

BRIEF

Local Movement Strategy

September 2018

RFQ. 2018/PEE015

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## 1. Purpose and Outline of Brief

### 1.1 Introduction

The purpose of this brief is to seek quotes from qualified consultants to prepare a Local Movement Strategy and Action Plan for Canada Bay.

The various components of the study are to be prepared by either one consultancy capable of addressing the requirements of this brief, or separate consultancies working cooperatively. Where reports are prepared by separate consultancies, a lead consultant is to be identified to ensure continuity of service.

### 1.2 Outline of Brief

**Part 1** provides Background and Context

**Part 2** contains Project Tasks and Program

**Part 3** provides Administrative Information and Requirements

### 1.3 Project Objectives

The key objectives of the Local Movement Strategy and Action Plan (LMS) are to:

- a) Provide an understanding of the existing movement and transport context in Canada Bay and the connecting area;
- b) Provide strategies and actions to achieve an integrated, place-based traffic and transport outcome for the local area, with a key focus on sustainable and active transport;
- c) Provide an understanding of the impacts of the projected population increase on the movement network and provide recommendations for infrastructure to accommodate future demand;
- d) Improve traffic and transport outcomes for key Strategic, Local and Neighbourhood centres and the local network;
- e) Ensure alignment of local strategy and actions with NSW Government plans and strategies, such as Greater Sydney Region Plan, Eastern City District Plan, Sydney Metro West and Westconnex;
- f) Work with relevant stakeholders and the general community to determine local needs and improvements.

In order to achieve the objectives, it is anticipated the consultant would undertake in-depth analysis and a thorough review of local activity, including but not limited to the following:

- (a) Understand the current traffic and movement patterns in the LGA and surrounding area, including where critical congestion points or network gaps exist;
- (b) Understand factors affecting future traffic and movement trends affecting the LGA, especially in local centres and planned precincts;
- (c) Provide advice to Council on the existing road and freight network hierarchy and map the public and active transport networks;
- (d) Respond to local needs and aspirations of relevant stakeholders and the general community;
- (e) Provide strategies and actions to facilitate opportunities to increase traffic flow, freight and active transport movement for the local area, to accommodate the needs of the future resident, visitor and workforce population, referring to the 6-10 year Eastern City District Plan housing targets for the LGA (when agreed with the Greater Sydney Commission), and 20-year District targets;

- (f) Ensure traffic and transport strategies and actions specifically respond to integrated land use, parking, active transport, public transport, roads and freight, emerging technologies and other modes or considerations as relevant.
- (g) Address key Actions in the Greater Sydney Region Plan and Eastern City District Plan.

In addition to the development of the Strategy and Action Plan, a number of stand-alone outputs are required to be produced by the consultant to meet the requirements set out in the Local Strategic Planning Statement template. These include:

- (a) Advise on amendments required on the Canada Bay Community Strategic Plan (CSP) to align with the final Local Movement Strategy and Action Plan;
- (b) Refine a 20-year local movement vision that reflects the CSP and key stakeholder consultation outcomes. A draft vision will be provided to the consultant, which should form the basis for this work;
- (c) Provide LEP and DCP amendments to accommodate new traffic and movement improvements consistent with Council's Community Strategic Plan and the Eastern City District Plan.

## 1.4 Background

The City of Canada Bay is located approximately 6 kilometres west of the Sydney CBD. The LGA comprises a total land area of 19.82km<sup>2</sup>. The City of Canada Bay has a northern boundary to the Parramatta River and is primarily located on the northern side of Parramatta Road.

The LGA has approximately 35 kilometres of waterfront land to the Parramatta River. The City of Canada Bay includes the suburbs of Abbotsford, Breakfast Point, Cabarita, Chiswick, Concord, Concord West, Drummoyne, Five Dock, Liberty Grove, Mortlake, North Strathfield, Rhodes, Rodd Point, Russell Lea, Strathfield and Wareemba. The LGA is bordered by the Councils of Burwood, Strathfield and the Inner West Councils.

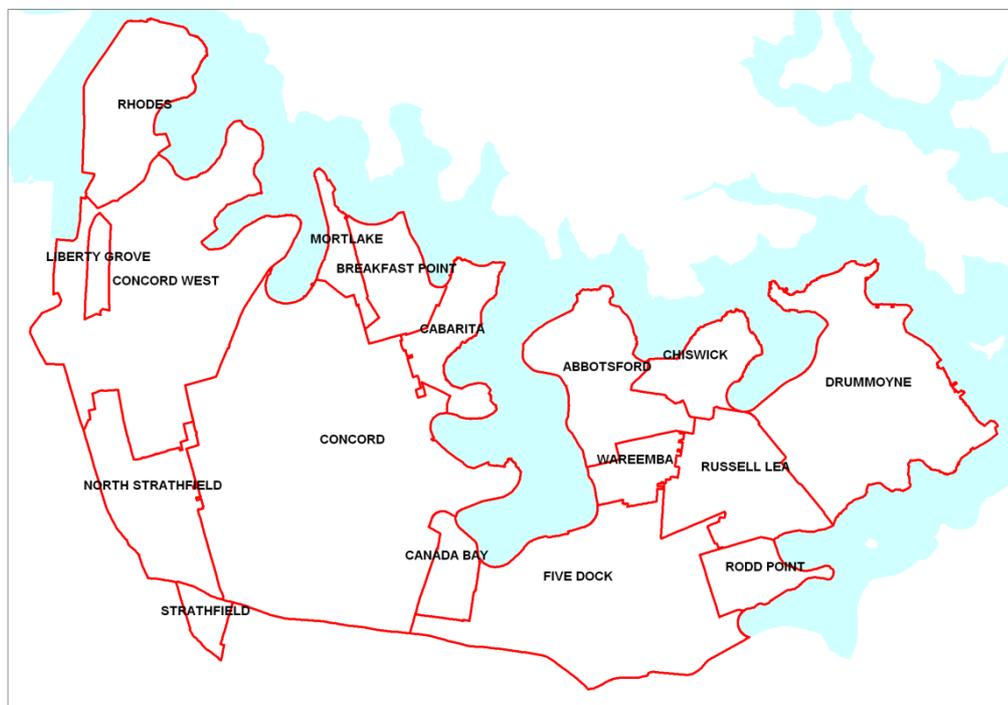
The local government area contains a number of major roads, including Parramatta Road, Victoria Road, Concord Road, Great North Road, Homebush Bay Drive and Lyons Road. Victoria Road and Parramatta Road are the main arterial roads in the area, both linking Parramatta to Sydney CBD, via north and south of Parramatta River respectively. Homebush Bay Drive and Concord Road provides north-south arterial road links from Ryde to Strathfield.

The population and number of households in Canada Bay have increased substantially over the past years and the Department of Planning and Environment has forecast these to continue to increase. Correspondingly, the number of dwellings needed to house the future population is forecast to increase.

	Historical Population		Forecast Population			
	2011	2016	2021	2026	2031	2036
<b>Population</b>	80,050	90,850	95,200	103,900	113,600	122,900
<b>Households</b>	31,100	35,500	37,250	40,850	44,900	48,900
<b>Implied dwellings</b>			40,200	44,100	48,450	52,800

The NSW Government is undertaking various programs that will impact the traffic network of the LGA, such as Westconnex. The Government has also announced Sydney Metro West, which will have a significant impact on the future traffic network within and through the LGA.

There are a number of cycle paths throughout the area, a few of which form regional commuter cycle routes into Sydney CBD. The topography of the area is relatively flat, providing conditions conducive to cycling and walking. Public transport largely consists of public buses, with a number of suburban railway stations in the western parts of the area, including Rhodes, Concord West and North Strathfield Stations.



Canada Bay LGA

## 1.5 Planning Framework

Recent amendments to the Environmental Planning and Assessment Act 1979 (the Act) require the City of Canada Bay Council to review and amend the Canada Bay Local Environmental Plan (LEP) as soon as practicable, to address the requirements in the Eastern City District Plan. Council is intending to amend the LEP within two years. The Act also requires Council to undertake the review in a strategic manner, by developing a Local Strategic Planning Statement that will set out the community's 20-year vision for land-use in the local area (as also expressed in Council's Community Strategic Plan) and how change will be managed into the future.

The Eastern City District Plan includes a number of actions that Council must address to inform the preparation of a new or amended Local Environmental Plan. Relevant Planning Priorities and actions that will need to be addressed in the Local Movement Strategy include:

### Planning Priority E1 Planning for a city supported by infrastructure

1. Prioritise infrastructure investments to support the vision of *A Metropolis of Three Cities*.
2. Sequence growth across the three cities to promote north-south and east-west connections.
3. Align forecast growth with infrastructure
4. Sequence infrastructure provision using a place-based approach.

5. Consider the adaptability of infrastructure and its potential shared use when preparing infrastructure strategies and plans.
6. Maximise the utility of existing infrastructure assets, and consider strategies to influence behaviour changes, to reduce the demand for new infrastructure, including supporting the development of adaptive and flexible regulations to allow decentralised utilities

#### **Planning Priority E2 Working through collaboration**

7. Identify, prioritise and deliver Collaboration Areas.

#### **Planning Priority E10 Delivering integrated land use and transport planning and a 30-minute city**

33. Integrate land use and transport plans to deliver the 30-minute city.
34. Investigate, plan and protect future transport and infrastructure corridors.
  
37. Investigate and plan for the land use implications of potential long-term regional transport connections.

#### **Planning Priority E19 Reducing carbon emissions and managing energy, water and waste efficiently**

68. Support initiatives that contribute to the aspirational objective of achieving net-zero emissions by 2050, especially through the establishment of low-carbon precincts in Planned Precincts, Collaboration Areas, State Significant Precincts and Urban Transformation projects.

#### **Planning Priority E20 Adapting to the impacts of urban and natural hazards and climate change**

74. Support initiatives that respond to the impacts of climate change.
75. Avoid locating new urban development in areas exposed to natural and urban hazards and consider options to limit the intensification of development in existing urban areas most exposed to hazards.
76. Mitigate the urban heat island effect and reduce vulnerability to extreme heat.

## 1.6 Literature Review

The following documents provide information, background and policy:

- Future Transport Strategy 2056
- INSW, Building Momentum: State Infrastructure Strategy 2018-2038
- Greater Sydney Region Plan – A Metropolis of three cities
- Eastern City District Plan
- Local Strategic Planning Statements – Guideline for Councils  
(<http://apo.org.au/system/files/180681/apo-nid180681-946846.pdf>)
- NSW Government's Movement and Place Framework
- Community Strategic Plan – Your Future 2030
- DPE population forecast data  
([https://www.planning.nsw.gov.au/Research-and-Demography/Demography/~/\\_link.aspx?id=3DABFE5051B84C63A7CC988B198FBF50&z=z](https://www.planning.nsw.gov.au/Research-and-Demography/Demography/~/_link.aspx?id=3DABFE5051B84C63A7CC988B198FBF50&z=z))
- Canada Bay Local Environmental Plan 2013
- Canada Bay Development Control Plan

- Canada Bay Local Planning Strategy
- Canada Bay Housing and Employment Study 2008
- Parramatta Road Urban Transformation Strategy 2016  
(<https://www.landcom.com.au/places/parramatta-road/parramatta-road-publications/#topic-20>)
- NSW Government's proposed Burwood, Strathfield and Homebush Planned Precinct  
(<https://www.planning.nsw.gov.au/Plans-for-your-area/Priority-Growth-Areas-and-Precincts/Burwood-Strathfield-and-Homebush-Planned-Precinct>)
- Rhodes East Priority Precinct Investigation Area Planning Report 2017  
(<https://www.planning.nsw.gov.au/plans-for-your-area/priority-growth-areas-and-precincts/rhodes-east>)
- Draft Homebush Bay Circuit Wayfinding and Masterplan March\_2018  
([http://www.canadabay.nsw.gov.au/verve/resources/HBC\\_ED\\_15\\_March\\_2018.pdf](http://www.canadabay.nsw.gov.au/verve/resources/HBC_ED_15_March_2018.pdf))
- Homebush Bay Cycling Map September 2016
- Existing and Short Term Future Bike Network Map 2015
- Medium to Long Term Future Bike Network Map 2015
- Strategic Review of the Canada Bay Bike Plan 2014
- Canada Bay Bike Plan 2005
- Healthy Urban Development Checklist 2009
- PAMP Pedestrian Access & Mobility Plan 2004
- Others to be supplied by Council or identified by the consultant

## 2. Project Tasks and Program

### 2.1 Project Tasks

#### Part 1. Project commencement

##### Tasks

- Attend an inception meeting.
- Establish an agreed Project Schedule, timeline and milestones and present a summary statement of local issues impacting the Strategy.

##### Outputs

- The inception meeting is intended to provide an opportunity for the consultant team to meet key Council staff, discuss general housekeeping issues, understand the local context and further refine the brief.
- In addition to general housekeeping issues, the inception meeting will discuss key factors impacting upon the Strategy, including:
  - Council's approach for aligning the focus area strategies that will inform the LEP and the Local Strategic Planning Statement;
  - Council's approach to identification of key sites for redevelopment to date;
  - Council's vision, Key Goals and Delivery Strategies in Canada Bay Community Strategic Plan – Your Future 2030;
  - Council's draft 20-year local movement vision, which will be provided to the consultant prior to the inception meeting;
  - The requirements for a Local Strategic Planning Statement;
  - Key findings and implications of the Canada Bay Local Planning Strategy 2010-2031;
  - Other key issues, including housing, infrastructure, liveability, environmental and open space issues;
  - Future policy directions.
- Following the inception meeting, a detailed Project Schedule, including agreed timeline for the project and the names, expertise and role in the project of each person undertaking work on the project, is to be developed by the lead consultant.

#### Part 2. Stakeholder Engagement

##### Tasks

- Preparation of a Key Stakeholder Engagement Plan.
- Initial key stakeholder engagement.

##### Outputs

- Develop a Key Stakeholder Engagement Plan that includes key messages, purpose of the engagement, target audiences, engagement methods, and media content as required.
- A program of stakeholder engagement activities sufficient to inform the objectives of the Local Movement Brief, supplemented by previous consultations undertaken by Council to date.
- The stakeholder engagement activities should include consultation with:

- Key stakeholders:
  1. Community action groups, chambers of commerce, SSROC, and any relevant NGOs in the local area;
  2. Initial targeted consultation with government agencies;
  3. Council staff with relevant local knowledge.
  4. Councillors:
    - A councillor workshop to present the context and evidence-base and analysis, to inform the draft vision and Priorities;
    - A councillor workshop to present the draft Action Plans (this will be after the general community consultation facilitated by a separate consultant).

Upon completion of key stakeholder engagement, provide a summary of the consultation program undertaken and key questions, issues or options to be posed to the general community and councillors. This will be shared with a separate Engagement Consultant, who will be employed by Council to undertake general community engagement.
- Other consultation engaged by council:
  - Attendance at up to two meetings that bring together the consultants of each focus area (ie. Local Movement, Biodiversity, Housing, Productivity, Social Infrastructure, others) to inform the draft and final Local Strategic Planning Statement. This collaborative meeting will be facilitated by the separate Engagement Consultant.

### **Part3. Prepare Background and Evidence-base**

#### **Tasks**

- Undertake review of transport planning context, relevant plans and background information. This should include the LGA and connections to other areas, including the Harbour CBD and Burwood;
- Desktop review and analysis of existing data relating to transport and movement, utilising existing studies and any available modelling from TFNSW or other sources. This should include a review and mapping of existing cycling, walking, key traffic routes, public transport services/routes and freight routes. It should also consider the role of taxis, emergency vehicles and sharing-economy services (e.g. Uber, car-share) , parking infrastructure, and infrastructure for electric vehicles and other emerging technologies;
- Map existing access to the 30-minute city for residents in the LGA, showing gaps in service;
- Include an understanding of proposed future transport routes, including MetroWest;
- Provide an understanding of issues and constraints that impact on the local and wider movement and transport and opportunities, including emerging technologies;
- Prepare background and evidence-base section of Local Movement Strategy and Action Plan (1<sup>st</sup> draft), including images, graphics and maps.

#### **Outputs**

- Background and evidence-base section of Local Movement Strategy and Action Plan (LMS).
- Evidence, background and analysis are to take a LGA-wide approach, as well as identify any place-based issues affecting key corridors, neighbourhood centres, local centres and the Rhodes strategic centre.
- The LMS and Action Plan should assume DPE's Main Series population forecast, inclusive of planned precincts and renewal corridors:
  - The Parramatta Road Urban Transformation Strategy;
  - Rhodes East Planned Precinct;

- The Burwood, Strathfield and Homebush Planned Precinct.

#### **Part 4. Prepare a Local Movement Strategy and Action Plan (LMS)**

##### **Tasks**

- Prepare a draft and final Local Movements Strategy and Action Plan (LMS)
- The LMS should be written in plain English and contain images, graphics and maps to convey technical content and explain outcomes in a way that is visually appealing and accessible to a range of audiences.

##### **Outputs**

- Provide the proposed Content structure of the LMS for Council review prior to commencement of strategy and action plan writing. Note that this is required in order to align the key Strategy deliverables and milestones across the strategies of other focus areas, which are being undertaken concurrently, to inform the Local Strategic Planning Statement.
- Provide an understanding of the impact of increased population on transport and movement networks.
- Provide an additional scenario that assumes the impact of the NSW Government's Sydney Metro West business case announcement. . Further information on the progress of this project is likely to be released during the development of the LMS.
- The LMS should clearly identify the LGA-wide planning priorities and actions. A LGA geospatial base map file will be provided by Council for consultant use.
- Recommendations presented in the Strategy and Action Plan are to apply LGA-wide, as well as provide place-based solutions specific to affected corridors, neighbourhood centres, local centres and the Rhodes strategic centre. Place-based recommendations are to be grouped by location/place, accompanied by locality specific maps.
- The LMS Action Plan is to provide planning and non-planning recommendations to:
  - Work towards the 30 minute city vision for residents to access jobs and services by public or active transport;
  - Improve movement functions in Strategic, Local and Neighbourhood centres;
  - Provide sustainable long term movement outcomes aligned with population growth.
- The LMS Action Plan is to provide as a minimum:
  - A comprehensive list of actions required to achieve the agreed planning priorities;
  - Against each action, a responsible agency or internal team, a cost estimate, implementation timeframe, priority and a brief description of the benefits of the action;
  - Maps representing the findings and recommendations of the analysis in the geospatial map provided by council. Where there are recommendations relating to local or neighbourhood centres, provide close up maps showing the proposed changes;
  - Identification of any new state and local infrastructure that would be needed to support the priorities;
  - A table describing the basis on which Council will monitor and report on the implementation of those actions;
  - Comprehensive recommendations in relation to how the Canada Bay LEP and DCP could be amended to achieve the objectives and actions outlined in the Strategy;
  - Identify actions that are to be integrated into specific Council strategies, policies and plans;
  - Any recommended additional studies that council could undertake to support place-based planning in local centres and transport planning more generally.
- Draft and final versions of the Strategy, and any reports and related material, are to be made available to Council in electronic form (both PDF and Microsoft Word).

## Part 5. Additional stand-alone outputs

### Outputs

- The following stand-alone outputs are required to be produced, which will form part of Council's Local Strategic Planning Statement:
  - A statement of the basis for strategic planning for movement in the area, having regard to economic, social and environmental matters;
  - Identification of the planning priorities for the area that address relevant actions in the Eastern City District Plan and Council's Community Strategic Plan;
  - A map of any new state and local infrastructure that would be needed to support the priorities.

### 2.2 Draft Program

Dates	Actions
Week of 29 Oct 2018	Inception meetings with all focus area consultants to commence the project
	Establish planning and policy context and evidence-base, and analysis; and draft key stakeholder engagement plan
Mid Nov 2018	1 <sup>st</sup> draft - Consultants meet with council to discuss evidence-base, draft vision and Priorities; and key stakeholder engagement plan
	Initial key stakeholder engagement, including a councillor workshop to inform the draft vision and Priorities
Early Feb 2019	Collaborative consultancies meeting to bring together the focus area draft visions and Priorities
Mid Feb 2019	2 <sup>nd</sup> draft Strategy to reflect feedback from Council
	General community engagement (facilitated by others)
	Establish draft delivery options and Action Plan
Mid April 2019	Meet with Council to discuss 3 <sup>rd</sup> draft , including delivery options and Action Plan
Late April 2019	Collaborative consultancies meeting to bring together draft Action Plans
Early May 2019	4 <sup>th</sup> and final draft Strategy to reflect feedback from Council

### 3. Administrative Information and Requirements

#### 3.1 Response to Brief

Expressions of interest to Council are required to include the following:

- A brief description of the consultant's understanding of the brief;
- A draft methodology that outlines tasks that will be used to satisfy the proposed outcomes of the project;
- A lump sum fee for the project, that should be broken down to include costs for each component of the project and hourly charge-out rates for each individual on the project team;
- Hourly charge-out rates for staff for any additional work/ agreed variations to the brief;
- Personnel to be involved in the completion of the project, and a break-down of hours to be spent by each staff member, including the supervisor and those undertaking the work;
- Experience and qualifications of all personnel involved;
- Details of relevant studies/projects previously undertaken, including dates of completion and contacts.

#### 3.2 Reporting Requirements

##### **Mapping data and software**

Council operates a MapInfo Geographic Information System. In terms of presentation, it is required that mapping is produced in a format that is compatible with this system. It is essential that data is capable of being imported or used in MapInfo.

The electronic copy of the written documents is to be provided on CD using MS Office Word software, or a compatible version. The electronic copy of maps is to be provided to Council in PDF format, with maps/diagrams up to a maximum size of A3. Maps and diagrams should be prepared in a manner that enables reproduction and photocopying in black and white, such that they do not lose clarity or meaning.

##### **Draft Documentation**

The consultant will provide the draft documentation in electronic format to Council for internal review.

##### **Final Documentation**

- The final documentation is to be completed and submitted to council in an electronic format.

#### 3.3 Budget and Payment Schedule

Council's indicative budget for this project is \$120,000-140,000 (excluding GST). The total fee for the project detailed in the submission will allow for the total performance required by the brief, timetable and costs associated including:

- Project component costs;
- Sub-consultant fees;
- Component hours;
- Travelling;
- Reporting;

- Attendance at meetings/workshops/consultation;
- Office and administrative expenses;
- Printing and the like;
- All other miscellaneous expenses.

No claims for additional fees will be recognised without prior authority from Council's Project Coordinator and any such authority will be issued in writing. The consultant will at all times be responsible for the completion of all tasks within the agreed budget.

A schedule of costs detailing hourly rates for relevant staff shall be supplied together with a costing for each Project Task (see 3.1) as outlined in the brief. Such rates shall be applied for any variations and shall apply for the duration of the contract.

The submission is to detail when payments for the project are preferred. The Council prefers that payment be made as work is submitted and/or on completion of specific tasks which are to be agreed.

### 3.4 Responsibilities

The Council will:

- Provide the consultant with information contained in reports, studies and Council files as relevant to the project;
- Provide base mapping and may agree to specialised mapping services provided from Council's in-house mapping resources;
- Make any necessary arrangements for mail-outs to the community, as agreed with Council;
- Review draft documents to be provided by the consultant;
- Provide venues for any progress meetings; and
- Provide venues for any public consultations.

The consultant shall:

- Commit to the timetable as submitted;
- Undertake or have undertaken by suitably qualified and experienced staff all tasks as specified in the submission to this brief to achieve the expected outcomes of the study;
- Undertake engagement activities as outlined in this Brief;
- Provide a detailed methodology listing all tasks and actions with specific costing provided against each element.

### 3.5 Terms of Engagement

The consultant will be engaged by the City of Canada Bay Council.

A lump sum contract will be entered into for the purposes of this review. Payment will be made on an incremental basis. Claims for payment from the consultant must be in a form acceptable to the Australian Taxation Office as a recognised Tax Invoice for the purposes of GST.

No claim for additional fees shall be recognised without the prior authority of Council, which shall be issued in writing.

The City of Canada Bay will not make any payments where it is considered that the consultant's performance is unsatisfactory in terms of the Brief described herein.

The consultancy may be terminated by the City of Canada Bay under the direction of the Manager, Strategic Planning if the Consultant:

- a. fails to complete the study tasks specified in this Brief within the agreed time schedule; or
- b. does not complete the project to an acceptable standard in the opinion of the Manager, Strategic Planning.

If the consultancy is terminated, payment of fees to the consultant will be made for work undertaken up to the date and time of notification of the termination.

### 3.6 Variations

Where the agreed scope of works is varied during the course of the consultancy, the consultants shall receive written instructions from Council's Project Coordinator prior to undertaking such variation.

### 3.7 Copyright

Copyright ownership of all work arising out of or in respect to the project shall be vested in the City of Canada Bay from the date of engagement.

### 3.8 Confidentiality

All work carried out in respect of this study will remain confidential unless or until released for public exhibition by the City of Canada Bay.

### 3.9 Conflict of interest

The consultancy agreement will specify an undertaking that no actual or potential conflict of interest for the consultant exists or is likely to arise from the preparation of this study. Confirmation of this aspect should be stated in the consultant's submission.

Should an event or occurrence happen which raised conflict of interest; the consultant is required to advise the Project Coordinator as soon as practicable.

### **Code of Conduct**

The City of Canada Bay has adopted a "Code of Conduct" policy with the aim of ensuring that its functions are undertaken efficiently, impartially and with integrity.

Breaches of the policy may constitute grounds for termination of any subsequent contracts entered into with the respondents. All employees and/or contractors associated with the Respondents shall apply the "Code of Conduct" policy in all business practices and dealings with Council and its employees.

### **Statement of Business Ethics**

The City of Canada Bay is committed to conducting business professionally at all times and to the highest ethical standards so that the community has confidence and trust in Council's business dealings, services provided and action. In this regard, Council's business partners are required to comply with Council's Statement of Business Ethics.

### **3.10 Insurances**

The consultant will be required to provide documented evidence to the City of Canada Bay of adequate professional indemnity insurance of \$10 million and public liability cover of \$20 million.

The consultant's employees shall be covered by Workers' Compensation as required by the relevant Statute.

### **3.11 Submission Deadline**

Proposals must be received by Council by close of business on 16 October 2018.

Submissions will be received either by mail or email at the following locations:

City of Canada Bay Council  
Locked Bag 1470  
DRUMMOYNE NSW 1470

Or [council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au)

### **3.12 Project Coordinator**

Helen Wilkins  
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