,795
Other Expenses	\$2,597	\$2,701	\$2,768	\$2,838	\$2,909	\$2,981	\$3,056	\$3,132	\$3,210	\$3,291	\$3,373	\$3,373
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020	-\$1,020
Initiatives Expenses	\$0	\$4,326	\$4,480	\$4,639	\$4,805	\$4,998	\$5,197	\$5,404	\$5,617	\$5,839	\$6,068	\$6,068
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$85,836	\$91,694	\$94,849	\$98,089	\$101,432	\$105,190	\$108,549	\$112,510	\$116,599	\$120,546	\$124,637	\$124,637
OPERATING RESULT (Excl. Capital)	-\$4,034	\$370	\$1,600	\$2,224	\$3,638	\$3,562	\$4,023	\$4,069	\$4,121	\$4,455	\$4,713	\$4,713
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$4,034	\$370	\$1,600	\$2,224	\$3,638	\$3,562	\$4,023	\$4,069	\$4,121	\$4,455	\$4,713	\$4,713
OPERATING RESULT (Incl. Capital)	\$18,548	\$10,370	\$8,600	\$9,224	\$10,638	\$10,562	\$11,023	\$11,069	\$11,121	\$11,455	\$11,713	\$11,713
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$18,548	\$10,370	\$8,600	\$9,224	\$10,638	\$10,562	\$11,023	\$11,069	\$11,121	\$11,455	\$11,713	\$11,713
Net Operating Result from Income Statement	\$18,548	\$10,370	\$8,600	\$9,224	\$10,638	\$10,562	\$11,023	\$11,069	\$11,121	\$11,455	\$11,713	\$11,713
Gain / (Loss) on Reval of PP&E	-\$0	\$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
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0	-\$0
TOTAL COMPREHENSIVE INCOME	\$18,548	\$10,370	\$8,600	\$9,224	\$10,638	\$10,562	\$11,023	\$11,069	\$11,121	\$11,455	\$11,713	\$11,713

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Figure 18: Growth scenario – Consolidated balance sheet

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash & Cash Equivalents	-\$7,272	-\$8,423	-\$9,782	-\$10,004	-\$8,924	-\$7,204	-\$3,657	\$154	\$4,237	\$8,888	\$14,664
Investments - Current	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500
Receivables - Current	\$11,866	\$13,728	\$14,487	\$15,302	\$16,149	\$16,864	\$17,606	\$18,374	\$19,169	\$19,993	\$20,846
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37
Other Current Assets	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$130,387	\$131,099	\$130,498	\$131,091	\$133,018	\$135,454	\$139,742	\$144,321	\$149,199	\$154,674	\$161,303
Receivable Collection Days	99	99	99	99	99	99	99	99	99	99	99
Investments - Non-Current	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346
Infrastructure Property & Equip	\$1,936,889	\$1,948,388	\$1,959,727	\$1,969,584	\$1,979,150	\$1,988,193	\$1,995,633	\$2,002,887	\$2,009,955	\$2,016,835	\$2,023,529
Intangible Assets	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$2,014,005	\$2,025,504	\$2,036,843	\$2,046,700	\$2,056,266	\$2,065,309	\$2,072,749	\$2,080,003	\$2,087,071	\$2,093,951	\$2,100,645
Inventory Days	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$2,144,391	\$2,156,603	\$2,167,341	\$2,177,791	\$2,189,284	\$2,200,763	\$2,212,491	\$2,224,324	\$2,236,270	\$2,248,625	\$2,261,947
Payables - Current	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748
Contract Liabilities - Current	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811
Lease Liabilities - Current	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$961	\$807	\$842	\$878	\$916	\$956	\$997	\$1,041	\$1,086	\$501	\$0
Provisions - Current	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445
TOTAL CURRENT LIABILITIES	\$61,126	\$60,972	\$61,007	\$61,043	\$61,081	\$61,121	\$61,162	\$61,206	\$61,251	\$60,666	\$60,165
Payables Days	324	341	337	334	337	336	336	337	336	336	336
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153
Lease Liabilities - Non-Current	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79
Borrowings - Non-current	\$13,699	\$12,892	\$12,050	\$11,172	\$10,256	\$9,300	\$8,303	\$7,262	\$6,176	\$5,675	\$5,675
Provisions - Non-Current	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756
TOTAL NON-CURRENT LIABILITIES	\$25,687	\$24,880	\$24,038	\$23,160	\$22,244	\$21,288	\$20,291	\$19,250	\$18,164	\$17,663	\$17,663
TOTAL LIABILITIES	\$86,812	\$85,852	\$85,045	\$84,203	\$83,325	\$82,409	\$81,453	\$80,456	\$79,415	\$78,329	\$77,828
NET ASSETS	\$2,057,579	\$2,070,751	\$2,082,296	\$2,093,588	\$2,105,958	\$2,118,354	\$2,131,038	\$2,143,868	\$2,156,855	\$2,170,296	\$2,184,119
Accumulated Surplus	\$1,293,324	\$1,314,516	\$1,327,688	\$1,339,233	\$1,350,525	\$1,362,895	\$1,375,291	\$1,387,975	\$1,400,805	\$1,413,792	\$1,427,233
Revaluation Reserves	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$2,036,387	\$2,057,579	\$2,070,751	\$2,082,296	\$2,093,588	\$2,105,958	\$2,118,354	\$2,131,038	\$2,143,868	\$2,156,855	\$2,170,296
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$2,036,387	\$2,057,579	\$2,070,751	\$2,082,296	\$2,093,588	\$2,105,958	\$2,118,354	\$2,131,038	\$2,143,868	\$2,156,855	\$2,170,296
Changes in Accounting Standards	\$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
Restated Opening Balance	\$2,036,387	\$2,057,579	\$2,070,751	\$2,082,296	\$2,093,588	\$2,105,958	\$2,118,354	\$2,131,038	\$2,143,868	\$2,156,855	\$2,170,296
Net Operating Result for the Year	\$21,192	\$13,172	\$11,545	\$11,291	\$12,370	\$12,396	\$12,684	\$12,830	\$12,987	\$13,441	\$13,824
Gain / (Loss) on Reval of PP&E	-\$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
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$21,192	\$13,172	\$11,545	\$11,291	\$12,370	\$12,396	\$12,684	\$12,830	\$12,987	\$13,441	\$13,824
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$2,057,579	\$2,070,751	\$2,082,296	\$2,093,588	\$2,105,958	\$2,118,354	\$2,131,038	\$2,143,868	\$2,156,855	\$2,170,296	\$2,184,119

Owner: Corporate Services - Finance
Last revised: 11/08/2022

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Figure 19: Consolidated cashflow

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Own Source Revenue	\$93,378	\$102,589	\$108,517	\$112,739	\$117,931	\$122,155	\$126,374	\$130,783	\$135,339	\$140,046	\$144,835
Grants and Contributions	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Other Income from Continuing Operations	\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0
Employee Benefits	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts	\$36,452	\$37,965	\$39,180	\$40,441	\$41,750	\$43,390	\$45,086	\$46,841	\$48,654	\$50,529	\$52,468
Other Expenses from Continuing Operations	\$4,835	\$9,369	\$9,651	\$10,942	\$11,742	\$12,072	\$12,713	\$13,065	\$13,428	\$13,800	\$14,183
CASHFLOW FROM OPERATIONS	\$15,564	\$19,082	\$22,144	\$22,406	\$24,032	\$24,774	\$25,603	\$26,301	\$27,016	\$28,038	\$29,024
Sale of Current Investments	\$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
Sale of Investment Securities (Equity Method)	\$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
Sale of IPP&E	\$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
Sale of Intangible Assets	\$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
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$61,363	\$28,663	\$29,123	\$28,250	\$28,575	\$28,679	\$27,684	\$28,118	\$28,563	\$29,020	\$29,488
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$61,363	-\$28,663	-\$29,123	-\$28,250	-\$28,575	-\$28,679	-\$27,684	-\$28,118	-\$28,563	-\$29,020	-\$29,488
Proceeds from Grants and Contributions - Capital purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Proceeds from Borrowings	\$14,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,395	\$1,569	\$1,380	\$1,378	\$1,377	\$1,375	\$1,373	\$1,371	\$1,370	\$1,368	\$760
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$35,659	\$8,431	\$5,620	\$5,622	\$5,623	\$5,625	\$5,627	\$5,629	\$5,630	\$5,632	\$6,240
Opening Cash	\$166,714	\$156,574	\$155,423	\$154,064	\$153,842	\$154,922	\$156,642	\$160,189	\$164,000	\$168,083	\$172,734
Change in Cash	-\$10,140	-\$1,150	-\$1,359	-\$222	\$1,080	\$1,720	\$3,546	\$3,811	\$4,083	\$4,651	\$5,776
CLOSING CASH	\$156,574	\$155,423	\$154,064	\$153,842	\$154,922	\$156,642	\$160,189	\$164,000	\$168,083	\$172,734	\$178,510
TOTAL CASH AND LIQUID INVESTMENTS	\$156,574	\$155,423	\$154,064	\$153,842	\$154,922	\$156,642	\$160,189	\$164,000	\$168,083	\$172,734	\$178,510

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Figure 20: Growth scenario – Consolidated performance ratios

Nominal Year		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Nominal Year	Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Entity	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council
Unique Ref	ALL-2020	ALL-2021	ALL-2022	ALL-2023	ALL-2024	ALL-2025	ALL-2026	ALL-2027	ALL-2028	ALL-2029	ALL-2030	ALL-2031	ALL-2032	ALL-2033	
Own Source Revenue Ratio	83.6%	57.4%	59.4%	77.1%	87.2%	89.7%	90.0%	90.3%	90.5%	90.8%	91.0%	91.2%	91.4%	91.6%	
Operating Performance Ratio	1.1%	4.0%	-2.4%	-1.4%	2.9%	4.0%	3.6%	4.3%	4.2%	4.3%	4.2%	4.2%	4.4%	4.5%	
Asset Renewal Ratio (All Classes)	81%	77%	105%	107%	126%	126%	117%	117%	114%	106%	106%	107%	107%	107%	
Backlog Ratio (All Classes)	0.0%	2.3%	2.1%	2.0%	1.9%	1.8%	1.7%	1.7%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%	

Long Term Financial Plan Our Finances 2022-32

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City of Canada Bay The Special Rate Variation

Introduction

Morrison Low Consultants has been engaged by the City of Canada Bay ('Council') to model a special rate variation (SRV) and analyse its impact on the financial sustainability of the Council's Long-Term Financial Plan.

The Local Government Act requires councils to apply sound financial management principles of being responsible and sustainable in aligning income and expenses, infrastructure investment, with effective financial and asset management performance management. The objectives are to:

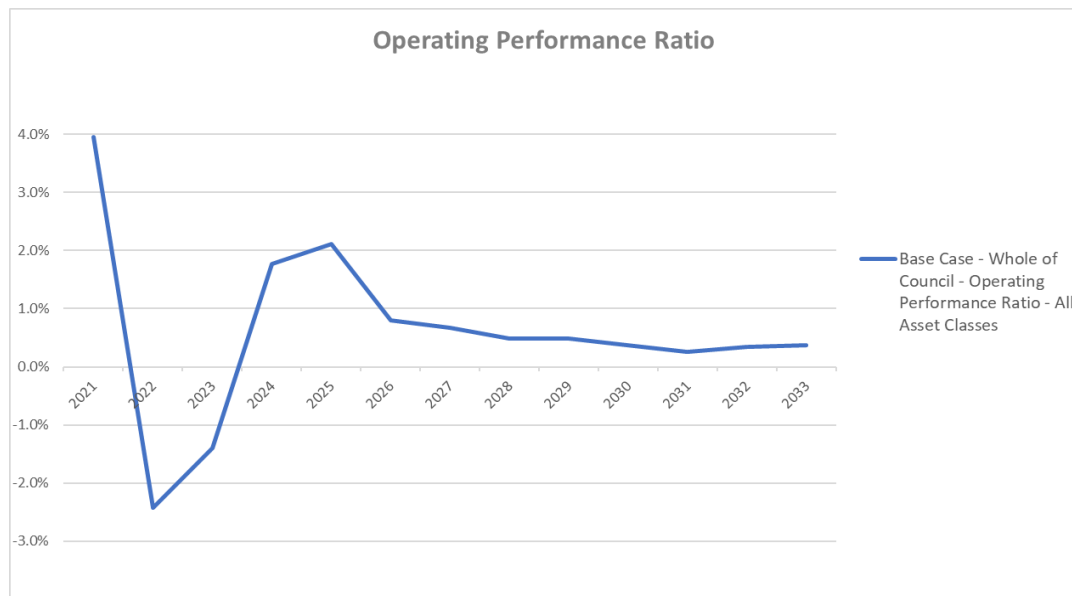
- achieve a **fully funded operating position**
- **maintain sufficient cash reserves**
- have an appropriately **funded capital program**
- **maintain its asset base** 'fit for purpose'
- have adequate resources to meet ongoing **compliance obligations**.

These objectives are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the services to its community over the long term.

Current situation

Council's 2023-33 Long Term Financial Plan base case, without a special rate variation, shows that consolidated operating results move from deficit to generating small surpluses each year.

Figure 1 Projected base case consolidated operating performance ratio as per City of Canada Bay's 2023-33 Long Term Financial Plan





Council has two funds, a Domestic Waste Fund that finances Council’s waste management services and a General Fund that finances all the other services that Council provides. While there are surpluses projected for the Domestic Waste Fund, these offset the core deficits that remain in Council’s General Fund.

Figure 2 Projected base case operating results by fund as per Council’s 2023-33 Long Term Financial Plan



Core deficits in the General Fund have developed over time, as a result of growing costs outpacing revenue growth and some services that were implemented on a temporary basis during the COVID-19 pandemic being expected to continue into the future.

Continued General Fund deficits restrict Council’s ability to respond to community expectations for increased services and improved asset conditions. In its 2022-26 Delivery Program, Council identified this issue and flagged the need to consider an SRV to address it. It committed to consulting with the community on any potential SRV before making a final decision to apply.

In order to maintain some of the increased services already in place, such as tree maintenance and arrest cleansing, as well as increase future services to accommodate expected population growth in the area, Council is reviewing options for increase revenue, including a special rate variation. Council is committed to consulting the community of Canada Bay on these options in late 2022, before any final decision is made.¹

¹ City of Canada Bay, 2022. *Delivery Program 2022-26 and Operating Plan 2022-23*. p.36.



Improving services with a special rate variation

Services and assets that Council wants to provide

Council has reviewed its services, identifying and costing several increases to service required to be ready for the growing population in the area and to meet the community's expectation. These are outlined in the table below.

Table 1 Proposed service improvements to be funded by the SRV

Service Area	Purpose of service increase	Operational per year (\$000)	Capital per year (\$000)
Buildings and trade maintenance	Increase maintenance and management of buildings	\$590	
Cleansing operations for public areas	Expand town centre cleaning and footpath sweeping	\$400	
Community services	Expansion of Community Development services	\$500	
Environmental sustainability	Enhanced biodiversity programs	\$155	
Environmental sustainability	Enhanced environmental sustainability services	\$130	
Environmental sustainability	Increase in funding to implement Climate Risk Strategy	\$120	
Governance	Increase in resources for Internal Audit, Risk and Governance	\$200	
Information systems	Renewal and systems expansion for Information Technology		\$250



Other	Business improvement programs - project management, systems and processes	\$400	
Place Management	Increase resources to deliver a Cultural Plan	\$150	
Road maintenance services	Expand Footpath Management program	\$220	
Sports fields and golf courses/garden services and bushcare	Increase resources for Open Space assets	\$670	
Statutory planning	Increase resources to reduce assessment times for Development Applications	\$300	
Strategic planning	Deliver commitments under State-led strategies (Rhodes and Parramatta Road corridor)	\$600	
Strategic asset management	Increased resources to renew Roads, Footpaths and Seawalls		\$2,900
Strategic asset management	Increased resources to maintain and renew drainage assets	\$100	\$150
Traffic and transport	Increase resources for Strategic Traffic Management	\$200	
Tree services	Expand Tree Maintenance and Management service	\$245	
Total		\$4,980	\$3,300
Grand Total		\$8,280	



Savings that Council has made and plans to make

In 2018, the Council undertook a broad review of its services and implemented an ongoing improvement program to reduce costs and improve productivity. The initiatives implemented under the program so far have produced savings of \$1.7 million per year. This is already included in Council's base case Long Term Financial Plan.

Council has a continuous improvement program and is implementing an ongoing service review program. It has identified further cost savings of \$80,000 and net increases in revenue of \$335,000 to be implemented.

What is a special rate variation?

New South Wales has a rate capping regime in place. Each year, the Independent Pricing and Regulatory Tribunal (IPART) sets a "rate peg", which is the maximum percentage increase in total rates that all are allowed to implement. If a council needs to increase rates by more than the rate peg, it must apply to IPART for an SRV.

Almost all NSW councils will be faced with having to apply for a special rate variation at some point. There are two types of SRVs:

- a temporary SRV for a fixed amount over a fixed period of time
- a permanent SRV for a fixed amount that remains in the rate base.

When a temporary SRV expires, rates return to the original level at the conclusion of the approval period and are usually approved to fund specific one-off projects, such as significant infrastructure projects. As the City of Canada Bay is looking to increase ongoing services, uplift ongoing maintenance and renew assets, and address the core deficit in the General Fund, a permanent SRV is required. Permanent SRVs can be implemented over up to seven years.

What SRV is proposed for Canada Bay?

To fund the identified increase in services and improvement to asset condition, Council requires a cumulative increase of 19.78% over and above the rate peg, a breakdown of the proposed rate increase is provided below.

Table 2 Proposed rate increases

	2023/24	2024/25	2025/26	2026/27	Cumulative
Permanent increase above the rate peg	12.24%	2.31%	2.19%	2.08%	19.78%
Rate peg	3.25%	2.5%	2.5%	2.5%	11.19%
Total increase	15.49%	4.81%	4.69%	4.58%	32.52%



IPART determines the annual rate peg that councils receive each year, based on the increase in cost of a selection of goods and services that NSW councils purchase. This calculation looks back over the past year of cost increases and applies the rate peg to the next financial year. The 2023-24 rate peg will be based on cost increases experienced by councils in 2022-23. This year, annual inflation is currently projected to be approximately 5%. Therefore, Council has modelled an expected 2023-24 rate peg of 3.25% to reflect this. Further details on these assumptions are outlined in Council's updated Long Term Financial Plan.

This special variation will produce additional revenue of \$8.3 million over four years, which will be used to fund the service increases outlined in table 1.

Reviewing minimum rates to prepare for growth

Why increase minimum rates?

A minimum rate is the minimum amount of a rate that can be levied on each parcel of land. As rates are calculated on unimproved land values, there can be a significant difference between the rates calculated for a house and a unit. These differences neither reflect the relative difference in the capacity to pay of house and unit owners nor the costs of services that a council provides to house and unit owners.

The minimum rate must not exceed the permissible limits provided in the Local Government Act and Regulations, unless IPART or the minister approves a higher amount.

As the City of Canada Bay continues to see a greater proportion of residential unit development, it must consider increasing minimum rates to ensure services can be extended to these new developments, while not disproportionately increasing the rates burden to single house dwellings.

Proposed increase to minimum rates

Council is proposing a minimum rate increase of \$250 over and above the rate peg, or \$346.36 including the rate peg, which will be implemented over four years. In 2022-23, Council's minimum rate is \$761.71.

Table 3 Proposed minimum rates

	2023/24	2024/25	2025/26	2026/27
Proposed minimum rate	\$879.69	\$953.95	\$1,030.05	\$1,108.07

What do these proposed changes mean for ratepayers?

The impact on an individual's rates will be different depending on the unimproved land value of their property. From 1 July 2023, changes as a result of the general revaluation undertaken by the Valuer General will also come into effect.

The following table provides an indication of the weekly increase likely to be experienced by those paying the minimum and those whose current unimproved land value is \$1.5 million, which is the current median land value within the local government area.


Table 4 Weekly increase in rates

	2023/24 Weekly increase	2024/25 Weekly increase	2025/26 Weekly increase	2026/27 Weekly increase	Cumulative weekly increase over the four years
Minimum rate payers	\$3.98	\$0.77	\$0.79	\$0.81	\$6.35
On residential land value of \$1.5 million	\$2.16	\$1.43	\$1.46	\$1.50	\$6.55
On business land value of \$1.2 million	\$7.59	\$1.48	\$1.51	\$1.55	\$12.13

How do my rates compare to other councils?

Council's rates are relatively competitive when compared to other similar councils. In 2026-27, the average City of Canada Bay's residential rate will be \$1,357.48, the table below shows how this compares to other similar councils. The Office of Local Government groups councils in groupings of similar councils, the table below also shows how Canada Bay's average residential rate compares to its group average.

Table 5 2026-27 projected average residential rate

Rank	Council	Avg rate (2026-27)
1	Hunters Hill	\$2,269.99
2	Burwood	\$1,573.19
3	Lane Cove	\$1,461.31
4	Inner West	\$1,419.96
5	Canada Bay	\$1,357.48
6	Ryde	\$1,239.46
7	Strathfield	\$943.18
	Group 3 Average	\$1,332.79

In 2026-27, the average City of Canada Bay's business rate will be \$4,299.72, the following table below shows how this compares to other similar councils. The Office of Local Government groups councils in groupings of similar councils, the following table also shows how Canada Bay's average business rate compares to its group average.


Table 6 2019-20 average business rate

Rank	Council	Avg rate (2019-20)
1	Ryde	\$11,525.11
2	Burwood	\$7,536.94
3	Inner West	\$7,183.78
4	Strathfield	\$6,038.31
5	Lane Cove	\$5,466.53
6	Canada Bay	\$4,299.72
7	Hunters Hill	\$1,322.11
	Group 3 Average	\$7,537.78

Not all councils have minimum rates, Council has projected the minimum rate increase against a number of metropolitan councils that have minimum rates. City of Canada Bay will remain comparable to other councils after the implementation of the full proposed increase to minimum rates. These projections assume that the other councils only increase their minimum rates by the rate peg, and do not apply to IPART for increases in excess of the rate peg.

Table 7 2026-27 projected minimum rates

Rank	Council	Avg rate (2026-27)
1	Burwood	\$1,203.05
2	Ryde	\$1,167.23
3	Ku-ring-gai	\$1,109.61
4	Canada Bay	\$1,108.07
5	Georges River	\$1,092.71
6	Sutherland	\$1,065.62
7	Lane Cove	\$1,053.34
8	Inner West	\$957.01

How will the increase impact Council's ongoing financial sustainability?

The proposed special rate variation will enable Council to deliver increased services and improved assets to the community. It will also enable Council to address its ongoing core deficits in the General Fund, ensuring Council is more resilient and responsive to shocks and unexpected events in the future.

While Council can deliver consolidated surpluses without the SRV, there remain core deficits in the General Fund, which finances all services and infrastructure except for domestic waste. Without the rate increase there is also no ability to increase services and an increased risk of a growing asset backlog.

The special rate variation will ensure Council's ongoing financial sustainability with surpluses in both the consolidated operations and in the General Fund.

Figure 3 Projected growth scenario (including SRV) consolidated operating performance ratio as per City of Canada Bay's 2023-33 Long Term Financial Plan

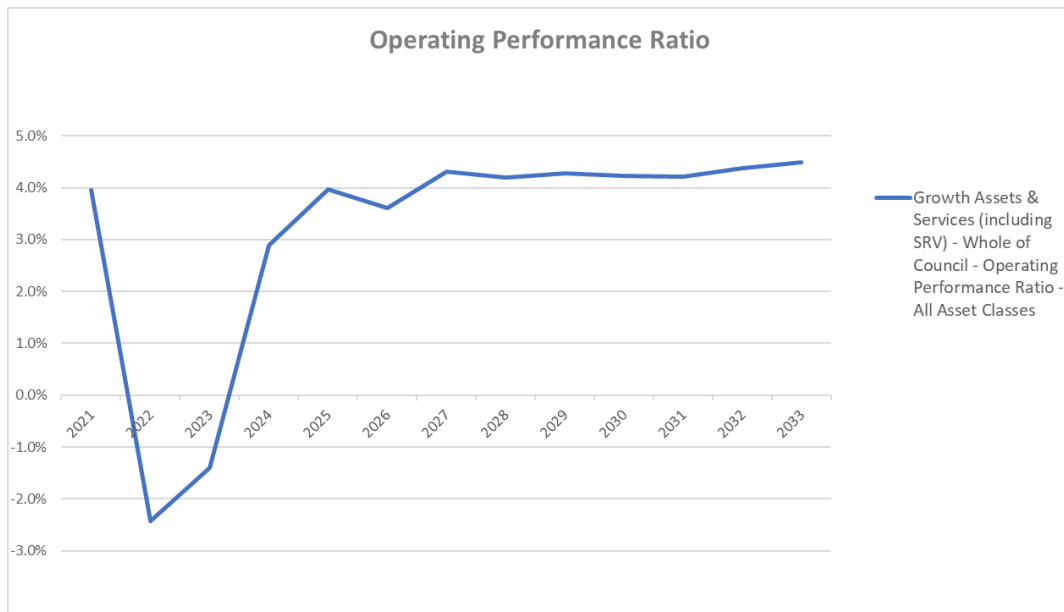


Figure 4 Projected growth scenario (including SRV) operating results by fund as per the 2023-33 Long Term Financial Plan



Council has updated its Long Term Financial Plan to show the impacts of both the base case (no SRV) and the growth scenario (including the SRV). This is out for exhibition now and is available here. [\[link provided when established\]](#)



What is the process for Council to apply for an SRV?

Council must apply to IPART for approval to increase rates through an SRV. Before doing so, Council must demonstrate that it has engaged the community about the possibility of an SRV and has considered its views. IPART will also seek community feedback.

More information on SRVs can be found on IPART's website:

<https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Special-Variations>.

Where can I get more information?

From 5 September, more information on the proposed SRV is available from Council's 'Collaborate Canada Bay' website at the following link [\[link provided when established\]](#)

Council will also be including information on the proposed SRV in its regular newsletters and to the media. We will also be running three forums for the community to find out more and to ask questions as follows:

- [details of forums to be provided when scheduled]

Have your say

Council will seek feedback from the community on the SRV and its updated Long Term Financial from 5 September to 18 October 2022.

You can have your say by providing a submission or comment through Council's 'Collaborate Canada Bay' site, [\[link provided when established\]](#)

What happens after this?

Once the community consultation period concludes on 18 October 2022, Council will review the feedback received.

A report will then go to Council for their consideration of the feedback and any updates required to the LTFP. Council will decide whether to proceed with the SRV application.

If they decide to proceed with the SRV application, the application will be submitted to IPART in February 2023. IPART will conduct its own consultation, with public submissions likely to be sought in March 2023, before they make their determination in May 2023. If successful, the SRV will be included in rates from 1 July 2023.



About Morrison Low Consultants

Morrison Low is a multidisciplinary management consultancy specialising in providing advice to local government. It has extensive experience across Australia and New Zealand and in particular assisting councils with financial modelling to understand current and future sustainability challenges. Morrison Low has supported councils to become more sustainable through improvement programs and with preparing special rates variation applications to IPART where necessary. Morrison Low undertakes community engagement on behalf of councils relating to SRVs, rates harmonisation, integrated planning and reporting and statutory engagement processes, where independence is important. More information about Morrison Low can be found on our website: www.morrisonlow.com.

Report on Progress

**January to
June 2022**

**Delivery Program 2018–22
Operational Plan 2021–22**



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GENERAL MANAGER'S MESSAGE

In June 2021, the City of Canada Bay adopted its Operational Plan 2021/22, prepared under the Integrated Planning and Reporting requirements of the Local Government Act 1993. The Operational Plan 2021/22 outlines the activities Council has committed to undertake in the year to achieve the Delivery Program commitments. The Delivery Program details the activities Council will undertake during its term to achieve the goals and aspirations identified by the local community in our Community Strategic Plan, YOUR future 2030. This progress report is the last biannual report connected to YOUR future 2030.

Council's planning and reporting is informed and shaped by the five key vision areas identified by our community:

1. Inclusive, involved, and prosperous
2. Environmentally responsible
3. Easy to get around
4. Engaged and future focused
5. Visionary, smart, and accountable.

During this six-month reporting period, Council continued the implementation of the 130 actions identified in the Operational Plan 2021/22. This includes delivering community programs, managing our infrastructure, hosting events, and seeking to reduce our carbon footprint.

Highlights from this period include:

- \$53,000 on Livvi's Place playground improvements
- \$700,000 on Brays Bay River Activation and McIlwaine Park Foreshore Upgrade
- \$260,000 on new pedestrian crossings
- \$5.1 million on road resurfacing and pavement renewals
- \$443,000 on Rhodes Foreshore lighting upgrade
- \$67,000 on the Uhrs Point passive watercraft launch facility.

We have made significant progress on our program of capital works and have invested \$45.5 million into capital works projects from January to June 2022. More information about the capital works program can be found on the following pages. I would also like to take this opportunity to acknowledge the hard work and contributions made by Council's staff and volunteers to build a more connected and resilient City of Canada Bay.



John Clark
GENERAL MANAGER

CAPITAL WORKS UPDATE

A number of capital works projects committed to in the Delivery Program have been completed in the second half of the 2021/22 financial year, with a total value of approximately \$45.5 million.

Parks and Recreation

Council adopted the Let's All Play Strategy in November 2019. This document guides the design and outcome of our future playground facilities with a focus on inclusive, well-designed, diverse, and high value outdoor play spaces to attract and capture people of all ages and abilities.

In line with this strategy, several playground projects were undertaken in the second half of the 2021/22 financial year within the local government area, which are outlined below.

Queen Elizabeth Park playground upgrade

Spend during this period: \$4,400

The Queen Elizabeth Park playground upgrade will be to the value of \$575,000. The project has been awarded \$200,000 funding from the Department of Planning and Environment (DPE) Everyone Can Play Program (2021/22). The planning and design of the Queen Elizabeth Park playground upgrade has been completed following a second round of community consultation. On-ground works are due to start in August 2022. Tree pruning works were undertaken to make the play area safe prior to works starting.



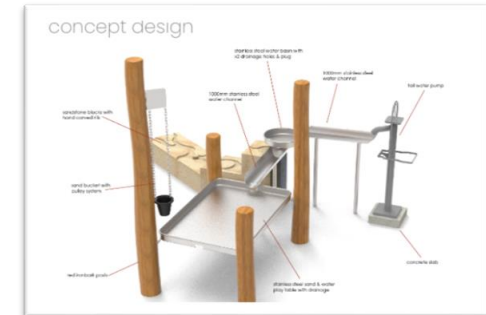


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Livvi's Place playground improvements

Spend during this period: \$53,000

The improvement works at Livvi's Place playground in Five Dock will total \$110,000 and is supported by \$55,000 in funding from the Department of Planning and Environment (DPE) Everyone Can Play Program (2020–21). Council has conducted community consultation to inform the partial upgrade of Livvi's Place at Timbrell Park. The improvements will include modification of the sand and water play area, better pathway linkages, some new play equipment, and an accessible water bubbler and seating. The ageing carousel will be removed to allow for a communal play space with seating. Installation works commenced in late July 2022.



Disability Inclusion Action Plan — parks and playgrounds

Spend during this period: \$15,500

At the end of 2021, Council completed accessibility improvements to connect the bus stops at the entry to Cabarita Park with a new accessible pathway providing connection to the playground and The Conservatory. Council has now engaged an access consultant to undertake a full review of accessibility at Cabarita Park. The draft report is being reviewed and will soon be finalised to inform future access improvements at Cabarita Park.

Urban Canopy Planting — Grow our Canopy Project

Spend during this period: \$153,000

Planting of 810 new trees across the low canopy areas of the City of Canada Bay has continued with the assistance of \$210,000 grant funding from Department of Planning and Environment's 5 Million Trees Grant program. These areas were identified in Council's adopted Urban Tree Canopy Strategy and contribute to the target of increasing the tree canopy in the LGA by six percent by 2036. With matched funding from Council, these works are valued at \$410,000.

Planting the next 800 trees funded by the Department of Environment and Planning 5 Million Trees Program for Council's Greening our City project has commenced. The grant funding of \$200,000 was matched with Council funding.



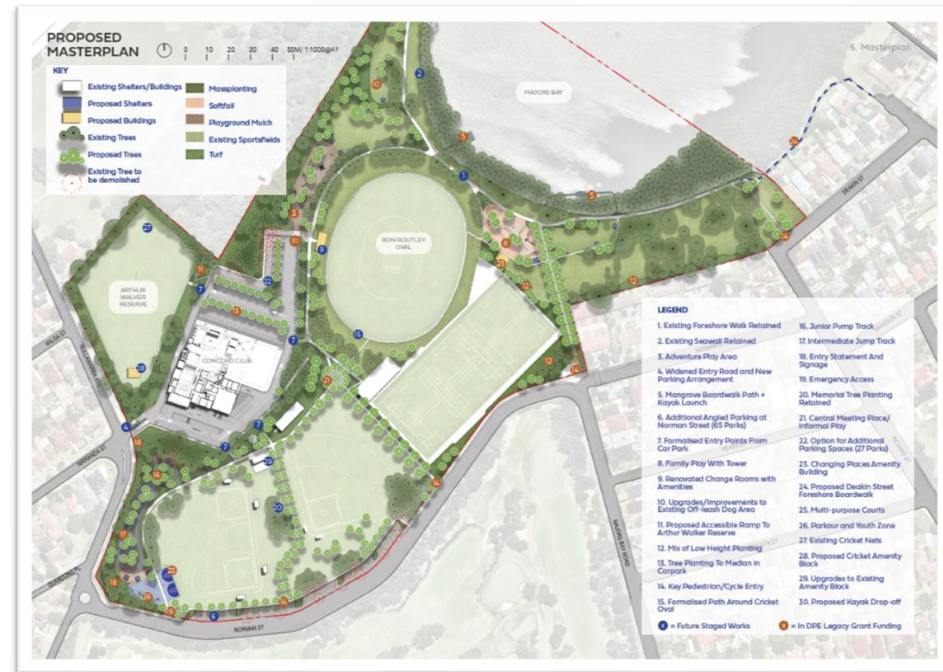


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Majors Bay Reserve Plan of Management (PoM) and passive recreation precinct

Spend during this period: \$66,200

Council was awarded \$4.75 million in funding under the Department of Planning and Environment’s Public Spaces Legacy Program to deliver recreation improvements, greener spaces, and connections to nature. Council has commenced the planning stage with two rounds of community engagement conducted and the refinement of the proposed masterplan for Majors Bay Reserve. Once adopted, the masterplan will inform the delivery of the precinct improvement and provide guidance for the plan for the park into the future.



Howley Park East beautification works

Spend during this period: \$25,000

Department of Crown Land has awarded \$1.36 million to Council under the Greater Sydney Crown Land Activation Scheme for beautification of Howley Park East. Council completed the first round of consultation in February 2022, and planning and design for the project is progressing. A further \$807,000 has been allocated under the Federal Government’s Local Roads and Community Infrastructure Program to allow delivery of proposed works across both Howley Park East and West. A second round of consultation is due to commence soon to acquire further community feedback.

Bayview Park swim site

Spend during this period: \$25,800

Council's grant application for \$700,000 under the Places to Swim Grant from the NSW Government was successful. Following a tender process, the construction contract was awarded in April. Construction has been delayed due to the impacts the recent wet weather has had on the supply of the timber piles for the project. Construction is expected to commence early in the 2022/23 financial year with completion by October 2022.



Brays Bay River Activation and Mcllwaine Park Foreshore Upgrade

Spend during this period: \$700,000

Construction of this project commenced early in 2022. The \$6.67 million works, jointly funded by the NSW Government's Precinct Support Scheme and the City of Canada Bay, are scheduled to be completed by late 2022.



Nield Park sportsfield lighting

Spend during this period: \$113,000

The sportsfield lighting in Nield Park has been renewed at a total cost of \$160,000. Works were completed in April 2022.



Timbrell Park BMX track refresh

Spend during this period: \$12,500

Renewal of the BMX Track at Timbrell Park was completed late in 2021 and was open to the public prior to Christmas. The track has been rebuilt and shaped to provide a fun experience for beginner to intermediate riders. Signage was installed to remind users of good track etiquette and risks when riding.



Parks renewal program (non-playground works)

Spend during this period: \$13,700

A new bubbler was installed at Coralie Reserve, Wareemba, next to a popular mini play area. There is remaining budget for smaller works to be completed in the 2022/23 financial year.



Park signage audit and renewal

Spend during this period: \$14,000

Frames for new park identifier signs at selected parks were manufactured in this period. Draft artwork for panels was developed and will be finalised early in the 2022/23 financial year. New signs will be installed at Rodd Park, St Lukes Oval car park, Central Park, and Henley Park.

Existing signs will be renewed at Queen Elizabeth Park, Five Dock Park, Jesse Stewart Reserve, Taplin Park boat ramp, Drummoyne Oval, Drummoyne Oval car park (plinth), and directional signs to Drummoyne Oval will be installed at the corner of Lyons Road and Cometrowe Street and at the corner of Lyons Road and Bayswater Street.

Five Dock basketball court upgrade

Spend during this period: \$7,800

The half Basketball court at Five Dock Park has received a refresh, with new surface line marking, backboard, and hoop. These works were made possible with funding from the NSW Government's Community Building Partnership Grants.



St Luke's Oval field rebuild — field widening and athletics upgrade

Spend during this period: \$916,500

Field works during this period include field shaping, drainage, and irrigation works. Additionally, the cricket wicket block has been excavated.

A new concrete barbecue area and concrete AFL pads have been installed. The eastern mound has been excavated to extend the field with all spoil removed. A sandstone wall has been installed, and all mound restoration works have been completed. Kerb and gutter has also been installed along with drainage pits and connections.



Roads and Traffic

Traffic and Transport

Regional Cycleway — Concord to Bay Run

Spend during this period: \$800,000

Detailed concept plans were prepared for a \$7 million East West Regional Cycleway that is being funded through the NSW Government's Parramatta Road Urban Amenity Improvement Program (PRUAIP). Construction of some components of the cycleway commenced in mid-2021.

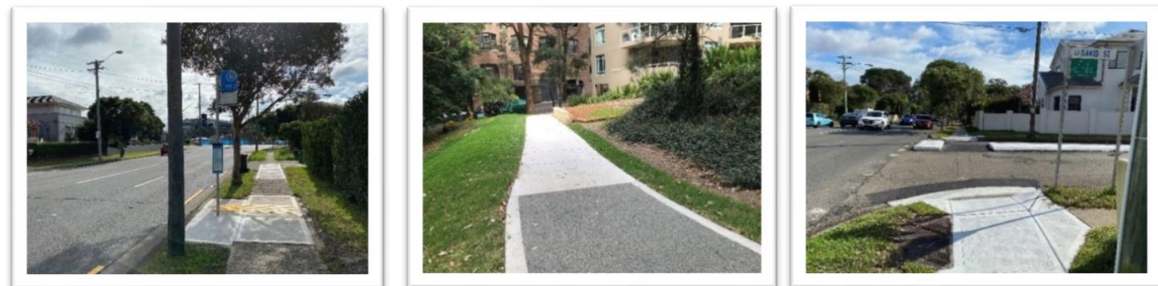
Whilst the detailed design of various segments is still under development, the construction of the route is occurring progressively. Recent works in Five Dock include a raised intersection treatment at First Avenue and Heath Street and a new pedestrian and cyclist refuge island on Ingham Avenue at Howley Street.



Accessibility Works Program

Spend during this period: \$250,000

Council has spent a little over \$500k this financial year as part of an annual Accessibility Program that seeks to improve aspects of accessibility, safety, and amenity for the community. This program includes bus stop upgrades, new footpath links, and kerb ramp upgrades. A new footpath link has been constructed in Salton Reserve connecting Roseby Street with St Georges Crescent in Drummoyne, and footpath upgrade works have been undertaken along Gipps Street in Concord at a cost of \$100,000 and \$60,000 respectively. A total of 12 bus stops have been upgraded as part of the program during the financial year.



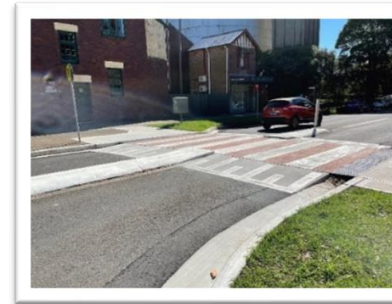


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Federal Government Stimulus Road Safety (School Zone) program

Spend during this period: \$400,000

This program improves pedestrian crossings, pedestrian refuges, and footpaths around local schools. A new footpath link and refuge islands have been constructed around the intersection of First Avenue and Ingham Avenue, Five Dock. Pedestrian crossing upgrades were completed outside Concord Primary School in Stanley Street and outside Drummoyne Public School in Rawson Avenue. A new pedestrian refuge was also constructed in Thompson Street outside Drummoyne Public School.



Crane Street and Burwood Road intersection upgrade

Spend during this period: \$430,000

To improve pedestrian accessibility and safety, significant works have been undertaken at the intersection of Crane Street and Burwood Road, Concord. These works included pram ramp upgrades, traffic signal pole relocation, and road resurfacing. This project is part of Transport for NSW's Active Transport program.

Road resurfacing and pavement renewal programs

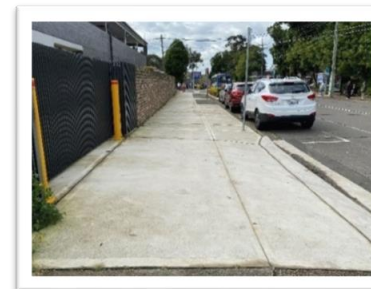
Spend during this period: \$5,150,000

Council has invested \$6 million into our roads during the financial year as part of the annual roads resurfacing program. The program included the renewal of 50 roads in 2021/22 as part of Council's commitment to improving infrastructure in the City of Canada Bay. Approximately 100,000 square metres of road pavement has been resurfaced, requiring 25,000 tonnes of asphalt. Kerb and gutter, road pavement, footpath, and driveways were reconstructed in Argonne Street, North Strathfield at a cost of \$200k.

Footpath, kerb and gutter and traffic facilities renewals program

Spend during this period: \$330,000

Annual kerb and gutter, and traffic facilities works have been undertaken, at a cost of \$250,000 and \$230,000 respectively in various locations across the Council area. As part of the annual traffic facilities program, entry thresholds have been renewed in Melbourne Street, Concord at a cost of \$110,000. In addition, Council has spent about \$270,000 on footpath renewal works across the LGA. These include footpath replacement works along Queens Road in Five Dock and Hospital Road in Concord West.



Strathfield Triangle public domain works

Spend during this period: \$700,000

Council undertook streetscape improvement works at the Strathfield Triangle. The works include improvements such as new parking bays, road resurfacing, new footpaths, landscaping, and stormwater drainage along Cooper Street, Clarence Street, Hiltz Road, Chapman Lane, and Bakers Lane. The total cost of this project is \$900,000. Further works will be undertaken in this area in the future in conjunction with new private developments.



New pedestrian crossings

Spend during this period: \$260,000

Council has constructed new pedestrian crossings in three locations across the local government area during the financial year. New flood lighting was also installed at the newly constructed Shoreline Drive pedestrian and cyclist crossing in Rhodes. This \$220,000 project is helping to make the intersection safer for the community with a new raised crossing, pram ramps, multi-function lighting, and fencing. A new pedestrian crossing has also been installed in Tennyson Road, Mortlake, at a cost of \$170,000.



Strategic Asset Services and Innovation

Rhodes Foreshore Lighting Upgrade

Spend during this period: \$443,000

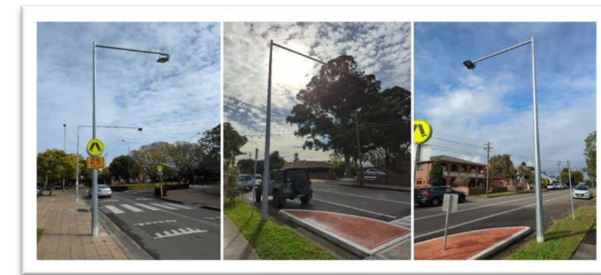
This project involves upgrading 84 light poles along the Rhodes Foreshore pathway. During the reporting period, lights were installed on the pathway along Lewis Berger Park. The remaining sections of the project are due to be completed by the end of October 2022.



Pedestrian Crossing Safety Improvement Program

Spend during this period: \$68,900

This program involves upgrading the lighting at 49 of Council's pedestrian crossings throughout the local area. Designs have been completed for all upgrade work, and two upgrades have been completed. Council is in the procurement phase for the remaining works.



Uhrs Point passive watercraft launch facility

Spend during this period: \$67,000

Construction was completed in February 2022 including safety signage, and a public opening was conducted on 26 February 2022. The total cost of this project was \$1.2 million.



Mepunga Street, Concord — gross pollutant trap

Spend during this period: \$165,000

Construction of a gross pollutant trap near Mepunga Street has been completed. This trap will prevent 30 tonnes of pollutants from entering the Parramatta River on an annual basis.

Powells Creek Flood Study

Spend during this period: \$14,000

The draft flood study has been placed on public exhibition. Submissions will be considered prior to Council adopting the Powells Creek Flood Study. Following which, work will continue to the Flood Plain Risk Management phase.

Minor pit and lintel — drainage renewal

Spend during this period: \$10,000

Construction of pit and lintels commenced during the reporting period, and the project is due to be completed in August 2022.



Stormwater pipe inlet safety program

Spend during this period: \$88,000

Construction of pipe inlets to improve safety has commenced and approximately 19 assets have been made safe.

Massey Park landfill containment structures design

Spend during this period: \$235,000

The concept design is completed, and the project is progressing to detailed design. A replacement bridge across the canal at Tripod Street has been designed and will be ready for tender in August 2022. Soil and geotechnical investigations have been conducted together with contamination reporting, aquatic ecology survey, flood modelling, and canal flow modelling.

Moala Concord Hospital culvert renewal

Spend during this period: \$10,000

A concept design has been developed for consideration and discussions with NSW Health.

Iron Cove (Sisters Bay) seawall remediation

Spend during this period: \$46,000

A survey, bathymetric survey, aquatic ecology survey, and geotechnical investigations have been conducted, and development of high-level concept designs has commenced.



Armitage, Blackwall Point, Chiswick seawall remediation

Spend during this period: \$150,000

Stabilisation of the collapsed wall at Blackwall Point has been completed and made safe. A hydrographic survey has been conducted and arborist report on local trees has been completed. A concept design for the seawall has commenced and progressing to detailed design.



Barnwell Park (Lyons Road West) seawall remediation

Spend during this period: \$14,000

A photographic survey has been conducted, concept design for the seawall is being developed, and a heritage report has been commissioned and is progressing.



Quandong Place culvert repair

Spend during this period: \$200,000

Council is nearing the completion of major drainage repairs to a brick culvert which drains to Quandong Place. Total cost of the project is \$280,000.



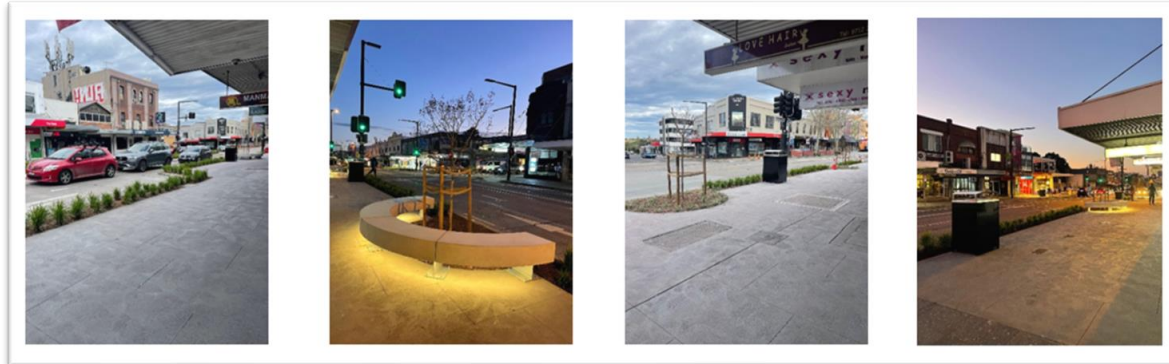
City Projects

Five Dock Streetscape Upgrade — stage 2

Spend during this period: \$1 million

The Five Dock Streetscape Upgrade stage 2 was completed in January 2022, with repair of minor defects also undertaken during the reporting period.

The works were a continuation of the stage 1 upgrade works completed in 2018, and include upgrades between Henry Street and Queens Road.



Charles Heath Reserve

Spend during this period: \$180,000

Higher than expected tender prices following the project's tender required scope adjustment, with the focus remaining on a new playground and improved landscape areas. Construction is due to commence in late 2022 with completion expected early 2023.

Timbrell Park amenities building

Spend during this period: \$1.3 million

The Timbrell Park amenities building upgrade project is delivering a new facility for the community and users of Timbrell Park. Construction commenced in the reporting period, with on-site works and off-site pre-fabrication of the building structure. The project is due to be completed in 2022, at a total estimated cost of \$2.2 million.



Goddard Park amenities building

Spend during this period: \$990,000

Construction of the Goddard Park amenities upgrade commenced in January 2022, with structural works completed and fit out underway. The project will provide new external groundskeepers' storage, sports storage, committee room, changeroom, landscaping improvements, and a covered spectator viewing area. Remediation of the failing Goddard Park crib retaining wall will also be undertaken as part of this project. Works are expected to cost \$2.6 million for both projects.



Halliday Park public toilet

Spend during this period: \$450,000

Construction of the new public toilet facility in Halliday Park, Five Dock is completed and in the final stages of commissioning. The facility comprises of an external hand washing facility, baby change facility, enclosed water tanks, and associate landscaping.



Drummoyne Shared Spaces

Spend during this period: \$140,000

Following the trial of the Formosa Street and Church Street shared spaces from October 2020 to March 2021, Council resolved to make these public spaces permanent. Community feedback collected throughout the pilot period was used to create concept designs for both spaces, which will feature table tennis, bench seating, picnic tables, ambient lighting, decorative paving, artwork, and various trees and ground cover plantings. Works commenced in May 2022 with completion planned by October 2022. This \$3 million project is jointly funded by the City of Canada Bay and the NSW Government's state-wide Your High Street Program to promote permanent improvement projects in local government areas.

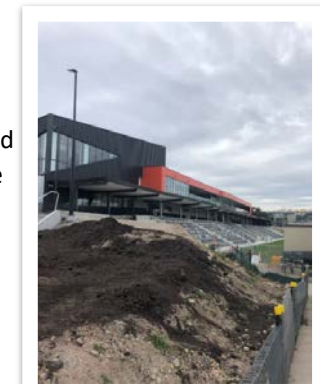
Redevelopment of Concord Oval and Rhodes Recreation Centre

Work progresses on Council's two flagship projects: the Redevelopment of Concord Oval and the Rhodes Recreation Centre. With a combined value of over \$110 million, work on these projects will continue in the coming years.

Redevelopment of Concord Oval

Spend during this period: \$16,000,000

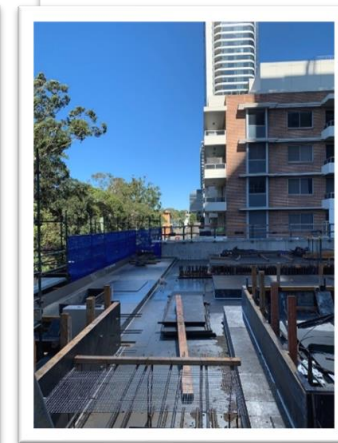
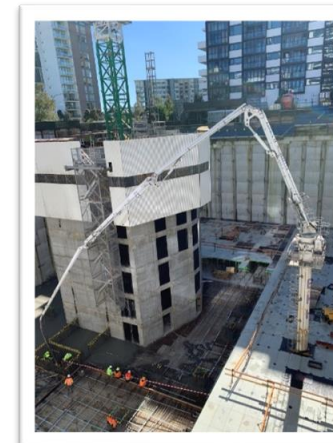
Despite delays due to site archaeology, wet weather and covid, the Concord Oval community and sports precinct is nearing completion. The Wests Tigers' Centre of Excellence, match day facilities for local sports clubs and rooms for community programs, activities and functions have reached their final fitout stage. The sportsfield has been upgraded with new irrigation and drainage and the newly laid turf is now establishing. Construction of the indoor recreation centre has commenced and earth moving to shape the green open spaces is underway.



Rhodes Recreation Centre

Spend during this period: \$9,900,000

Despite wet weather delays to the project, construction of the new carpark under the Rhodes Recreation Centre was completed during this reporting period.



Buildings and Property

Drummoyne Civic Centre ramp upgrade

Spend during this period: \$100,000

Work to upgrade the ramp to Council's Civic Centre was recently completed. The upgrade will make accessibility safer for all who visit the offices and Customer Service Centre.

Abbotsford Long Day Care ramp

Spend during this period: \$110,000

This new emergency exit ramp to the centre will make exiting from the building compliant with safety regulations. This project has experienced weather-related delays to construction and it will be completed in August 2022.



Chiswick Early Childhood Centre ramp

Spend during this period: \$15,000

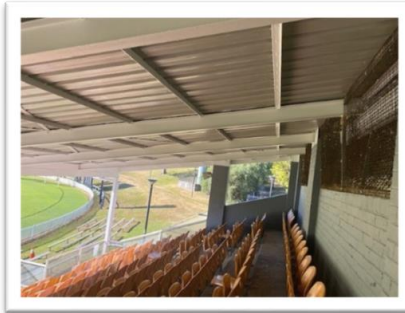
This project is complete and includes a compliant handrail and tactile tiles.



Drummoyne Oval

Spend during this period: \$23,000

External painting works to the Archie Jackson Stand and existing players amenities building were undertaken during the reporting period. The flooring of the viewing deck was resurfaced, and general maintenance and upkeep works were carried out.



Civic Hall upgrade works

Spend during this period: \$33,000

Upgrade works to electricals and installation of wall mounted heaters at the Civic Hall in Drummoyne were undertaken between January and June 2022.

Victoria Avenue Childcare Centre — safety improvements

Spend during this period: \$15,000

Council completed upgrade works to the children's toilets at Victoria Avenue Children's Centre between January and June 2022.

MEASURING OUR PERFORMANCE

Council's strategies and actions to achieve the community's vision for the future of the City are prioritised under the below themes.

Theme 1: Inclusive, involved, and prosperous





Theme 2: Environmentally responsible

Theme 3: Easy to get around

Theme 4: Engaged and future focused

Theme 5: Visionary, smart, and accountable

The coloured symbols below identify the status of the actions highlighted in this report.

	Completed
	On track
	Delayed
	Postponed



Inclusive, involved, and prosperous

Goal 1.1.

All residents have full access to high-quality services that facilitate inclusion and participation in community life.

Service performance

Community services	Performance measure	Baseline	Target	YTD result
Provides community support, services, and advocacy to enhance social wellbeing, diversity, and community connections. <ul style="list-style-type: none"> • Advocacy and support for children and families • Advocacy for young people and related services • Seniors' advocacy and services including community bus • Community support and advocacy • Community and club grants • Community safety and crime prevention • Disability inclusion advocacy and advice • Drummoyne Community Centre support • Homeless persons advocacy and support • Social infrastructure (community facilities and services). 	# of Access and Inclusion Committee meetings held per year	6	6	2
	# of internal stakeholder DIAP committee meetings per year	Data not available	6	6
	% of capacity of Bay Connection bus trips	80%	75%	67%
	% of capacity of Active Adults bus trips	100%	85%	62%
	# of community groups funded through community grants program	45	Maintain	49
	% of grant funding distributed to community groups	100%	100%	94%
	# of Concord Senior Citizens Centre Committee meetings attended per year	To be established	6	1




Early childhood education and care	Performance measure	Baseline	Target	YTD result
Provides high quality care and education to children from birth to five years of age, delivering innovative, inclusive, and meaningful experiences for well-rounded learning and development. <ul style="list-style-type: none"> • Victoria Avenue Children's Centre and precinct • Wellbank Children's Centre • Operational and business support. 	Average % utilisation of children's centres	98%	100%	98%
	Level of ACECQA National Quality Framework rating	Meeting all standards	Exceeding all standards	Exceeding all standards
	Families' satisfaction with children's centres	90%	95%	100%




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Emergency management	Performance measure	Baseline	Target	YTD result
Provides emergency management services including managing the Local Emergency Management Committee (The Bays) and Recovery Committees, working with state agencies to identify and prioritise risk mitigation options, educating and preparing the community for an emergency and providing resources and support to disaster response and recovery operations. <ul style="list-style-type: none"> Emergency management planning Emergency management response Community resilience. 	# of Local Emergency Management Committee meetings held	3	3	36
	Vulnerable communities listing maintained every six months (July and December)	100%	100%	100%
	# of after-hours emergencies responded to	149	N/A — data collected to track trends	308


1.1.1. Promote disability inclusion to enhance positive community attitudes and behaviours and improved access which results in a more liveable community for people with disability.

Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Buildings & Property		1.1.1.1 Scope and implement Accessible Buildings Program including a four and 10 year works program to make our community buildings accessible.	Works completed as per the scheduled program for 2021/22.	The program of accessible works is on track for completion by 30 June 2022.
Five Dock Leisure Centre		1.1.1.2 Partner with Sports NSW to deliver an inclusion event run at Five Dock Leisure Centre such as an inclusion sports day/ information day.	Event held.	Five Dock Leisure Centre was closed for the first three months of the financial year, and COVID-19 restrictions were in place during the first eight months of the financial year. This meant events were not able to be run. The leisure centre will look to deliver an event in 2022/23.
Strategic Planning		1.1.1.3 Prepare and exhibit a Disability Inclusion Action Plan for the City of Canada Bay.	Disability Inclusion Action Plan adopted.	The Disability Inclusion Action Plan was adopted in September 2021.

1.1.2. Provide children and family services and facilities to support children’s and families’ health, education, and welfare.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Community Services Operations		<p>1.1.2.1 Drive the implementation of Council as a Child Safe Organisation as per the Children’s Guardian Act:</p> <ul style="list-style-type: none"> • Review Council’s policies procedures with stakeholders • Facilitate risk assessments • Train staff in Child Protection Policy • Facilitate Child Safe Organisation Committee • Develop Child Safe Working Plan in consultation with internal Child Safe Working Group. • Participate in the Local Government NSW Child Safe Working Group. 	Child Safe Working Plan adopted.	<p>Completing the Child Safe Working Plan has been delayed due to staffing changes and will recommence in the 2022/23 financial year.</p> <p>Council has undertaken the following actions to ensure Council is a Child Safe Organisation:</p> <ul style="list-style-type: none"> • Begun a comprehensive risk assessment of library sites to ensure they meet child safe standards • Provided access to online training on Child Safe Standards and Child Safe Scheme to all staff • Held one Child Safe Working Group meeting.


1.1.3. Provide services for seniors and a range of facilities to harness the skills and wisdom of our ageing population and to support their participation in our community.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Strategic Planning		1.1.3.1 Prepare a Social Sustainability Strategy that addresses social issues experienced by our community and consolidates relevant strategies into a single document.	Social Sustainability Strategy adopted.	An issues paper was prepared to identify social themes of relevance to the City of Canada Bay. The issues paper has been used to inform the draft Social Sustainability Strategy that has been prepared.

1.1.4. Support young people by providing information and services, which promote connection with the community, safe spaces, and participation in active and passive recreation.

Refer service performance — Community services



1.1.5. Ensure grant programs support local community development outcomes.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.4.4 Update Council's Sponsorship Policy.	New Sponsorship Policy reported to Council.	Policy revised and updated and will be reported to Council in the first half of the 2022-23 financial year.

1.1.6. Implement a range of community safety programs to make the physical environment safer, to raise awareness of safety and to minimise crime.

Refer service performance — Emergency management

1.1.7. Participate in emergency management planning and service provision to ensure readiness in times of emergencies.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Roads & Traffic		1.1.7.1 Review Evacuation Centres in the Local Emergency Management Plan for suitability in accordance with guidelines established by Resilience NSW.	Evacuation Centres reviewed for suitability.	Review of evacuation centres within the City of Canada Bay was undertaken on 20 June 2022.
Roads & Traffic		1.1.7.2 Review a minimum of at least two Consequence Management Guides for assessed risks in preparation for the 2023 review of the Local Emergency Management Plan.	# of Consequence Management Guides completed.	Review has been postponed to mid-2023 when the Consequence Management Guides will be completed.



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Goal 1.2.

The community has a diverse range of opportunities to engage in recreation and lifelong learning that promotes health and wellbeing.

Service performance

Libraries	Performance measures	Baseline	Target	YTD result
Facilitates life-long learning by connecting the community, collections, programs, technology, and facilities. <ul style="list-style-type: none"> • Five Dock Library, Concord Library and The Learning Space • Library programs <ul style="list-style-type: none"> ○ Children’s programs ○ Young Adult programs ○ Outreach programs ○ Technology programs ○ Local studies • Library planning and strategy. 	Satisfaction with libraries overall	95%	Maintain or improve	91%
	# of hard-copy loans per annum	450,000	400,000	253,905
	# of online loans per annum	60,000	60,000	86,310
	# of members	40,000	Increase	35,118
	# of programs	1,000	700	511
	# of attendees at programs	32,000	22,000	9,406 in real time, 1,696 video views
	# of visits	245,000	Increase	154,728*
	Satisfaction with library programs	88%	Maintain or improve	84%

Recreation coordination	Performance measures	Baseline	Target	YTD result
Oversees the strategic planning and contract management for the provision of recreational opportunities. <ul style="list-style-type: none"> • Cabarita and Drummoyne swimming centres • Recreation planning • Management of Barnwell Park and Massey Park golf courses • Booking and use of parks and open space • Major events at Drummoyne Oval. 	% customer satisfaction with Barnwell Park Golf Course	Data not available	To be established	To be established
	# of rounds played at Barnwell Park Golf Course	33,987	Maintain	40,669
	% customer satisfaction with Massey Park Golf Course	Data not available	To be established	To be established
	# of rounds played at Massey Park Golf Course	43,500	Maintain	46,748
	Customer satisfaction as measured by Net Promoter Score (NPS)* for Cabarita Swimming Centre	+40	>+40	74
	# of swims at Cabarita Swimming Centre	43,586	Increase	33,199
	Customer satisfaction as measured by Net Promoter Score (NPS)* for Drummoyne Swimming Centre	+40	>+40	69
	# of swims at Drummoyne Swimming Centre	70,481	Maintain	45,539
% customer satisfaction with open space booking service	Data not available	To be established	To be established	





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Five Dock Leisure Centre	Performance measures	Baseline 2019-20	Target	YTD result
Manages, maintains, and provides the community with recreation services such as gymnastics, Health Club, personal training, group fitness, sports court hire, social sport competitions, crèche, and holiday care. <ul style="list-style-type: none"> • Health club • Gymnastics • Stadium • Operations • Children’s programs. 	% customer satisfaction	93%	≥90%	93%
	# of health club members	1,100	1,250	800
	# of gymnastics enrolments	900	1,100	810
	% court occupancy during peak times	71%	≥75%	76%



1.2.1. Provide library services that engage the community in lifelong learning and provide recreational and social opportunities in accessible and people-friendly surrounds.



Refer service performance — Libraries

1.2.2. Provide quality active and passive recreation services and facilities that contribute to health and wellbeing.



Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Recreation Coordination		1.2.2.1 Review and implement service standards for open space and recreation facilities including: <ul style="list-style-type: none"> - Barnwell Park Golf Course - Massey Park Golf Course - Cabarita Swimming Centre - Drummoyne Swimming Centre - Drummoyne Oval - Open Space Booking Service - Other as required 	Service standards adopted.	The service standard review has incorporated reviews of Plans of Management and policy.
Recreation Coordination		1.2.2.2 Procure and implement an online booking system for open space in collaboration with relevant teams.	Integrated online booking system procured and implemented with minimal disruption to customers during the transition.	The Recreation Team has worked with the Venues Team and have procured a new online booking system. This system is in the process of being implemented for parks and open space bookings.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Recreation Coordination		1.2.2.3 Review the Sportsfields Service Framework to optimise the sustainability of the service.	Sportsfields Service Framework reviewed and updated	An audit of current utilisation has been completed.
Recreation Coordination		1.2.2.4 Support increased access to swimming pools through public access to communal pools in private developments.	# of pools participating in the program	This program is delayed, and planning has occurred for additional approaches to strata groups in the 2022/23 financial year.
Recreation Coordination		1.2.2.5 Investigate opportunities to utilise golf courses for increased access to public open space and recreation facilities and deliver identified needs.	Investigation completed and recommendations presented to Council.	Investigations are continuing and potential opportunities to increase access to public open space will be presented to Council.
Five Dock Leisure Centre		1.2.2.6 Optimise the integration of the new Charles Heath Reserve Playground.	Level of integration between FDLC operations and Charles Heath Playground.	Discussions continue between Council teams to achieve optimum integration for the community between Five Dock Leisure Centre and Charles Heath Reserve Playground.
Five Dock Leisure Centre		1.2.2.7 Prepare for the opening of the new recreation centre at Concord Oval. Includes adaptation of FDLC following relocation of Health Club.	New facility opened in accordance with agreed opening plan.	On track for opening in late 2022. A project plan has been created outlining time frames and milestones. Fortnightly meetings commenced with FDLC staff and stakeholders.


Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Five Dock Leisure Centre		<p>1.2.2.8 Complete the recommended actions from the Child Safe audit report and embed into the culture and operations of the Five Dock Leisure Centre.</p>	<p>Recommended actions are completed.</p> <p>Child safe practices are evident in the culture and operations of the centre (as measured by observation, reports and customer and staff surveys).</p>	<p>Council is continually improving the centre's child safe practices. These are now evident in the culture and operations at FDLC with more staff observing and reporting children's issues, resulting in meaningful discussions with parents. A number of parents have sent positive emails regarding the work FDLC staff are doing to keep children safe.</p>
City Projects		<p>1.2.2.9 Deliver Charles Heath Reserve project, proposing the construction of a new regional playground and café including:</p> <ul style="list-style-type: none"> integrated play experience with DDA compliant Access multi-level tower and slides swings and climbing elements sand and water play shade structure public art fitness trail space for future community garden. 	<p>Delivered on time and on budget.</p>	<p>The tender process was unsuccessful, so a new scope was developed, and additional funding was approved from the Department of Planning and Environment. This project will be carried forward into 2022/23 financial year.</p>

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
City Projects		<p>1.2.2.10 Deliver Goddard Park amenities building upgrade. The project will deliver a community facility to be which will include:</p> <ul style="list-style-type: none"> • Demolition of existing amenities buildings and associated infrastructure • Provision of temporary amenities during the works • Construction of a new building and associated infrastructure including change rooms, sports storage, and community room • Landscaping works. 	Delivered on time and on budget.	A contractor was appointed in late 2021 and works commenced on-site in February 2022. Engagement with the associated sporting clubs and stakeholders will continue through to project completion as the project suffered delays mainly due to wet weather.
City Projects		<p>1.2.2.11 Deliver Timbrell Park amenities building upgrade. The project will deliver a community facility to be which will include:</p> <ul style="list-style-type: none"> - Demolition of existing amenities buildings and associated infrastructure - Provision of temporary amenities during the works - Construction of a new building and associated infrastructure including change rooms, sports storage and community room - Landscaping works. 	Delivered on time and on budget.	Pre-fabricated building production has progressed off-site whilst final site issues with differing services and utilities locations have been resolved. The project suffered severe delays with wet weather, COVID-19 related issues, and requirement of a MOD 4.55.

1.2.3. Provide community facilities that are accessible and available for use by all members of the community.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Venue Management		<p>1.2.3.1 Develop Councils Fee Waiver Policy for venues, to ensure fee waivers are processed consistently and the process is open and transparent, providing clear guidelines and directions for applicants, and Council staff.</p>	Policy is adopted and implemented.	An amendment to provisions in the Fees & Charges relating to Fee Waivers has addressed the need for a policy. This information has been integrated into the booking form to advise potential hirers of the process.
Venue Management		<p>1.2.3.2 Develop a Venues Strategy to ensure they: • Are fit for purpose • Align with the recommendations coming out of the Social Infrastructure (Community) Strategy and Action Plan • Identify a short, medium and long term action plan for all of our venues.</p>	Venue Strategy developed.	The strategy development is ongoing and will align with the delivery of the Property Strategy by June 2023.
Venue Management		<p>1.2.3.3 Implement a new venue booking system that is cloud based, improves the customer experience, and includes reporting capability.</p>	<p>Booking system implemented.</p> <p>Customers able to book on-line, reporting done monthly and regular bookings to be made efficiently.</p>	Booking system has now been implemented. Customers can book online with real time reporting available.

1.2.4. Provide affordable housing to support people working in essential services who require affordable accommodation to rent.

Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Buildings & Property		1.2.4.1 Investigate the next contract for an Affordable Housing provider, in line with Councils adopted policy and Planning Controls.	New contract awarded.	This is on track for award of a new contract in late September 2022.



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Goal 1.3.





Our sense of place and of belonging is strong with our diversity respected and celebrated and local heritage and character promoted in friendly village neighbourhoods and vibrant and prosperous centres.


Service performance

Place management	Performance measures	Baseline	Target	YTD result
Implements a multidisciplinary approach to the planning, design, and management of spaces to achieve a higher level of social, economic, and environmental outcomes throughout the City of Canada Bay. <ul style="list-style-type: none"> • Events • Place management • Cultural development • Community sponsorships • Economic development • Smart City • Stakeholder committees. 	# of events/activations delivered	4	12	67
	% satisfaction with events	88%	80%	81%
	# of Place Management programs delivered	10	4	15
	# of banner campaigns delivered	4	4	12
	Christmas program — # of Christmas trees	4	4	4
	Christmas program — # centres with street banners and bin wraps	8	8	8
	# of business events delivered	5	4	8
	# of chamber programs supported	8	6	8
	# of newsletters published	7	4	12
	# of art commissions	4	4	8
	# of art exhibitions	6	4	6
	# of cultural programs	6	4	9
	# of organisations supported with community sponsorship	7	8	11
	\$ amount of incoming sponsorship/partners	\$37,350	\$40,000	\$0
	# of Rhodes Community Committee meetings hosted	4	4	3
	# of Rhodes building managers meetings hosted	4	4	2
# of Business Recovery Taskforces hosted	3	2	3	


1.3.1. Provide place management to enhance spaces and places and bring communities and businesses together.




Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.1.1 Implement Rodd Point Action Plan including traffic calming artwork and streetscape embellishment.	# of initiatives implemented.	Three initiatives have been delivered with the local businesses: - Joint Christmas campaigns delivered with a Christmas wreath program installed in all businesses - Public domain flower baskets and boxes delivered by Council for businesses to manage and maintain - New public art installed on all public domain furniture.
Place Management		1.3.1.2 Implement Five Dock Town Centre Strategy.	# of activations delivered	Approximately 30 placemaking projects have taken place in Five Dock, including: - Program of 23 activations delivered over summer in Fred Kelly Place. - Grant applications made to Department of Planning and Environment and Sydney Metro to seek support for more extensive place programs - Love local business promotions rolled out to support business - Installation of street games to support business - "Welcome Business Open" shop entrance program designed and delivered late June/early July - Vacant shop support program designed, to be rolled out in July 2022.
Place Management		1.3.1.3 Implement Drummoyne Urban Design Review shared spaces program.	Shared spaces implemented # activations.	The Drummoyne Shared Spaces initiatives included: - 17 Drummoyne Shared Spaces activations throughout summer - Place Team providing ongoing support for the delivery of the permanent shared spaces while under construction, including stakeholder liaison and local business support.
Place Management		1.3.1.4 Implement Brewer Street Precinct Action Plan.	# of initiatives delivered.	Significant work undertaken to address concerns surrounding the car park: - Clothing bin removed, and reports of dumping declined - Neighbourhood watch workshop hosted and Brewer Street residents invited - Traffic calming signage installed and traffic speed monitoring ongoing - Consultation about time limited parking was inconclusive. Traffic Committee did not support change due to limited responses from proponents in the consultation. - Lighting assessed and satisfies Council's lighting strategy - Police committed to ongoing monitoring and management - Funding being sought to deliver youth programs in the area.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.1.5 Implement Majors Bay Road Place Plan.	# of activations % growth in Fitness in Feb promotion.	The Majors Bay Road placemaking program has included 15 activations delivered in the Jellicoe Street Piazza/Space. Council has also delivered: - Feel Fab in Feb promotion and hosted a youth photography competition with prizes and displays on street - Ongoing support to the Chamber of Commerce - Assisted on preparations for Chamber of Commerce and Concord Rotary Carols and Mini-market, and Mother's Day Program - RMS signal boxes artwork in progress — delays from Transport for NSW.
Place Management		1.3.1.6 Implement the Evening Activation Strategy.	Evening activation support program launched, including promotion support # of businesses participating in delivering Evening Economy Program # of participation in evening pop-ups.	Delivery of our adopted Evening Activations Strategy "Our City After 5" has continued. Including: - Four evening activation grants provided - 58 evening activations delivered including Australian Night at the Movies, Zumba, Beats and Eats, Vibrant villages, Santa across all village centres and Make Music Day early evening programs.
Place Management		1.3.1.7 Deliver key activities in the Mortlake Place Plan.	# of activities delivered.	Mortlake has continued to be a focus with Council's Place team delivering a number of programs including: - A temporary wayfinding project around the foreshore - New public artworks in the Tom Murphy Reserve and Wangal Reserve - Activations over Christmas - Ongoing stakeholder meetings with MMBRAG and the newly formed Mortlake Action Group.
Place Management		1.3.1.8 Maintain Concord West and Chiswick Place program including supporting local community activities programs, connections with local businesses, and promoting local shopping.	Community and groups projects supported.	Chiswick Community Activities group is still delivering local cultural programs and Council supports this group as required. The Concord West business community has been involved on the Christmas tours, Love Local promotions and working on an improvement program for the underpass on Queens Road with Council and Transport for NSW.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		<p>1.3.1.9 Implement the Rhodes Place Plan including cross-cultural events/activations and Community Safety Program, and support engagement in major projects.</p>	<p># of cross-cultural events/activations held</p> <p>Community Safety Program delivered.</p>	<p>Key actions implemented:</p> <ul style="list-style-type: none"> - Nine activations and events (Beats & Eats Rhodes x3, Australia Night at the Movies, Make Music Day, ANZAC Day, Lunar New Year, Moon Festival, Taste of Rhodes Food Tour) - One public art installation completed (Foreshore Park main electricity board mural) - One public art installation initiated (Rainbow Reflections Art Walk) - Over eight different types of stakeholder meetings (Rhodes Community Committees, building managers network, initial meetings with Rhodes Action Group and Neighbourhood watch group) - An issues management and resolutions program.


1.3.2. Coordinate and facilitate arts and cultural development and recognise our heritage and connection to place.



Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		<p>1.3.2.1 Work in partnership across Council and with other agencies and the community to deliver cultural infrastructure in the Rhodes Station precinct and as part of Redevelopment of Concord Oval.</p>	<p># of public art installations in the Rhodes Station Precinct</p> <p>Public art and support for cultural infrastructure included in the redevelopment plans for Concord Oval.</p>	<p>Participation in these project groups is ongoing — delivery of the program will be realised in 2023 and 2024. Artwork for Concord Oval is being finalised.</p>

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		<p>1.3.2.2 Establish partnerships to deliver creative and cultural programs and events including:</p> <ul style="list-style-type: none"> - Writers Festival - History and Heritage Week event 	# of events and workshops delivered.	<p>Establishment and nurturing partnerships to deliver over 55 creative and cultural programs and events across the City has continued.</p> <p>Cultural programs delivered in partnership include:</p> <ul style="list-style-type: none"> - Two Christmas carol programs - Lunar New year - Moon Festival - Halloween - Four sustainability theatre performances - Over 30 art exhibitions - Two museum exhibitions with the national Maritime Museum - Two programs with Aboriginal stories - A range of cultural performers included in Vibrant Villages involving four local choirs, Hindi dance groups, five Aboriginal music and dance performances, and DJs and singers - Grant programs included DPE Place Activations programs - Heritage grant for story telling with Aboriginal people and funding for Aboriginal performers through the Australia Day Council.
Place Management		<p>1.3.2.3 Refresh and relaunch digital products to capture the heritage of Rhodes.</p>	Level of access of digital content about the heritage of the City of Canada Bay.	<p>Refresh of the Rhodes Walking App delivered.</p> <p>Results:</p> <ul style="list-style-type: none"> - 7,000 views (up 30% YOY) - 250 downloads (up 50% YOY) <p>Key usage peaks can be seen to correlate particularly with promotion through Beats & Eats 2022, Taste of Rhodes food tour.</p> <p>A series of videos about the Wangal people and culture in the City of Canada Bay were launched.</p> <p>Results: over 800 views</p>
Place Management		<p>1.3.2.4 Facilitate creative projects in Drummoyne, Rodd Point and Mortlake</p>	# of projects delivered.	<p>Four new commissions across these precincts were delivered (or are in final stages of completion):</p> <ul style="list-style-type: none"> - Refresh Rodd Point artwork program across all street furniture designed and delivered with artist Carla Glittens - Drummoyne shared spaces is due to be delivered in October 2022. - A new mural has been commissioned in Tom Murphy Reserve in Mortlake - Video artwork via QR codes have been installed in Wangal Reserve, Mortlake, to share Aboriginal cultural protocols.


Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.2.5 Celebrate First Nations heritage in the local area including commencement of Breakfast Point First Nations heritage project, Aboriginal Heritage Study, and Reconciliation Action Plan.	Breakfast Point First Nations heritage project commenced Aboriginal Heritage Study prepared Reconciliation Action Plan commenced.	Council has achieved significant progress in the area of Aboriginal heritage and cultural celebration, as well as reconciliation programs: - The 2022 Aboriginal Heritage Study has been drafted and is in consultation with local Aboriginal people before being presented to Council for adoption - Reconciliation Action Plan development has been launched with working group of staff - New content has been designed to link residents and the Metropolitan Aboriginal Land Council - New signage has been designed and delivered around the Bay Run and in Timbrell Park recognising the Wangal people - NAIDOC Week programs including City wide street banners have been implemented.
Place Management		1.3.2.6 Prepare a Cultural Development Plan 2021-2026 and a Public Art Plan 2021-2026.	Cultural Development Plan adopted and Public Art Plan adopted.	Consultation with the community and stakeholders for the new Plan is ongoing.


1.3.3. Coordinate and support high quality community events to celebrate diversity, showcase creativity and recognise sporting achievements.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.3.1 Deliver key council events including Ferragosto, ANZAC Day, and the Mayors Golf Day. Deliver Concord Carnival/or place activations in key locations.	Events delivered # of event participants (per event) \$ sponsorship received for Ferragosto.	- With Ferragosto (2021) cancelled due to COVID-19 restrictions, focus was on the 54 Vibrant Villages and Beats and Eats activations. Planning for Ferragosto 2022 is substantially progressed. - Mayors Golf Day was cancelled due to excessive rain impacting the golf course. - ANZAC Day supported in Five Dock (400 attendees), Concord (500 attendees), and Drummoyne (400 attendees). Kokoda Track event supported (1000 attendees).

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.4.3 Deliver new Place activation grants programs to encourage day and night activation programs in village centres.	# of new place and evening activation grants programs delivered and evaluated.	The Place Activation grant program has been delivered, with one grant applied for and delivered. COVID-19 caused major disruption in first six months, which was a challenge in delivering against the objective of these grants. Program was reviewed with local chambers and value increased from \$1,000 to up to \$3,000 but the program still not receiving significant uptake.
Place Management		1.3.4.5 Support community events and activations across the City. Support development of the local approvals policy.	# of community-led activations across village centres # of incidents.	Three events run by community and supported by Council between January and June 2022: - King of Concrete - Lunar New Year - Communities 4 Communities Family Fun Day.

1.3.4. Economic development activities are provided in partnership between businesses and governments to stimulate the economy and visitation.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.4.1 Support local businesses participate in business education events. Support Council Chamber of Commerce projects (attend meetings, partner in activities). Deliver Rising to the Challenge of COVID-19	# of businesses participating in business education events # of Chamber of Commerce projects supported/meetings attended # of partnered activities and support provided # of visits to the Business Hub.	Support provided for all chambers. Joint projects include: - Drummoyne Chamber — business event support provided, work experience partnership between Drummoyne Chamber and four high schools initiated. Finalising Collaborate webpage to launch program in July 2022. - Five Dock Chamber — collaborated on place grant applications and lobbying Sydney Metro for local business support - Majors Bay Chamber of Commerce — activation and event support provided, co-produced business promotions and video campaigns to support local business, COVID Safe signage project co-delivered. - Business Hub visits — 600

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		1.3.4.2 Support tourism in the City of Canada Bay through the implementation of the Colours of Canada Bay promotions and support the NSW Golf Open, linking visitors with local business.	# of visits to tourism assets on website # of businesses involved in NSW Golf Open promotion.	Tourism activities have been limited due to COVID-19 challenges. Work has focused on promotion of virtual assets including virtual tours of Rhodes. Event program limited due to COVID-19 and strongly focused on local activations rather than regional projects.

Environmentally responsible

Goal 2.1.

Working together, we adopt practices that sustain our environment.

Service performance

Environmental sustainability	Performance measure	Baseline	Target	YTD result
Develops policy and strategy to respond to environmental issues and delivers educational programs and sustainability initiatives for the community and Council. <ul style="list-style-type: none"> • Environmental sustainability strategies and policies • Corporate sustainability • Community sustainability • Committees and stakeholder groups. 	Net emissions from the City of Canada Bay community	772,220 t CO ₂ -e	351,682 t CO ₂ -e by 2035 Zero CO ₂ -e by 2050	766,328 t CO ₂ -e which is a 1% reduction compared to the 2016/17 baseline
	Net emissions from Council operations	7,579 t CO ₂ -e	2,983 t CO ₂ -e by 2025 Zero CO ₂ -e by 2030	4,566 t CO ₂ -e
	# of community sustainability initiatives delivered	5	Maintain	18
	# of community lead environmental initiatives	5 (2017)	Increase	24

Cleansing operations — public areas	Performance measure	Baseline	Target	YTD result
Coordinates work to keep public areas clean including street cleaning, street sweeping, removal of litter and material illegally dumped, emptying and maintaining Council's public litter bins, and the cleaning of Council's toilets and amenity facilities in public areas. <ul style="list-style-type: none"> • Street and footpath sweeping • Amenities cleaning • Reactive cleansing • Public litter bins • Community Recycling Centre operation. 	% compliance with service programs for mechanical street sweeping, footpath sweeping, public litter bins, toilets and amenities.	94%	95%	95%
	% of requests for the removal of dead animals or asbestos completed within 48 hours.	66%	75%	73%
	% of illegally dumped material removed from parks within five days.	75%	75%	79%
	% customer satisfaction with service at the Community Recycling Centre.	Data not available	75%	To be established



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Garden services and Bushcare	Performance measure	Baseline	Target	YTD result
Provides public garden maintenance to Council sites, parks, roundabouts, traffic islands and shopping strips, and a Bushcare volunteer program that enables community members to participate in the restoration, enhancement, and maintenance of natural areas. <ul style="list-style-type: none"> • Parks, reserves, traffic infrastructure and foreshore maintenance • Bushcare. 	% customer satisfaction with parks	Data not available	≥80%	100%
	# of Bushcare sites maintained	10	12	14
	# of Bushcare volunteers	111	125	125+
	# of hours worked by Bushcare volunteers	Data not available	To be established	574
Fleet and mechanical workshop	Performance measure	Baseline	Target	YTD result
Manages the ongoing maintenance and upgrading of Council's fleet vehicles and plant equipment. <ul style="list-style-type: none"> • Vehicle and plant maintenance and repairs • Fleet procurement and disposal. 	% reduction of greenhouse gas emissions generated by operation of the fleet.	750 tonnes CO ₂	5%	n/a
	% of fleet items within economic life as determined by the Fleet Policy Guidelines.	73%	90%	66%
	% of reactive maintenance requests attended to within 24 hours.	Data not available	75%	78%
	% of scheduled servicing completed on time.	Data not available	100%	90%
Tree services	Performance measure	Baseline	Target	YTD result
Provides private tree assessments as well as assessments of nature strip trees including overhanging branches, local service line clearance, trees displaying signs of decline, tree removal, and tree replacement. <ul style="list-style-type: none"> • Public tree services • Private tree services. 	% of customer requests for tree services actioned within Service Level Agreement (# of days vary depending on level of risk).	94%	100%	99%
	% of tree permits processed within 20 business days.	97%	≥80%	74%






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Waste management	Performance measure	Baseline	Target	YTD result
Provides domestic and commercial waste collection, disposal, recycling, and processing, and delivers community education on increasing resource recovery, reducing waste to landfill, and correct utilisation of services. Waste management also delivers programs and projects to continually improve on waste and resource recovery services and outcomes. <ul style="list-style-type: none"> • Waste collection — contract management • Education • Community events, facilities, and programs • Strategic direction • Illegal dumping and waste investigations • Reporting. 	# kg of domestic waste stream to landfill per resident.	190 kg/year	Decrease	197kg
	% customer satisfaction with domestic waste services (as determined by Council community satisfaction survey, undertaken biennially).	Data not available	90%	94%
	# of services reported missed per 10,000 services.	7 per 10,000	Maintain or decrease	8
	# of illegal dumping events.	1,270	Decrease	902

2.1.1. Respond to the impacts of climate change through planning for environmental sustainability and implementing energy, water, and greenhouse gas mitigation and adaption programs.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Buildings & Property		2.1.1.1 Deliver building related works from the Emissions Reduction Action Plan — operational through our capital works program over the next four years.	All building related works completed in accordance with the 21–22 capital works program.	The program for the financial year is complete and the 2022/23 program is being finalised.
Sustainability & Waste		2.1.1.2 Support three schools to install solar panels.	Funding approved by Department of Education for three schools Panels installed on schools Education and communication developed.	Strathfield North Public School installed 17kW PV solar system and Abbotsford Public School installed a 19kW PV solar system.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Sustainability & Waste		<p>2.1.1.3 Implement actions from the Emissions Reduction Action Plan — Corporate, including:</p> <ul style="list-style-type: none"> - Undertake studies and briefs to support implementation of capital projects - Deliver operational energy efficiency projects. 	# of briefs and projects completed.	<p>Seven briefs have been completed in relation to gas, solar, electricity and climate risk. A new Lighting Standard for Council facilities has been developed. A number of projects commenced: Sustainable facilities ESD guide; EV Charging Strategy; Race to Zero annual report; sustainability and waste clauses for Council cleaning contract; Solar standard; Options investigation to reduce electricity costs at Drummoyne Oval.</p> <p>Feasibility reports have been delivered for LED lighting upgrades, solar expansion, and heat pumps at pools.</p>
Sustainability & Waste		<p>2.1.1.4 Develop a Resilience Plan/Framework for Council which aligns with the Resilient Sydney Strategy.</p>	Operational risk assessments conducted community resilience plan adopted.	A draft climate risk assessment was prepared. Climate risk assessment engagement across Council has commenced. Officers have identified a grant funding opportunity from Resilience NSW and started preparation of an application.
Sustainability & Waste		<p>2.1.2.1 Implement actions from the Emissions Reduction Action Plan - Community, including:</p> <ul style="list-style-type: none"> - deliver a Community Education Program - support a Community Energy Program - deliver a Community Renewable project. 	<p># of Workshops</p> <p>Energy Project developed</p> <p># of people engaged</p> <p># of audits conducted.</p>	<p>There were four energy audits conducted and four reports delivered. After receipt of the reports a webinar was conducted at which the results were presented to the strata committees involved in the project. Savings identified 162,237KWh and \$31,700 and 170.4 tonnes of CO₂.</p>









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2.1.2. Engage with the community through innovative community environment programs to provide long term sustainable solutions.

Refer service performance — Environmental sustainability


2.1.3. Protect and enhance natural resources and biodiversity to ensure resources are there for future generations.






Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Sustainability & Waste		2.1.2.2 Implement a tree program including tree education, community events, and tree giveaway	# of social media views # of participants # of trees provided	150 people registered to attend nine workshops that promoted increasing tree canopy and native species protection. There were three native plant giveaways with 414 plants distributed to 130 residents. There were 17 social media posts on trees and biodiversity that reached 28,800 people with 2000 active engagements. Council also engaged four schools to take part in Council's Urban Tree Canopy planting program. 169 trees are being planted across the four schools.
Open Space Operations		2.1.3.1 Identify new sites of critical habitat/priority areas that would benefit from establishment of a new Bushcare group where interest has been identified by the community: - Werrell Reserve	New Bushcare site established at Werrell Reserve.	Regeneration at Werrell Reserve and Shadrack Shaw Reserve is continuing. At Werrell Reserve Council planted 2,000 native plants and removed exotic species. Restoration works at Shadrack Shaw Reserve encourages regeneration of coastal saltmarsh.
Sustainability & Waste		2.1.3.2 Implement an environmental grant including: - Migratory shorebird and salt marsh education - Installation of signage - Regeneration of salt marsh - Citizen science activity.	# of signs # of locations # of participants	Two interpretive signs were installed in Rodd Park with an additional two due to be installed in Prince Edward Park. There was one migratory shorebird workshop in May attended by 29 people. Three new enforcement signs for dogs off leash were installed in Rodd Park. In December/January, weekly face to face community engagement sessions were conducted at Rodd Park, where 30 dog owners were engaged to raise awareness. At the Lunar New Year event, Council officers spoke to the community about responsible dog ownership for shorebirds with 73 dog owners participating. Enforcement officers conducted patrols over a four-week period.




Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Open Space Operations		<p>2.1.3.3 Review Council's re-vegetation planting scheme for threatened ecological communities and remnant native vegetation to ensure the correct species are being used for rehabilitation work in line with Council priorities.</p>	Re-vegetation planting scheme for threatened ecological communities and remnant native vegetation reviewed and updated.	The review of the re-vegetation planting scheme is underway. Planting controls are being drafted and planting zones are being prepared. When new plantings are undertaken, native species are incorporated.
Open Space Operations		<p>2.1.3.4 Educate parks/reserves maintenance and project staff to increase awareness of legislative responsibilities for protection and management of threatened species, populations and ecological communities. Develop training for parks/reserve staff and volunteers in wildlife habitat requirements e.g. retention of shrubs, dead wood and stags, weed and native look-alikes, controlling the spread of weed seed, staged removal of lantana to retain habitat for small birds.</p>	% of parks maintenance staff trained in wildlife habitat requirements and legislative responsibilities for protection and management of threatened species, populations and ecological communities	The Bushcare Team Leader continues to undertake on-site training for staff in education and awareness of the value of retaining natural elements. Approximately 50% of staff have received informal training.
Open Space Operations		<p>2.1.3.5 Develop Tree Management Guidelines to reflect the outcomes of the Urban Tree Canopy Strategy.</p>	Tree Management Guidelines developed.	Guidelines for tree management are being developed in line with Council's Urban Canopy Strategy. It is expected that the draft will be finished by late 2022.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Open Space Operations		2.1.3.6 Create a local 'significant tree' register to identify those trees which have value due to factors such as heritage, species, size, and location.	Significant tree register created.	As part of Council's Urban Canopy Strategy, the creation of a significant tree register will soon commence, including documenting all street trees with the assistance of funding from the Department of Planning and Environment.
Open Space Operations		2.1.3.7 Control and regulate access to threatened ecological communities with fencing/delineation and signage particularly Sydney Turpentine Ironbark Forest, Swamp Oak, mangrove and saltmarsh remnants subject to high levels of disturbance.	The threatened ecological communities in Queen Elizabeth Park are fenced, delineated, and have signage installed.	Control and management of this area is on-going, with the aim of encouraging regeneration. A specialist nursery has been engaged to collect native orchids to ensure that the population survives.
Open Space Planning		2.2.1.2 Support the establishment of the River Watch Monitoring Program for the Parramatta River.	River Watch Monitoring Program for the Parramatta River established.	Working with Sydney Water and the Parramatta River Catchment Group to develop the Riverwatch monitoring program due to be launched in September 2022. Sydney Water is responsible for the Riverwatch program.




2.1.4. Provide efficient and effective Waste and Resource Recovery services.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Resource Recovery & Waste Services		2.1.4.1 Conduct a multi-unit dwelling domestic waste service review project (two-year project).	% of properties audited.	100% of properties were audited, with a total of 1,014 buildings surveyed. The initial database and report have been created and are currently being analysed.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Resource Recovery & Waste Services		2.1.4.2 Deliver a Contamination Management Program with a focus on multi-unit developments to target buildings.	# of audits completed % of buildings engaged	An additional 45 buildings were engaged in the program and 608 visual bin audits were conducted. An average 41% reduction of recycling contamination was recorded across participating buildings.
Resource Recovery & Waste Services		2.1.4.3 Develop a new Waste Strategy for City of Canada Bay.	Waste Strategy exhibited and adopted by Council.	The Resource Recovery and Waste Strategy was adopted at a Council meeting on 20 July 2021.
Resource Recovery & Waste Services		2.1.4.4 Roll out new illegal dumping program developed based upon findings from two illegal dumping trials. New signage to be displayed in identified hot spots and new collateral will be distributed across the City.	# of illegal dumping instances.	Implementation of a city-wide roll out of the new illegal dumping program has continued, with nine separate deployments of the mobile CCTV trailer to dumping hot spot areas. There were 511 instances of illegal dumping reported, an 11% reduction on the three-year average for the period.
Resource Recovery & Waste Services		2.1.4.5 Conduct a trial of a recycling trailer for e-waste and oversize cardboard at Community Recycling Centre.	Volume of material collected.	The trial was extended due to the Community Recycling Centre being closed from late July to early October 2021 due to COVID-19. A total of 3,530kg was collected (1,230kg electronics and 2,300kg cardboard). The trial is now being evaluated and collection is continuing.
Resource Recovery & Waste Services		2.1.4.6 Undertake regional waste projects with Southern Sydney Regional Organisation of Councils.	# of projects undertaken	Council has continued to participate in: - Regional Food organics study - Circular Textiles plan for Sydney - Procure Recycled: Paving the Way Council is participating in the following new projects: - Kerbside Waste Audit - Paving the Way (Crumb Rubber) Pilot Project.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Resource Recovery & Waste Services		<p>2.1.4.7 Analyse multi-unit buildings suitable for smaller vehicle on-site waste collections</p> <p>Pre-trial planning for food waste collection trial and pre-tender options.</p>	<p>Buildings assessed for on-site collection suitability</p> <p>Food trial planning underway</p>	<p>Building inspections were completed in May 2022, with the initial data received and final report to be completed August 2022.</p> <p>Council received grant funding for a Food Organics Recovery grant to enable a trial program from the NSW Environmental Trust. Recruitment for a project officer has been completed and communications plan commenced.</p>
Resource Recovery & Waste Services		<p>2.1.4.8 Conduct a pilot program for the collection of textiles and soft plastics.</p>	<p># of collections</p> <p>Volume collected</p>	<p>Council continued the program with Recyclesmart to undertake soft plastics and textiles collections. A total of 2,534 collections (7,839kg material) were carried out in the period.</p>
Cleansing Operations		<p>2.1.4.9 Prepare a costed implementation plan to continue the expansion of SMART Cities technology. This builds on the successes achieved in a trial of this technology to measure when litter bins are nearing full. Further implementation will provide efficiency in the service and reduce overflowing litter bins in the community.</p>	<p>Costed implementation plan completed.</p>	<p>An investigation into the required procurement and installation has been undertaken and budget has been allocated for implementation.</p>

2.1.5. Manage drainage and stormwater infrastructure to prevent local flooding and to provide for harvesting of stormwater for water recycling.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Strategic Asset Services & Innovation		2.1.5.1 Undertake Exile Bay Floodplain Risk Management Study and deliver Plan	Study and plan completed.	The Exile Bay Floodplain Risk Management Study is a State Government Funded Project. Council accepted grant funding on 23 March 2022. The study is expected to be completed in 2023.
Drainage Infrastructure		2.1.5.2 Reline Trunk Drainage Rothwell Park to Rhonda Place, Concord.	Project completed.	The project has been deferred in accordance with updated Asset Management planning.
Drainage Infrastructure		2.1.5.3 Renew Moala Street Stormwater Culvert at Concord Hospital.	Stage One completed.	This culvert renewal project has been deferred to 2022/23 financial year.

Goal 2.2.

Attractive, well maintained and accessible parks and open spaces provide for a range of active and passive recreation uses.



Service performance

Open space planning	Performance measure	Baseline	Target	YTD result
Identifies, plans, and delivers open space assets and manages these spaces to meet the requirements of our growing community. <ul style="list-style-type: none"> • Open space planning project delivery • Open space asset management • Water security and energy efficiency • Plans of management and masterplans • Urban canopy services • Landscape design. 	Capital investment into parks and open spaces	\$7.4 million	\$9.1 million	\$3.5 million
	# of trees planted per annum	813	1,500	332
	% customer satisfaction with playgrounds	Data not available	≥80%	To be established

Parks and water operations	Performance measure	Baseline	Target	YTD result
Ensures the City of Canada Bay's parks, open spaces and nature strips meet community expectations and manages water, lighting, and irrigation systems. <ul style="list-style-type: none"> • Community mowing • Parks maintenance • Operation and maintenance of water treatment plants • Operation and maintenance of sports field lighting and irrigation • Sports field renovation projects. 	% customer satisfaction with parks	Data not available	>80	To be established
	% customer satisfaction with community mowing service	Data not available	>80	To be established
	% compliance with Australian Guidelines for Recycled Water	100%	100%	100%

Sports fields and golf courses	Performance measure	Baseline	Target	YTD result
Operates and maintains Council's sports fields and golf courses. <ul style="list-style-type: none"> • Operation and maintenance of Barnwell Park and Massey Park golf courses • Operation and maintenance of sports fields. 	% customer satisfaction with maintenance of golf courses	Data not available	≥80%	To be established
	% customer satisfaction with maintenance of sports fields	Data not available	≥80%	To be established

2.2.1. Plan for, and maintain, parks and open space to provide active and passive recreation opportunities for everyone's enjoyment.


Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Open Space Planning		<p>2.2.1.1</p> <p>Improve and upgrade the existing foreshore paths/informal trails at key strategic locations to improve connectivity and increase amenity:</p> <ul style="list-style-type: none"> • The Esplanade, Drummoyne (investigate tree planting options along public park edge). • Deakin Street, Mortlake - complete revision of boardwalk design and resolve to enter into a lease agreement with the Department of Planning, Industry and Environment 	<ul style="list-style-type: none"> • Investigation completed • # of trees planted (if recommended by investigation) • Revision of Deakin Street boardwalk design completed • Council resolution to enter into a lease agreement (subject to agreeable terms). 	Deakin Street boardwalk and foreshore boardwalk at Majors Bay are being designed to be delivered in 2022/23. As part of the Deakin Street boardwalk, trees will be planted as screening to residents nearby. There has also been a funding announcement by the NSW Government to progress a river walk from Sydney Harbour to Parramatta.
Open Space Planning		<p>2.2.1.3</p> <p>Review and implement the promotion of the river activation sites at Chiswick baths, Bayview Park and Mcllwaine Park.</p>	<ul style="list-style-type: none"> • River activation sites remain open year round • Council's website maintained with up-to-date information on conditions (eg water quality) • Quarterly promotion through Council's social media channels. 	Chiswick and Cabarita Park swim sites remained open all year. Up-to-date water quality information was maintained on the Beachwatch website. Regular promotion through Council and Parramatta River Catchment Group media channels was delivered, including on progress of the new river activation sites at Bayview Park and Mcllwaine Park.



Easy to get around

Goal 3.1.

Regional and local infrastructure is well planned and resourced to enable connectivity across our City.

3.1.1. Adopt an integrated approach to the provision of major regional infrastructure in order to meet community need.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
City Projects		<p>3.1.1.1 Deliver the Concord Oval Project incorporating:</p> <p>Recreation Facility:</p> <ul style="list-style-type: none"> - Four stadium (indoor sports) courts - Functional training gymnasium - Program spaces - Crèche - Reception and amenities <p>Sport and Event Facility:</p> <ul style="list-style-type: none"> - Function venue - Match day viewing - Wests Tigers training and administration spaces - Dedicated West Harbour Rugby Football Club space. <p>Outdoor External Areas</p> <ul style="list-style-type: none"> - Inclusion of BBQ, and outdoor basketball court - Public art component - Improved seating to spectator area - Inclusion of external exercise station 	Concord Oval project completed. Level of expenditure.	Despite delays due to site archaeology, wet weather and COVID-19, the Concord Oval community and sports precinct is nearing completion. The Wests Tigers' Centre of Excellence, match day facilities for local sports clubs and rooms for community programs, activities and functions have reached their final fitout stage. The sportsfield has been upgraded with new irrigation and drainage and the newly laid turf is now establishing. Construction of the indoor recreation centre has commenced and earth moving to shape the green open spaces is underway.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
City Projects		<p>3.1.1.2 Deliver the Rhodes Recreation Centre, as the second stage of the Rhodes Station Precinct Development delivered under the adopted Voluntary Planning Agreement (VPA). It will deliver for Council:</p> <ul style="list-style-type: none"> - Childcare - Health Club - Gymnastics - Indoor Sporting Courts - Community Rooms - Commercial/ Retail tenancies - Shared basement carpark. 	<p>Rhodes Recreation centre construction in progress and on track to be completed in late 2023.</p> <p>% Project milestones for 21-22 completed within budget.</p>	<p>Construction of the car park is completed. Detailed design of the recreation centre is also finalised. The project completion date may be delayed further as the developer is seeking changes to their proposal.</p>
Strategic Asset Services & Innovation		<p>3.1.1.3 Review and update the Asset Management Plan component of Council's Resourcing Strategy.</p>	<p>Asset Management Plan completed</p>	<p>The Asset Management Plan has been completed and incorporated into Council's Resourcing Strategy and integrated with the Delivery Program 2022–26 and Operational Plan 2022/23.</p>



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Goal 3.2.


A connected network of quality active and public transport routes and services minimise traffic and make it easier to get around.

Service performance




Traffic and transport	Performance measure	Baseline	Target	YTD result
Manages the operation of the City of Canada Bay's road network including on and off street cycle paths. <ul style="list-style-type: none"> • Traffic committee and requests • Traffic approvals • Line marking and signage works • Road safety education • Parking management • Traffic management • Development assessments • Transport advocacy • Active transport. 	% of responses to community requests for traffic, parking, active transport and road safety matters responded to within two weeks	47%	40%	43%
	% of applications to stand plant within the road reserve processed within two weeks	73%	70%	78%
	% of applications for work zones completed within eight weeks.	73%	70%	79%
	% of requests for line marking (new or maintenance) completed within 12 weeks	Data not available	75%	65%
	% of assessment of referrals for Development Applications or Planning Proposals within two weeks	Data not available	85%	46%

Protection and restoration of Council infrastructure	Performance measure	Baseline	Target	YTD result
Ensures all Council infrastructure assets affected by the work of other organisations are restored to the appropriate standard as specified in Council's specifications. Manages the construction/reconstruction of driveway access across nature strips, including managing the delivery process where the applicant requests: <ul style="list-style-type: none"> • Road opening applications • Utility notification of works • Scoping and quoting restoration works • Supervision of restoration works • Driveways. 	% of restoration work completed within 90 days of notification by applicants	Data not available	75%	50%
	% of Road Opening Applications processed within 10 days.	83%	85%	80%
	% of driveway quotes accepted	Data not available	50%	60%
	# of restorations performed as a result of work by others	Data not available	N/A for trending purposes	61


3.2.1. Advocate and provide for accessible public transport and related infrastructure that meets the community's needs.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Traffic & Transport		3.2.1.1 Complete projects identified by the Traffic Committee.	% of projects completed.	New traffic islands and additional signage is to be installed in Tavistock Street, either side of its intersection with Marlborough Street. Detail designs are being finalised for construction in early 2022/23.

3.2.2. Provide linked footpaths and cycleways to enable ease of movement around our City and beyond.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Traffic & Transport		3.2.2.1 Implement the projects identified in the Canada Bay Bike Plan for 2021/22.	% of program completed.	The construction of a new shared path along Byrne Avenue, Russell Lea, has been completed. Further works to be planned in the 2022/23 financial year as part of the Bike Plan implementation.
Traffic & Transport		3.2.2.2 Complete Stage One of the Regional Cycleway, linking Concord Road to Timbrell Drive.	% of Stage One works for 2021/22 completed.	New speed humps and a raised intersection treatment have been constructed on First Avenue. A new pedestrian/cyclist refuge has also been constructed in Ingham Avenue. Further investigations, consultation and detailed design work was undertaken on other sections of the cycleway.
Infrastructure Projects & Delivery		3.2.2.3 Detailed design for upgrades to the public domain along Victoria Road, Drummoyne, and commencement of construction works.	Design completed, construction contract awarded and works commenced.	This project will be delivered in stages over multiple financial years, with the detailed design for shared spaces in Church Street and Formosa Street completed. Works for Drummoyne shared space commenced in the 2021/22 financial year, with completion scheduled for the 2022/23 financial year. Footpath upgrades in Victoria Road are to follow.

3.2.3. Provide efficient lighting for streets, public space, parks and sporting fields to ensure a safer environment and to contribute to reducing energy use and greenhouse gas emissions.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
City Projects		<p>3.3.2.1 Deliver Great North Road streetscape upgrade Stage Two, comprising of various streetscape upgrades along Great North Road and adjacent streets. The works are a continuation of the Stage One upgrade works completed in 2018 and include upgrades between Henry Street and Queens Road with new paving finishes, planting, street furniture and stormwater upgrade.</p>	Delivered on time and on budget.	Project completed in early 2022 with defect rectification and additional works requested by Transport for NSW undertaken until May 2022.

Goal 3.3.

Traffic, parking, roads, and marine infrastructure provide for safe and efficient travel.

Service performance


Assessment and construction of driveway and ancillary works	Performance measure	Baseline	Target	YTD result
Manage driveways and ancillary work approval and construction, road opening permit applications, builders' damage deposits, and liaise with resident and applicant. <ul style="list-style-type: none"> Assessments and inspections Quotations to undertake work for clients Private driveway formwork inspections. 	% of Driveway Applications assessed within 14 days	Data not available	75%	76%
	% of quoted works completed within 21 days of quote acceptance	Data not available	80%	75%
	% of formwork inspections completed when organised with client	Data not available	100%	100%
	% of bonds held for damage to Council's infrastructure processed within 28 days	Data not available	100%	97%

Infrastructure planning and project delivery	Performance measure	Baseline	Target	YTD result
Manages the planning and delivery of annual renewal programs and capital works associated with infrastructure assets. <ul style="list-style-type: none"> Infrastructure asset management Investigations and civil design Project planning and delivery. 	% of projects designs completed as planned	Data not available	80%	68%
	% of road surfaces rated in satisfactory condition or better	90.6%	>90%	94%
	% of footpaths rated in satisfactory condition or better	99.5%	>95%	99%
	% of kerb and gutter in satisfactory condition or better	99.6%	>95%	99%


Road maintenance services	Performance measure	Baseline	Target	YTD result
Coordinate and manage the maintenance of Council's road infrastructure network including, road pavements, kerb and gutter, footpaths, street signs and street furniture. <ul style="list-style-type: none"> Road pavement maintenance Footpath, kerb, and gutter maintenance Signs and streetscape maintenance. 	% of road pavement potholes repaired within three days	5%	80%	47%
	% of trip hazard requests made safe within five days	Data not available	90%	45%
	% of non-regulatory and street name sign work completed within 30 days	36%	80%	83%
	% of regulatory sign work completed within 15 days	36%	70%	62%







Strategic asset management	Performance measure	Baseline	Target	YTD result
Provides strategic assets services and systems to support the portfolio managers in provision of their assets to their community. <ul style="list-style-type: none"> • Strategic asset management planning • Stormwater, marine infrastructure, City poles and lights asset custodian • Grant applications • Asset management systems • Floodplain risk management • Engineering development assessments • Asset handover management. 	% of drainage work renewals completed as per the renewal programs.	80%	100%	60%
	% of engineering development referrals completed within 15 days.	100%	100%	90%



3.3.1. Deliver traffic and parking infrastructure that supports the use of active and public transport and safe use of roads.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Traffic & Transport		3.3.1.2 Implement projects to renew existing traffic facilities.	% of program of works for 2021/22 completed.	Two traffic facilities in Melbourne Street, Concord, have been renewed.

3.3.2. Provide quality roads, bridges, kerbs and gutters infrastructure that caters to current and future road transport needs.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Infrastructure Operations		3.3.2.2 Review and update standard operating procedures for undertaking common road maintenance tasks to ensure efficiency, quality of outcome and safety for the community and staff.	Standard Operating Procedures reviewed and updated.	Safe Work Method Statements will be reviewed in the first half of 2022/23.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Infrastructure Projects & Delivery		3.3.2.3 Deliver Road Resurfacing Program, involving the resurfacing and minor patching of roads.	% of program completed	The road resurfacing program for 2021/22 was completed through two packages of works. The smaller package of works were completed in June.
Infrastructure Projects & Delivery		3.3.2.4 Deliver Local Roads and Community Infrastructure Program.	% of program completed.	All planned works under this program were completed.
Infrastructure Projects & Delivery		3.3.2.5 Deliver The Terrace, Abbotsford - Embankment Stabilisation project. The project will protect the road from erosion on the downhill slope through the construction of protection measures.	Project completed.	This project has been moved to the 2022/23 financial year due to design complication and additional approval requirements (Ausgrid). Design and documentation is nearing completion, with works expected to commence by late-2022.
Infrastructure Projects & Delivery		3.3.2.6 Deliver the Local Roads Heavy Patching Program.	% of program completed by 30 June 2022.	All planned heavy patching works were completed.
Infrastructure Projects & Delivery		3.3.2.7 Deliver the Annual Regional Roads Program. This project is funded on a 50/50 basis between Council and Transport for NSW.	% of program completed by 30 June 2022.	Planned works for Harris Road and Hampden Road were completed.
Infrastructure Projects & Delivery		3.3.2.8 Deliver the Cooper Street, Strathfield - Hiltz Road to Leicester Avenue road pavement reconstruction.	Project completed.	Public domain works in Strathfield Triangle have been completed. The associated road resurfacing works is currently underway and to be completed by 30 June 2022.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Infrastructure Projects & Delivery		<p>3.3.2.9 Deliver the intersection upgrade of George Street and Pomeroy Street, North Strathfield. This project is funded by the NSW Governments Housing Acceleration Fund.</p> <p>The project is due for completion in 2023, with utility adjustments and property adjustments the main focus in 2021-22.</p>	Project progress and schedule as at 30 June 2022 provide for overall completion in 2023.	Detailed design is complete, and a final business case has been prepared. TCS design has been approved by Transport for NSW. There will be no further action on this until the associated business case for the Concord West flood mitigation is completed in late 2022, working in conjunction with the Department of Planning and Environment.
Infrastructure Projects & Delivery		<p>3.3.2.10 Deliver the Annual Kerb and Gutter Renewal Program.</p>	% of program delivered	Kerb and gutter renewal works are complete.

3.3.3. Provide marine structures to cater for water-based transport and recreational activities.

Refer service performance — Strategic asset management

Engaged and future focused


Goal 4.1.

The community participates in setting directions for the future.


Service performance

Community engagement	Performance measure	Baseline	Target	YTD result
Strengthens local connections, communication and partnerships to innovate, engage and celebrate in the improvement of our City, and provide effective stakeholder management for Council.	# Collaborate Canada Bay members	3,214	5,000	7,196
	# submissions to community consultation projects	6,000	8,000	5,853
	# visitors to Collaborate Canada Bay projects	35,511	40,000	113,920
	# consultation campaigns completed	20	25	40

4.1.1. Community engagement provides direction for planning and the two-way flow of information contributes to decision making.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Place Management		4.1.1.1 Deliver innovative internal and external engagement for the development of the Community Strategic Plan (CSP).	# engagement activities undertaken # community members and stakeholders engaged # staff engaged	The Community Strategic Plan was adopted by Council after three rounds of consultation. Round 2 (November 2021 – January 2022) comprised focus groups and online surveys that garnered over 1,000 submissions. Public exhibition received 23 submissions and the final document was submitted to Council and adopted on 28 June 2022. Overall, the consultation received over 5,000 submissions. Over 140 staff were engaged during the CSP process. Other statistics for the 2021/22 financial year include: - 46 community consultations undertaken in 2021/22 — 21 Jan–Dec 2022. - Number of Collaborate community members up 55% to 7,196 - 54,000 visitors to the site in Jan–Dec 2022, totalling 113,920 for 2021/22 - 5,853 total submissions for 2021/22

4.1.2. When planning for our future, ensure the community's aspirations and priorities are embedded in corporate strategy.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Corporate Strategy and Business Improvement		<p>4.1.2.1 Develop new suite of Integrated Planning and Reporting documents, including Community Strategic Plan (CSP), Delivery Program (DP) and Operational Plan (OP), ensuring community, staff and Councillor engagement.</p>	# of Councillors workshops conducted for the development of the CSP and DP.	<p>The City of Canada Bay's new suite of Integrated Planning and Reporting documents have been finalised. All documents were adopted (except for the Workforce Management Plan which was endorsed as specified in the OLG Guidelines) by Council on 28 June 2022.</p> <p>These include:</p> <ul style="list-style-type: none"> - Our Future 2036 — Community Strategic Plan - Delivery Program 2022–26 and Operational Plan 2022/23 - Overarching Resourcing Strategy - Long-term Financial Plan 2023–33 - Asset Management Strategy 2022–32 - Workforce Management Plan 2022–26. <p>Two phases of community engagement were conducted with over 3,000 responses to engagement initiatives, and multiple focus group workshops completed.</p> <p>Councillors were engaged in the development of the plans in a February councillor workshop, and draft plans were placed on public exhibition from 22 April to 20 May 2022 following the April 2022 Council meeting.</p> <p>The suite of Integrated Planning and Reporting documents will guide all Council's work for the current Council term, and a new suite will be developed in line with the next term.</p>



Goal 4.2.



High quality sustainable urban design results in innovative development sensitive to existing local character.

Service performance

Strategic planning	Performance measure	Baseline	Target	YTD result
Investigate, research, advise and prepare plans, policies and maps which address land use, infrastructure, and social services to meet current and future needs of the community. <ul style="list-style-type: none"> Land use planning Heritage protection Geographical information system Social planning and community participation Planning and advice and planning certificates Development contributions. 	% of proponent Planning Proposals reported to Council within three months of lodgement.	No applications received	70%	n/a
	% Planning Certificates (Section 10.7(2) and 10.7(2) & (5)) issued within five working days.	100%	100%	100%
	# of local heritage grants provided.	8	Maintain	30

4.2.1. Provide strategic and land use planning to ensure the built and natural environment is highly liveable with quality and sustainable development incorporating best practice design.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Strategic Planning		4.2.1.1 Undertake land use planning to implement the Stage One precincts of the Parramatta Road Urban Transformation Strategy and commence the preparation of background studies to inform the future rezoning of Stage Two precincts.	Planning Proposal for Stage One precincts finalised Background studies for Stage Two precincts prepared.	Planning Proposal for Stage One of the Parramatta Road Corridor was exhibited in February and March 2022. Background studies to inform Stage Two of the Parramatta Road Corridor commenced in early 2022.
Strategic Planning		4.2.1.2 Prepare a Local Planning Study for land surrounding proposed Metro West stations in the City of Canada Bay.	Draft Study prepared and exhibited.	A draft Planning Study and draft Local Character Statements have been prepared for localities near proposed metro stations in the City of Canada Bay. The draft Study and Character Statements were exhibited in April/May of 2022.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Strategic Planning		4.2.1.3 Commence investigations to inform the delivery of the housing investigation areas (terrace housing) identified in the Canada Bay Local Strategic Planning Statement.	Background report prepared.	The localities that were subject to this investigation have been revised in light of the work being undertaken for metro station precincts. The project will be progressed in the 2022/23 financial year with a focus on particular localities.
Strategic Planning		4.2.1.4 Prepare a new Local Infrastructure Contribution Plan for the City of Canada Bay.	Local Infrastructure Contribution Plan adopted	The Canada Bay Local Infrastructure Contribution Plan was adopted by Council in February 2022. The new Plan will enable Council to collect contributions to fund community infrastructure to support the growing population in the City of Canada Bay.

Visionary, smart and accountable


Goal 5.1.



The elected Council provides strong leadership for the community that is underpinned by open and transparent governance.

Service performance

Mayoral and Councillor support	Performance measure	Baseline	Target	YTD result
Provides high quality administrative support services and outcomes to the Mayor, Councillors, and delivers civic events. <ul style="list-style-type: none"> Civic events Support services Small grants program. 	# of citizenship ceremonies held.	7	8	55
	Average # of days taken to respond to Mayor requests	16	10	10
	Average # of days taken to respond to Councillor requests	13	10	10

5.1.1. The Council governs efficiently and effectively on behalf of the community.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Governance & Customer Services		5.1.1.1 Administer the Local Government Elections for the City of Canada Bay Council, as per the NSW Local Government Act 1993, in conjunction with the NSW Electoral Commission.	Local Government Elections held. Outcome of Local Government Elections - nine elected Councillors, including popularly elected Mayor.	The NSW Local Government Elections conducted on 4 December 2021 were administered in conjunction with the NSW Electoral Commission. Nine councillors, including a popularly elected mayor were elected to the City of Canada Bay Council.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Governance & Customer Services		5.1.1.2 Investigate and implement a new business paper solution. <ul style="list-style-type: none"> • Draft Request for Quotation (RFQ) • Implement new solution and roll out across the organisation • Train staff in new business paper solution. 	<ul style="list-style-type: none"> • New Business paper solution rolled out and being utilised by relevant staff • # of staff trained in new business paper solution 	The implementation of InfoCouncil software solution was undertaken following the RFQ process. All relevant templates for Council and Committee meetings were created in line with Council's current processes and practices. This was followed by extensive testing and staff training across the organisation with InfoCouncil going live on 9 May 2022.
Governance & Customer Services		5.1.1.3 Administer and oversee the City of Canada Bay Councillor Induction Program in conjunction with the Executive Team and Managers. Induction to include awareness of key projects, policies and procedures that affect Councillors such as Code of Meeting Practice and Code of Conduct and that they are required to make decisions on.	% of Councillors inducted.	All Councillors were inducted through attending the in-house induction program which ran from December 2021 through to April 2022. This was in conjunction with the Office of Local Government 'Hit the Ground Running' program which ran from February through to April 2022 for all Councillors across NSW.

5.1.2. Provide civic events and citizenship ceremonies to celebrate the diversity and achievements of the community and to welcome newcomers.

Refer service performance — Mayoral and Councillor support

Goal 5.2.

Leadership of the organisation inspires best practice in everything in which Council is involved.

Service performance

Buildings and trades maintenance	Performance measure	Baseline	Target	YTD result
Provides programmed, on-request and reactive maintenance services for Council property assets, as well as recreational assets. <ul style="list-style-type: none"> • Building maintenance • Parks and sports field maintenance • Graffiti removal • Miscellaneous support services. 	% of graffiti on public land removed within 15 working days	Data not available	95%	100%
Business improvement	Performance measure	Baseline	Target	YTD result
Provides value to the organisation through best practice people-focused change, business process management, embedding continuous improvement, and building organisational capability through improvement champions to drive measured improvement across the organisation. <ul style="list-style-type: none"> • Corporate improvement • Process management • Quality assurance. 	% of identified processes documented and published in Promapp	23%	70%	70%
	# of staff undertaken Lean Six Sigma training	8	20	30
	# of process improvements projects completed	8	20	26
	% of ABEF priority area recommendations implemented	N/a	25%	n/a
Corporate strategy	Performance measure	Baseline	Target	YTD result
Implements the compliance, coordination and development of the Integrated Planning and Reporting (IPR) framework documents and reports. <ul style="list-style-type: none"> • Corporate planning • Corporate reporting. 	# of staff directly engaged, and/or trained in Integrated Planning and Reporting (IPR) activity	25	40	47



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Council buildings and property	Performance measure	Baseline	Target	YTD result
Coordinates the management of Council owned properties, leased and licenced properties, building capital works, road closures, easements, road dedications, and footpath dining, as well as strategic functions to buy, sell, and lease Council property. <ul style="list-style-type: none"> • Building management • Capital works — buildings • Leasing and licensing • Footpath dining • Asset management • Strategic property management. 	% vacancy rates of Council’s leased properties	2% vacancy	Maintain	2%
	% of expired occupancy agreements	To be established	Improve 5% annually	53%
Council venue hire	Performance measure	Baseline	Target	YTD result
Manages the operations of all 13 Council community venues for hire, coordinates civic functions and major events at Drummoyne Oval <ul style="list-style-type: none"> • Venue bookings • Venue operations • Coordination of civic functions • Drummoyne Oval events. 	% utilisation of The Meeting Space (The Connection)	15.26%	Increase 5%	17%
	% utilisation of The Event Space (The Connection)	27.41%	Increase 5%	30%
	% utilisation of Cabarita Conservatory	41.26%	Increase 5%	36%
	% utilisation of the Greg Davis Stand (Drummoyne Oval)	34.70%	Increase 5%	24%
	% customer satisfaction of venues service	96.97%	75%	95%
Customer service — Civic Centre	Performance measure	Baseline	Target	YTD result
Delivers a centralised customer service centre at the Civic Centre and Concord Library, providing information, transaction and consultation to customers via the front counter and call centre. <ul style="list-style-type: none"> • Counter service • Call centre • Administration. 	% of customer service complaints dealt with within 48 hours.	90%	90%	90%
	% of calls answered within 1 minute.	90%	90%	87%
	% of chats answered within 1 minute.			96%
	Customer satisfaction levels evaluated through Mystery Shopper.	93%	90%	92%



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Financial management	Performance measure	Baseline	Target	YTD result
<p>The finance function comprises the two distinct service arms of financial operations and corporate accounting.</p> <ul style="list-style-type: none"> • Strategic financial management • Annual budget management • Corporate financial accounting and reporting • Financial systems maintenance • Cashflow management • Accounts payable • Accounts receivable • Rating services. 	<p>Council's financial position remains within key performance benchmarks.</p>	<ul style="list-style-type: none"> • Operating performance Ratio - 1.10% • Own source operating revenue ratio – 83.60% • Unrestricted current ratio – 1.59x • Debt service cover ratio – 17.65x • Cash expense cover ratio – 11.41mnths 	<p>Council's financial position remains within key performance benchmarks.</p>	<p>0.18</p> <p>58%</p> <p>2.3x</p> <p>22.11</p> <p>16.41</p>
	<p>% of rates collected</p>	<p>96.72%</p>	<p>95%</p>	<p>96%</p>
	<p>Adopted budgets are in line with Long Term Financial Plan (LTFP) forecasts</p>	<p>Budget adopted in response to COVID-19 which was not in line with original LTFP forecast.</p>	<p>Adopted budgets are in line with LTFP forecasts</p>	<p>Adopted budgets are in line with Long Term financial Plan forecasts</p>



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Governance	Performance measure	Baseline	Target	YTD result
<p>Ensures that Council has strong and effective governance and oversees the management of processes and protocols for Council's formal decision making that supports Council's capability to fulfil its legal, financial and ethical obligations.</p> <ul style="list-style-type: none"> • Governance • Compliance • Council and committee meetings • Elections • Support for elected representatives. 	% of Council registers are kept up-to-date in accordance with legislative requirements	Data not available	100% of registers updated as per legislative requirements.	100%
Information systems	Performance measure	Baseline	Target	YTD result
<p>Develops and maintains highly effective, reliable, secure and innovative information systems to support all our customers and community.</p> <ul style="list-style-type: none"> • Infrastructure • Application support • Service desk. 	% of time that external facing technology is available (excluding scheduled maintenance)	98.5%	100%	99%
	% of Helpdesk (internal) request response times between five minutes and four hours	70.23%	80 %	75%
	% of uptime of core IT applications during business hours	99.25%	100%	99%
Procurement	Performance measure	Baseline	Target	YTD result
<p>Leads staff on procurement, ensuring Council has auditable processes that ensures management of public monies in the best interests of the community and Council, while obtaining best value corporate procurement planning and strategy development.</p> <ul style="list-style-type: none"> • Planning and strategy development • Corporate tendering system management • Corporate contract management and preferred supplier program • Procurement system management and development • Conserve contractor management system. 	Reportable actual savings	\$1,736,534	\$500,000 per annum	N/A for this reporting period
	Cost avoidance through use of VendorPanel	\$778,546	\$1 million per annum	\$1,495,800
	# contractors approved on Conserve	146	≥ 200	174
	# staff trained in procurement/TechOne	130	≥ 100	263
	Compliance with Procurement Policy and legislation	85%	100%	85%







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People and culture	Performance measure	Baseline	Target	YTD result
Provides strategic and operational human resources services including industrial and employee relations, health, safety and wellbeing and workers compensation, payroll, and organisational capability and development. <ul style="list-style-type: none"> • People and culture operations • Organisational capability and development • Payroll • Health, safety and wellbeing • Workers compensation and injury management. 	% participation achieved in staff engagement survey	66%	Maintain or increase	52%
	# of lost days resulting from Lost Time Injuries	228	Decrease	101
	% of compliance achieved in StateCover audit	74.30%	Increase	71.8%
	% of payroll processed accurately and on time	To be established	≥95%	85%
	% of staff attending at least three training sessions per annum	To be established	≥85%	67%
	% satisfaction achieved in staff engagement survey	62%	Increase	60%

Records management	Performance measure	Baseline	Target	YTD result
Manages Council's records and information including access, retrieval, storage, and disposal. <ul style="list-style-type: none"> Information and correspondence management Records system management and compliance Government Information and Public Access Act (GIPA). 	% of informal and formal information (GIPA) applications processed within legislated timeframes	100%	90%	79%
	% of documents registered within three days of receipt	90%	90%	80%
Risk management	Performance measure	Baseline	Target	YTD result
Develops, implements, and manages Council's Risk Management Framework and the management of Council's commercial insurance function inclusive of general insurance renewals and insurance claims. <ul style="list-style-type: none"> Business continuity plan and risk framework Corporate insurances Corporate claims management. 	% of total number of claims responded to within two working days	Data not available	90%	66%

5.2.1. Provide organisational leadership that is aspirational and inspirational, and provide management to enable staff to carry out their roles efficiently and effectively with a positive culture of working with, and for, the community.

Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Corporate Strategy and Business Improvement		5.2.1.1 Participate in Australasian LG Performance Excellence Program and incorporate the outcome of industry benchmark into operational improvement across targeted area of findings.	Program implemented and improvement findings incorporated into business planning.	Council participated in the program and a comprehensive benchmark report was received in December 2021. Ongoing work related to this project, including incorporating findings into business planning, has been put on hold due to staffing changes.



Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Corporate Strategy and Business Improvement		<p>5.2.1.2 Develop Performance Measurement Framework by leading the development of corporate and services key measures.</p> <p>Ensure that strategic priorities and principles for success are clearly defined.</p> <p>Clarify the measures required to demonstrate success and develop aligned and cascaded measures throughout the organisation as aligned business and operational metrics.</p> <p>Develop an effective reporting mechanism to monitor progress and increase visibility to staff.</p>	<p>Performance Measurement Framework developed.</p> <p>Strategic alignment of measures cascading from Delivery Program to operational metrics implemented.</p>	<p>Performance measures have been developed and adopted for both the Community Strategic Plan (CSP), and Delivery Program 2022–26 and Operational Plan 2022/23. These are indicators related specifically to each CSP direction, and measures for each activity in the Operational Plan.</p> <p>Developing a specific performance measurement framework was put on hold due to staffing changes, to be reviewed in the next financial year.</p>
Place Management		<p>5.2.1.3 Deliver key elements of the Our Smart City Plan: An Intelligent City of Canada Bay</p>	# initiatives implemented	The key focus for this term has been on IT road map delivery. LoRaWAN network remains in place, but reliability is a challenge in denser areas. Smart forms were rolled out across Council.
People and Culture Operations		<p>5.2.1.4 Focus on the capability of the next tier of leaders, team leaders and coordinators through targeted training, coaching and mentoring.</p>	# of staff who have participated in a leadership programs.	Throughout the 2021/22 financial year Council has delivered a number of programs that range from personality profiling, Women's Accord Programs, participating in the Australasian Management Challenge, development of a People & Performance Framework, as well as high performance team building programs to deliver on customer focused outcomes. A targeted and focused strategy will be developed to further roll out the framework and high-performance team program over the coming reporting period.






Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
People and Culture Operations		5.2.1.5 Improve transparency in reward endowments by streamlining and clearly communicating the rewards and recognition program.	Overall employee satisfaction from the engagement survey % staff turnover	The 2022 employee satisfaction rate dropped 2% from 2020 to an engagement score of 60%. Council has commenced a program to address the feedback received through the survey and to engage all staff in making a positive change. The reward and recognition program continues as per the existing program as funding and capacity limits impacted the ability to make significant change. Voluntary staff turnover for the 12-month reporting period is 11.8%.

5.2.2. Provide governance and risk services to ensure compliance with the Local Government Act and other relevant Acts.

Refer service performance — Strategic asset management

5.2.3. Ensure Council’s long-term financial sustainability by providing effective financial management.




Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Financial Operations		5.2.3.1 Prepare for implementation of ATO e-Invoicing requirements. Finalise discussions with ATO certified panelists and be ready for implementation post 1 July 2021.	% of suppliers signed up Access point gateway provider appointed.	The project start was delayed due to competing priorities and resources in the second quarter of 2021/22, including the TechOne Cloud upgrade. Resources have now been assigned and the project is to commence in the first quarter of the 2022/23 financial year.
Corporate Accounting		5.2.3.2 Design and establish dashboard reports using CiA Analytics. Initial dashboards to include: • budget variance (operating and capital) • supplier expenditure.	Dashboards delivered on time and in line with management requirements.	The project commenced in March 2022 and was delayed as a result of competing resources during the last quarter of 2021/22. Staff absences due to COVID-19 have also impacted project delivery. The project will continue and be completed in the 2022/23 financial year.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Corporate Accounting		5.2.3.3 Review and update the Long Term Financial Plan (LTFP). The 10 year LTFP is a key component of the Resource Strategy that informs the Delivery Program. The revised plan will be informed by updated Asset Management and Workforce Management Plans.	The LTFP presented to Council and incorporates the most current Asset Management and Workforce forecasts.	Council engaged an external consultant, MorrisonLow, with involvement of internal stakeholders including Strategic Assets and People & Culture, to update the Resourcing Strategy for exhibition in April 2022. The Resourcing Strategy and associated documents were adopted by Council on 28 June 2022.
Infrastructure Operations		5.2.3.4 Review fleet reactive maintenance processing, then identify and implement improvements.	Identified improvements fully implemented.	A review has been undertaken and all vehicle data has been updated in the fleet asset register in Council's corporate database for future fleet asset management planning to be undertaken in the second half of 2022.
Infrastructure Operations		5.2.3.5 Coordinate the delivery and commissioning of motor vehicles identified in the Fleet Replacement Program. Decommission and dispose of motor vehicles that have been replaced through the Fleet Replacement Program.	% of planned motor vehicles replaced.	COVID-19 has impacted heavily on the availability of fleet, so there have been delays with delivery of vehicles ordered. The delays are presently about 10 months and this is affecting the replacement program.
Infrastructure Operations		5.2.3.6 Coordinate the delivery and commissioning of major items of plant identified in the Major Plant Replacement Program. Decommission and dispose of major plant that has been replaced through the Major Plant Replacement Program.	% of planned major plant replaced.	COVID-19 has impacted heavily on the availability of major plant, so there have been delays with delivery. The delivery of plant is delayed by approximately 10 months, which has impacted the program for the reporting period. The disposal program has been adjusted to align with delivery of new major plant.
Infrastructure Operations		5.2.5.4 Implement Ci Anywhere Scheduled Maintenance module.	Scheduled Maintenance Module implemented.	Preparation work has been undertaken including updating of the fleet asset register data in readiness for the roll out of the scheduled maintenance module in the second half of 2022.



5.2.4. Provide quality customer services that reach out and positively connect with customers.

Refer service performance — Customer services — Civic Centre


5.2.5. Manage information systems to support the operations of the Council and its interaction with the community.




Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
System Administration		<p>5.2.5.1 Migrate Skype to Microsoft Teams:</p> <ul style="list-style-type: none"> • Retire Skype for Business • Migrate Skype for Business Online to Microsoft Teams and plan upgrades to allow ample time to complete prior to the retirement date. 	Migration completed successfully and Microsoft Teams is the only telephony application for internal and external calls, conferences, and meetings.	<p>Over 90% of Council staff now use Microsoft Teams for internal and external calls.</p> <p>The only teams remaining on Skype for business are Customer Service/Call Centre, venues, and child care centres. These staff will be migrated to Microsoft Teams with the roll-out of the new call centre solution CxOne before December 2022.</p>
Business Systems		<p>5.2.5.2 Develop and adopt an Information Systems Strategy to consist of objectives, principles, and themes relating to the use of technologies at the Council. Adopt and align action plans and projects to the Strategy.</p>	Information Systems Strategy completed.	The Information Systems Strategy 2021–24 was presented to and endorsed by the Leadership Team in June 2021.
Information Services		<p>5.2.5.3 Deliver CiA Roadmap and the ongoing transformation from Ci to CiAnywhere (CiA):</p> <ul style="list-style-type: none"> • Rollout Mobility, BI Analytics and Dashboard, E-recruitment modules. 	Mobility, BI Analytics and Dashboard, E-recruitment modules transferred to CiAnywhere.	There have been delays in delivery of the CiA roadmap due to the TechOne cloud migration project, which took longer than expected to complete. As a consequence, the Mobility, BI Analytics and Dashboard, and E-recruitment modules have not been delivered. To plan for the delivery of these modules, a new roadmap will be developed in August 2022.





5.2.6. Ensure procurement services provide best value outcomes.


Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
Procurement		5.2.6.1 Complete ArcBlue/LGP Leading Efficiency and Analytics Program (LEAP) Year 3 Program, benchmarked nationally on procurement maturity, processes and procedures.	Level achieved in external audit.	The ArcBlue/LGP LEAP Program has been completed successfully and the City of Canada Bay ranked as the highest performing Council in the program.
Procurement		5.2.6.2 Implement Ci Anywhere contracts module.	An up-to- date uniformed contract management system delivered.	The Ci Anywhere contracts module has been implemented. Training and data entry is ongoing for new starters.

5.2.7. Manage Council's property portfolio to ensure best value returns and to ensure properties are developed, renewed and maintained for the benefit of the community.


Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Buildings & Property		3.3.1.1 Conduct investigations into parking in the Five Dock Town Centre, to increase parking on Council owned land in Five Dock: • develop a plan to improve parking • develop design documentation for car parking to suit the needs of the Five Dock Town Centre.	The feasibility and detailed design completed.	Investigations have been undertaken and concept designs for multi-storey carpark options are complete.

Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Buildings & Property		<p>5.2.7.1 Develop and populate Councils Asset Management System - Buildings module, using building asset condition data.</p> <p>Upon completion, own and manage the system to ensure data is accurate.</p>	System developed and live.	This project has commenced and will be completed by December 2022.
Buildings & Property		<p>5.2.7.2 Develop Councils Community Leasing Policy, with associated procedures. The policy will provide a consistent approach to the leasing of our community leasing portfolio, considering good governance and transparency.</p>	Draft policy developed.	The draft policy will be prepared by December 2022.
Building Trades		<p>5.2.7.3 Develop and deliver a planned preventative maintenance program for parks assets.</p>	Delivery of the program on time, and on budget.	The Planned Preventative Maintenance program has been developed and delivered.
Buildings & Property		<p>5.2.7.4 Develop the Asset Management Plan and commence stakeholder engagement to develop a long term strategy for Drummoyne Oval.</p>	Asset Management Plan completed.	The long-term strategy for Drummoyne Oval will be developed upon the adoption of the Drummoyne Oval Masterplan with a view to the Asset Management Plan to be delivered by June 2023.
Buildings & Property		<p>5.2.7.5 Negotiate the Interface Agreement with Metro West, and associated acquisitions.</p>	Agreement negotiated, finalised, and implemented.	This has been completed and ongoing management is being undertaken.

Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Buildings & Property		5.2.7.6 Develop and implement Councils Property Strategy to ensure that Council's property portfolio is fit for purpose, well utilised, and meeting the community's expectations, with good governance for all property related transactions.	Program of deliverables developed from the strategy.	This is on track for delivery by 30 June 2023.
Buildings & Property		5.2.7.7 Develop a plan for enabling foreshore access with relevant land owners to achieve our Foreshore Access Strategy. Commence negotiations	Acquisitions are resolved in accordance with the program.	This is ongoing and negotiations will continue as required.
Buildings & Property		5.2.7.8 Develop and implement building asset management plans for all Council buildings.	A program of BAMS developed, and all planned BAMS for 21-22 completed, as per the program.	Preparation of building asset management plans is progressing well and will be completed by August 2022.
Buildings & Property		5.2.7.9 Develop the four and 10 year building maintenance and renewal program, using asset condition data following, independent review.	<ul style="list-style-type: none"> • Four-year and 10-year building maintenance and renewal programs developed for all building assets • Annual program of building works completed, incorporating high priority works as identified in independent review. 	<p>Four-year and 10-year building maintenance and renewal programs have been developed for all building assets</p> <p>Annual program of building works are completed, incorporating high priority works as identified in an independent review.</p>

Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Building Trades		5.2.7.10 Deliver a planned preventative maintenance program for Council's buildings using asset condition data.	Program delivered on time and on budget.	The Planned Preventative Maintenance program was developed and delivered.

5.2.8. Ensure workforce management practices provide for a collaborative workplace culture and efficient workforce processes.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance commentary
People and Culture Operations		5.2.8.1 Review and update the Workforce Management Plan component of Council's Resourcing Strategy.	Workforce Management Plan completed.	The 2022–26 Workforce Management Plan finalised and incorporated into Council's 2022–32 Resourcing Strategy which was adopted by Council on 28 June 2022.

5.2.9. Ensure workplace health and safety programs to provide for a safe and healthy work environment.

Refer service performance — People and culture




Goal 5.3.

The City is well promoted and our community is well informed of the business of Council.

Service performance

Media and communications	Performance measure	Baseline	Target	YTD result
Promotes Council’s services and operations to develop and exhibit a positive narrative for the City of Canada Bay throughout our community. The Media and Communications team also assists in Mayoral management as well as providing graphic design services for Council. <ul style="list-style-type: none"> • Media relations • External communications • Internal communications • Mayoral management • Council departmental support • Graphic design. 	# of Canada Bay News e-newsletter subscribers	0	800	2,610
	# of City of Canada Bay News newsletters distributed to community	35,000	385,000	396,400
	# of Good Living @ Rhodes newsletters distributed to community	30,000	30,000	33,400
	# of What's On e-newsletter subscribers	4,139	Increase 20%	4,274
	# of Your Rates at Work flyers distributed to community	28,000	28,000	25,000

5.3.1. Ensure Council’s communications provide easily-available information to promote the City and its community and to promote the business of Council.

Reporting responsibility	Action status	Operational Plan action	Measure	Performance and commentary
Media and Communications		<p>5.3.1.1 Establish new website and branding for the Concord Oval recreational facility as part of the Redevelopment of Concord Oval (ROCO) project.</p> <p>This may also include the transfer of Five Dock Leisure Centre's website and branding.</p>	Website and branding launched.	Branding finalised. Website design to begin in July 2022.



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Goal 5.4.

Compliance services encourage and contribute to quality developments, public health, animal welfare and parking management.

Service performance

Building certification and compliance	Performance measure	Baseline	Target	YTD result
Performs the assessment, investigation, certification and enforcement of laws, regulations and policies for developments and land-use activities within the City of Canada Bay to ensure their compliance, health, safety and amenity. <ul style="list-style-type: none"> • Construction, complying development and occupation certificates • Registered certifying authority (inspections) • Building compliance and enforcement • Swimming pools • Fire safety. 	# of fire safety audits undertaken.	10	Maintain	55
	# of building inspections	50	N/A for trending purposes	112
	# of certificates issued (CC, CDC & OC)	100	N/A for trending purposes	61
	# of notices/orders issued	80	Maintain	140
	# of penalty notices issued	57	Maintain	103
	# of swimming pool inspections	300	150	217
Environmental health	Performance measure	Baseline	Target	YTD result
Provides enforcement and education to improve environmental and public health standards across the City of Canada Bay. <ul style="list-style-type: none"> • Public health compliance • Environmental management compliance. 	% of food premises inspected	100%	100%	68%
	% of skin penetration premises inspected	4%	100%	50%
	% of all warm water systems inspected	0%	100%	50%
	# of notices/orders/Penalty Infringement Notices issued	108	N/A for trending purposes	86
Law enforcement and parking	Performance measure	Baseline	Target	YTD result
Investigates and ensures compliance with the regulatory and compliance laws within the community, parking and companion animal issues, and liaises with and educates the community on the regulatory framework. <ul style="list-style-type: none"> • Parking compliance • Ranger services • Companion animal management. 	# cats and dogs impounded.	Data not available	< 20	13
	# cats and dogs returned/rehoused.	Data not available	> 100	All
	# education activities attended (school zones, Doggy Day Outs).	Data not available	2	168
	# of parking patrols around schools.	Data not available	1 visit per term/per school	69



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Statutory planning	Performance measure	Baseline	Target	YTD result
Processes Development Applications, tree removal and pruning applications for heritage listed properties, provides planning advisory services, manages Land and Environment Court Appeals, and assesses and determines subdivision certificates. <ul style="list-style-type: none"> • Development Applications • Planning appeals • Planning advice • Planning portal. 	Median assessment time of Development Applications	78 days	< 100 days	97 days



5.4.1. Provide transparent and informative statutory development services to assure approval processes are streamlined and timely and effective compliance is achieved.

Refer service performance — Statutory planning

5.4.2. Offer a cost effective and efficient building inspection service to ensure buildings are safe and comply with standards.

Refer service performance — Building certification and compliance

5.4.3. Provide services and encourage the community to take pride in their city to ensure public health for all.

Reporting responsibility	Action Status	Operational Plan action	Measure	Performance commentary
Environmental Health		5.4.3.1 Develop and implement an inspection regime for: <ul style="list-style-type: none"> • Underground petroleum storage systems following recent hand over from EPA • Premises requiring vapour recovery following recent handover from EPA 	Inspection regime developed.	All sites have been registered and inspection program will commence in the 2022/23 financial year.
Environmental Health		5.4.3.2 Develop and maintain a register for: <ul style="list-style-type: none"> • Underground petroleum storage systems • Premises requiring vapour recovery 	Register developed.	A register has been developed and it is being maintained.

5.4.4. Provide animal compliance and encourage responsible animal ownership practices.

Refer service performance — Law enforcement and parking

5.4.5. Provide and enforce parking controls to provide for and maximise use of parking spaces in the City.

Refer service performance — Law enforcement and parking