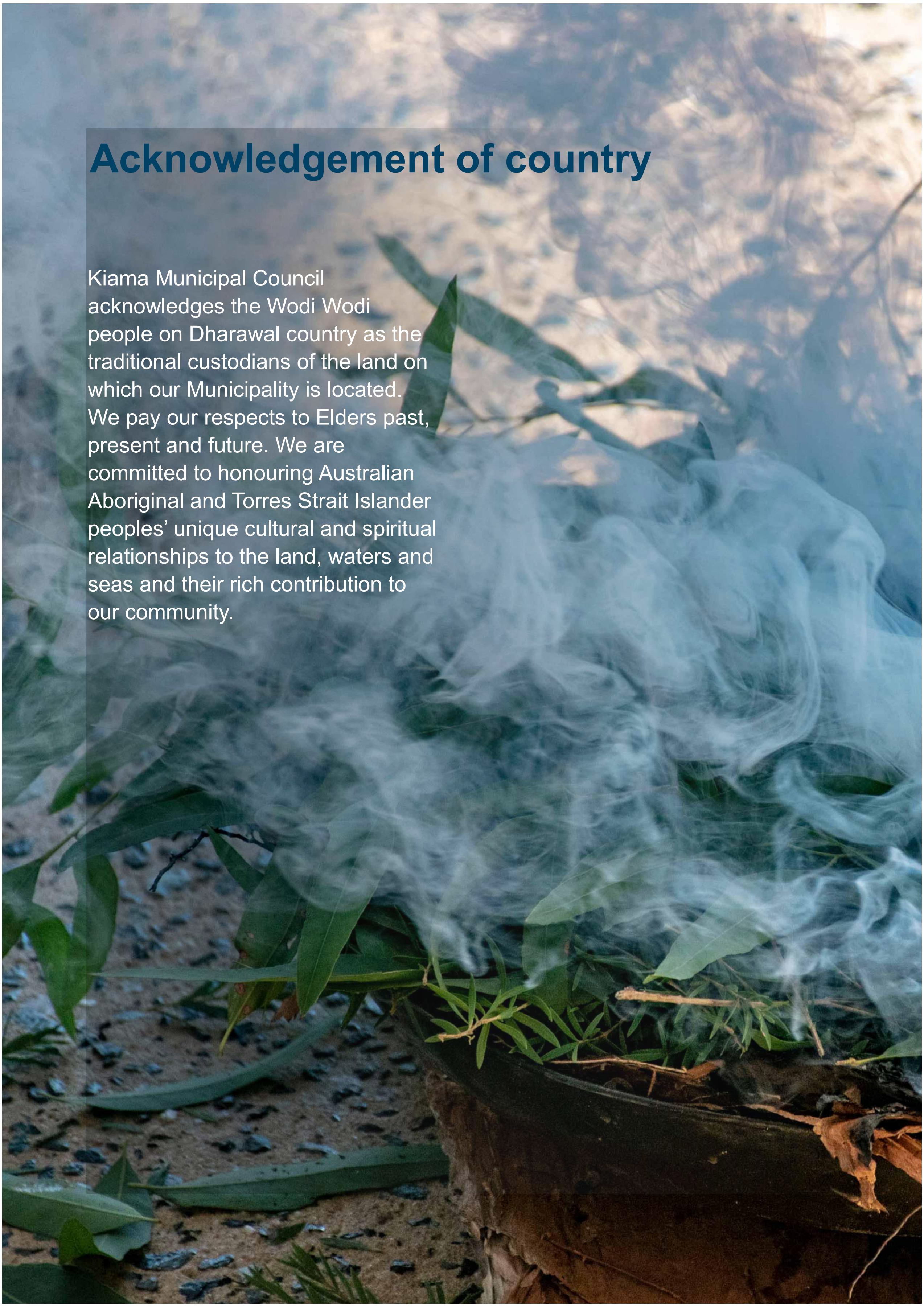
# Revenue Improvement Strategy - DRAFT

*Roadmap of ideas to commercial creativity, that generates revenue for all of us*

KIAMA MUNICIPAL COUNCIL
your council, your community



# Acknowledgement of country

Kiama Municipal Council acknowledges the Wodi Wodi people on Dharawal country as the traditional custodians of the land on which our Municipality is located. We pay our respects to Elders past, present and future. We are committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our community.

# Contents



# Executive summary

## Purpose

Kiama Municipal Council (KMC) has been issued a variation to its Performance Improvement Order (PIO), initially issued by the then Minister for Local Government, the Hon. Wendy Tuckerman MP, on 8 November 2022.  Amongst other things, this varied PIO required KMC to develop a Revenue Improvement Strategy to identify lawful recurring revenue opportunities.

Traditionally, Council's primary revenue sources focused on rates and levies, and fees and charges. Given the current rate pegging system in NSW, Council's ability to increase rates, as its primary source of revenue, has been limited and has not match CPI or staff award increases.

This Strategy looks to identify additional and alternative revenue sources to ensure that Council can become financially sustainable and continue to provide the necessary services to its community.

This Revenue Improvement Strategy establishes a sustainable framework for growing and diversifying revenue over the next three years. It outlines key revenue streams, growth opportunities, investment priorities, risks, and performance measures required to achieve financial sustainability and support organisational objectives.

# Background

On 30 June 2026 the Minister for Local Government, the Hon. Ron Hoenig MP, issued a variation to the Performance Improvement Order. This varied Order acknowledged that, while Council has made some progress under the PIO dated 8 November 2022, as varied on 23 May 2024, further action is required to improve and secure Council's long-term financial sustainability and operational performance.

The Order, amongst other things, requires KMC to:

- Regularly and continuously review Council's financial situation with a view to becoming financially sustainable by 2027-28.
- Develop and implement a Strategic Asset Review to identify non-core property holdings and recommend actions and indicative timeframes for redevelopment or disposal.
- Prepare and finalise an independent business case for the future of Blue Haven Terralong Village and prepare a funded works program to address all critical fire safety compliance issues for Blue Haven Terralong Village.
- Prepare and implement a Revenue Improvement Strategy (this Strategy) to identify lawful recurring revenue opportunities.
- Update the Finance and Governance Improvement Plan to:
    - implement a staged budget improvement program that prioritises lower impact efficiency measures and discretionary savings
    - include all the actions KMC will take over the next two (2) years, being 2026-27 and 2027-28 to break the habit of adopting deficit operating budgets without relying on unplanned asset sales.

Council has been working diligently since the first order was issues in 2022 and have delivered a substantial number of cost initiatives reflecting that Council have a proactive and disciplined approach to addressing the concerns of the PIO.

Since 2024, KMC has significantly improved its operating results from a deficit of $26.6M in FY2023-24 but adjusted to $17.5M after excluding an asset write down of $9.1M, to a projected deficit of $4.5M in FY 2025-26. This reflects an improvement of $13M. Council has divested its Blue Haven Bonaira asset and delivered an unmodified audit opinion on its 2024-25 Financial Statement.

In November 2024, the NSW Government's Standing Committee on State Development tabled the 'Inquiry into Ability of local governments to fund infrastructure and services. In May 2025 the NSW Government Response's to this inquiry was published. The Committee commented that a major source of revenue for local councils is rates.

The Federal Government's House of Representatives' Standing Committee on Regional Development, Infrastructure and Transport have also tabled an 'Interim report into local government sustainability'. The Standing Committee commented that the role of local governments in Australia has changed significantly over time and that councils must balance their budgets <u>while maintaining service delivery</u> and investing in infrastructure.

The Report outlines that councils will be sustainable if they can ensure expenditure is matched to both revenue and their community's service delivery expectations. It is clear, given community feedback, that KMC's current operating revenue does not enable it to deliver the services the community expects without reliance on capital grants funding. This situation is consistent across most Councils in New South Wales (NSW).

The Interim Report notes that local governments are being increasingly relied upon to deliver services and infrastructure which were traditionally under the purview of the Commonwealth, state and territory governments. The Report also notes that rate pegging in NSW and Victoria restricts the amount councils can raise rates annually.

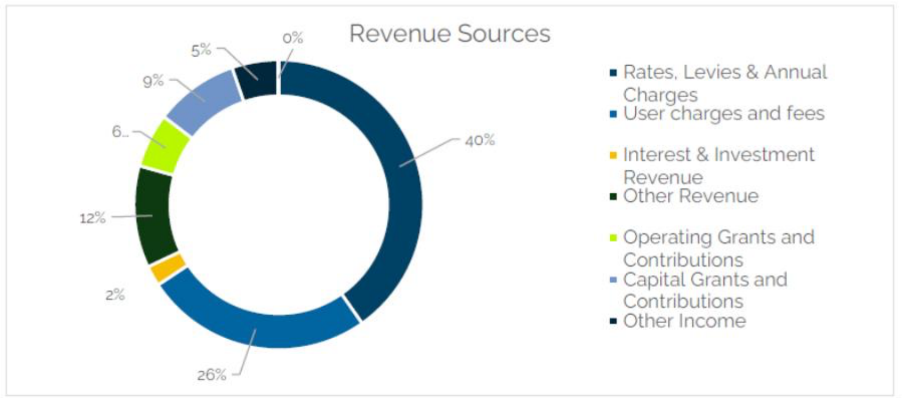
Current rate pegging has seen rates increase by 3.2% in 2026/2027 while for the same time the local government award wages increased by approximately 4% during the same time. This adverse position has applied over recent years and will continue unless major changes to the rate pegging system are made. This position puts pressure on Councils to seek Special Rate Variations and significant rate increases for ratepayers in their communities

These Reports, and their subsequent responses, acknowledges that councils across the state are experiencing financial challenges that impact their ability to provide services that communities rely upon.

While the Response encourages councils to diversify their income sources, any significant initiative either requires upfront investment and/or simply can take considerable time plan, implement and bring to fruition.

# Current revenue sources

Council's current revenue sources include rates, fees and charges allocated to specific services, as well as grants and subsidies from higher levels of government. In addition, loans and investment interest play a role in maintaining financial stability, alongside occasional asset sales or business activities.




## Rating

Revenue from rates constitutes the largest portion of Council's overall income. The Independent Pricing and Regulatory Tribunal (IPART) regulates the income derived from ordinary rates, special rates and drainage services through the rate pegging mechanism. Council rating strategies vary, with some councils relying more heavily on ordinary rates, while others utilise a combination of ordinary and special rates.  While councils can adjust their mix of rates annually, the total rate income increase across all rates must not exceed the percentage specified by IPART each year.

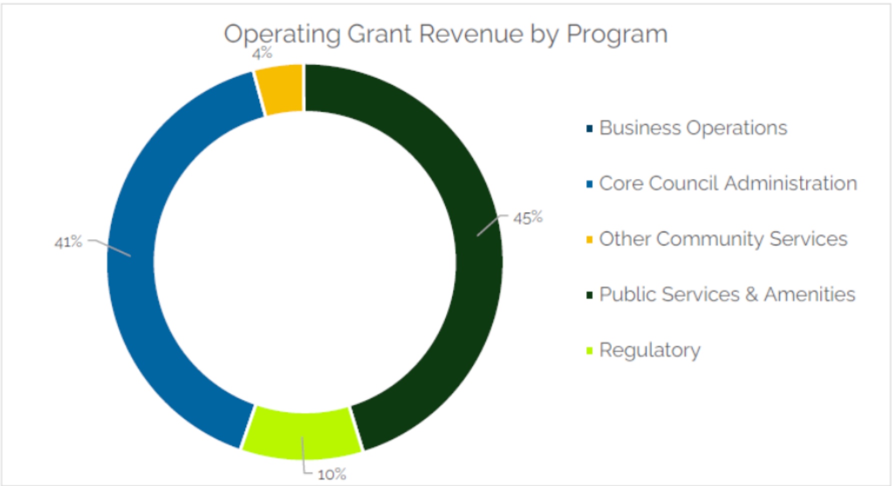
For 2026-27, Council's rate peg increase is set at 3.2%. However, the rapid escalation in current expenses and projected future costs has created a disparity between the IPART-approved rate increase and Council's actual financial needs.

## Fees and charges

Fees and charges are established based on a user-pays approach, facilitating partial rather than full cost recovery in service delivery.  While some fees (i.e. Development Application fees) are regulated, other fees and charges are structured to seek to recoup costs, remain competitive and avoid imposing excessive financial burdens on the broader community.  Any surplus revenue generated through this approach is reinvested to enhance service delivery for the benefit of the entire community.

## Grants and subsidies

The Council receives both steady annual grants and discretionary grants, actively seeking the latter to fund specific projects. These grants, provided by Federal and State governments, play a critical role in financing a wide range of services and major capital projects. These include environmental programs, community services, road safety initiatives, public library operations, road construction and other infrastructure developments. While the allocation of grants is determined by higher levels of government, they remain a vital revenue source. Council proactively pursues funding opportunities to ensure the successful delivery of projects. The 2026-27 Budget includes $7.3M of capital grants and $4.7M of operating grants.




## Investments

At any given time, Council may hold a significant amount of cash derived from sources such as grant funding, developer contributions for works, and general revenue from rates, fees and charges. These funds are allocated to specific projects and services as outlined in the annual budget and development contribution plans, though there may be a delay between their receipt and expenditure. To optimise returns during this interim period, any surplus cash is invested in accordance with Council's Investment Policy. However, the income generated from these investments may fluctuate due to factors such as economic conditions, interest rate changes and existing financial commitments.

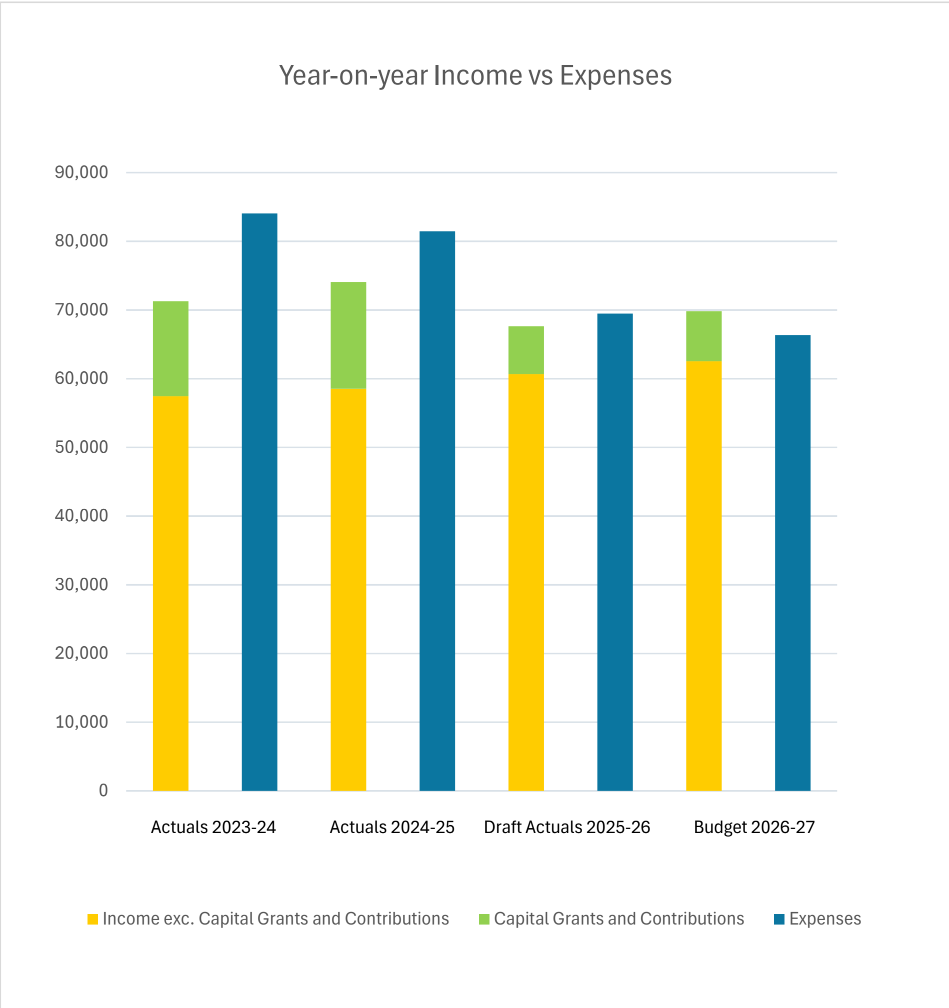
## Property

Council owns approximately 300 individual property parcels throughout the Local Government Areas. Some of these parcels are core to Council's operations (administration centre and depots), others are core to Council's functions (community halls, public open space, sports fields etc.) and others are non-core and should be used to realise a commercial benefit to Council.

# Key challenges

Kiama Municipal Council (KMC) has achieved significant improvement in operating results over the last three (3) financial years, with operating results (excluding capital grants) improving by 83% in that time.

KMC's current operating position is not financially sustainable in the near term, as costs are increasing faster than revenue. For example, regulated rates revenue is pegged at 3.2% in FY2026-27, while employee costs have increased by 4%. Other costs, including insurance and utilities, are rising above CPI, with some increasing by more than 5%. Water costs alone have increased by 18%, and electricity costs have also risen. Each year, the cost of delivering Council's essential services grows. Unlike many other local government areas, KMC has experienced low population growth, limiting growth in its rate base.



The key challenges for KMC affecting the organisation's financial sustainability, is the gap between operating costs and revenue generation.

Council has identified a critical issue at its Blue Haven Terralong Village that requires substantial investment over the next 3 years, this works includes a critical fire safety compliance issue at the Village.

The Fire Safety Order has resulted in unit refurbishment delays, which are in turn delaying unit sales. The overall impact of the building compliance and fire safety matters is that the current number of vacant units has required refund of previous resident loan balances, which normally depend on the new incoming resident entry contribution as part of the retirement village business model. In short Council cash reserves have been used to repay residents and have not been replenished by incoming sales until compliance work can be undertaken.

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Enclosure 1

# Immediate revenue growth opportunities

Council has explored new potential revenue opportunities for the next 12 months that could strengthen the organisation's financial sustainability as operating costs continue to increase and place pressure on current budgets, identifying and pursuing alternative income streams will be critical to maintaining service delivery and supporting future growth.

The opportunities outlined in this section have been considered in the context of the organisation's capabilities, strategic objectives, market demand, and risk profile. Together, they provide a foundation for diversifying revenue, improving financial resilience, and creating capacity for continued investment in organisational priorities.

The new potential revenue opportunities include:

1. Paid Parking for non-residents
2. Property Optimisation (Strategic Asset Review)
   (a) Identification of surplus core property (i.e. rezone/reclassify excessive open space/parks etc
   (b) Commercialisation of non-core property (i.e. stop giving out peppercorn leases)
   (c) PPP for Catalyst sites
3. Fees & Charges
4. SRV – 20% Financial Sustainability.

## Risk identification

| Opportunity | Risk | Impact of risk |
|---|---|---|
| Paid Parking for non-residents | Resources low<br>Infrastructure expenses<br>Benefit not realised | Low impact |
| Property Optimisation (Strategic Asset Review) | Resources low<br>Timing risk<br>Schedule constraints | Medium impact |
| Fees & Charges | Negative community perception | Medium impact |
| SRV – 20% Financial Sustainability | Implementation delays or complexity<br>Community opposition | High impact |

## Paid Parking for non-residents

As a popular tourist destination, opportunities to derive revenue from tourists as opposed to residents were discussed. This included opportunities to commercialise tourist destinations and non-resident paid parking.

It has long been acknowledged that, as NSW's top tourism town three years running, that visitors to the LGA result in additional demands on KMC services, generally funded from rate payers.

Other popular tourist destinations, such as Byron Bay, have implemented paid parking schemes to manage the influx and seasonal demand on its vehicle parking facilities.

There are approximately 1,350 existing parking spaces within the Kiama and Gerringong CBDs.

Initial, conservative, modelling indicates that a parking scheme like Byron Bay in Kiama would generate over $1M of profit annually. This modelling is based on approximately 380,000 visitors annually at a minimal $4/hr rate. If this is to be implemented, traffic demand studies and another preparatory work would need to be done in 2026/27, followed by capital expenditure in 2027/28.

| Paid Parking ($'000) | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
|---|---|---|---|---|---|
| Revenue | | | 1,731 | 1,774 | 1,818 |
| Opex | (250) | | (608) | (623) | (639) |
| **Net P&L** | **(250)** | | **1,122** | **1,151** | **1,179** |
| **Capex** | | **(2,173)** | | | |

Transport for NSW (TfNSW) have developed 'Pay Parking Guidelines' which provide legislative framework for pay parking schemes within NSW. The guidelines outline objectives and principles of pay parking schemes and responsibilities of both TfNSW and local councils for establishing and operating pay parking schemes. Any proposed pay parking scheme at Kiama CBD, Gerringong CBD and major tourist points would fall within the intent of these Guidelines.

TfNSW does not approve paid parking for the purpose of revenue raising and will generally not support schemes where parking demand is adequately met by the available parking spaces. Under the Guidelines, TfNSW approval is required for:

- all pay parking devices or systems that are used in NSW.
- pay parking schemes proposed on classified roads.
- cashless metered or ticket pay parking schemes.

To implement a paid parking scheme at Kiama and Gerringong, the following would be required:

- Revise the parking elements of the Draft Kiama Traffic and Parking Study 2021-2031 to consider the recent sale of Council's Akuna Street landholdings (including public car parking spaces), to extend the study area to include the Blowhole Point precinct.

- Undertake a Traffic and Parking Study of Gerringong CBD and other high visitation tourist areas.
- Undertake a paid parking feasibility study to see if a paid parking scheme is warranted and would meet the guidelines of TfNSW for its implementation.

To implement the initiative of Paid Parking for non-residents, Council will need to under the following next steps to generate the revenue within the next 12 months.

**Priority Actions – Paid Parking (for non-residents)**

| Strategic Direction | Next Steps |
|---|---|
| Investigate a paid parking mechanism to managing parking demand, improve turnover in key tourism destinations and generate revenue to support infrastructure and service delivery. | 1. Undertake a parking demand study<br>2. Benchmark parking policies and pricing models from other councils<br>3. Identify potential paid parking locations and impacts on local businesses and visitors<br>4. Develop a business case, including revenue projections costs and community impacts<br>5. Undertake community consultation (minimum 28 period)<br>6. Consider implementation options, technology and enforcement options.<br>7. Present to Council for decision |

## Property Optimisation

Given Council's significant property holdings, many alternative/additional revenue sources focused on better optimisation of these holdings to ensure a greater commercial return on these investments.

As required by the varied PIO, a Strategic Asset Review is being prepared in parallel to this Strategy.  This review includes the following distinctions which are relevant to this discussion:

**Core Property Holdings** are land and property assets that are essential to Council's current or future operations, service delivery, community infrastructure, environmental responsibilities, or strategic objectives. These assets provide an ongoing public benefit and are generally retained to support the needs of the community and the long-term goals of Council. These facilities include libraries, administration centre, works and waste depots.

**Non-Core Property Holdings** are land and property assets that are not required for Council's current or foreseeable operational, service delivery, community, environmental, or strategic needs.  These assets may be suitable for redevelopment, repurposing, leasing optimisation, or divestment where it can be demonstrated that their retention does not provide a significant ongoing benefit to Council or the community.

Given the urgency the varied PIO places on producing the Strategic Asset Review, priority has been given to already identified surplus non-core property, being operational land and road closures, which can be readily divested.

These planned asset sales could conservatively generate $5M in cashflow for the 2026-27 period. This unrestricted cash can be utilised to fund revenue growth opportunities.

Future reviews of the Strategic Asset Review will occur in conjunction with the upcoming Social Infrastructure Strategy. This will enable surplus core property holdings to be identified for possible divestment/redevelopment in future years.

Future reviews of the Strategic Asset Review will also identify strategic leasing options/arrangements. KMC currently lease several of its strategic located buildings to community tenants who pay heavily discounted rent. The Strategic Asset Review will recommend that tenants be relocated to non-strategic buildings allowing additional revenue to be generated in strategic locations.

Work is also occurring via Council Employment Lands Strategy and Visitor Economy Strategy to permit a greater range of commercial opportunities in key visitor and public open spaces. In addition to aligning with the strategic direction of the draft Illawarra Shoalhaven Plan, this increased permissibility will enable KMC to generate additional commercial revenue in these areas.

Council operates two Non-Core Property holdings:

1. Blue Haven Terralong, it is noted that the varied PIO requires the preparation and implementation on the future of Blue Haven Terralong. As such any additional/alternative revenue to be derived from this property will be informed by this business case.
2. Kiama Coast Holiday Parks, in May 2026, Council received three unsolicited proposals to acquire Council's Holiday Park operations. As four of the five Holiday Parks are operated on Crown Lands, Council is continuing dialogue with the NSW Minister for Crown Lands. Any additional/alternative revenue to be derived from these properties will be informed by this dialogue. This is subject to a Council report at the September meeting.

### Priority Actions - Property Optimisation

| Strategic Direction | Next Steps |
| --- | --- |
| Optimise Council's Property portfolio to maximise operational efficiency and commercial returns | 1. Align the timing and delivery of the Revenue Strategy and Strategic Asset Review to ensure a coordinated approach to revenue generation and asset optimisation.<br>2. Assess opportunities for increase lease revenue and improved asset utilisation<br>3. Explore partnerships<br>4. Develop a business case, for priority |

| Strategic Direction | Next Steps |
|---|---|
| | 5. Establish a pipeline of property initiatives with staged implementation timeframes |

## Catalyst Sites

Council has identified key sites as potential long term revenue opportunities. The sites are:

- 11 Manning Street (Council Administration Building)
- Havilah Place, (and Blue Haven Terralong)
- Shoalhaven Street Precinct (Council Works Depot)
- Spring Creek
- Waste Depot at Minnamurra.

At the extraordinary April 2026 meeting, Council delegated authority to the CEO to progress requirements in line with the PIO:

- Proceed to a market sounding process in line with the *Local Government Act 1993* to understand potential options and opportunities for catalyst sites inclusive of 11 Manning Street, the Shoalhaven Street site, Havilah Place inclusive of Blue Haven Terralong, merging the works depot to Minnamurra, consideration of future Council administration office location, and provide a further report to council on process and outcomes.

Council's Works Depot has operated from the current Shoalhaven/Belvedere Street site for over 40 years and is in desperate need of replacement capital. Council has made the strategic decision to consolidate its Works Depot operations with its Waste Depot at Minnamurra. This consolidation rationalises Council's depot functions and operations and removes industrial uses from the heart of a residential area. Council partnered with the State Government to rezone the Shoalhaven Street Precinct from Industrial to Residential. Council's adopted Local Housing Strategy recognises the benefit of increased residential densities within our existing towns.

Initial modelling suggests that divestment and or/ redevelopment, via Public Private Partnership, of Havilah Place and Shoalhaven Street could result in both significant positive P&L and unrestricted cash positions after an initial two year divest/redevelopment process.

Given that collectively these sites could deliver close to 600 additional dwellings, this would result in $1.5M in rates revenue.

| Catalyst sites* ($'000) | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
|---|---|---|---|---|---|
| Revenue (rates) | | - | - | 137.5 | 512.5 |
| Opex (assume absorbed) | | - | - | - | - |
| **Net P&L** | | **0** | **0** | **137.5** | **512.5** |

*Note: no assumption on revenue from proceeds of asset sale

The market testing, approved by Council is April 2026, for Shoalhaven Street and Terralong Street (including Havilah Place) will be finalised in late 2026. Council's adopted

Operational Plan also commits funds to prepare the necessary environmental assessments required to relocate and merge Council's operational depot with its waste depot at Minnamurra. This merge needs to occur for the additional revenue opportunities at Shoalhaven Street to be realised. As such this Strategy recommends that organisational attention be prioritised to this project.

Following the receipt of the market testing for Manning Street and Terralong Street, Council will need to determine the future direction of these sites, noting the additional need to produce a business case for the future of Blue Haven Terralong.

Council's Spring Creek holdings remain affected by the restrictive covenant imposed by the NSW Government relating to noise and dust issues with Bombo Quarry. It is expected that quarrying activities will cease shortly. It is hoped that this will enable this covenant to be removed. Council's Local Housing Strategy looks to develop a wholistic Structure Plan for the Kiama Growth Area. It is anticipated that this Structure Plan will be delivered in early 2027 enabling the future of this holding to be confirmed and realised.

### Priority Actions - Catalyst Sites

Following the meeting held on 7 April 2026, Council had commenced a EOI process to under a market testing of Council's catalyst sites. This preferred company has been appointed, and the process is halfway through the process. As Council is awaiting the final report, the next steps will be updated in the updated versions of the revenue improvement strategy.

## Fees and charges

Fees and charges are established based on a user-pays approach, facilitating partial rather than full cost recovery in service delivery. While some fees (i.e. Development Application fees) are regulated, other fees and charges are structured to seek to recoup costs, remain competitive and avoid imposing excessive financial burdens on the broader community. Any surplus revenue generated through this approach is reinvested to enhance service delivery for the benefit of the entire community.

Fees and charges currently contribute over a quarter of Council's revenue.

The current process includes:

- Apply CPI (if not regulated)
- Benchmark against industry (for example, with Holiday Parks and Retirement Villages)
- Compare to other Councils locally
- Confirm that the increase is reasonable.

Council has many community and some commercial facilities. Fees and charges at commercial facilities have received attention in recent years and this needs to continue. Council's community facilities and activities also need to be reviewed, and fees better matched against the cost of the facility or service. Clearer categorisation and improved utilisation of facilities will assist.

Ensuring these fees and charges continue to cover the cost of providing services and reviewed annually to match pace with CPI is the aim for Council.

### Priority Actions – Fees and Charges

- Current guidelines for the Fees and Charges are contained in the Statement of revenue Policy and the Delivery Plan and Operating Plan (DPOP).
- Both documents require updating to including to ensure that the revenue growth opportunities can be achieved within the 2026-27 period.

## Special Rates Variation (SRV) – financial sustainability

As outlined in the Background section of this Strategy, the ability of the local government sector in NSW to increase revenue via rates is restricted by rate-pegging.

Understandably, many councils are now investigating opportunities to apply to IPART for a Special Rate Variation (SRV). The IPART approved 13 applications for SRVs in 2024-25 and 2025-26. Twelve of these applications were explicitly to assist these councils in becoming financially sustainable.

Internal modelling exercises indicate that an SRV of 20% would achieve a balanced P&L, excluding capital grants, in the five years but would then require additional revenue opportunities to be realised by 2032-33 to ensure ongoing sustainability. This is due to the adverse position of future rate peg increases being more then absorbed by costs increasing at a higher rate.

Notwithstanding a 20% SRV would continue to positively contribute to KMC's unrestricted cash position over the next three years. The current Long Term Financial Plan includes rate revenue increase of 3%, the additional 17% is shown in the table below

| SRV 20% ($'000) | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
|---|---|---|---|---|---|
| Revenue | | 3,950 | 3,950 | 3,950 | 3,950 |
| Opex | (300) | - | - | - | - |
| **Net P&L** | **(300)** | **3,950** | **3,950** | **3,950** | **3,950** |

The SRV 20% is the opportunity that if it can be implemented by July 2027 to meet the PIO requirements for a balance budget. This requires initial Council resolution in September 2026 to commence the consultation process with the community. However, NSW Independent Pricing and Regulatory Tribunal (IPART) need to approve the SRV being satisfied that the application has satisfied all the necessary criteria

### Priority Action – Special Rates Variation (SRV)

| Strategic Direction | Next Steps |
|---|---|
| Improve Council's long-term financial sustainability through consideration of a Special Rates Variation (SRV) | 1. Engage with the community on service expectations and affordability.<br>2. Seek Council resolution on SRV for 20% for financial sustainability including modelling of future revenue and expenditure scenarios (Council resolution) |

| Strategic Direction | Next Steps |
|---|---|
| | 3. Develop an implementation plan for any approved rating changes.<br>4. Commence application with IPART<br>5. Report on financial sustainability outcomes annually. |

# Diversification of revenue

This section of the strategy examines opportunities to generate future commercial returns for the benefit of ratepayers and the wider community, beyond Council's current boundaries. While the immediate focus remains on addressing the priorities of the 12-month PIO period, Council must also develop a strategic roadmap for revenue diversification and sustainable growth.

Council’s future revenue sustainability will depend on its ability to move beyond traditional funding sources. While rates and grants will continue to be the primary sources of revenue over the next 12 to 36 months, there is a need to explore opportunities to expand and diversify Council’s existing markets and revenue streams

Council has recently taken an alternative approach and worked with the management team to look at every opportunity, thinking outside the traditional local government lens. This thinking requires time to build into a revenue strategy.

The ideas generated to be explored include:

- Commercialisation of Council assets:
    - Look for opportunities for land/ assets around the harbour
    - Assist in the redevelopment of activation of the harbour and take on commercial leases.
    - Hiring out Council carparks
    - Partner with other business - Kiama events experience
- Optimising Council’s asset portfolio
    - Commercial operations
    - Hire out Council space
    - Facilities/ halls / outdoor sporting venues/ dry hire equipment
    - Use of Library space
    - Pavilion / conference/ hens/ small parties/ increase/ downsize events
- Activate open space
    - Destination wedding
    - Outdoor Fitness operators
    - Outdoor area - opportunities
- Circular economy for Waste streams
- Commercial activities into the crown estate that Council manages.
- Housing investment
- Property acquisition
- Public private partnership

- Partnerships with universities for education/ school investment
- Profit sharing investment decisions.

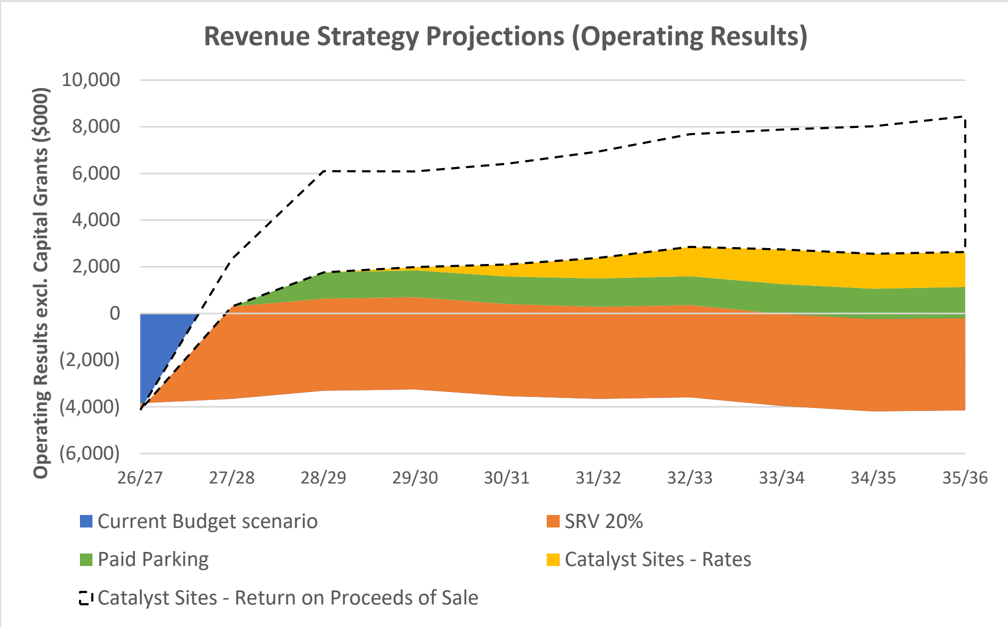
The Management team recently came together for a strategic planning session that focused on identifying opportunities to strengthen future revenue growth. The meeting provided a collaborative forum to revenue improvement ideas.

The next stage is to explore the ideas, and this will be done via working groups formed by the management leads to translate the ideas into concepts.

This section will continue to be updated as the Revenue Improvement Strategy is reviewed periodically.

# Conclusion

KMC's adopted budget position for FY 2026-27 is a $3.8M deficit. The target FY2027-28 is therefore a minimum increased revenue of $3.8M by end of FY2027-28. The graphic below outlines the projected operating results from the implementation of the revenue strategy.




This is the first step to the goal of financial sustainability. As outlined above, no one opportunity will address KMC's current financial position. Each individual revenue opportunity listed in the strategy has its own action plan. Council has identified the priorities as:

1. Paid Parking for non-residents
2. Property Optimisation (Strategic Asset Review)
    a. Identification of surplus core property (i.e. rezone/reclassify excessive open space/parks etc
    b. Commercialisation of non-core property (i.e. stop giving out peppercorn leases)
    c. PPP for Catalyst sites
3. Fees & Charges
4. SRV – 20% Financial Sustainability.

# Authorisation and version control

| | |
|---|---|
| **Owner/Responsible Officer** | Chief Executive Officer |
| **Department** | Office of the CEO |
| **Date adopted/endorsed** | |
| **Resolution number (if applicable)** | [number] |
| **Next review date** | 29 October 2026 |
| **TRIM reference** | [trim ref] |

### Variation and review

The Strategy should be reviewed within 3 months of the local government elections as part of the broader review of the Community Strategic Plan.

| Date reviewed | Date adopted/endorsed | Brief detail of amendments |
|---|---|---|
| [date] | [date] | [insert detail here] |
| [date] | [date] | [insert detail here] |
| [date] | [date] | [insert detail here] |

Council reserves the right to review, vary or revoke this Strategy.

## How to contact council

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Innovation
Integrity
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your council, your community

# Strategic Asset Review

**DRAFT**

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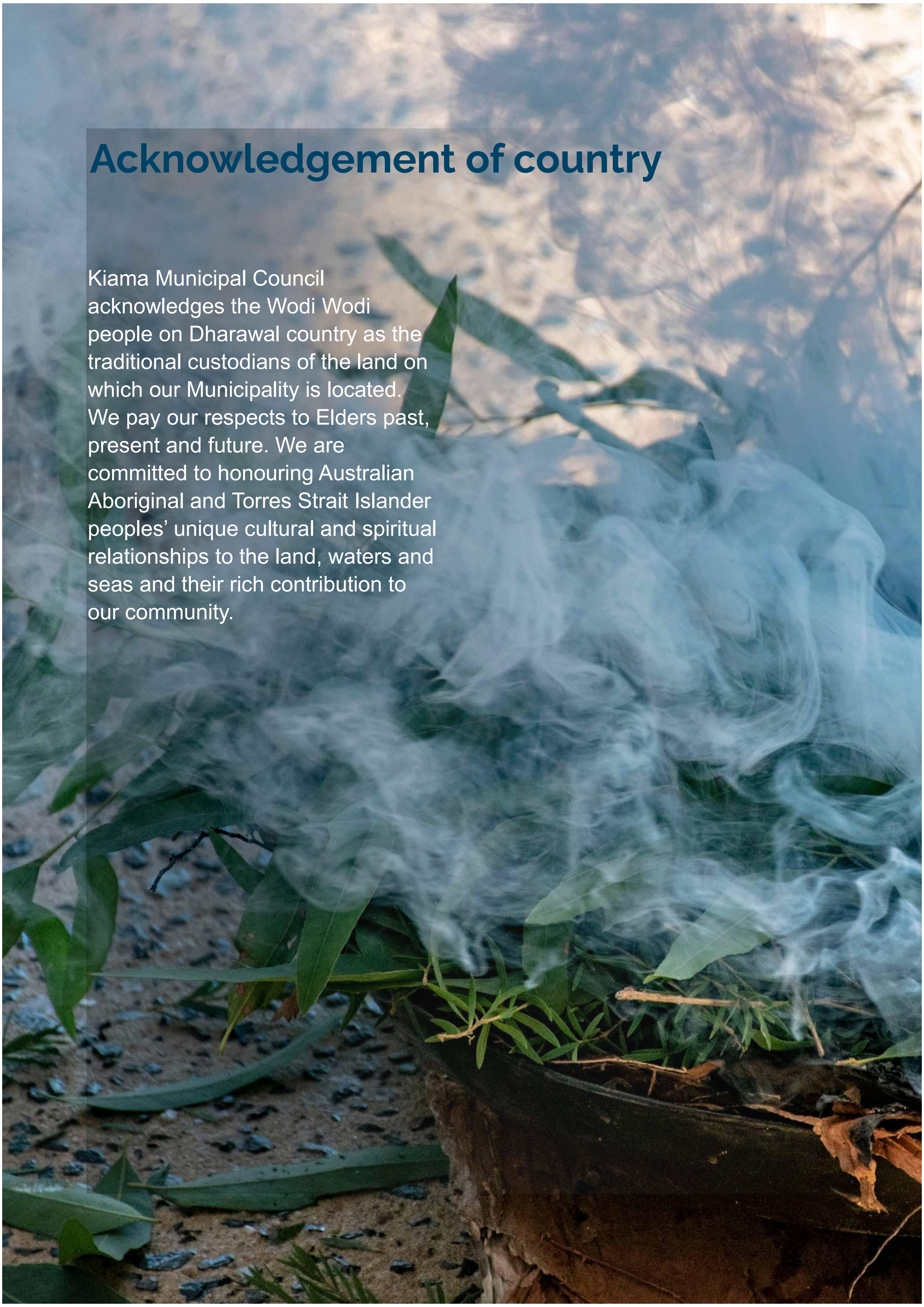

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# Contents

Item 13.6

Enclosure 2

# Executive Summary

This Strategic Asset Review has been undertaken to satisfy the requirements of Item 10 of the Variation Order dated 30 June 2026 to the original Performance Improvement Order (PIO) issued by the NSW Minister for Local Government in 2022. The review assesses Council's land and property portfolio to identify assets that are essential to the delivery of Council services and strategic objectives (core holdings) and those that may present opportunities for redevelopment, rationalisation, leasing optimisation or divestment (non-core holdings).

Kiama Municipal Council owns or manages more than 300 individual parcels of land across the municipality. These assets support a diverse range of functions, including the delivery of operational services, community infrastructure, public open space, environmental outcomes and commercial activities. The portfolio includes Council Operational Land, Community Land and Council Managed Crown Land, each of which is governed by distinct legislative and management frameworks.

The current review has focused primarily on Operational Land and road closure opportunities, as these assets present the most immediate and practical opportunities to improve asset utilisation, generate financial returns and support Council's financial sustainability objectives. The review has also identified some properties with redevelopment or divestment potential while recognising that some non-core holdings provide strategic, economic or commercial benefits that support their ongoing retention by Council. A list of land holding divestments covering the next 3 years has been prepared and included in long term financial planning. This will be added to or amended as further opportunities are reviewed and able to be expedited.

Consideration has also been given to potential Community Land opportunities. However, these assets require additional planning, investigation and community consultation before any recommendations can be finalised. As a result, detailed actions, priorities and indicative delivery timeframes for Community Land opportunities are still being developed and will be incorporated into future revisions of this review.

The findings of this review are intended to provide a strategic framework for the ongoing management of Council's property portfolio, ensuring assets are aligned with service delivery requirements, community needs, legislative obligations and long-term financial objectives. Given the evolving nature of property opportunities and strategic priorities, this review will be updated quarterly to reflect new information, completed investigations and emerging opportunities.

# Introduction

This review has been undertaken to meet the requirements of Item 10 of the Variation Order dated 30 June 2026 to the original Performance Improvement Order (PIO) made by the NSW Minister for Local Government in 2022.

Item 10 specified the following action to be undertaken:

> ***Within 90 days from commencement of this Variation Order, Council must provide the Office of Local Government with a Strategic Asset Review identifying:***
>
> ***a) All non-core property holdings***
>
> ***b) Estimated market value***
>
> ***c) Holding costs***
>
> ***d) Redevelopment or disposal constraints and;***
>
> ***e) Recommended actions and indicative timeframes.***

This draft strategy will be placed on public exhibition.

Kiama Municipal Council owns or manages more than 300 parcels of land across the municipality. These land holdings serve a range of purposes, including the delivery of community services and facilities, administration and operational functions, public open space, environmental outcomes, commercial activities and investment opportunities. This Review examines Council's property portfolio to distinguish between core property holdings that are essential for current or future service delivery and strategic objectives, and non-core property holdings that may be suitable for redevelopment, repurposing, leasing optimisation or divestment. The Review also recognises that, in some instances, there are sound strategic, commercial and financial reasons for Council to retain certain non-core property assets.

Kiama Municipal Council manages land under three distinct classifications:

- Operational Land
- Community Land
- Council Managed Crown Land.

Each classification serves a different purpose and is subject to specific legislative and management requirements. Together, these land classifications form a diverse property portfolio that supports the delivery of services, infrastructure, recreation opportunities and strategic outcomes across the municipality. These land classifications are detailed below.

## Council Operational Land

Council Operational Land is land owned by Council that is used, or intended to be used, for the management, administration and delivery of Council services and functions. Operational Land may be developed, leased, redeveloped or disposed of by Council, subject to legislative requirements and Council resolutions, and includes assets such as administration buildings, depots, commercial property and land held for strategic purposes.

### Council Community Land

Council Community Land is land owned by Council that is held for public use and benefit. Community Land is generally set aside for recreation, cultural, environmental, sporting or community purposes and is managed in accordance with the *Local Government Act 1993*. Community Land cannot generally be sold and must be managed in a way that preserves community access and supports current and future community needs.

### Council Managed Crown Land

Council Managed Crown Land is land owned by the Crown (State Government) that is managed by Council on behalf of the people of New South Wales. Council is responsible for the care, management and use of the land in accordance with the Crown Land Management Act 2016, ensuring the land is used for the benefit of the community and in a manner consistent with its reserved purpose.

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# Priority opportunities and ongoing review

The review has prioritised the assessment of Operational Land and road closure opportunities, as these assets currently present the most immediate potential for redevelopment, rationalisation or divestment.

Potential opportunities relating to Community Land have also been identified and are referenced within this Strategy; however, further investigation, planning and consultation are required before these opportunities can be fully assessed and progressed.

Detailed actions, priorities and indicative timeframes for Community Land opportunities are currently being developed and will be incorporated into future updates of the review as they are clarified. To ensure the Strategy remains current and responsive to emerging opportunities, it will be reviewed and updated monthly.

Council Managed Crown Land has not formed part of this review because the land is owned by the Crown and managed by Council on behalf of the State Government for specific public purposes. The use, management and potential disposal of Crown Land are governed by the Crown Land Management Act 2016 and are subject to legislative constraints that differ from those applying to Council-owned land. Accordingly, the focus of this review has been on Council-owned Operational and Community Land, where Council has greater control over future use, redevelopment and divestment opportunities.

This review does not include Council's commercial investment properties or community leased assets. These holdings are managed under separate strategic, operational and leasing frameworks and continue to support community services, economic activity and organisational objectives. A dedicated review of these assets may be undertaken at a future date to assess performance, utilisation and long-term asset management opportunities.

This review has been undertaken as an internal strategic assessment of Council's property portfolio and no community consultation has been undertaken at this stage. The purpose of the review is to identify and evaluate potential opportunities, constraints and strategic options for Council-owned land holdings. Any future proposal relating to the retention, redevelopment, reclassification or divestment of individual assets will be subject to further investigation, consideration by Council and, where required, appropriate community consultation and statutory public notification processes.

# Core and non-core property holdings

A key objective of this Review is to distinguish between Council's core and non-core property holdings to ensure the property portfolio is aligned with service delivery requirements, community needs, strategic objectives and long-term financial sustainability. The classification of assets as core or non-core provides a framework for assessing whether land should be retained, optimised, redeveloped or considered for divestment. While core holdings are generally essential to Council's current or future functions, non-core holdings may present opportunities to improve asset performance, generate revenue or support broader strategic outcomes. The classification of land is not static and may change over time as Council's priorities, operational requirements and community needs evolve.

**Core Property Holdings** are land and property assets that are essential to Council's current or future operations, service delivery, community infrastructure, environmental responsibilities, or strategic objectives. These assets provide an ongoing public benefit and are generally retained to support the needs of the community and the long-term goals of Council. These facilities include libraries, administration centre, works and waste depots.

**Non-core Property Holdings** are land and property assets that are not required for Council's current or foreseeable operational, service delivery, community, environmental, or strategic needs. These assets may be suitable for redevelopment, repurposing, leasing optimisation, or divestment where it can be demonstrated that retention in their current as-is state does not provide a significant ongoing benefit to Council or the community.

# Council's Property Holdings

## Operational Land

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Bombo | vacant land adjoining glenbrook farmhouse (closed road) | Riddell Street BOMBO NSW 2533 | LOT: 30 DP: 829815 | Operational Land |
| Bombo | (closed road) | Riddell Street BOMBO NSW 2533 | LOT: 1 DP: 821474 | Operational Land |
| Bombo | spring creek land - glenbrook farmhouse | Riddell Street BOMBO NSW 2533 | LOT: 11 DP: 810839 | Operational Land |
| Carrington Falls | 391 Cloonty Rd Carrington Falls (Rural Fire Service) | 391 Cloonty Road Carrington Falls NSW 2577 | LOT: 91 DP: 808550 | Operational Land |
| Foxground | Foxground Rd Foxground (Rural Fire Service) | Foxground Road Foxground NSW 2534 | LOT: 1 DP: 386023 | Operational Land |
| Foxground | 205 Foxground Rd Foxground | 205 Foxground Road Foxground NSW 2534 | LOT: 302 DP: 793071 | Operational Land |
| Gerringong | Elambra Estate Stages 6 & 7- residual | Union Way Gerringong NSW 2534 | LOT: 702 DP: 1148475 | Operational Land |
| Gerringong | proposed future road access | Union Way Gerringong NSW 2534 | LOT: 534 DP: 1111492 | Operational Land |
| Gerringong | reserve | O'Connell Place Gerringong NSW 2534 | LOT: 235 DP: 792192 | Operational Land |
| Gerringong | car park and access | Belinda Street Gerringong NSW 2534 | LOT: 62 DP: 1012681 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 102 DP: 793771 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 12 DP: 708567 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 8 DP: 624038 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 9 DP: 623468 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 11 DP: 619144 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 4 DP: 619072 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 3 DP: 619072 | Operational Land |

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| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 2 DP: 619072 | Operational Land |
| Gerringong | car park | Belinda Street Gerringong NSW 2534 | LOT: 7 DP: 617483 | Operational Land |
| Gerringong | Gerringong Town Hall | 106 Fern Street Gerringong NSW 2534 | LOT: 38 DP: 873965 | Operational Land |
| Gerringong | land (adjoining blueberry reserve) | Fern Street Gerringong NSW 2534 | LOT: 52 DP: 884475 | Operational Land |
| Gerringong | Crooked River Rd Gerroa | Crooked River Road Gerroa NSW 2534 | LOT: 3 DP: 1068566 | Operational Land |
| Jamberoo | Fountaindale dam | Fountaindale Road Jamberoo NSW 2533 | LOT: 1 DP: 998284 | Operational Land |
| Jamberoo | Jamberoo rural fire service | 2 Young Street Jamberoo NSW 2533 | LOT: 11 DP: 580842 | Operational Land |
| Jamberoo | Hyams Creek dam and surrounds | 299 Wallaby Hill Road Jamberoo NSW 2533 | LOT: 80 DP: 905315 | Operational Land |
| Jamberoo | Allowrie street carpark | Allowrie Street Jamberoo NSW 2533 | LOT: 4 DP: 213476 | Operational Land |
| Jamberoo | Allowrie street carpark | Allowrie Street Jamberoo NSW 2533 | LOT: 71 DP: 802625 | Operational Land |
| Jamberoo | Hall | 30 Allowrie Street Jamberoo NSW 2533 | PT: 53 DP: 623792 | Operational Land |
| Jamberoo | Allowrie street carpark | Allowrie Street Jamberoo NSW 2533 | LOT: 3 DP: 213476 | Operational Land |
| Jamberoo | Allowrie street carpark | Allowrie Street Jamberoo NSW 2533 | LOT: 2 DP: 213476 | Operational Land |
| Jerrara | Riding for the disabled Association | 29 Mount Brandon Road Jerrara NSW 2533 | LOT: 40 DP: 841082 | Operational Land |
| Kiama | Antrim St KIAMA | Antrim Street Kiama NSW 2533 | LOT: 2 DP: 1032869 | Operational Land |
| Kiama | vacant land (former section of closed road) | Jamaica Street Kiama NSW 2533 | LOT: 286 DP: 823193 | Operational Land |
| Kiama | vacant land adjoining Kiama fire station | Terralong Street Kiama NSW 2533 | LOT: 14 DP: 708075 | Operational Land |
| Kiama | Kiama fire station | 210 Terralong Street Kiama NSW 2533 | LOT: 51 DP: 804377 | Operational Land |
| Kiama | proposed ambulance site | 206 Terralong Street Kiama NSW 2533 | LOT: 52 DP: 804377 | Operational Land |
| Kiama | reserve | 96 South Kiama Drive Kiama NSW 2533 | LOT: 8 DP: 882786 | Operational Land |
| Kiama | gas works and cottage | 105-109 Shoalhaven Street Kiama NSW 2533 | LOT: 102 DP: 775450 | Operational Land |
| Kiama | family history centre & library complex | 7 Railway Parade Kiama NSW 2533 | LOT: 100 DP: 803472 | Operational Land |
| Kiama | blue haven retirement village | 2 Havilah Place Kiama NSW 2533 | LOT: 71 DP: 831089 | Operational Land |
| Kiama | council depot | 5 Belvedere Street Kiama NSW 2533 | LOT: 101 DP: 775450 | Operational Land |
| Kiama | kiama council and chambers | 11 Manning Street Kiama NSW 2533 | LOT: 100 DP: 635688 | Operational Land |

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Kiama | land off glenbrook drive (spring creek) | Jamaica Street Kiama NSW 2533 | LOT: 45 DP: 800176 | Operational Land |
| Kiama | reserve | 13 Isabella Place Kiama NSW 2533 | LOT: 15 DP: 791923 | Operational Land |
| Kiama | reserve | Isabella Place Kiama NSW 2533 | LOT: 28 DP: 850163 | Operational Land |
| Kiama | reserve (south bombo beach access) | 14 Hothersal Street Kiama NSW 2533 | LOT: 3 DP: 1004088 | Operational Land |
| Kiama | vacant land - corner havilah and terralong | Havilah Place Kiama NSW 2533 | LOT: 6 DP: 248979 | Operational Land |
| Kiama | coach house gallery | 3a Farmer Street Kiama NSW 2533 | LOT: 11 DP: 586198 | Operational Land |
| Kiama | access laneway between bourrool and barney street | Bourrool Street Kiama NSW 2533 | LOT: 4 DP: 774101 | Operational Land |
| Kiama | barney street quarry | 80 Barney Street KIAMA NSW 2533 | LOT: 9 DP: 850163 | Operational Land |
| Kiama | Shoalhaven St Land | 113 Shoalhaven Street Kiama NSW 2533 | Lot 103 DP 790653 | Operational Land |
| Kiama | Shoalhaven St Land | 117 Shoalhaven Street Kiama NSW 2533 | Lot 2 DP 594528 | Operational Land |
| Kiama Downs | laneway | Golfers Parade Kiama Downs NSW 2533 | LOT: 1 DP: 41992 | Operational Land |
| Kiama Downs | vacant land | Cliff Drive Kiama Downs NSW 2533 | LOT: 1 DP: 735746 | Operational Land |
| Kiama Downs | Former road | Riverside Drive Kiama Downs NSW 2533 | Lot 1 DP 1323722 | Operational Land |
| Kiama Heights | bush bank steam flour mil | Princes Highway Kiama Heights NSW 2533 | LOT: 130 DP: 810019 | Operational Land |
| Minnamurra | Minnamurra waste and recycling depot & dog pound | 446 Riverside Drive Minnamurra NSW 2533 | LOT: 1 DP: 659767 | Operational Land |
| Minnamurra | Minnamurra waste and recycling depot | Riverside Drive Minnamurra NSW 2533 | LOT: 1 DP: 518064 | Operational Land |
| Minnamurra | Minnamurra waste and recycling depot | 446 Riverside Drive Minnamurra NSW 2533 | LOT: 1 DP: 439772 | Operational Land |

## Community Land

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Bombo | Charmain Cliff Reserve | Princes Highway BOMBO NSW 2533 | LOT: 2 DP: 1152102 | Community Land |
| Bombo | Robert east reserve | Princes Highway BOMBO NSW 2533 | LOT: 10 DP: 1027584 | Community Land |
| Bombo | Spring creek lagoon and surrounds | Hutchinson Street BOMBO NSW 2533 | LOT: 43 DP: 800176 | Community Land |
| Gerringong | Union way Gerringong | Union Way Gerringong NSW 2534 | LOT: 206 DP: 1180016 | Community Land |
| Gerringong | Wells street Gerringong | Wells Street Gerringong NSW 2534 | LOT: 206 DP: 1156196 | Community Land |
| Gerringong | Geering st Gerringong | Geering Street Gerringong NSW 2534 | LOT: 26 DP: 1123051 | Community Land |
| Gerringong | 120 fern st Gerringong | 120 Fern Street Gerringong NSW 2534 | LOT: 9 DP: 871423 | Community Land |
| Gerringong | Croft pl Gerringong | Croft Place Gerringong NSW 2534 | LOT: 2 DP: 1065790 | Community Land |
| Gerringong | Reserve | Union Way Gerringong NSW 2534 | PT: 535 DP: 1111492 | Community Land |
| Gerringong | Birralee reserve | Neptune Street Gerringong NSW 2534 | LOT: 231 DP: 1060665 | Community Land |
| Gerringong | Reserve | Brook Street Gerringong NSW 2534 | LOT: 8 DP: 264539 | Community Land |
| Gerringong | Reserve | Willowbank Place Gerringong NSW 2534 | LOT: 237 DP: 792192 | Community Land |
| Gerringong | Reserve | 46 Willawa Avenue Gerringong NSW 2534 | LOT: 22 DP: 200176 | Community Land |
| Gerringong | Reserve | 18 Union Way Gerringong NSW 2534 | LOT: 130 DP: 1052645 | Community Land |
| Gerringong | Boat Harbour reserve | Jupiter Street Gerringong NSW 2534 | LOT: 2 DP: 1065338 | Community Land |
| Gerringong | Car park | Greta Street Gerringong NSW 2534 | LOT: 5 DP: 621354 | Community Land |
| Gerringong | car park | Greta Street Gerringong NSW 2534 | LOT: 3 DP: 543599 | Community Land |
| Gerringong | reserve | Geering Street Gerringong NSW 2534 | LOT: 29 DP: 239873 | Community Land |
| Gerringong | carpark - south end werri beach | Geering Street Gerringong NSW 2534 | LOT: 261 DP: 751254 | Community Land |
| Gerringong | reserve - Gerringong Old School Park | 110 Fern Street Gerringong NSW 2534 | LOT: 6 DP: 871423 | Community Land |
| Gerringong | reserve - blueberry hill Gerringong | Fern Street Gerringong NSW 2534 | LOT: 53 DP: 884475 | Community Land |
| Gerringong | reserve | Fern Street Gerringong NSW 2534 | LOT: 86 DP: 838437 | Community Land |
| Gerringong | Boxsell reserve | Fern Street Gerringong NSW 2534 | LOT: 91 DP: 838437 | Community Land |

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Gerringong | reserve | Fern Street Gerringong NSW 2534 | LOT: 89 DP: 838437 | Community Land |
| Gerringong | reserve | 9 Carinya Way Gerringong NSW 2534 | LOT: 85 DP: 838437 | Community Land |
| Gerringong | reserve | Burra Street Gerringong NSW 2534 | LOT: 231 DP: 1012243 | Community Land |
| Gerringong | reserve | 8 Burnett Avenue Gerringong NSW 2534 | LOT: 87 DP: 838437 | Community Land |
| Gerringong | reserve | Burnett Avenue Gerringong NSW 2534 | LOT: 88 DP: 838437 | Community Land |
| Gerringong | Gerry Emery reserve | 44 Bridges Road Gerringong NSW 2534 | LOT: 601 DP: 739447 | Community Land |
| Gerringong | South Werri reserve - lease to Gerringong tennis club | Bridges Road Gerringong NSW 2534 | LOT: 16 DP: 262469 | Community Land |
| Gerringong | school of arts and museum | 8 Blackwood Street Gerringong NSW 2534 | LOT: 2 DP: 1108823 | Community Land |
| Gerringong | reserve (includes 'Gerringong Rural Fire Station building) | 46 Blackwood Street Gerringong NSW 2534 | LOT: 48 DP: 250008 | Community Land |
| Gerringong | land vested in Kiama Municipal Councill public recreation (Mick Cronin oval) | Blackwood Street Gerringong NSW 2534 | LOT: 7010 DP: 1026773 | Community Land |
| Gerringong | jubilee park | Blackwood Street Gerringong NSW 2534 | LOT: A DP: 159871 | Community Land |
| Gerringong | jubilee park | Blackwood Street Gerringong NSW 2534 | LOT: E DP: 38381 | Community Land |
| Gerringong | reserve | Blackwood Street Gerringong NSW 2534 | LOT: 60 DP: 703112 | Community Land |
| Gerringong | reserve - Gerringong headland | Belinda Street Gerringong NSW 2534 | LOT: 7 DP: 541889 | Community Land |
| Gerringong | reserve - Gerringong headland | Belinda Street Gerringong NSW 2534 | LOT: 5 DP: 541889 | Community Land |
| Gerringong | reserve | Belinda Street Gerringong NSW 2534 | LOT: 26 DP: 262698 | Community Land |
| Gerroa | Stafford St Gerroa | Stafford Street Gerroa Nsw 2534 | LOT: 2 DP: 1065340 | Community Land |
| Gerroa | Park Rd Gerroa | Park Road Gerroa NSW 2534 | LOT: 2 DP: 1065357 | Community Land |
| Gerroa | Burke Pde Gerroa | Burke Parade Gerroa NSW 2534 | LOT: 1 DP: 338015 | Community Land |
| Gerroa | Headland Dr Gerroa | Headland Drive Gerroa NSW 2534 | LOT: 2 DP: 1065404 | Community Land |
| Gerroa | Gerroa neighbourhood centre | 37 Stafford Street Gerroa NSW 2534 | LOT: 1 DP: 229951 | Community Land |
| Gerroa | reserve | 2-4 Headland Drive Gerroa NSW 2534 | LOT: 41 DP: 236273 | Community Land |
| Gerroa | reserve | 3 Headland Drive Gerroa NSW 2534 | LOT: 2 DP: 27683 | Community Land |
| Gerroa | reserve - Kingsford Smith Memorial | 1 Headland Drive Gerroa NSW 2534 | LOT: 1 DP: 27683 | Community Land |

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| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Gerroa | reserve (walkers beach, Gerringong) | Crooked River Road Gerroa NSW 2534 | LOT: 3 DP: 730771 | Community Land |
| Gerroa | access to walker's beach | Crooked River Road Gerroa NSW 2534 | LOT: 2 DP: 730771 | Community Land |
| Gerroa | Ricketts reserve | Burke Parade Gerroa NSW 2534 | LOT: 2 DP: 329172 | Community Land |
| Gerroa | Ricketts reserve | 52 Burke Parade Gerroa NSW 2534 | PT: 93 DP: 4467 | Community Land |
| Jamberoo | Gibson Crecent, Jamberoo | Gibson Crescent Jamberoo NSW 2533 | LOT: 411 DP: 1209559 | Community Land |
| Jamberoo | Reserve Dedication from Huntingdale Developments Pty Limited | Gibson Crescent Jamberoo NSW 2533 | LOT: 251 DP: 1206471 | Community Land |
| Jamberoo | reserve (part of jamberoo parklands) | Wyalla Road JAMBEROO NSW 2533 | LOT: 101 DP: 1063277 | Community Land |
| Jamberoo | public reserve | Nuninuna Drive Jamberoo NSW 2533 | LOT: 106 DP: 1046656 | Community Land |
| Jamberoo | public reserve | Nuninuna Drive Jamberoo NSW 2533 | LOT: 105 DP: 1046656 | Community Land |
| Jamberoo | public reserve | Nuninuna Drive Jamberoo NSW 2533 | LOT: 104 DP: 1046656 | Community Land |
| Jamberoo | reserve | 62 Macquarie Street Jamberoo NSW 2533 | LOT: 6 DP: 792543 | Community Land |
| Jamberoo | reserve | Macquarie Street Jamberoo NSW 2533 | LOT: 43 DP: 773152 | Community Land |
| Jamberoo | reserve | Jamberoo Road Jamberoo NSW 2533 | LOT: 41 DP: 31576 | Community Land |
| Jamberoo | reserve | Hyam Place Jamberoo NSW 2533 | LOT: 10 DP: 701896 | Community Land |
| Jamberoo | reserve | Downes Place Jamberoo NSW 2533 | LOT: 10 DP: 837424 | Community Land |
| Jamberoo | Jamberoo parklands (includes tennis courts, Keith Irvine oval) | Churchill Street Jamberoo NSW 2533 | LOT: 372 DP: 802199 | Community Land |
| Jamberoo | Jamberoo youth hall | 1A Allowrie Street Jamberoo NSW 2533 | LOT: 10 DP: 626845 | Community Land |
| Jerrara | public reserve Jerrara dam site | 125 Mount Brandon Road Jerrara NSW 2533 | LOT: 41 DP: 841082 | Community Land |
| Kiama | Merrick Circuit Kiama | Merrick Circuit Kiama NSW 2533 | LOT: 100 DP: 1206414 | Community Land |
| Kiama | Danube Street (turning bay) | Danube Street Kiama NSW 2533 | LOT: 20 DP: 1182859 | Community Land |
| Kiama | Belvedere Street | Belvedere Street Kiama NSW 2533 | LOT: 9 DP: 1232541 | Community Land |
| Kiama | Old Kiama Ambulance Residence | 39 Shoalhaven Street Kiama NSW 2533 | LOT: 15 DP: 114668 | Community Land |
| Kiama | Old Kiama Ambulance Station | 61 Terralong Street Kiama NSW 2533 | LOT: 1 DP: 1091690 | Community Land |
| Kiama | Greyleigh Dr KIAMA | Greyleigh Drive Kiama NSW 2533 | LOT: 2 DP: 1179778 | Community Land |

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Kiama | reserve | Jamberoo Road Kiama NSW 2533 | LOT: 52 DP: 1098436 | Community Land |
| Kiama | reserve | Old Saddleback Road Kiama NSW 2533 | LOT: 499 DP: 1064140 | Community Land |
| Kiama | public reserve | Cole Street Kiama NSW 2533 | LOT: 514 DP: 1066359 | Community Land |
| Kiama | Bonaira reserve | Girrawheen Avenue Kiama NSW 2533 | LOT: 2 DP: 579091 | Community Land |
| Kiama | Bonaira reserve | 17 Girrawheen Avenue Kiama NSW 2533 | LOT: 492 DP: 208118 | Community Land |
| Kiama | Bonaira reserve | Bonaira Street Kiama NSW 2533 | LOT: 478 DP: 33905 | Community Land |
| Kiama | Bonaira reserve | Bonaira Street Kiama NSW 2533 | LOT: 477 DP: 33905 | Community Land |
| Kiama | Bonaira reserve | Bonaira Street Kiama NSW 2533 | LOT: 476 DP: 33905 | Community Land |
| Kiama | Bonaira reserve | Bonaira Street Kiama NSW 2533 | LOT: 475 DP: 33905 | Community Land |
| Kiama | reserve | Eugene Street Kiama NSW 2533 | LOT: 1429 DP: 1061892 | Community Land |
| Kiama | Tombonda drive reserve | 41 Tombonda Drive Kiama NSW 2533 | LOT: 229 DP: 33902 | Community Land |
| Kiama | Spring Creek reserve | Terralong Street Kiama NSW 2533 | LOT: 44 DP: 800176 | Community Land |
| Kiama | reserve | South Kiama Drive Kiama NSW 2533 | LOT: 3 DP: 707300 | Community Land |
| Kiama | reserve | South Kiama Drive Kiama NSW 2533 | LOT: 117 DP: 245502 | Community Land |
| Kiama | reserve | South Kiama Drive Kiama NSW 2533 | LOT: 113 DP: 245502 | Community Land |
| Kiama | Kendalls cemetery | South Kiama Drive Kiama NSW 2533 | LOT: 3 DP: 258605 | Community Land |
| Kiama | reserve | Saddleback Mountain Road Kiama NSW 2533 | LOT: 4 DP: 263286 | Community Land |
| Kiama | reserve | Tanner Place Kiama NSW 2533 | LOT: 21 DP: 264151 | Community Land |
| Kiama | peace park | Taylor Street Kiama NSW 2533 | LOT: 4 DP: 585279 | Community Land |
| Kiama | kiama leisure centre and netball courts | 1 Havilah Place Kiama NSW 2533 | LOT: 1 DP: 850540 | Community Land |
| Kiama | tharkinna reserve | 19 Tharkinna Avenue Kiama NSW 2533 | LOT: 15 DP: 208118 | Community Land |
| Kiama | reserve | 1 Weston Place Kiama NSW 2533 | LOT: 22 DP: 264151 | Community Land |
| Kiama | reserve | Whitton Place Kiama NSW 2533 | LOT: 3 DP: 800229 | Community Land |
| Kiama | reserve | Greyleigh Drive Kiama NSW 2533 | LOT: 1319 DP: 1060995 | Community Land |
| Kiama | reserve | Old Saddleback Road KIAMA NSW 2533 | LOT: 1310 DP: 1060995 | Community Land |

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Kiama | Kiama tennis club (stead reserve) | 50 Noorinan Street Kiama NSW 2533 | LOT: 100 DP: 838960 | Community Land |
| Kiama | reserve | Bland Street Kiama NSW 2533 | LOT: 600 DP: 1044512 | Community Land |
| Kiama | reserve | Greyleigh Drive Kiama NSW 2533 | LOT: 199 DP: 1042913 | Community Land |
| Kiama | reserve | Greyleigh Drive Kiama NSW 2533 | LOT: 100 DP: 1042908 | Community Land |
| Kiama | reserve | Keppel Street Kiama NSW 2533 | LOT: 3 DP: 833140 | Community Land |
| Kiama | little blowhole reserve | 21 Tingira Crescent Kiama NSW 2533 | LOT: 112A DP: 33903 | Community Land |
| Kiama | reserve | Meares Place Kiama NSW 2533 | LOT: 12 DP: 710054 | Community Land |
| Kiama | Marsden street reserve | Marsden Street Kiama NSW 2533 | LOT: 86 DP: 33902 | Community Land |
| Kiama | peace park | 144 Manning Street Kiama NSW 2533 | LOT: 11 DP: 1098810 | Community Land |
| Kiama | peace park | 144 Manning Street Kiama NSW 2533 | LOT: 1 DP: 585279 | Community Land |
| Kiama | peace park | 144 Manning Street Kiama NSW 2533 | LOT: 13 DP: 38283 | Community Land |
| Kiama | reserve - cedar ridge estate | Hutchinson Street Kiama NSW 2533 | LOT: 20 DP: 786920 | Community Land |
| Kiama | reserve | Hillview Circuit Kiama NSW 2533 | LOT: 2 DP: 707300 | Community Land |
| Kiama | reserve | Hillview Circuit Kiama NSW 2533 | LOT: 112 DP: 245502 | Community Land |
| Kiama | Kiama sports complex and playing fields | Havilah Place Kiama NSW 2533 | LOT: 12 DP: 708075 | Community Land |
| Kiama | Kiama sports complex and playing fields | Havilah Place Kiama NSW 2533 | LOT: 1 DP: 256557 | Community Land |
| Kiama | Kiama sports complex and playing fields | Havilah Place Kiama NSW 2533 | LOT: 4 DP: 248979 | Community Land |
| Kiama | spring creek wetland reserve | Terralong Street Kiama NSW 2533 | LOT: 1 DP: 828812 | Community Land |
| Kiama | spring creek wetland area | Glenbrook Drive Kiama NSW 2533 | LOT: 42 DP: 800176 | Community Land |
| Kiama | reserve | 22 Girrawheen Avenue Kiama NSW 2533 | LOT: 426 DP: 208118 | Community Land |
| Kiama | reserve | Elouera Place Kiama NSW 2533 | LOT: 8 DP: 850163 | Community Land |
| Kiama | girl guides - adjacent Hindmarsh park | 3 Collins Lane Kiama NSW 2533 | LOT: 2 DP: 935308 | Community Land |
| Kiama | youth centre - adjacent Hindmarsh park | 5 Collins Lane Kiama NSW 2533 | LOT: 1 DP: 917665 | Community Land |
| Kiama | reserve | 1 Colley Drive Kiama NSW 2533 | LOT: 14 DP: 244856 | Community Land |
| Kiama | reserve | 1 Colley Drive Kiama NSW 2533 | LOT: 16 DP: 244639 | Community Land |

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Kiama | reserve | 6 Charmian Clift Place Kiama NSW 2533 | LOT: 20 DP: 800229 | Community Land |
| Kiama | kendalls beach holiday park and adjoining headland reserve | Bonaira Street Kiama NSW 2533 | LOT: 1 DP: 658245 | Community Land |
| Kiama | kendalls beach holiday park | Chapman Street Kiama NSW 2533 | PT: 3 DP: 587969 | Community Land |
| Kiama | kendalls beach holiday park | Bonaira Street Kiama NSW 2533 | LOT: 1411 DP: 1105389 | Community Land |
| Kiama | reserve (little blowhole) | Boanyo Avenue Kiama NSW 2533 | LOT: 3 DP: 793745 | Community Land |
| Kiama | reserve | 7 Bland Street Kiama NSW 2533 | LOT: 8 DP: 839577 | Community Land |
| Kiama | stead reserve | Barney Street Kiama NSW 2533 | LOT: 101 DP: 838960 | Community Land |
| Kiama | reserve | Greyleigh Drive Kiama NSW 2533 | LOT: 300 DP: 1059841 | Community Land |
| Kiama Downs | Meehan Dr Kiama Downs | Meehan Drive Kiama Downs NSW 2533 | LOT: 2 DP: 1056775 | Community Land |
| Kiama Downs | reserve (part of hoolong reserve) | Hoolong Avenue Kiama Downs NSW 2533 | LOT: 707 DP: 201833 | Community Land |
| Kiama Downs | johnson street/north kiama drive carpark | 145 North Kiama Drive Kiama Downs NSW 2533 | LOT: 1012 DP: 236616 | Community Land |
| Kiama Downs | minnamurra river foreshore and wetlands | Riverside Drive Kiama Downs NSW 2533 | LOT: 1 DP: 593278 | Community Land |
| Kiama Downs | former bombo school site playing fields | Riverside Drive Kiama Downs NSW 2533 | LOT: 100 DP: 841672 | Community Land |
| Kiama Downs | iluka reserve (tennis courts) | Riverside Drive Kiama Downs NSW 2533 | LOT: 1 DP: 509019 | Community Land |
| Kiama Downs | iluka reserve | North Kiama Drive Kiama Downs NSW 2533 | LOT: 243 DP: 30200 | Community Land |
| Kiama Downs | iluka reserve | Riverside Drive Kiama Downs NSW 2533 | LOT: 34 DP: 28122 | Community Land |
| Kiama Downs | gainsborough chase reserve | 8 Thornett Way Kiama Downs NSW 2533 | LOT: 338 DP: 790657 | Community Land |
| Kiama Downs | reserve | Cowell Place Kiama Downs NSW 2533 | LOT: 51 DP: 1012601 | Community Land |
| Kiama Downs | gainsborough oval | 28a Meehan Drive Kiama Downs NSW 2533 | LOT: 602 DP: 878369 | Community Land |
| Kiama Downs | child care centre | 18a Hughes Crescent Kiama Downs NSW 2533 | LOT: 601 DP: 878369 | Community Land |
| Kiama Downs | reserve | North Kiama Drive Kiama Downs NSW 2533 | LOT: 249 DP: 30200 | Community Land |
| Kiama Downs | jones beach reserve (kiama downs surf club) | 150 North Kiama Drive Kiama Downs NSW 2533 | LOT: 1027 DP: 232243 | Community Land |
| Kiama Downs | reserve | 40 North Kiama Drive Kiama Downs NSW 2533 | LOT: 252 DP: 30200 | Community Land |
| Kiama Downs | reserve | North Kiama Drive Kiama Downs NSW 2533 | LOT: 251 DP: 30200 | Community Land |

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Kiama Downs | reserve | Newing Circuit Kiama Downs NSW 2533 | LOT: 439 DP: 801403 | Community Land |
| Kiama Downs | reserve | Newing Circuit Kiama Downs NSW 2533 | LOT: 339 DP: 790657 | Community Land |
| Kiama Downs | eureka reserve | Moreton Bay Place Kiama Downs NSW 2533 | LOT: 41 DP: 261909 | Community Land |
| Kiama Downs | reserve | 7 Michael Crescent Kiama Downs NSW 2533 | LOT: 732 DP: 830184 | Community Land |
| Kiama Downs | reserve | Meehan Drive Kiama Downs NSW 2533 | LOT: 5002 DP: 631336 | Community Land |
| Kiama Downs | reserve | Ironbark Crescent Kiama Downs NSW 2533 | LOT: 622 DP: 815672 | Community Land |
| Kiama Downs | reserve | 27 Hoolong Avenue Kiama Downs NSW 2533 | LOT: 822 DP: 216533 | Community Land |
| Kiama Downs | reserve | 27 Hoolong Avenue Kiama Downs NSW 2533 | LOT: 821 DP: 216533 | Community Land |
| Kiama Downs | reserve | Hollings Drive Kiama Downs NSW 2533 | LOT: 329 DP: 703905 | Community Land |
| Kiama Downs | reserve | Hollings Drive Kiama Downs NSW 2533 | LOT: 330 DP: 703905 | Community Land |
| Kiama Downs | reserve | Henry Parkes Drive Kiama Downs NSW 2533 | LOT: 538 DP: 808034 | Community Land |
| Kiama Downs | reserve | Henry Parkes Drive Kiama Downs NSW 2533 | LOT: 539 DP: 808034 | Community Land |
| Kiama Downs | reserve | Gray Street Kiama Downs NSW 2533 | LOT: 328 DP: 703905 | Community Land |
| Kiama Downs | reserve | Gibraltar Avenue Kiama Downs NSW 2533 | LOT: 830 DP: 219105 | Community Land |
| Kiama Downs | reserve | 7 Cowell Place Kiama Downs NSW 2533 | LOT: 176 DP: 262061 | Community Land |
| Kiama Downs | reserve | Cliff Drive Kiama Downs NSW 2533 | LOT: 3 DP: 735746 | Community Land |
| Kiama Downs | Cameron Boyd reserve | 42 Cliff Drive Kiama Downs NSW 2533 | LOT: 747 DP: 31341 | Community Land |
| Kiama Downs | reserve | Cliff Drive Kiama Downs NSW 2533 | LOT: 749 DP: 31341 | Community Land |
| Kiama Downs | reserve | Cathedral Rocks Avenue Kiama Downs NSW 2533 | LOT: 250 DP: 30200 | Community Land |
| Kiama Downs | reserve | Barton Drive Kiama Downs NSW 2533 | LOT: 107 DP: 816711 | Community Land |
| Kiama Downs | reserve | Barton Drive Kiama Downs NSW 2533 | LOT: 380 DP: 263272 | Community Land |
| Kiama Heights | reserve | 82a Kalang Road Kiama Heights NSW 2533 | LOT: 316 DP: 30126 | Community Land |
| Kiama Heights | reserve - loves bay | 2 Elanora Road Kiama Heights NSW 2533 | LOT: 2 DP: 818379 | Community Land |
| Kiama Heights | reserve | 85 Attunga Avenue Kiama Heights NSW 2533 | LOT: 69A DP: 30126 | Community Land |
| Kiama Heights | reserve | 78 Attunga Avenue Kiama Heights NSW 2533 | LOT: 317 DP: 30126 | Community Land |

| Suburb | Name | Address | Lot/DP | Classification |
|---|---|---|---|---|
| Minnamurra | Minnamurra headland reserve | Ritchie Place Minnamurra NSW 2533 | LOT: 1 DP: 593079 | Community Land |
| Minnamurra | Trevethan reserve | The Village Minnamurra NSW 2533 | LOT: 14 DP: 225638 | Community Land |
| Minnamurra | James Holt reserve | Charles Avenue Minnamurra NSW 2533 | LOT: 141 DP: 29245 | Community Land |
| Minnamurra | James Oates reserve | 168 Charles Avenue Minnamurra NSW 2533 | LOT: 70 DP: 243062 | Community Land |
| Minnamurra | reserve fronting Minnamurra river | Charles Avenue Minnamurra NSW 2533 | LOT: 124 DP: 805180 | Community Land |
| Saddleback Mountain | Saddleback Mountain Reserve | Saddleback Mountain Road Saddleback Mountain NSW 2533 | LOT: 4 DP: 234762 | Community Land |
| Saddleback Mountain | saddleback mountain reserve | Saddleback Mountain Road Saddleback Mountain NSW 2533 | LOT: 5 DP: 579598 | Community Land |
| Werri Beach | 1 Renfrew Rd WERRI BEACH | Renfrew Road Werri Beach NSW 2534 | LOT: 50 DP: 1154207 | Community Land |
| Werri Beach | 33 Werri St WERRI BEACH | 33 Werri Street Werri Beach NSW 2534 | LOT: 2 DP: 1065342 | Community Land |
| Werri Beach | Bungulla reserve | 53 Werri Street Werri Beach NSW 2534 | LOT: 284 DP: 14188 | Community Land |
| Werri Beach | recreation area | Pacific Avenue Werri Beach NSW 2534 | LOT: 281 DP: 14188 | Community Land |
| Werri Beach | James Muir Miller reserve | Pacific Avenue Werri Beach NSW 2534 | LOT: 282 DP: 14188 | Community Land |
| Werri Beach | Gerringong surf lifesaving club | Pacific Avenue Werri Beach NSW 2534 | LOT: 1 DP: 1075959 | Community Land |

# Catalyst sites

The sites listed below have not been included in the scope of this review as they have been identified by Council as catalyst sites with significant strategic, economic or redevelopment potential. These properties are currently subject to separate investigations, feasibility assessments and market testing processes to determine their highest and best use and to inform future Council decision-making. Given this work is being undertaken independently, the sites have been excluded from this core and non-core property assessment to avoid duplication and ensure outcomes are based on the most current market and strategic analysis. Any recommendations arising from these separate reviews will be reported to Council through the appropriate governance and decision-making processes.

- 11 Manning Street Kiama – Council Administration Building
- 2 Havilah Place Kiama – Former Blue Haven Nursing Home
- 105 – 117 Shoalhaven Street Kiama (backs onto the Works Depot below)
- 5 Belvedere St Kiama – Council Works Depot
- Spring Creek Land Kiama - Lot 11 DP 810839
- 226 Riverside Drive Minnamurra – Council's Waste Depot.

# Parcels included in Review

| Suburb | Address | Lot and DP | Current use | Appendix |
|---|---|---|---|---|
| Gerringong | Union Way | LOT: 702 DP: 1148475 | Vacant land – public reserve | 1 |
| Gerringong | Union Way | LOT: 534 DP: 1111492 | Future road access | 2 |
| Gerringong | O'Connell Place | LOT: 235 DP: 792192 | Public Reserve | 15 |
| Gerringong | Belinda Street | LOT: 62 DP: 1012681 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 102 DP: 793771 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 12 DP: 708567 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 8 DP: 624038 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 9 DP: 623468 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 11 DP: 619144 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 4 DP: 619072 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 3 DP: 619072 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 2 DP: 619072 | Carpark | 3 |
| Gerringong | Belinda Street | LOT: 7 DP: 617483 | Carpark | 3 |
| Gerringong | 106 Fern Street | LOT: 38 DP: 873965 | Gerringong Town hall | 4 |
| Jamberoo | Fountaindale Road | LOT: 1 DP: 998284 | Fountaindale dam | 5 |
| Jamberoo | 299 Wallaby Hill Road | LOT: 80 DP: 905315 | Hyams Creek dam and surrounds | 6 |
| Jamberoo | 30 Allowrie Street | PT LOT:53 DP 623792 | Jamberoo School of Arts | 7 |
| Jamberoo | Allowrie Street | LOT: 4 DP: 213476 | Carpark | 8 |
| Jamberoo | Allowrie Street | LOT: 71 DP: 802625 | Carpark | 8 |
| Jamberoo | Allowrie Street | LOT: 3 DP: 213476 | Carpark | 8 |
| Jamberoo | Allowrie Street | LOT: 2 DP: 213476 | Carpark | 8 |
| Kiama | Collins Street | LOT: 51 DP: 1200006 | Laneway | 9 |

| Suburb | Address | Lot and DP | Current use | Appendix |
|---|---|---|---|---|
| Kiama | Antrim Street | LOT: 2 DP: 1032869 | Former road | 10 |
| Kiama | Jamaica Street | LOT: 286 DP: 823193 | Zoned R2 vacant | 11 |
| Kiama | Jamaica Street | LOT: 45 DP: 800176 | Zoned R2 vacant grassed land/ part zoned for conservation | 11 |
| Kiama | Havilah Place | LOT: 6 DP: 248979 | Vacant land | 12 |
| Kiama Downs | Cliff Drive | LOT: 1 DP: 735746 | Vacant land | 13 |
| Kiama Downs | Riverside Drive | | Former road reserve | 14 |

# Estimated market value

Where a formal independent valuation has been completed within the last two years, that valuation has been used for the purposes of this review.

For properties that have not been recently valued, indicative market values have been estimated using available market information, including Valuer General Unimproved Capital Values (UCVs), and adjusted where appropriate to reflect site-specific constraints, development limitations and other relevant factors.

It is important to note that property market conditions can change over time and may influence the value ultimately achieved through redevelopment or sale. Factors such as changing property values, construction costs, planning requirements and market demand can impact the financial viability of development opportunities and the market value of individual sites. In many cases, further investigations, planning approvals, rezoning processes, subdivision approvals or other statutory requirements may be required before a property can be redeveloped or divested. As a result, the timing and potential value realised from these opportunities will vary.

While understanding the potential value of Council's property assets is an important component of this review, any future financial benefits from redevelopment or divestment should only be incorporated into Council's Long-Term Financial Plan once there is sufficient certainty that the opportunity can proceed. This certainty is generally achieved through the completion of key project milestones and the resolution of any planning, regulatory or market-related risks. Currently the LTFP includes planned divestments in years 1-3.

### Holding costs

This review includes an assessment of the costs associated with owning and managing property assets, where relevant information was available at the time of preparation. These costs may include statutory charges, utilities, maintenance, security and insurance for properties containing buildings or other improvements.

For leased properties, rental income has been considered to calculate the net cost of holding the asset.

As Council's current financial systems do not record maintenance costs for individual buildings and properties, maintenance costs have been estimated using recognised industry benchmarks. For buildings, an annual maintenance allowance equivalent to 2% of the asset's Gross Replacement Cost (GRC) has been applied. This estimate reflects routine maintenance activities and does not include major renewal or upgrade works.

For vacant operational land, maintenance costs have been estimated using a rate-per-square-metre approach based on Council's open space maintenance budget. Using the proposed 2026-27 budget, this equates to an estimated maintenance cost of approximately $1.24 per square metre per year.

For operational land identified as having redevelopment or divestment potential, an additional holding cost has been applied to reflect the financial impact of retaining the asset rather than realising its value. This has been calculated using the Reserve Bank of Australia's 90-day Bank Bill Rate as a benchmark and is referred to in this review as the asset's "opportunity cost".

Understanding both the direct costs of ownership and the opportunity cost of retaining underutilised assets is important in assessing the overall performance of Council's property portfolio and identifying opportunities to improve long-term financial sustainability.

Estimated costs and market values are not being released as the information is commercial in confidence.

# Redevelopment or disposal constraints

There are three types of constraints examined under this Review:

- External – Legislative requirements
- Internal – Council resolution
- Site specific (including existing infrastructure, encumbrances, planning controls and easements).

### External constraints

This review includes an assessment of the costs associated with owning and managing property assets, where relevant information was available at the time of preparation. These costs may include statutory charges, utilities, maintenance, security and insurance for properties containing buildings or other improvements.

For leased properties, rental income has been considered to calculate the net cost of holding the asset.

As noted above Council's current financial systems do not record maintenance costs for individual buildings, properties or vacant land, maintenance costs have been estimated using recognised industry benchmarks.

For operational land identified as having redevelopment or divestment potential, an additional holding cost based on the RBA 90 day bank bill rate has been applied to reflect the financial impact of retaining the asset rather than realising its value.

Understanding both the direct costs of ownership and the opportunity cost of retaining underutilised assets is important in assessing the overall performance of Council's property portfolio and identifying opportunities to improve long-term financial sustainability.

### Internal constraints

A further constraint identified through this review relates to properties that are currently subject to strategic investigations or are currently utilised through a leasing arrangement. In these cases, immediate redevelopment or divestment is not possible until further work is undertaken to assess future opportunities for the asset and to engage in consultation with lease holders and stakeholders.

### Resourcing, delivery and governance considerations

The successful delivery of major property projects depends on Council having sufficient resources, expertise and governance arrangements in place while continuing to meet its day-to-day operational responsibilities. While Council has a capable and experienced workforce, some property initiatives are large and complex and may require additional specialist support to progress efficiently.

These considerations can influence the preferred approach to redevelopment or divestment. For example, for sites with residential development potential, selling the land as a single development parcel may be more practical and cost-effective than undertaking subdivision works and selling individual lots. Alternative delivery models, including the engagement of external specialists, may also be considered where appropriate.

Major property projects involve a range of risks and considerations, including project costs, delivery timeframes, infrastructure requirements, changing market conditions and long-term financial outcomes. Effective governance, regular project reviews and robust business planning will be essential to ensure projects remain aligned with Council's strategic objectives and continue to deliver value to the community. Ongoing monitoring and assessment of both financial and operational impacts will support informed decision-making and help maximise the benefits achieved from Council's property portfolio.

# Recommended actions and indicative timeframes

This Review has identified approximately $65 million in operational land assets with potential redevelopment or divestment value, including sites identified as strategic catalyst sites. This number is only a broad estimate at this stage as detailed valuations are required especially for the larger sites with potential for significant development and yield. Of this portfolio however, it is estimated that approximately $5 million relates to assets with short-term divestment potential achievable within the next 12 to 18 months, subject to Council approval and completion of the required sale processes.



The balance of the portfolio comprises sites that require further investigation, planning, market testing, approvals or strategic decision-making before their development or divestment potential can be realised. These opportunities are expected to be considered progressively as Council advances its property strategy, associated planning processes and broader strategic objectives.

Council has established governance arrangements to oversee major projects and property initiatives. The opportunities identified in this Review should be regularly monitored through these processes to ensure progress is tracked, risks are managed and emerging opportunities are considered. There is also value in periodically reviewing Council's governance and project delivery frameworks to support continuous improvement and strengthen outcomes.

A significant factor affecting the future assessment and potential rationalisation of community land is the absence of an adopted Open Space and Recreation Strategy. Preparing this strategy should be a priority, as it will help Council understand current and future open space needs, determine appropriate service levels and ensure open space assets are managed sustainably. The strategy will also provide an evidence-based framework to assess whether any community land holdings may be suitable for alternative uses while continuing to meet community needs and supporting Council's long-term financial sustainability.

The recommended actions and timeframes for each parcel in the Review are summarised in the Appendices1 – 14.

Appendix 15 summarises the strategic assessment.

# Key recommendations

| Action | Completion date |
|---|---|
| A further review of Council's Community Land holdings should be undertaken to better understand the long-term requirements for community infrastructure, recreation facilities and sporting amenities across the municipality. Given the legislative restrictions associated with Community Land, it is important to clearly identify those landholdings that are required to support existing and future community services, sporting facilities, open space networks and other public purposes.<br>As part of this process, Community Land should be categorised to distinguish land that is essential for Council facilities, community services and sporting amenities from land that may be underutilised or no longer required to meet identified community needs. This assessment should be informed by the preparation of an Open Space and Recreation Strategy and other relevant strategic planning documents to ensure that future decisions are evidence-based, align with community expectations and support Council's long-term financial and service delivery objectives | 31 October 2026 |
| Prepare and adopt an Open Space and Recreation Strategy to guide the future management of Council's open space network. The Strategy should assess community needs, identify opportunities to improve the use of open space assets, and determine whether any land is surplus to current or future requirements. Where appropriate, alternative uses or rationalisation opportunities can then be considered through the relevant planning and community consultation processes. | 30 June 2027 |
| Establish a coordinated program of property projects with clear planning, oversight and regular progress monitoring. Council should also assess the staff, skills and resources needed to successfully deliver these projects and, where required, provide additional support through internal resources or specialist external expertise. | 1 December 2026 |
| For sites with residential development potential, Council should initially consider selling the land as a single development parcel rather than undertaking subdivision works. This approach may enable earlier realisation of value while reducing the costs, risks and resource requirements associated with obtaining approvals and delivering infrastructure. The suitability of this approach can be reviewed over time as Council's property development capability and available funding evolve. | 30 November 2026 |

## Appendices

| | |
|---|---|
| 1 | Lot 702 Union Way Gerringong |
| 2 | Lot 534 Union Way Gerringong |
| 3 | Figtree Lane Carpark Gerringong |
| 4 | 106 Fern Street (Gerringong Town Hall) Gerringong |
| 5 | Fountaindale Dam Jamberoo |
| 6 | 299 Wallaby Hill Road Jamberoo- (Hyams Creek Dam) |
| 7 | Allowrie Street Carpark Jamberoo |
| 8 | Lot 51 Collins Lane Kiama |
| 9 | Lot 2 Antrim Street Kiama |
| 10 | Glenbrook Drive Kiama Vacant Land |
| 11 | Lot 6 Havilah Place Kiama |
| 12 | Lot 1 (adjacent to no.37) Cliff Drive Kiama Downs |
| 13 | Lot 1 Riverside Drive Kiama Downs |
| 14 | Lot 235 O'Connell Place Gerringong |
| 15 | Strategic assessment |

**Appendix 1**

| **Property Title** | Lot 702 Union Way Gerringong |
|---|---|

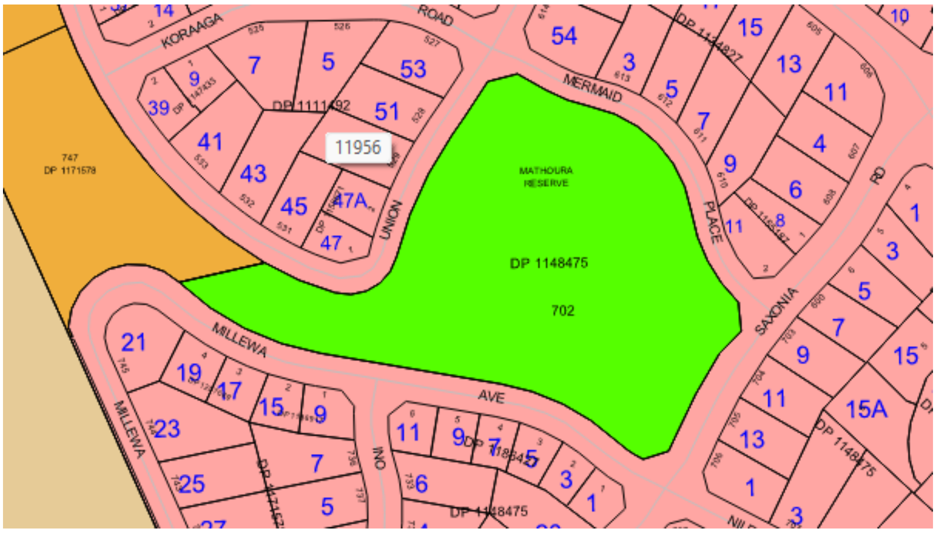
**Property Description** Lot 702 DP1148475

**Land Classification:** Operational

**LEP Zone:** _RE1

**Site Area:**1.30ha

**Property Identification**




**Development or Divestment Constraints**

The site is zoned RE1 and is a dedicated public reserve via registration of DP 1148475. It is called Mathoura Reserve and is the open space resource for the local community. This is a core property holding for recreation purposes.

| **Timeframe for Divestment/ Redevelopment** | Not applicable |
|---|---|

**Recommended actions**

Review the basis for the site's Operational Land classification and assess whether there are opportunities for partial redevelopment or divestment that are consistent with Council's operational requirements, strategic objectives and community needs. Any future opportunities would be subject to further investigation, planning considerations and Council approval.

**Appendix 2**

| **Property Title** | Lot 534 Union Way Gerringong |
|---|---|

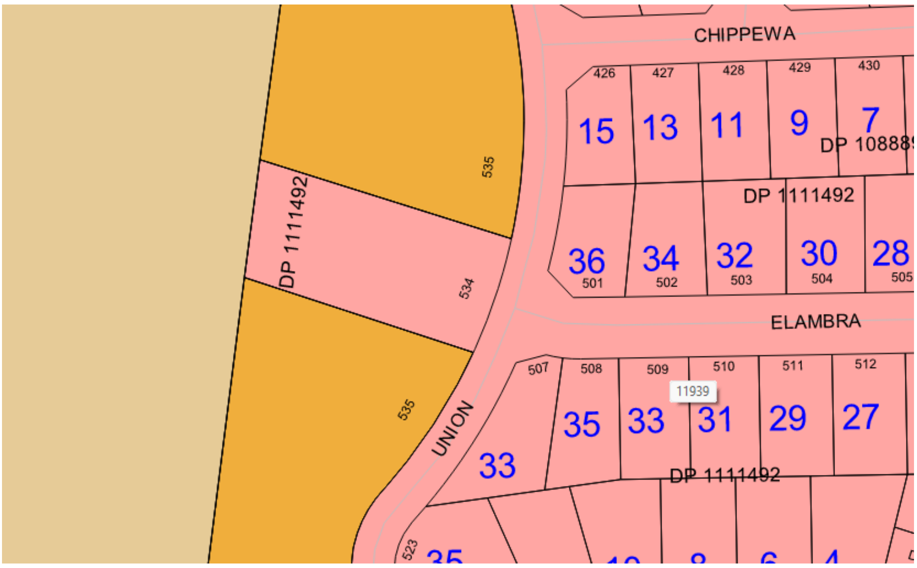
**Property Description** Lot 534 DP1111492

**Land Classification:** Operational

**LEP Zone:** R2

**Site Area:** 1934 Sqm

**Property Identification**




**Development or divestment constraints**

The site is constrained by title restriction limiting the land use to public reserve or road. There are significant public utility infrastructure and easements traversing the site and most of the land is constrained by a 25-metre-wide riparian buffer. There is no development potential at this time.

| **Timeframe for divestment/ redevelopment** | Not applicable |
|---|---|

**Recommended actions**

Retain the land as Operational Land to ensure it remains available for a future public road connection if urban development occurs to the west of the site. Due to its potential long-term role in supporting the local road network, the land should be recognised as a core strategic asset and retained in Council ownership.

**Appendix 3**

| **Property Title** | Figtree Lane Carpark Gerringong |
|---|---|

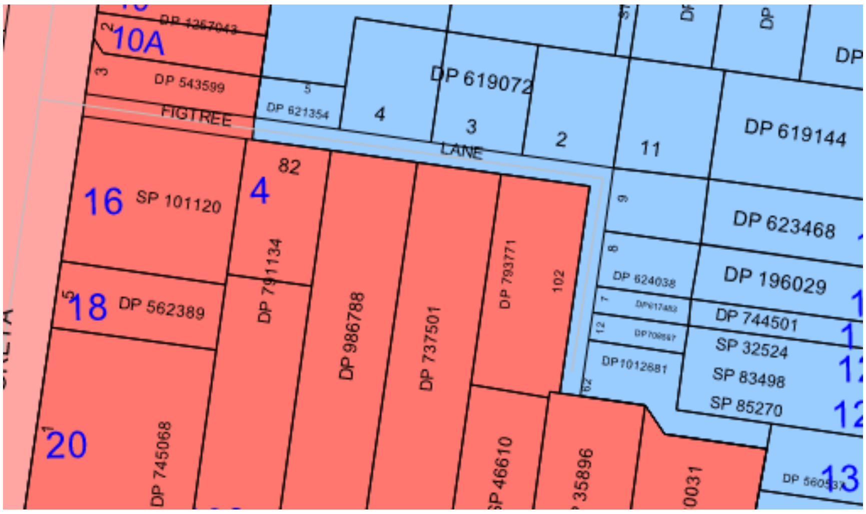
**Property Description: Lot** 62 DP1012681, Lot 102 DP793771, Lot 12 DP708567, Lots 8 DP624038, Lot 9 DP623468, Lots 2,3 and 4 DP619072, Lot 11 DP619144 and Lot 7 DP617483

**Land Classification:** Operational

**LEP Zone:** R2 and E1 (as shown below)

**Site Area:**4244sqm

**Property Identification**




**Development or divestment constraints**

The site is constrained by two significant fig trees located on Lot 3 and Lot 62. Currently the carpark acts a key support asset for the Gerringong retail centre. Possible development potential of lease of air space above existing carpark..

| **Timeframe for divestment / redevelopment** | To be further investigated. |
|---|---|

**Recommended actions**

The parking area is an important asset that supports the surrounding retail centre by providing convenient access for businesses, customers and visitors. While the site's zoning may accommodate redevelopment, the existing lots, either individually or combined, are generally not of sufficient size to support a viable standalone development. As a result, redevelopment opportunities are currently limited. Council will undertake to consolidate all lots into one land holding

Council to continue to retain the site for public parking purposes while monitoring any opportunities that may arise through adjoining land redevelopment or broader precinct planning. Council should also investigate the potential to lease or otherwise utilise the air space above the car park, where this can be achieved without impacting the ongoing availability and function of public parking.

Council will also investigate potential joint venture opportunities for the site to determine whether redevelopment can be facilitated in partnership with adjoining landowners, developers or other stakeholders. Any such opportunity would be required to maintain appropriate public parking outcomes, deliver community benefit and demonstrate a positive financial return to Council. Investigations would assess the feasibility of integrating the site into a broader redevelopment scheme that could unlock greater value than would be achievable through the site in isolation.

**Appendix 4**

| **Property Title** | 106 Fern Street (Gerringong Town Hall) Gerringong |
|---|---|

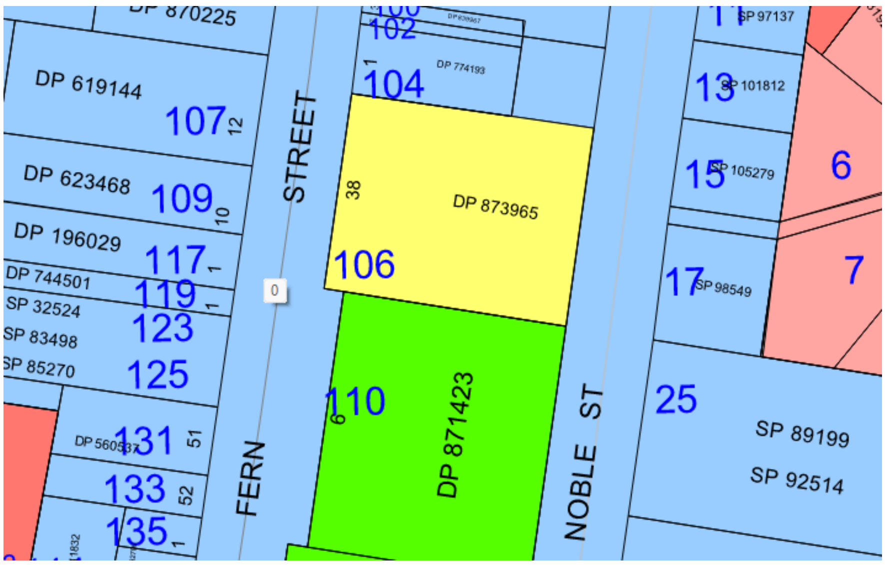
**Property Description:** Lot 38 DP873965

**Land Classification:** Operational

**LEP Zone:** SP2 Infrastructure

**Site Area:**2841sqm

**Property Identification**




**Development or divestment constraints**

The Site is Zoned SP2 – community facility. The building on the site is listed in the Kiama LEP 2011 as heritage item 120. The current leasing arrangements are not significant constraints, but internal alterations require heritage assessment.

| **Timeframe for divestment / redevelopment** | Not applicable |
|---|---|

**Recommended actions**

Redevelopment potential minimal due to heritage considerations. Maintain existing building and optimise lease revenue cognisant of heritage constraint.

**Appendix 5**

| Property Title | Fountaindale Dam Jamberoo |
|---|---|

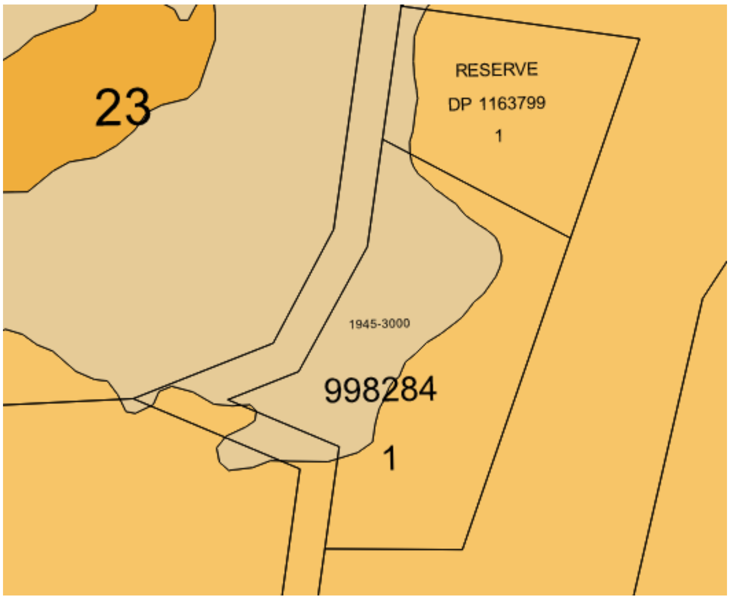
**Property Description:** Lot 1DP998284

**Land Classification:** Operational

**LEP Zone:** C3/RU2

**Site Area:**2.46ha

**Property Identification**




**Development or divestment constraints**

The site is a declared dam under the Dams Safety Act 2015. It is required to be reported, maintained and inspected in accordance with that legislation. The site is zoned a mixture of C3 and RU2.

| Timeframe for divestment / redevelopment | Not applicable |
|---|---|

**Recommended actions**

While the dam is no longer operational, Council remains responsible for managing the asset and complying with any ongoing legislative, environmental and safety obligations associated with its presence. These obligations currently limit opportunities for redevelopment or divestment of the site. However, there may be future development potential, subject to further investigations into the feasibility, costs and regulatory requirements associated with decommissioning the dam. Any future consideration of redevelopment or divestment would require detailed technical, environmental and financial assessments to determine whether alternative uses of the site are achievable and in the best interests of the community and Council.

**Appendix 6**

| **Property Title** | 299 Wallaby Hill Road Jamberoo-Hyams Creek Dam |
|---|---|

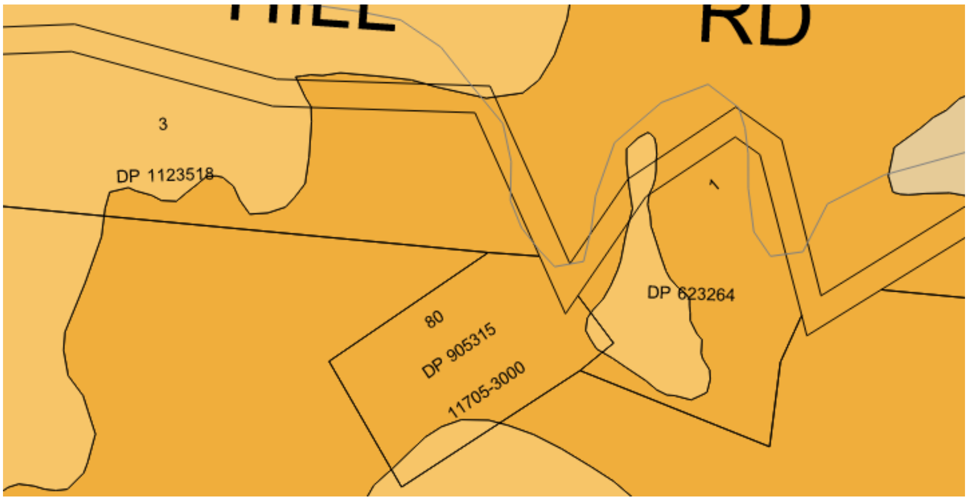
**Property Description:** Lot 80 DP905315

**Land Classification:** Operational

**LEP Zone:** C2 and C3 Environmental Management

**Site Area:** 4046sqm

**Property Identification**




**Development or divestment constraints**

This site comprises a former water supply dam and surrounding vegetated land. Historically, it formed part of Jamberoo's water supply system before responsibility transferred to Sydney Water and the asset was subsequently transferred to Council. The dam is no longer operational and is not currently a regulated dam. It continues to provide water to approximately 12 rural properties through a cooperative water supply lease arrangement. Due to its current use and associated constraints, the site has limited market value beyond its function as a water supply asset. Council is currently investigating options to reduce or remove the ongoing costs associated with managing the dam, while also exploring whether future development opportunities may exist should decommissioning prove feasible.

| **Timeframe for divestment / redevelopment** | Not applicable |
|---|---|

**Recommended actions**

Council should explore opportunities to transfer the dam to the cooperative that currently receives water from the asset. Should this option not be viable, Council should investigate the most cost-effective long-term management solution, including the feasibility of decommissioning the dam to reduce ongoing liabilities and maintenance costs.

**Appendix 7**

| **Property Title** | Allowrie Street Carpark Jamberoo |
|---|---|

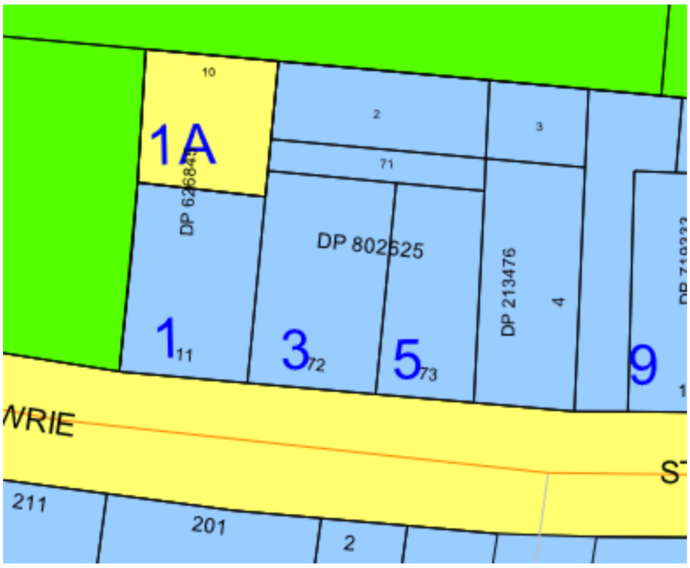
**Property Description:** Lots 2-4 DP213476 and Lot 71 DP802625

**Land Classification:** Operational

**LEP Zone:** E1- Local Centre

**Site Area:**1352sqm

**Property Identification**




**Development or divestment constraints**

The parking area plays an important role in supporting the surrounding retail centre and maintaining convenient access for local businesses and visitors. While the site's zoning may support redevelopment, the individual lots, or the lots combined, are generally not considered large enough to facilitate a viable standalone development. As a result, there is currently limited redevelopment potential. Council should continue to retain the site for public parking purposes while monitoring opportunities that may arise through adjoining land redevelopment. Council may also consider investigating the potential to lease or otherwise utilise the air space above the site in the future, where this can be achieved without compromising the site's primary parking function.

| **Timeframe for divestment / redevelopment** | Not applicable. |
|---|---|

**Recommended actions**

The parking area is an important asset that supports the surrounding retail centre by providing convenient access for businesses, customers and visitors. While the site's zoning may facilitate redevelopment, the existing lots, either individually or collectively, are generally not of sufficient size to support a viable standalone development, limiting redevelopment opportunities in their current configuration.

Council will continue to retain the site for public parking purposes while investigating opportunities to unlock additional value through broader precinct planning, redevelopment initiatives and collaboration with adjoining landowners. This will include assessing the feasibility of a joint venture arrangement, as well as opportunities to lease or otherwise utilise the airspace above the car park, provided that any future proposal maintains the ongoing availability and function of public parking and delivers positive community and financial outcomes.

**Appendix 8**

| **Property Title** | Lot 51 Collins Lane Kiama |
|---|---|

**Property Description** Lot 51 DP841082 (shown as Collins Lane below)

**Land Classification:** Operational

**LEP Zone**: E1 and RE1

**Site Area:** 154sqm

**Property Identification**


**Development or divestment constraints**

The site is a laneway and is subject to a right of way and provides access to a number of adjoining properties. Due to its small size, dimensions and planning constraints associated with the RE1 Public Recreation zoning, the site is not suitable for standalone development. Given its ongoing access function, the site should continue to be retained and managed for this purpose

| **Timeframe for divestment / redevelopment** | Not applicable |
|---|---|

**Recommended actions**

The site is currently used as part of the local road network and performs an important access function. Due to its use as roadway land, the site has no practical redevelopment or market value. Council to formally dedicate the land as public road under Section 10 of the Roads Act 1993 to reflect its ongoing use and management purpose.

Council will also investigate opportunities for laneway activation to enhance the amenity, accessibility and vibrancy of the surrounding precinct. Any activation initiatives would be designed to complement the site's transport function and may include public domain improvements, landscaping, wayfinding, public art, pedestrian-friendly enhancements or other place-making outcomes that support the wider town centre environment.

**Appendix 9**

| Property Title | Lot 2 Antrim Street Kiama |
|---|---|

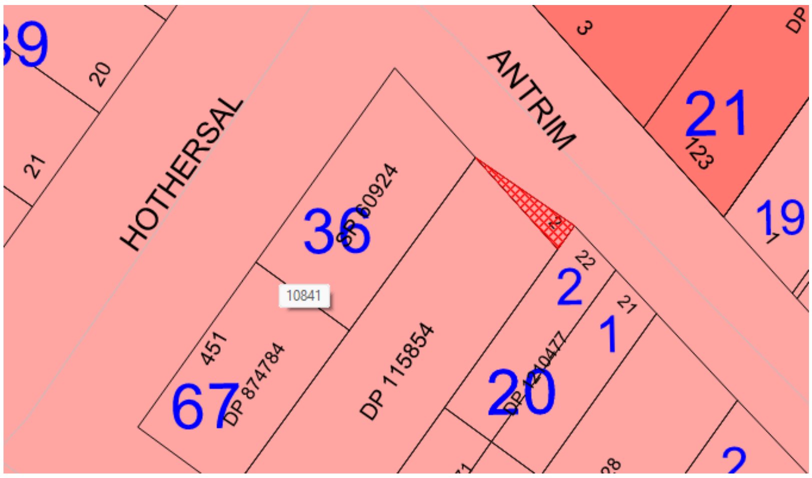
**Property Description:** Lot 2 DP 1032869

**Land Classification:** Operational

**LEP Zone:** R2

**Site Area:** 155 sqm

**Property Identification**




**Development or divestment constraints**

This lot was created through a road closure process and, due to its size, location and configuration, has limited standalone development potential. Any future use of the land is likely to be closely linked to the adjoining property at 65 Minnamurra Street.

Council should approach the adjoining landowner to determine whether there is any interest in acquiring the lot. If interest is identified, Council can then assess the strategic and financial merits of a potential divestment. Given the site's characteristics, the adjoining owner is considered the most likely purchaser and any future sale would be subject to Council's legislative and governance requirements.

| Timeframe for divestment / redevelopment | Not applicable |
|---|---|

**Recommended actions**

Council to approach the owner of 65 Minnamurra Street to determine whether there is any interest in acquiring the lot. If interest is expressed, Council can then assess the feasibility and benefits of a potential divestment in accordance with its statutory requirements and strategic objectives. This will be undertaken in line with Council's Divestment and Easement Policy.

**Appendix 10**

| **Property Title** | Glenbrook Drive Kiama Vacant Land |
| --- | --- |

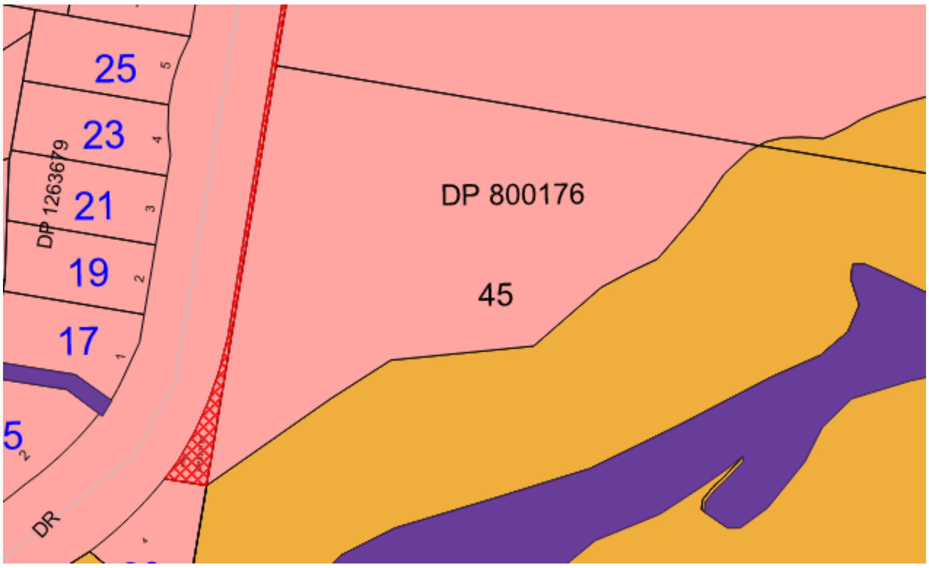
**Property Description:** Lot 45 DP800176 and Lot 286 DP823193

**Land Classification:** Operational

**LEP Zone:** R2 and C2 (as shown below)

**Site Area: 1.34ha**

**Property Identification**




**Development or divestment constraints**

Lot 45 contains land zoned R2 Low Density Residential and C2 Environmental Conservation. Approximately 5,800 square metres of the site is currently zoned R2, which may provide some development potential. However, the site is affected by a number of constraints that influence how the land may be used and developed.

One of these constraints is a restrictive covenant in favour of Transport for NSW relating to the adjoining quarry site to the north. Any future development of the land would need to consider the requirements of this covenant, together with other environmental, planning and site-specific constraints. As a result, the site's development potential and market value are influenced not only by its zoning, but also by the range of limitations that apply to the land.

Approximately 5,800 square metres of Lot 45 is zoned R2 Low Density Residential, while the balance of the site is zoned C2 Environmental Conservation. The C2-zoned land contains significant environmental constraints and is not considered suitable for development. As a result, this portion of the site is proposed to be retained in Council ownership.

The R2-zoned land has some development potential; however, it is affected by a number of constraints, including flood-prone areas and the need to preserve future access arrangements for the adjoining

Glenbrook Farm landholdings. These constraints are likely to influence the scale and design of any future development.

Council has previously resolved to offer the R2-zoned portion of the land for divestment through an Expression of Interest (EOI) process. The EOI process will enable Council to test market interest and determine whether there are suitable proposals that recognise the site's opportunities and constraints while supporting Council's strategic and financial objectives.

| **Timeframe for divestment / redevelopment** | 2027-2028 |
|---|---|
| **Recommended actions** | |

The R2-zoned land also forms part of Council's broader advocacy objectives for the municipality, with future development potential linked to improved access and supporting infrastructure outcomes. The land is currently affected by a positive covenant. To facilitate the orderly redevelopment and divestment of the site, Council will remove the covenant in consultation with Transport for NSW. Any changes would be subject to the necessary approvals and consideration of the broader public benefit outcomes sought through Council's advocacy initiatives.

The C2-zoned land contains important environmental values and is proposed to be retained for public purposes. Subject to the necessary approvals, Council may consider dedicating this land as public reserve. The R2-zoned land could then be offered to the market as a single development parcel, allowing a future developer to undertake detailed planning and design while recognising the environmental, flooding and access constraints that apply to the site.

**Appendix 11**

| Property Title | Lot 6 Havilah Place Kiama |
|---|---|

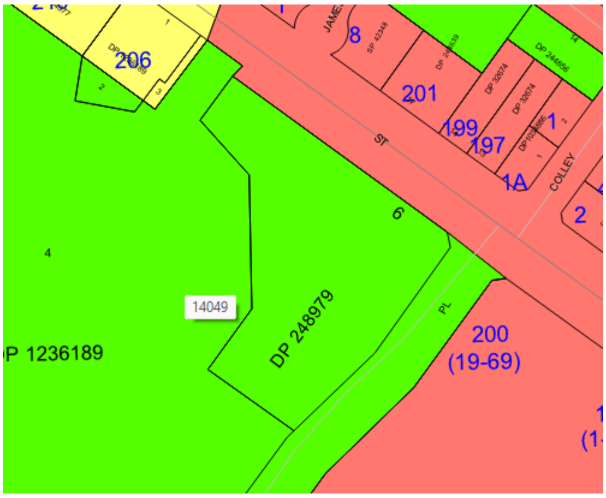
**Property Description:** Lot 6 DP248879

**Land Classification:** Operational

**LEP Zone:** RE1

**Site Area:**6797sqm

**Property Identification**




**Development or divestment constraints**

The site is affected by a number of significant constraints, including steep topography, native vegetation and RE1 Public Recreation zoning. It also contains a remnant basalt column rock formation, which contributes to its environmental and geological significance. Due to these constraints, the site has very limited development potential and is not considered suitable for redevelopment. Council to continue to retain and manage the land for its environmental, recreational and public benefit values.

| Timeframe for divestment / redevelopment | Not applicable |
|---|---|

**Recommended actions**

Retain the site in its current condition and continue its existing use. Given the site's environmental, geological and planning constraints, there are no identified redevelopment opportunities at this time. Ongoing management focus on protecting its natural and recreational values for the benefit of the community.

**Appendix 12**

| **Property Title** | Lot 1 (adjacent to no.37) Cliff Drive Kiama Downs |
|---|---|

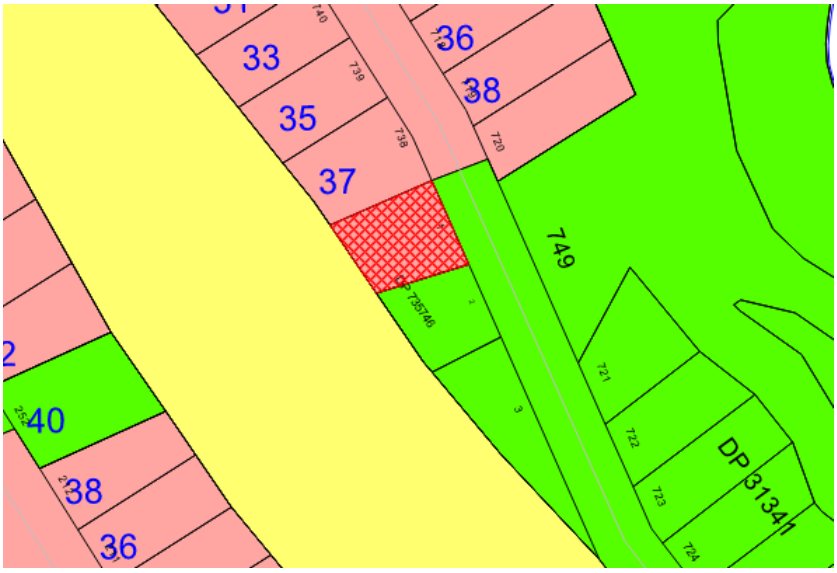
**Property Description:** Lot 1 DP735746

**Land Classification:** Operational

**LEP Zone:** R2

**Site Area:**561sqm

**Property Identification**




**Development or divestment constraints**

The site is affected by a number of significant constraints. A drainage channel crosses approximately half of the land, reducing the area that may be available for any future use. The site is also located immediately adjacent to a sewage pumping station, which may further limit development opportunities.

Council records indicate that Sydney Water has previously raised concerns regarding development on the site. After allowing for access and maintenance requirements associated with the drainage infrastructure, only a small portion of the land may be available for alternative use. As a result, the site has very limited development potential and there is currently no identified broader market for the land. However, Council to approach the adjoining landowner to determine whether there is interest in purchasing a portion of the site, or leasing a portion subject to any planning, operational and statutory requirements.

| **Timeframe for divestment / redevelopment** | Not applicable |
|---|---|

**Recommended actions**

Council consider whether a small portion of the land could be offered to the adjoining landowner in the future, provided this does not affect drainage operations, maintenance access or statutory requirements. Council should also investigate whether the balance of the site could be offered to Sydney Water to support ongoing access, maintenance and operational requirements associated with the adjoining sewage pumping station and related infrastructure.

**Appendix 13**

| Property Title | Lot 1 Riverside Drive Kiama Downs |
|---|---|

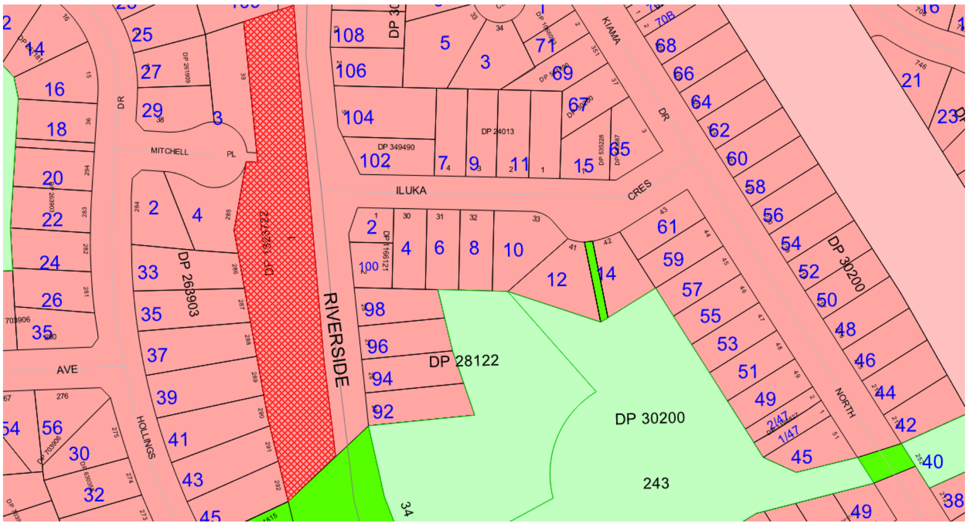
**Property Description:** Lot 1 DP1323722

**Land Classification:** Operational (former public road)

**LEP Zone:** R2 Residential

**Site Area:**6103sqm

**Property Identification**




**Development or divestment constraints**

The road closure process for the site has been completed.

The site contains Council drainage infrastructure, which will need to be protected and appropriately addressed as part of any future sale process.

Council officers will be recommending to Council to offer the site to the market as a single development parcel. This approach would allow a future purchaser to undertake any detailed planning, approvals and development works required, while enabling Council to realise the value of the asset without undertaking further development works itself.

| Timeframe for divestment / redevelopment | 2026-2027. |
|---|---|

**Recommended actions**

This landholding will be presented to Council in the near future with a recommendation to proceed with divestment. Any sale of the land will be subject to a Council resolution and compliance with all relevant legislative and policy requirements. The site may be offered to the market as a single development parcel prior to any sale, Council will ensure that the drainage infrastructure and any other relevant constraints are appropriately addressed. Any proposed divestment will be considered through Council's formal decision-making processes and will be subject to the relevant legislative and governance requirements.

**Appendix 14**

| **Property Title** | Lot 235 O'Connell Place Gerringong |
|---|---|

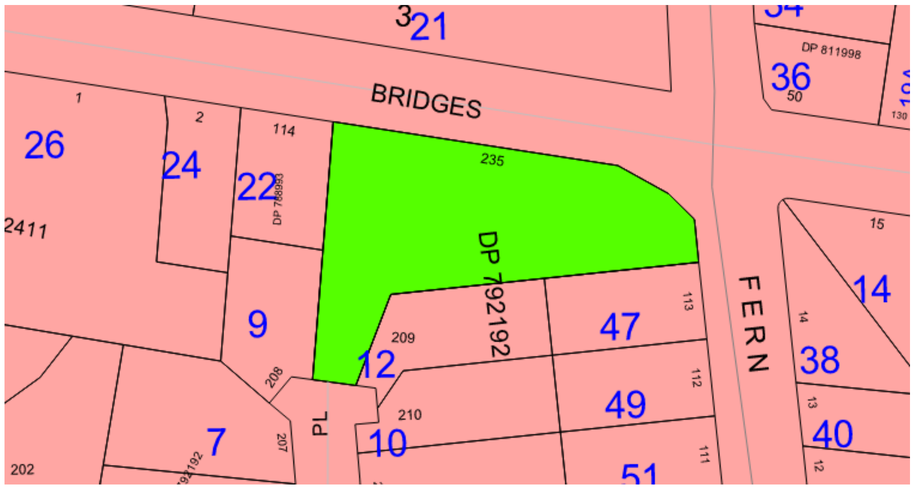
**Property Description** Lot 235 DP792192

**Land Classification:** Operational

**LEP Zone:** _RE1

**Site Area:** 2852sqm

**Property Identification**




**Development or divestment constraints**

The site is zoned RE1 Public Recreation and is dedicated as a Drainage Reserve. It contains stormwater infrastructure and is significantly affected by flooding, with a substantial portion of the land subject to flood-related constraints. Due to its drainage function, flood risk and associated infrastructure requirements, the site has no identified development potential and is expected to remain in use for drainage and stormwater management purposes.

| **Timeframe for divestment / redevelopment** | Not applicable |
|---|---|

**Recommended actions**

Retain the site as a strategic drainage reserve. Due to its critical role in stormwater management and the significant flooding constraints affecting the land, the site has no identified development potential and should continue to be managed for drainage and flood mitigation purposes.

**Appendix 15**

**Strategic assessment**

| Address | Lot/ DP | Recommended actions |
|---|---|---|
| O'Connell Place | LOT: 235 DP: 792192 | No development potential at this time. Maintain as Drainage reserve |
| Belinda Street | LOT: 62 DP: 1012681 | These sites provide important public parking that supports the Gerringong town centre, local businesses and visitors, and are therefore recommended to be retained for this purpose. While no redevelopment opportunities have been identified at this time, Council to investigate the potential to utilise or lease the air space above the car parks where this can be achieved without impacting parking availability or functionality. |
| Belinda Street | LOT: 102 DP: 793771 | |
| Belinda Street | LOT: 12 DP: 708567 | |
| Belinda Street | LOT: 8 DP: 624038 | |
| Belinda Street | LOT: 9 DP: 623468 | |
| Belinda Street | LOT: 11 DP: 619144 | |
| Belinda Street | LOT: 4 DP: 619072 | |
| Belinda Street | LOT: 3 DP: 619072 | |
| Belinda Street | LOT: 2 DP: 619072 | |
| Belinda Street | LOT: 7 DP: 617483 | |
| 106 Fern Street | LOT: 38 DP: 873965 | Recommended for retention in Council ownership due to its ongoing strategic, operational or community value. |
| Fountaindale Road | LOT: 1 DP: 998284 | While the dam is no longer operational, Council remains responsible for managing the asset and meeting ongoing legislative, environmental and safety obligations, which currently limit redevelopment or divestment opportunities. There may be future development potential, subject to further investigations into the feasibility and costs of decommissioning the dam and addressing any associated regulatory requirements |

<table>
<tr><th>Address</th><th>Lot/ DP</th><th>Recommended actions</th></tr>
<tr><td>299 Wallaby Hill Road</td><td>LOT: 80 DP: 905315</td><td>The site is currently leased and is not actively maintained by lessee. Negotiations are underway to divest this surplus asset to the current users of the facility.</td></tr>
<tr><td>30 Allowrie Street</td><td>PT: 53 DP: 623792</td><td>Recommended for retention in Council ownership due to its ongoing strategic, operational or community value.</td></tr>
<tr><td>Allowrie Street</td><td>LOT: 4 DP: 213476</td><td rowspan="4">These sites provide important public parking that supports the Jamberoo town centre, local businesses and visitors, and are therefore recommended to be retained for this purpose. While no redevelopment opportunities have been identified at this time, Council may investigate the potential to utilise or lease the air space above the car parks where this can be achieved without impacting parking availability or functionality.</td></tr>
<tr><td>Allowrie Street</td><td>LOT: 71 DP: 802625</td></tr>
<tr><td>Allowrie Street</td><td>LOT: 3 DP: 213476</td></tr>
<tr><td>Allowrie Street</td><td>LOT: 2 DP: 213476</td></tr>
<tr><td>29 Mount Brandon Road</td><td>LOT: 40 DP: 841082</td><td>Council to undertake a review of the site within the next 12 months to explore opportunities to enhance its use and long-term value. This review will consider whether compatible activities, such as eco-tourism or visitor accommodation, could be integrated with the existing use to provide additional community and financial benefits</td></tr>
<tr><td>Collins Street</td><td>LOT: 51 DP: 1200006</td><td>Retain the land for its ongoing road function and Council to formally dedicate it as public road under the Roads Act 1993 to align its legal status with its current use.</td></tr>
<tr><td>Barney Street</td><td>LOT: 69 DP: 1065423</td><td rowspan="2">Council should undertake a market assessment to identify opportunities to optimise the site's long-term value while recognising its current use, community benefit and strong local support. The findings should inform a future feasibility assessment to determine the most appropriate long-term management approach, balancing community outcomes with sustainable financial returns.</td></tr>
<tr><td>80 Barney Street</td><td>LOT: 9 DP: 850163</td></tr>
<tr><td>Antrim Street</td><td>LOT: 2 DP: 1032869</td><td>Future sale would be restricted to the adjoining landowner Council to offer to sell to adjoining landowner</td></tr>
<tr><td>Glenbrook Drive</td><td>LOT: 286 DP: 823193</td><td rowspan="2">The R2-zoned portion of Lot 45 has been identified as surplus to Council's operational requirements and will offer future residential development potential, subject to planning and site constraints. Council to subdivide the R2 and C2 zoned land, retaining the environmentally significant C2 land for public purposes and considering the R2 land for divestment as a single development parcel.</td></tr>
<tr><td>Glenbrook Drive</td><td>LOT: 45 DP: 800176</td></tr>
</table>

| Address | Lot/ DP | Recommended actions |
|---|---|---|
| Havilah Place | LOT: 6 DP: 248979 | Retain the site as a drainage reserve, as its terrain, physical characteristics and site constraints significantly limit development opportunities and no feasible redevelopment potential has been identified at this time. |
| Pheasant Point drive | Lot 1 DP 1290917 | The site's RE1 Public Recreation zoning limits its development potential, and any future integration with the adjoining residential property would require a rezoning process and further planning assessment. Council in negotiations with the adjoining landowner |
| Cliff Drive | LOT: 1 DP: 735746 | Council to investigate opportunities to rationalise the site while ensuring its ongoing drainage and infrastructure functions are maintained. This may include considering the transfer of a suitable portion of the land to the adjoining landowner and assessing whether the balance of the site could be offered to Sydney Water to support the operation, access and maintenance requirements of the adjoining sewage infrastructure. |
| Riverside Drive | | It is recommended that Council consider offering the site to the market as an en globo development opportunity, subject to a Council resolution and the completion of any necessary planning, legal and servicing requirements. This approach would enable the site to be developed as a single parcel, allowing Council to realise the asset's value while transferring development responsibility and associated risks to the purchaser. |

# Authorisation and version control

| | |
|---|---|
| **Owner/Responsible Officer** | Manager, Property and Commercial |
| **Department** | Corporate and Commercial |
| **Date adopted/endorsed** | |
| **Resolution number (if applicable)** | [number] |
| **Next review date** | 29 October 2026 |
| **TRIM reference** | [trim ref] |

## Variation and review

The Strategy should be reviewed within 3 months of the local government elections as part of the broader review of the Community Strategic Plan.

| Date reviewed | Date adopted/endorsed | Brief detail of amendments |
|---|---|---|
| [date] | [date] | [insert detail here] |
| [date] | [date] | [insert detail here] |
| [date] | [date] | [insert detail here] |

Council reserves the right to review, vary or revoke this Plan.

## How to contact council

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