

18 LATE ITEMS**18.2 Adoption: Revenue Improvement Strategy and Strategic Asset Review - Varied Performance Improvement Order Actions**

CSP Objective: Outcome 4.1 Public funds and assets are managed strategically, transparently and efficiently.

CSP Strategy: 4.1.1 Public funds are managed in accordance with Financial Management Standards and the Local Government Act, with accurate and timely reporting.

Delivery Program: 4.1.1.1 Strengthen financial reporting, ensure legislative compliance, and promote long-term sustainability by enhancing scrutiny and oversight processes while optimising funding opportunities, and improving procurement practices.

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Summary

Kiama Municipal Council (KMC) was 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.

The varied PIO issued on 30 June 2026 requires Council to adopt the Revenue Improvement Strategy and the Strategic Asset Review following public exhibition.

Both documents have been prepared to satisfy Council's obligations under the Order, and it is recommended the documents be adopted and submission to the Office of Local Government.

Financial implication

Some of the actions identified in the updated Plan have been included in the 2026-27 budget, as there are costs associated with implementing these activities. New revenue improvement initiatives, if endorsed by Council, will require further investment from 2027-28.

Council has been operating under a Performance Improvement Order (PIO) since 2022. During this period, Council has achieved approximately \$23 million per year in savings through efficiency improvements and cost reduction measures. There are limited opportunities for further savings without reducing service levels. Previous community feedback has indicated strong opposition to reductions in Council services.

If a Special Rate Variation (SRV) is not pursued, staffing reductions under the Level 2 budget improvements would need to be considered to maintain financial sustainability.

The Independent Pricing and Regulatory Tribunal (IPART) rate peg determination for Kiama Municipal Council for 2027-28 is 3.7%, while employee award increases are

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4%. This highlights the financial challenge facing Council, whereby growth in rate revenue is not keeping pace with increases in employee costs.

Risk implication

There is a risk that if Council does not comply with the PIO and improve its operating position that further ministerial interventions will be imposed. Continuing to fail to meet OLG benchmarks for financial sustainability is not an acceptable outcome.

There is also a risk that Council will perceive an opportunity to make different decisions or make new commitments beyond what Council can accommodate given the status and the requirements of the PIO. This PIO is proposed to manage that risk by spanning this and the future Council.

From the public exhibition there is negative reaction to the proposed Special Rate Variation (SRV) particularly where residents are already experiencing cost-of-living pressures and the proposed SRV will place additional financial strain on households.

Policy

Local Government Act, 1993

Asset Recycling Strategy

Acquisition and Disposal of Land and Easement Policy

Budget policy

Consultation (internal)

Executive Leadership Team

Strategic session was held with the Management and Executive Leadership Team on 13 August 2026, and a Councillor session was held on 18 August 2026.

Communication/Community engagement

The draft Revenue Improvement Strategy and the draft Strategic Asset Review were placed on public exhibition from 18 September to 16 October 2026 to allow community feedback prior to final proposed option adoption. This is in accordance with Clause 10 of the Variation of Performance Improvement Order issued by the Office of Local Government.

Attachments

- 1 Revenue Improvement Strategy FINAL
- 2 Strategic asset review - FINAL updated 16102026
- 3 DRIS DSAR KMC PE Engagement Report FINAL

Enclosures

Nil

RECOMMENDATION

That Council

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1. Receive and adopt the findings and recommendations of the Revenue Improvement Strategy.
2. Receive a further report on the Parking Strategy, including an assessment of paid parking options, implementation requirements, costs, revenue implications and community consultation outcomes.
3. Endorse the commencement of community consultation on a proposed 20% Special Rate Variation (SRV), with the consultation process and supporting documentation to be undertaken in accordance with IPART requirements and receive a further report be following the consultation period.
4. Advocate to the NSW Government regarding the impact of the change to the methodology for the Financial Assistance Grants and the consequential effects on Council's capacity to fund, maintain, and deliver essential infrastructure and services to the Kiama community.
5. Receive and adopt the findings and recommendations of the Strategic Asset Review.
6. Endorse the progressive divestment of surplus and non-strategic assets over the next three years, subject to individual asset assessments, compliance with statutory requirements and Council approval where required.
7. Note Council's obligations under item 6 and item 10 of the varied Performance Improvement Order to adopt the Revenue Improvement Strategy and Strategic Asset Review and implement its recommendations within the prescribed timeframe.

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Background

Kiama Municipal Council (KMC) was 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.

The varied PIO Issued on 30 June 2026 requires council to draft the Revenue Improvement Strategy and the Strategic Asset Review and place them on public exhibition by 29 September 2026.

Both documents have been prepared to satisfy Council's obligations under the Order and have been placed on public exhibition prior to adoption and submission to the Office of Local Government.

The **Revenue Improvement Strategy** has been developed to meet the requirements of Item 6 of the Order dated 30 June 2026. The varied PIO requires 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 matched CPI or staff award increases.

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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.

The Strategy highlights major actions that have the potential to derive significant revenue and other potential smaller or medium sized actions or activities. The concern for Council in response to the PIO requirement for a 'balanced budget excluding capital grants for FY2027-28 is that the significant revenue opportunities require some or several years from inception, planning, implementation, operational maturity and revenue maximization.

The action that can be implemented effective July 2027 is a Special Rates Variation (SRV) and the action proposed notes 20% or \$4M. The impact of 20% for a residential rate payer currently paying rates of \$2,000 would be an increase of \$400, to \$2,400. This will address the \$3.8M deficit. Other actions such as Paid Parking and monetizing of the Catalyst Sites can still follow in subsequent years.

The SRV Application is a significant and detailed application process requiring extensive consultation, analysis and explanation, preparation and submission to NSW IPART (Independent Pricing & Regulatory Tribunal) for approval. There is a risk that approval is not provided. Additionally for the July 2027 timeframe to be achievable, the application will need submission by February 2027 and therefore initial community consultation processes would need to commence immediately.

If Council does not pursue SRV implementation in July 2027, or implement reduced service and staff cost cutting initiatives proposed earlier this year, the budget position for FY2027-28 will be a deficit budget.

Financial Assistance Grants

Council has been advised of a proposed change to the methodology for Financial Assistance Grants. This reform aims to improve horizontal fiscal equalisation and directs greater assistance towards councils with demonstrably lower revenue-raising capacity and greater unavoidable expenditure needs.

The principle that councils with greater practical capacity to raise own-source revenue generally require less equalisation assistance than councils with more limited capacity.

The indicative outcome for Kiama is a reduction in its Financial Assistance Grant from approximately \$2.558 million to \$1.062 million, a reduction of approximately \$1.496 million or 58.5%.

This impact for Council would worsen the current deficit to \$5.3M.

The State Government has announced that the implementation of the Financial Assistance Grants maybe delayed, Council would need to consider this with the details are released.

The **Strategic Asset Review** has been undertaken to satisfy the requirements of Item 10 of the Order dated 30 June 2026. The review assesses Council's land and property

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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 review has focused primarily on Operational Land and road closure opportunities, as these assets currently present the most immediate and practical opportunities to improve asset utilisation, generate financial returns and support Council's long-term financial sustainability objectives. The review has identified a number of 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.

Initial 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 regularly to reflect new information, complete investigations and emerging opportunities.

The Strategic Asset Review provides Council with a framework to support informed decision-making regarding its property portfolio and contributes to Council's broader financial sustainability objectives. Specifically, the Asset Review and any divestment opportunities will increase Council's cash reserves. The cash reserves can then be used to earn investment income or put toward the execution of other revenue generating activities such as those noted in the Revenue Strategy.

Community Engagement

The draft Revenue Improvement Strategy and the draft Strategic Asset Management Plan were placed on public exhibition from 18 September to 9am on the 16 October 2026 during this time Council undertook engagement with the community.

The purpose of the engagement was to provide the community with an opportunity to review the draft documents, understand the opportunities and challenge identified, and provide feedback before the review is finalised and considered by Council.

The Public Exhibition engagement report has been included in the enclosures.

The community engagement included:

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- 1) Over 1,000 website visitors
- 2) 67 participants in budget balancing activity
- 3) 1 Webinar registration
- 4) 32 Pop up participants
- 5) 29 Submissions received

Council cancelled the scheduled webinar due to low registration numbers, with only one participant registered to attend. To ensure the information remains accessible and stakeholders are still able to benefit from the content, Council has elected to record the presentation and make it available for viewing.

Key findings from the engagement

Community feedback indicated:

- Broad recognition that Council must improve its long-term financial sustainability.
- Strong preference for visitor-funded revenue initiatives, operational efficiencies and alternative income sources over increased costs for residents.
- Strong opposition to additional Special Rate Variations and significant rate increases.
- Support for visitor-funded revenue measures, particularly paid parking for non-residents.
- Support for maximising returns from existing Council assets.
- Strong expectation that Council pursue further cost-control measures, operational efficiencies and improved asset utilisation alongside new revenue initiatives.

Top community priorities

The Fund It activity demonstrated a clear preference for revenue initiatives that reduce reliance on rate increases and maintain existing service levels. The three highest-ranked priorities were:

1. Paid parking for visitors with resident exemptions
2. Seeking commercial rates of return from property investments
3. Redevelopment of Council sites for greater revenue return.

Findings/ Outcomes/ Recommendations

Engagement finding	Response
Strong support for visitor-funded revenue options, particularly paid parking with resident exemptions	Council will continue to investigate visitor-funded revenue opportunities as part of its ongoing financial sustainability planning and will undertake further assessment of potential impacts, feasibility and implementation requirements.

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and other visitor contribution measures.	
Concerns about the potential sale or redevelopment of Mathoura Reserve and other community assets.	Council acknowledges the concerns raised regarding Mathoura Reserve and recognises the importance of this land to residents and visitors as an open space area used for informal recreation, including walking, exercise, passive leisure activities and dog walking. The feedback received through the exhibition of the Draft Strategic Asset Review highlights the community value of this parcel and the role it plays in supporting local amenity, environmental outcomes and neighbourhood character. Council will take these matters into consideration as part of its ongoing strategic planning and asset management processes. As part of Council's broader review of its Community Land holdings, Council will assess the long-term requirements for community infrastructure, open space and recreation facilities across the municipality. In response to community feedback received regarding Mathoura Reserve, Council will further investigate the potential for an off-leash dog park within this locality as part of future planning considerations. Any future proposals associated with the site would be subject to detailed assessment, community consultation and consideration of environmental, recreational and operational factors to ensure the land continues to meet the needs of the community.
Strong opposition to further rate increases and Special Rate Variations (SRV), with a preference for alternative revenue sources.	While the strong opposition to the SRV is acknowledged, the community also voiced strong opposition to service reductions. The only short-term option that ensures retention of services and breaks the habit of adopting deficits budgets is an SRV.
Calls for greater cost control, operational efficiencies and transparency in financial decision-making.	Council will continue to identify efficiency measures and communicate progress on financial sustainability initiatives through regular updates to the community.

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Following feedback from the community the following changes have been made to the Revenue Improvement Strategy and the Strategic Asset Review.

Revenue Improvement Strategy

During the exhibition period changes made to the document include:

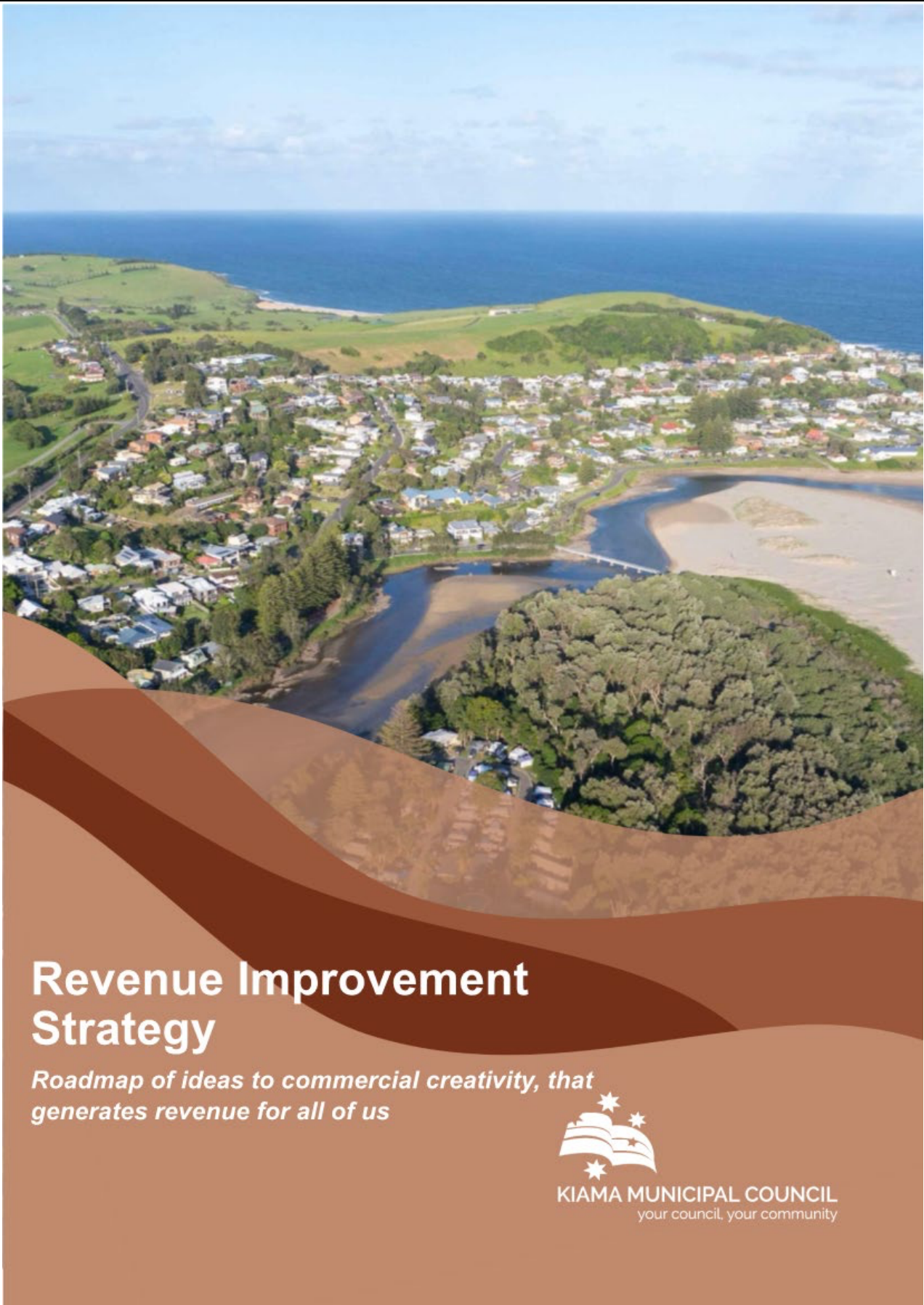
- Impact on the proposed changes to the Financial Assistance Grants.
- Information related to the requirements of a parking strategy for non-residents.
- Formatting and review

Strategic Asset Review

During the exhibition period a further land dealing opportunity arose with the proposed closing of a former road reserve being Lot 11 DP 740262 – 51 South Kiama Drive Kiama. This has been added to the Strategic Asset Review

Following a number of submissions on Lot 702 DP 1148475 - Mathoura Reserve – Union Way Gerringong Council will undertake a further review of this parcel of land. This will include a detailed assessment of this parcel, including consideration of its classification, community value and long-term role within the municipality. This review will also assess future requirements for community infrastructure, open space and recreation facilities and will investigate opportunities for an off-leash dog park within the locality in response to community feedback.

Any future proposals relating to the land will be subject to detailed assessment, community consultation and consideration of environmental, social, recreational and operational factors to ensure the land continues to meet the current and future needs of the community. The outcomes of this review will assist Council in determining the most appropriate classification and long-term use of the land.



Revenue Improvement Strategy

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 would like to acknowledge Elders, Traditional Owners and Custodians with their continuing connections to Land, Waters, Sky, Culture and Community. We pay our respects to the Traditional Custodians of the Dharawal Nation, and their Elders past, present and future.

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Attachment 1

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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 issued 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 while maintaining service delivery and investing in infrastructure.

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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.

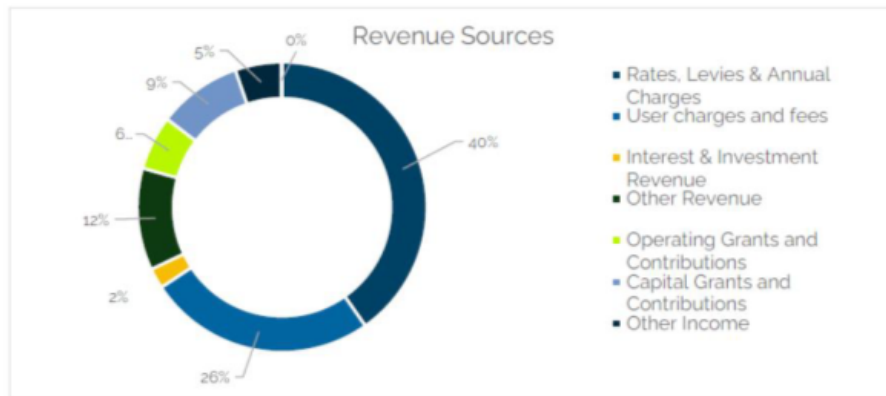
While the Response encourages councils to diversify their income sources, any significant initiative either requires upfront investment and/or simply can take considerable time plan, implement and bring to fruition.

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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.

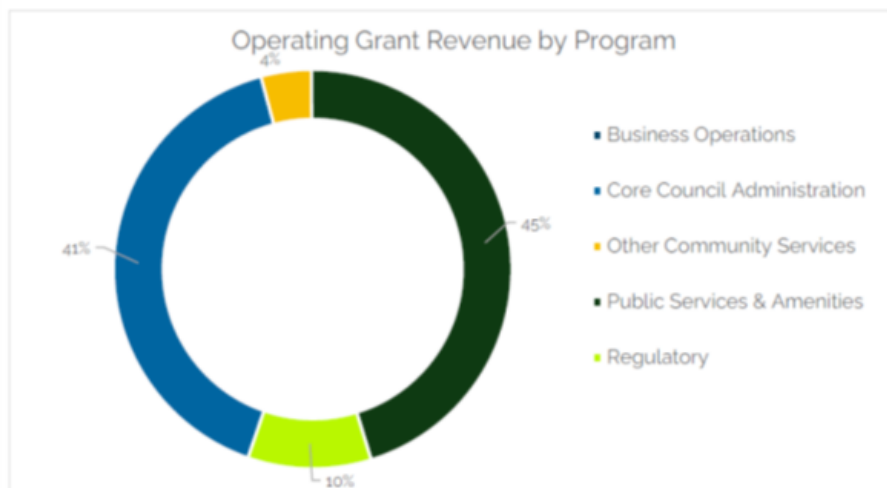
For 2026-27, Council's rate peg increase is set at 3.2%. However, the rapid escalation in current expenses and projected future costs has created a disparity between the IPART-approved rate increase and Council's actual financial needs.

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.

Financial Assistance Grants

Council has been advised of a proposed change to the methodology for Financial Assistance Grants, this reform aims to improve horizontal fiscal equalisation and directs greater assistance towards councils with demonstrably lower revenue-raising capacity and greater unavoidable expenditure needs.

The principle that councils with greater practical capacity to raise own-source revenue should generally require less equalisation assistance than councils with more limited capacity.

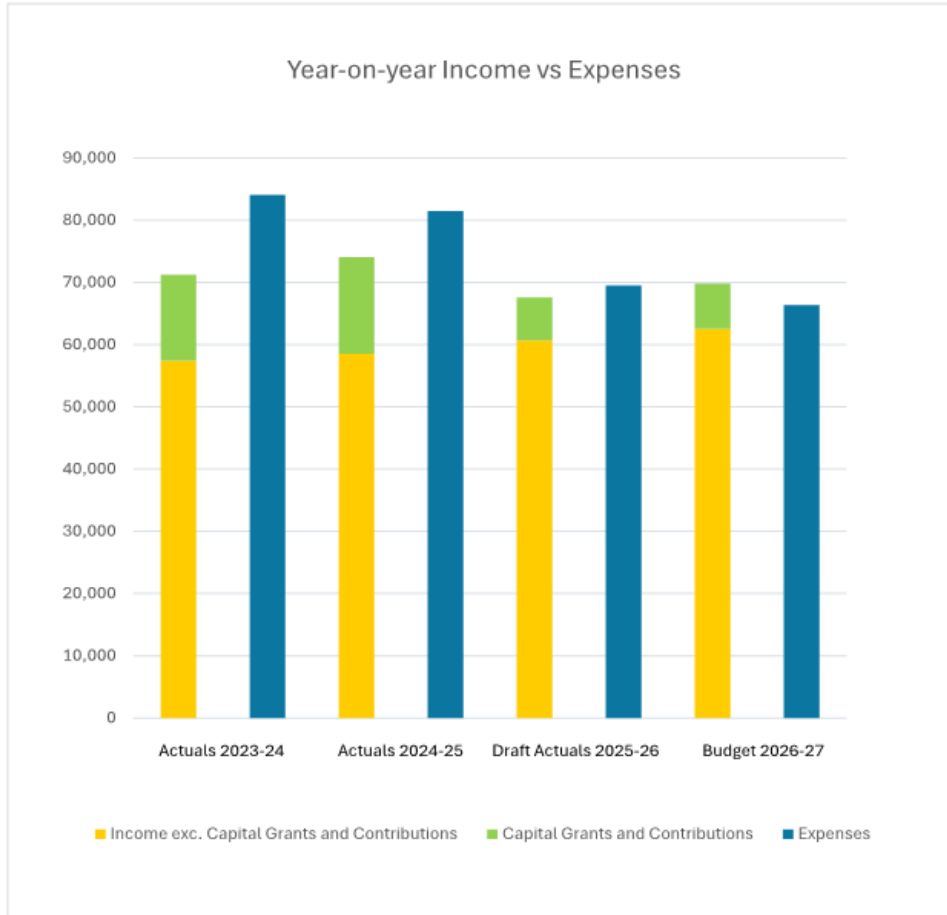
The indicative outcome for Kiama is a reduction in its Financial Assistance Grant from approximately \$2.558 million to \$1.062 million, a reduction of approximately \$1.496 million or 58.5%.

This impact for Kiama Municipal Council would be worsening the current deficit to \$5.3M.

The table below demonstrates the current actual vs the proposed methodology.

	General Purpose Component \$	Local Road Component \$	Total \$
2025-26 Actual	1,767,458	790,761	2,558,219
Proposed Methodology	610,328	451,804	1,062,132

10 — DRAFT REVENUE STRATEGY



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. Any revenue that Council receives from Blue Haven Terralong is internally restricted.

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 Infrastructure expenses Benefit not realised	Low impact
Property Optimisation (Strategic Asset Review)	Resources low Timing risk Schedule constraints	Medium impact
Fees & Charges	Negative community perception	Medium impact
SRV – 20% Financial Sustainability	Implementation delays or complexity 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, visitors to the LGA result in additional demands on KMC services, generally funded from rate payers. Under a paid parking scheme, visitors will help fund the critically-required renewal of services, facilities and infrastructure including the repair of the road network.

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 other 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 and its stated objectives:

- To provide equitable access to parking spaces by increasing parking turnover in areas where demand for parking exceeds the supply.
- To manage the competition between short-medium term parking and all day parking
- To ensure that any parking strategy is consistent with broader transport strategies

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:

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

- Prepare a Parking Strategy that revises 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) and to extend the study area to include the Blowhole Point precinct, Gerringong CBD and other high visitation tourist areas.
- Draft, place on public exhibition and adopt a Parking Strategy.
- 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 undertake the following next steps to generate the revenue within the next 24 months.

Note – Any revenue from paid parking on Crown Land would be restricted to Crown Lands Reserve for utilisation in these areas only.

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 strategy that would include the demand study 2. Benchmark parking policies and pricing models from other councils 3. Identify potential paid parking locations and impacts on local businesses and visitors 4. Develop a business case, including revenue projections, costs and community impacts 5. Undertake community consultation (minimum 28 period) 6. Consider implementation options, technology and enforcement options. 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.

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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 of a business case 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.

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. 2. Assess opportunities for increased lease revenue and improved asset utilisation

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Strategic Direction	Next Steps
	3. Explore partnerships 4. Develop a business case for any commercial opportunities 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 in the longer term.

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

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The market testing, approved by Council in 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 holistic 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. This is also part of Kiama Council's Advocacy Plan.

Priority Actions - Catalyst Sites

Following the meeting held on 7 April 2026, Council has commenced a EOI process to under a market testing of Council's catalyst sites. This preferred company has been appointed, and findings are due late 2026. 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.

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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 and beyond.

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), for a period of 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 than 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 a rate revenue increase of 3%; the benefit of 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 can be implemented by July 2027 to meet the PIO requirements for a balanced budget for FY28. This requires initial Council resolution in October 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. 2. Seek Council resolution on SRV for 20% for financial sustainability including

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Strategic Direction	Next Steps
	modelling of future revenue and expenditure scenarios (Council resolution) 3. Develop an implementation plan for any approved rating changes. 4. Commence application with IPART 5. Report on financial sustainability outcomes annually.

Item 18.2

Attachment 1

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 beyond the initial 12-month focus of the PIO, 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

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- 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.

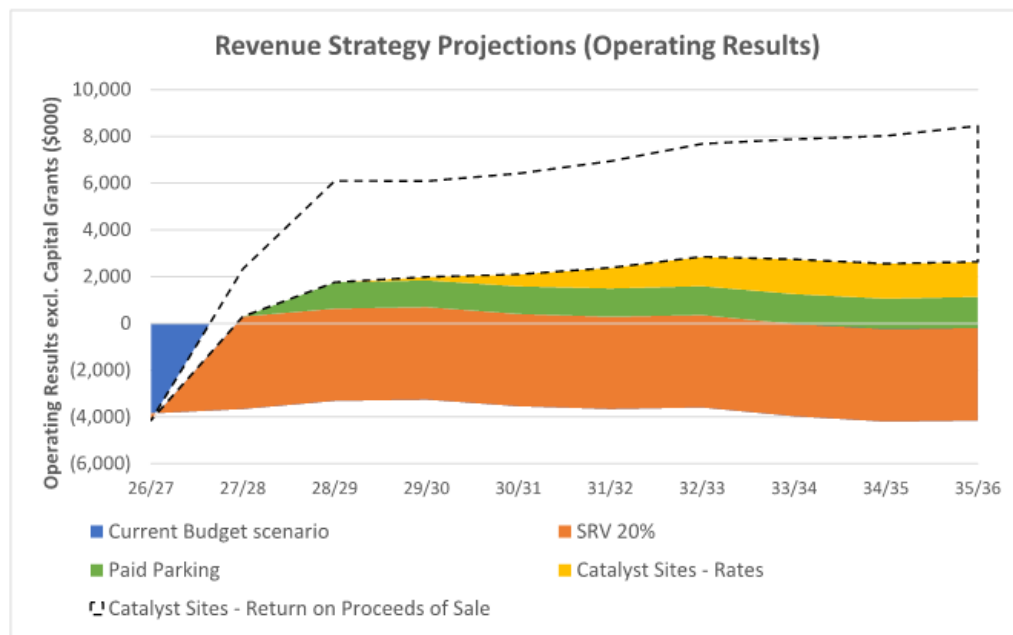
This section will continue to be updated as the Revenue Improvement Strategy is reviewed periodically.

Item 18.2

Attachment 1

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, an SRV will address the immediate requirements of the PIO, but no one opportunity will address KMC's current financial position in the longer term. 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.

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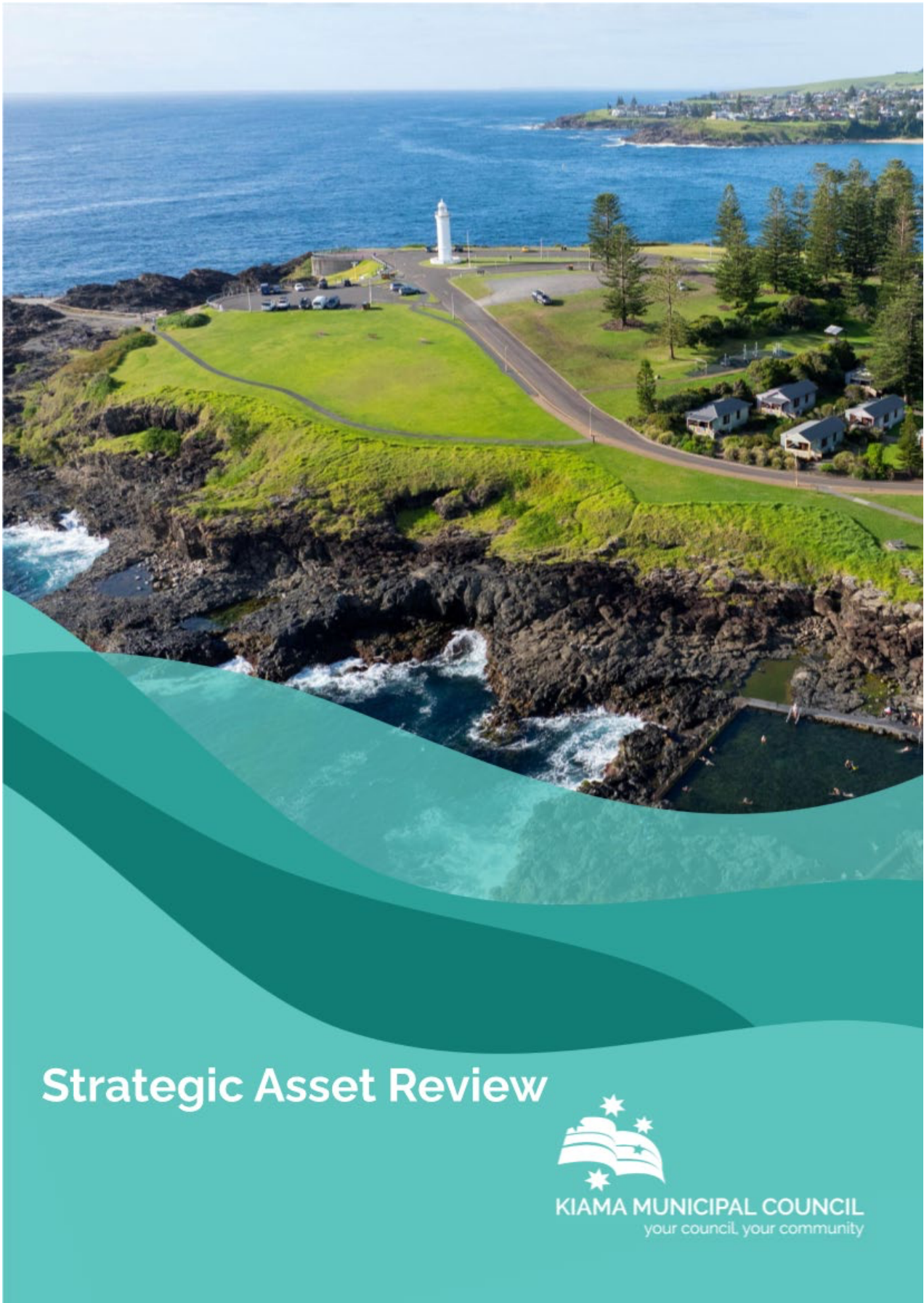


In person

Our Administration Building located at 11 Manning Street Kiama is open 8.45am to 4.15pm Monday to Friday (excluding public holidays)



KIAMA MUNICIPAL COUNCIL
your council, your community



Strategic Asset Review



KIAMA MUNICIPAL COUNCIL
your council, your community

Acknowledgement of country

Kiama Municipal Council
would like to
acknowledge Elders,
Traditional Owners and
Custodians with their
continuing connections to
Land, Waters, Sky, Culture
and Community. We pay
our respects to the
Traditional Custodians of
the Dharawal Nation, and
their Elders past, present
and future.

Item 18.2

Attachment 2

3 — STRATEGIC ASSET REVIEW

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Item 18.2

Attachment 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.***

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.

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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.

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
Gerrington	Elambra Estate Stages 6 & 7 - residual	Union Way Gerrington NSW 2534	LOT: 702 DP: 1148475	Operational Land
Gerrington	proposed future road access	Union Way Gerrington NSW 2534	LOT: 534 DP: 1111492	Operational Land
Gerrington	reserve	O'Connell Place Gerrington NSW 2534	LOT: 235 DP: 792192	Operational Land
Gerrington	car park and access	Belinda Street Gerrington NSW 2534	LOT: 62 DP: 1012681	Operational Land
Gerrington	car park	Belinda Street Gerrington NSW 2534	LOT: 102 DP: 793771	Operational Land
Gerrington	car park	Belinda Street Gerrington NSW 2534	LOT: 12 DP: 708567	Operational Land
Gerrington	car park	Belinda Street Gerrington NSW 2534	LOT: 8 DP: 624038	Operational Land
Gerrington	car park	Belinda Street Gerrington NSW 2534	LOT: 9 DP: 623468	Operational Land
Gerrington	car park	Belinda Street Gerrington NSW 2534	LOT: 11 DP: 619144	Operational Land
Gerrington	car park	Belinda Street Gerrington NSW 2534	LOT: 4 DP: 619072	Operational Land
Gerrington	car park	Belinda Street Gerrington NSW 2534	LOT: 3 DP: 619072	Operational Land

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Suburb	Name	Address	Lot/DP	Classification
Gerrigong	car park	Belinda Street Gerrigong NSW 2534	LOT: 2 DP: 619072	Operational Land
Gerrigong	car park	Belinda Street Gerrigong NSW 2534	LOT: 7 DP: 617483	Operational Land
Gerrigong	Gerrigong Town Hall	106 Fern Street Gerrigong NSW 2534	LOT: 38 DP: 873965	Operational Land
Gerrigong	land (adjoining blueberry reserve)	Fern Street Gerrigong NSW 2534	LOT: 52 DP: 884475	Operational Land
Gerrigong	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

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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

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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

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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 Warri 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 Council 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

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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

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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	Mearns 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

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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	Bonaire 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	Bonaire 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

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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

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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 NSW2534	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

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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	South Kiama Drive	LOT: 11 DP: 740252	Former road reserve	13
Kiama Downs	Cliff Drive	LOT: 1 DP: 735746	Vacant land	15
Kiama Downs	Riverside Drive	LOT: 1 DP: 1323722	Former road reserve	14

Item 18.2

Attachment 2

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

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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.

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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 – 16.

Appendix 16 summarises the strategic assessment.

Key recommendations

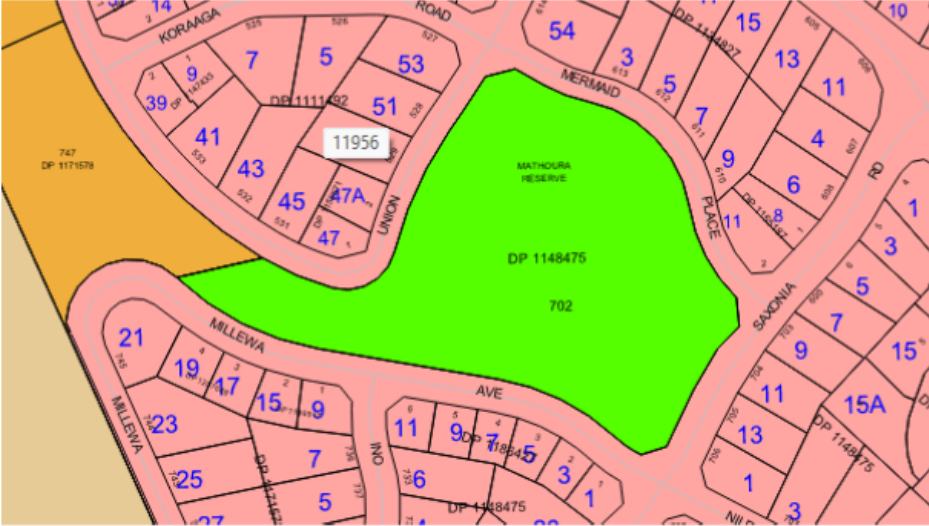
Action	Completion date
A further review of Council's Community Land holdings should be undertaken to better understand the long-term requirements for community infrastructure, recreation facilities and sporting amenities across the municipality. Given the legislative restrictions associated with Community 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. 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

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Appendices

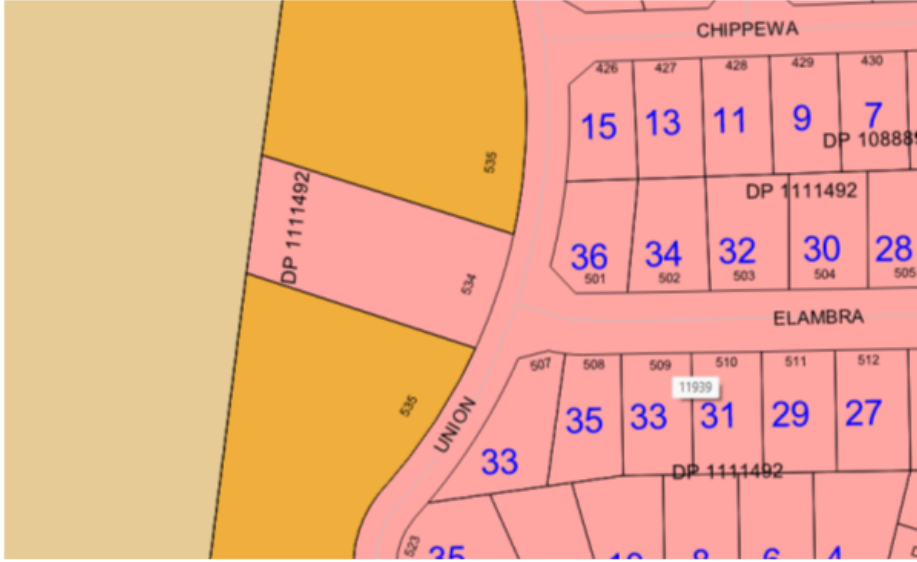
1	Lot 702 Union Way Gerringong
2	Lot 534 Union Way Gerringong
3	Figtree Lane Carpark Gerringong
4	106 Fern Street (Gerringong Town Hall) Gerringong
5	Fountaindale Dam Jamberoo
6	299 Wallaby Hill Road Jamberoo- (Hyams Creek Dam)
7	Allowrie Street Carpark Jamberoo
8	Lot 51 Collins Lane Kiama
9	Lot 2 Antrim 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 11 DP 740 252-51 South Kiama Dr
14	Lot 1 Riverside Drive Kiama Downs
15	Lot 235 O'Connell Place Gerringong
16	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	As part of Council's broader review of its land portfolio, Council will be reviewing the classification of this parcel of land and will further investigate its community value and the role it plays in supporting local amenity, environmental outcomes and neighbourhood character. In undertaking this review, Council will also assess the long-term requirements for community infrastructure, open space and recreation facilities across the municipality. Any future proposals relating to the land will be subject to detailed assessment, community consultation and consideration of environmental, social, recreational and operational factors to ensure the land continues to meet the current and future needs of the community. The outcomes of the review will assist Council in determining the most appropriate classification and long-term use of the land.

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Appendix 2

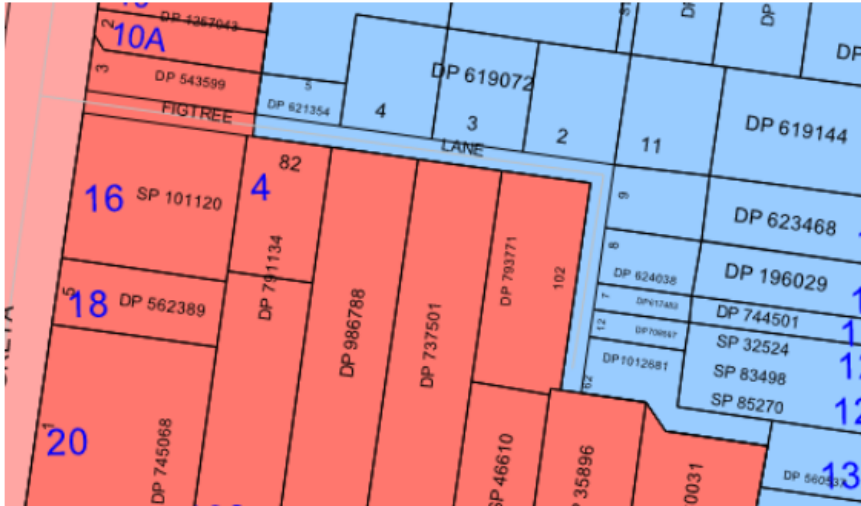
Property Title	Lot 534 Union Way Gerringong
Property Description	Lot 534 DP1111492
Land Classification:	Operational
LEP Zone:	R2
Site Area:	1934 Sqm
Property Identification	
	
Development or divestment constraints	
The site is constrained by title restriction limiting the land use to public reserve or 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.	

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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.	

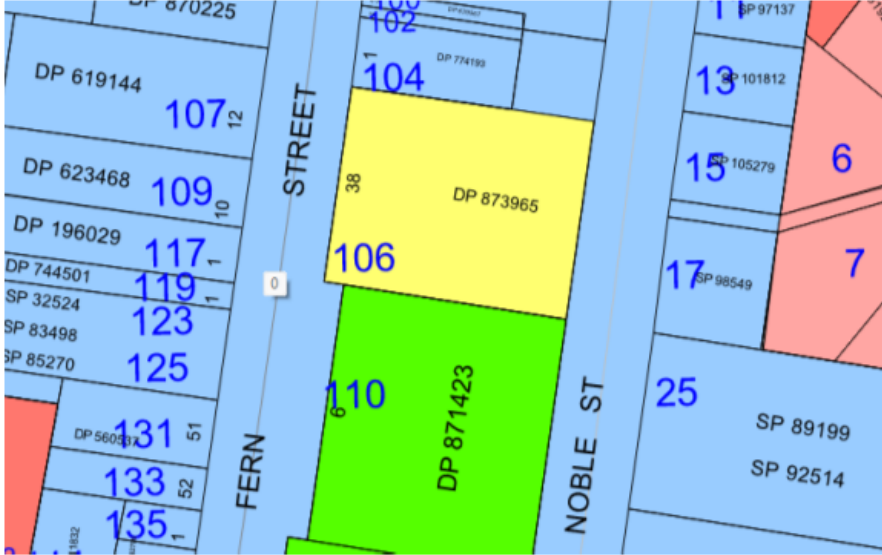
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Council will also investigate potential joint venture opportunities for the site to determine whether redevelopment can be facilitated in partnership with adjoining landowners, developers or other stakeholders. Any such opportunity would be required 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.

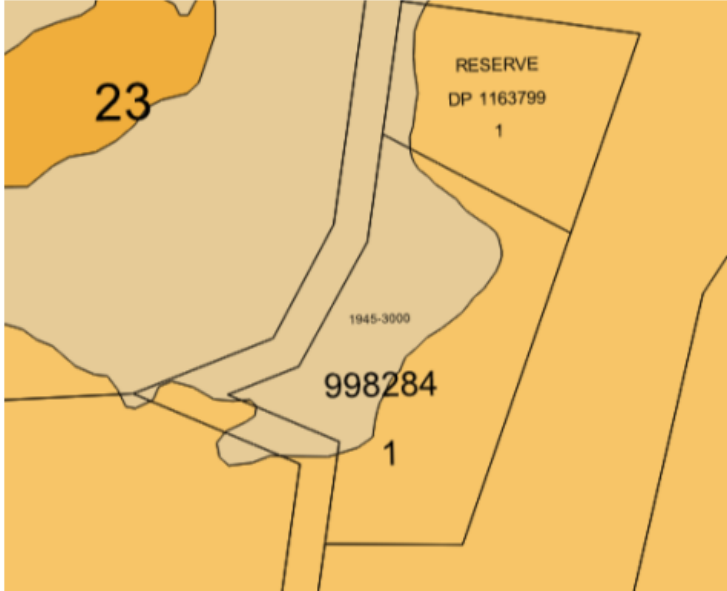
Item 18.2

Attachment 2

Appendix 4

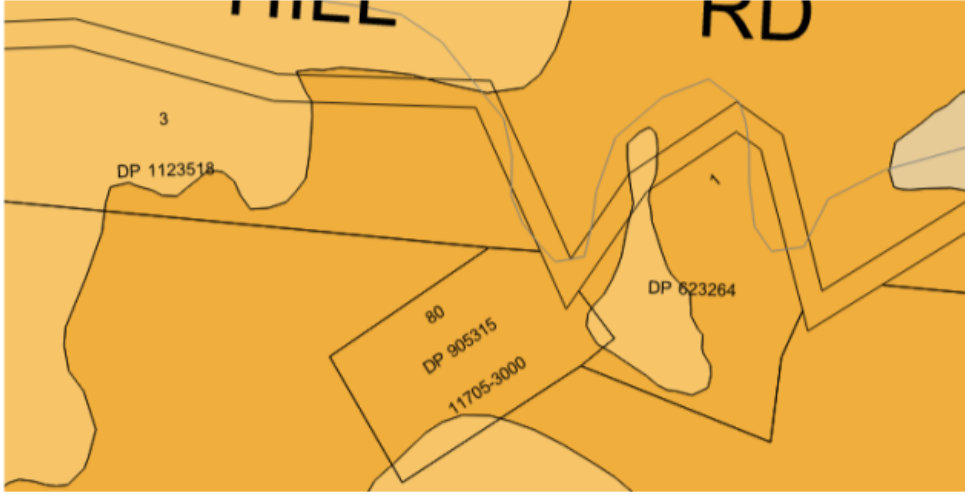
Property Title	106 Fern Street (Gerringong Town Hall) Gerringong
Property Description: Lot 38 DP873965	
Land Classification: Operational	
LEP Zone: SP2 Infrastructure	
Site Area: 2841sqm	
Property Identification	
	
Development or divestment constraints	
The Site is Zoned SP2 – community facility. The 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.

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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.

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Attachment 2

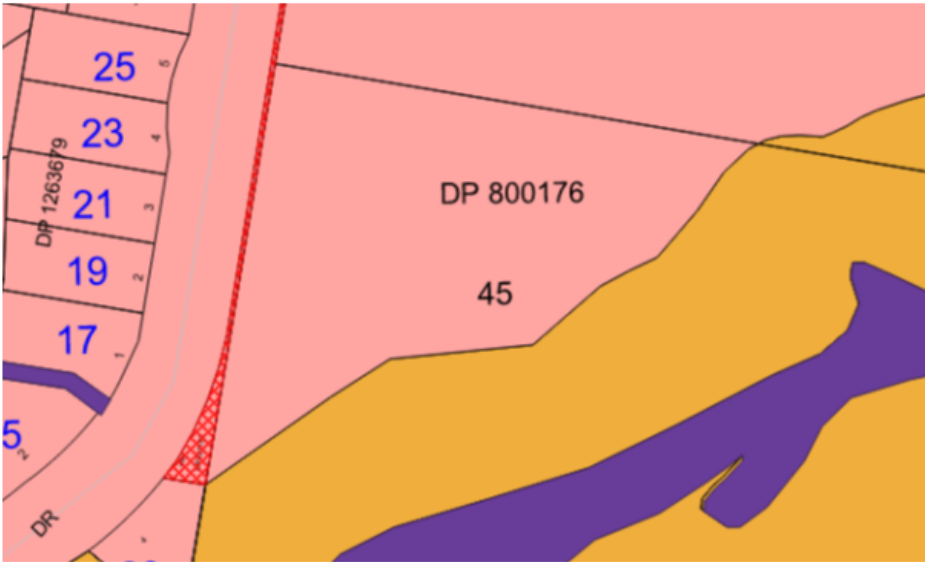
Appendix 8

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

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

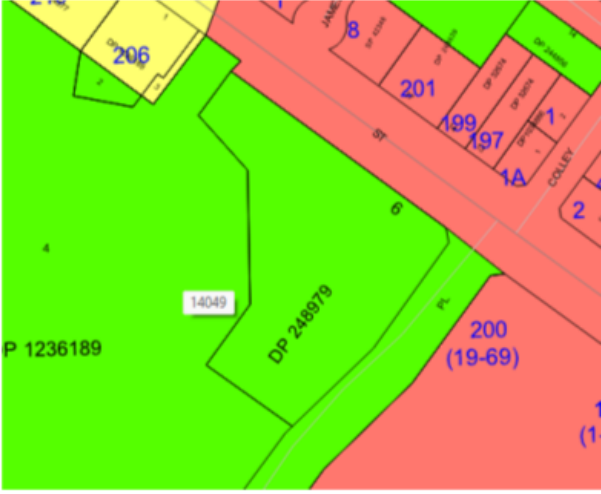
Council has previously resolved to offer the R2-zoned portion of the land for divestment through an Expression of Interest (EOI) process. The EOI process will enable Council to test market interest and determine whether there are suitable proposals that recognise the site's opportunities and constraints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

Timeframe for divestment / redevelopment	2027-2028
Recommended actions	

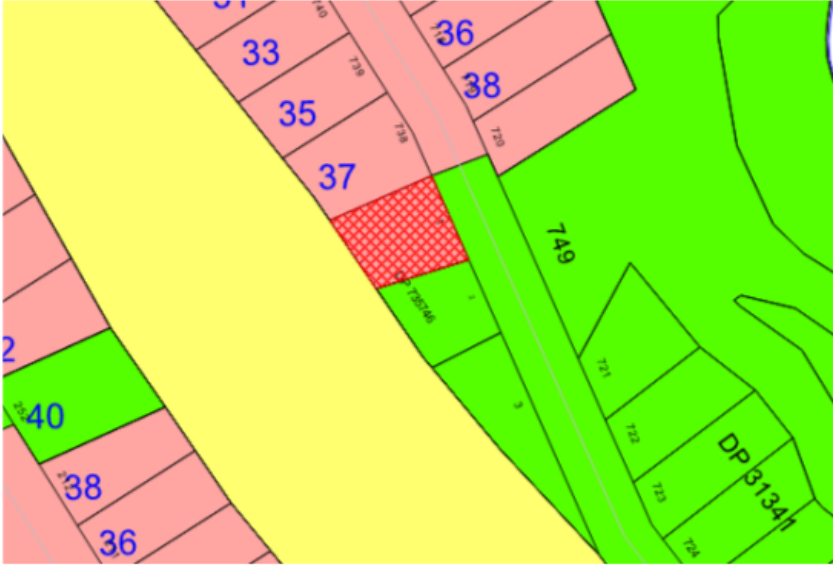
The R2-zoned land also forms part of Council's broader advocacy objectives for the municipality, with future development potential linked to improved access and supporting infrastructure outcomes. The land is currently affected by a positive covenant. To facilitate the orderly redevelopment and divestment 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	

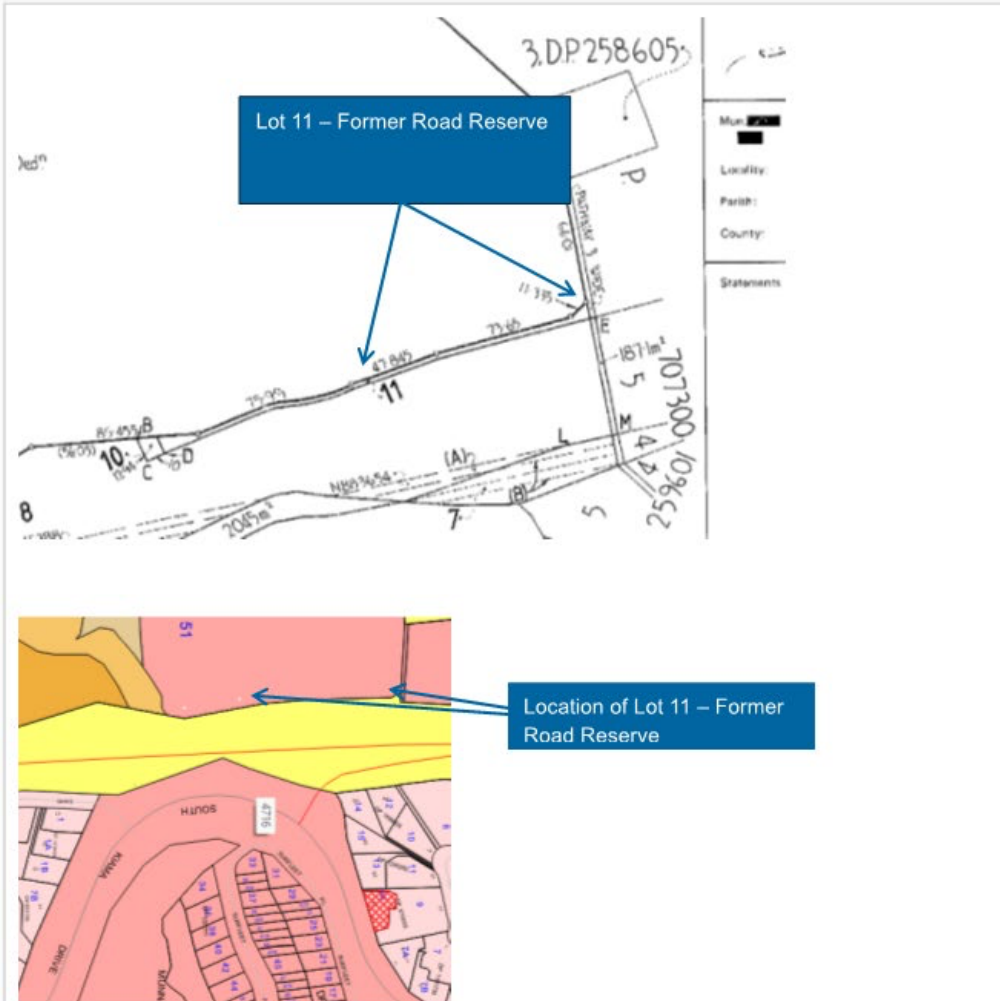
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should also investigate whether the balance of the site could be offered to Sydney Water to support ongoing access, maintenance and operational requirements associated with the adjoining sewage pumping station and related infrastructure.

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Appendix 13

Property Title	51 South Kiama Drive Kiama
Property Description: Lot 11 DP 740252	
Land Classification: To be classified Operational (former public road)	
LEP Zone: R2	
Site Area: 751.4 sqm	
Property Identification	
	
Development or divestment constraints	

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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 5 DP 740252 – being 51 South Kiama Drive Kiama.

Council has approached the adjoining landowner regarding the future of the subject road reserve, and the landowner has confirmed a commitment to acquire the land, subject to the completion of the required statutory processes. Divestment of the road reserve presents a strategic opportunity for Council to dispose of a surplus asset that is no longer required for public road purposes, while also providing a financial benefit through the realisation of the land's value and the removal of any future management obligations.

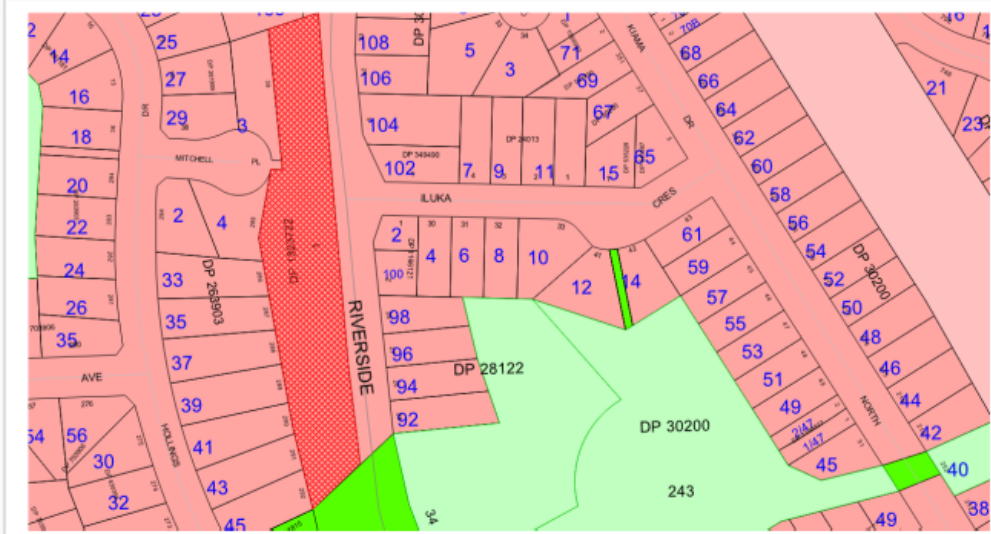
Timeframe for divestment / redevelopment	27/28 financial year
Recommended actions	

Council has approached the adjoining owner 51 South Kiama Drive, Kiama, who has committed to purchasing the subject road reserve. Divestment of the land would provide strategic and financial benefits to Council and will be progressed in accordance with Council's Divestment and Easement Policy and all relevant statutory requirements.

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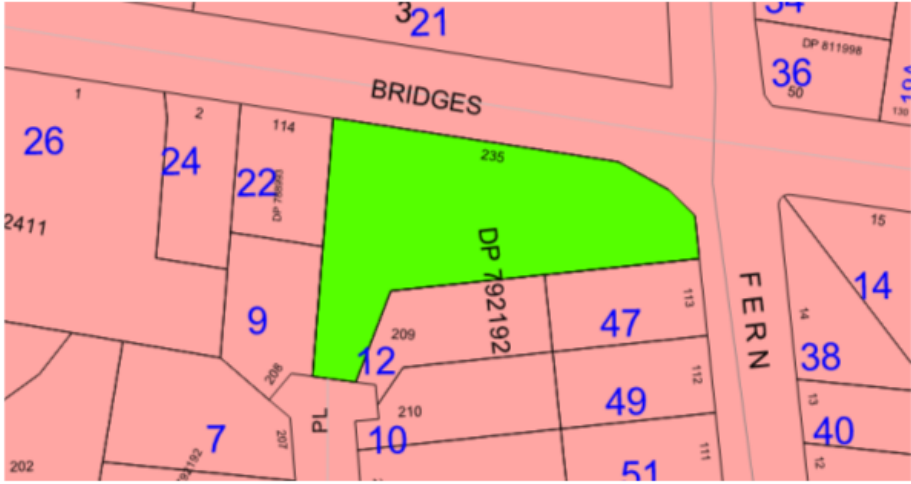
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Property Title	Lot 1 Riverside Drive Kiama Downs
Property Description: Lot 1 DP1323722	
Land Classification: Operational (former public road)	
LEP Zone: R2 Residential	
Site Area: 6103sqm	
Property Identification	
	
Development or divestment constraints	
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.	

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Appendix 15

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 16
Strategic assessment

Address	Lot/ DP	Recommended actions
Union Way Gerringong	Lot 702 DP 1148475	As part of Council's broader review of its land portfolio, Council will be reviewing the classification of this parcel of land and will further investigate its community value and the role it plays in supporting local amenity, environmental outcomes and neighbourhood character. In undertaking this review, Council will also assess the long-term requirements for community infrastructure, open space and recreation facilities across the municipality. Any future proposals relating to the land will be subject to detailed assessment, community consultation and consideration of environmental, social, recreational and operational factors to ensure the land continues to meet the current and future needs of the community. The outcomes of the review will assist Council in determining the most appropriate classification and long-term use of the land.
O'Connell Place Gerringong	LOT: 235 DP: 792192	No development potential at this time. Maintain as Drainage reserve
Belinda Street Gerringong	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 Gerringong	LOT: 102 DP: 793771	
Belinda Street Gerringong	LOT: 12 DP: 708567	
Belinda Street Gerringong	LOT: 8 DP: 624038	
Belinda Street Gerringong	LOT: 9 DP: 623468	
Belinda Street Gerringong	LOT: 11 DP: 619144	
Belinda Street Gerringong	LOT: 4 DP: 619072	
Belinda Street Gerringong	LOT: 3 DP: 619072	

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Address	Lot/ DP	Recommended actions
Belinda Street Gerringong	LOT: 2 DP: 619072	
Belinda Street Gerringong	LOT: 7 DP: 617483	
106 Fern Street Gerringong	LOT: 38 DP: 873965	Recommended for retention in Council ownership due to its ongoing strategic, operational or community value.
Fountaindale Road Jamberoo	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.
299 Wallaby Hill Road Jamberoo	LOT: 80 DP: 905315	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.
30 Allowrie Street Jamberoo	PT: 53 DP: 623792	Recommended for retention in Council ownership due to its ongoing strategic, operational or community value.
Allowrie Street Jamberoo	LOT: 4 DP: 213476	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.
Allowrie Street Jamberoo	LOT: 71 DP: 802625	
Allowrie Street Jamberoo	LOT: 3 DP: 213476	
Allowrie Street	LOT: 2 DP: 213476	
29 Mount Brandon Road Jamberoo	LOT: 40 DP: 841082	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.

52 — STRATEGIC ASSET REVIEW

Address	Lot/ DP	Recommended actions
Collins Street Kiama	LOT: 51 DP: 1200006	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.
Barney Street Kiama	LOT: 69 DP: 1065423	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.
80 Barney Street Kiama	LOT: 9 DP: 850163	
Antrim Street Kiama	LOT: 2 DP: 1032869	Future sale would be restricted to the adjoining landowner Council to offer to sell to adjoining landowner.
Glenbrook Drive Kiama	LOT: 286 DP: 823193	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.
Glenbrook Drive Kiama	LOT: 45 DP: 800176	
Havilah Place Kiama	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 Kiama	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.
South Kiama Drive Kiama	Lot 11 DP 740252	As the subject road reserve has no standalone development or operational utility, any future disposal would be confined to the adjoining landowner. The adjoining owner has confirmed a commitment to purchase the land, providing Council with an opportunity to realise both strategic and financial benefits through the divestment of a surplus asset.
Cliff Drive Kiama Downs	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,

53 — STRATEGIC ASSET REVIEW

Address	Lot/ DP	Recommended actions
		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.

Item 18.2

Attachment 2

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

Post

Chief Executive Officer
Kiama Municipal Council
Po Box 75
Kiama NSW 2533

Telephone

+61 (02) 4232 0444

Online

Email: council@kiama.nsw.gov.au

Website: www.kiama.nsw.gov.au



In person

Our Administration Building located at 11 Manning Street Kiama is open 8.45am to 4.15pm Monday to Friday (excluding public holidays)



KIAMA MUNICIPAL COUNCIL
your council, your community



Public Exhibition Engagement Report Draft Revenue Improvement Strategy & Strategic Asset Review

Kiama Council publicly exhibited the Draft Revenue Improvement Strategy (DRIS) and Draft Strategic Asset Review (DSAR) as part of its response to the NSW Government's Performance Improvement Order. The review examined Council's land and property portfolio to identify opportunities to improve asset utilisation, support service delivery and contribute to Council's long-term financial sustainability.

The purpose of the engagement was to provide the community with an opportunity to review the draft document, understand the opportunities and challenges identified, and provide feedback before the review is finalised and considered by Council. Community members were invited to participate through an online submission form, as well as a range of engagement activities conducted during the exhibition period.

This report provides a summary of the feedback received during the exhibition period. It outlines the key themes raised by participants, areas of support and concern, and other insights gathered through the engagement process.



View the Your Say Kiama project pages at yoursay.kiama.nsw.gov.au/strategic-asset-review and yoursay.kiama.nsw.gov.au/revenue-improvement-strategy.

Exhibition period

18 September to 16 October 2026

Promotional activities

Dedicated Your Say Page | Media release | Inclusion Monthly newsletter | Social Media posts

Engagement activities

Your Say Kiama online engagement hub | Community webinar | Community pop-ups | Fund It budgeting activity

Participation at a glance



1,090 +
website
visitors



67
participants in
budget balancing
activity



1
webinar
registration



32 +
pop-up
participants



29
submissions
received

What we heard

While participants broadly acknowledged the need for Council to improve its financial position, feedback consistently indicated a preference for visitor-funded revenue initiatives, operational efficiencies and better utilisation of existing assets over service reductions or increased costs for residents.

Participants expressed strong support for visitor-funded revenue opportunities, improved returns from Council-owned assets and greater organisational efficiency, while generally opposing further Special Rate Variations and significant rate increases. Feedback also highlighted an expectation that Council continue to improve transparency and maintain community involvement in future decision-making.

Feedback on the Draft Strategic Asset Review focused predominantly on the future of Mathoura Reserve in Gerringong. Participants strongly valued the reserve as public open space and emphasised its recreational, environmental and neighbourhood benefits. The prevailing view was that the site should remain publicly accessible, with concerns raised about the potential impacts of redevelopment on amenity, traffic, safety and the local environment.

Key findings

Community feedback indicated:

- Broad recognition that Council must improve its long-term financial sustainability.
- Strong preference for visitor-funded revenue initiatives, operational efficiencies and alternative income sources over increased costs for residents.
- Strong opposition to additional Special Rate Variations and significant rate increases.
- Support for visitor-funded revenue measures, particularly paid parking for non-residents.
- Support for maximising returns from existing Council assets.
- Strong expectation that Council pursue further cost-control measures, operational efficiencies and improved asset utilisation alongside new revenue initiatives.

1. Paid parking for visitors with resident exemptions
2. Seeking commercial rates of return from property investments
3. Redevelopment of Council sites for greater revenue return.

Community messages

Across all engagement activities, the key messages from the community were to:

- Protect valued community assets and public open space.
- Explore visitor-funded revenue before increasing rates.
- Improve organisational efficiency.
- Maximise returns from existing assets.
- Diversify revenue sources.
- Maintain transparency and community involvement.

Overall, community feedback demonstrated broad acceptance that Council must take action to improve its financial sustainability, provided that impacts on residents, community assets and local businesses are carefully considered and alternative revenue opportunities are explored before increasing costs for ratepayers

Top community priorities

The Fund It activity demonstrated a clear preference for revenue initiatives that reduce reliance on rate increases and maintain existing service levels. The three highest-ranked priorities were:

Detailed findings

Draft Strategic Asset Review

A total of 10 submissions were received during the public exhibition period. Feedback focused almost exclusively on the future of Mathoura Reserve (Lot 702 DP1148475) in Gerringong. Participants discussed the reserve's current use, the potential impacts of redevelopment, and the value of retaining the site for community purposes.

Theme	Summary
Retain Mathoura Reserve as public open space	The most frequently raised theme related to retaining the reserve as open space. Participants described the reserve as a well-used community asset and referred to activities including walking, dog walking, exercise, children's play, bike riding and picnics. Several submissions expressed opposition to the sale, redevelopment or rezoning of the land and emphasised its role as accessible green space within the neighbourhood. One participant stated that the reserve is "frequently used green space that is valued by the Gerringong community", while another noted that it is used daily for "play, walking, dog walking, exercising, bike riding, picnics etc."
Traffic and safety concerns	A number of participants raised concerns about traffic and safety. Comments referred to existing congestion within the Elambra Estate area, narrow local streets and the potential for increased vehicle movements if the site were developed. Some participants also referred to road safety concerns, particularly for children moving through the neighbourhood.
Environmental values	Several submissions highlighted environmental features associated with the reserve, including established and recently planted trees, birdlife, vegetation and the adjoining creek corridor. Some respondents also raised concerns about flooding, drainage and maintenance issues associated with the creek and floodway.
Neighbourhood character and amenity	Some participants referred to the reserve's contribution to the character and amenity of the surrounding area. These comments included references to open views, separation between residential properties, access to nearby green space and the quiet nature of the neighbourhood. A small number of participants also expressed concern about potential impacts on property values and outlook if redevelopment occurred.
Future community consultation	One participant specifically requested that Council undertake consultation with nearby residents before making decisions about the future of the reserve. While raised by a small number of respondents, this theme reflects an expectation for community involvement in future decision-making processes.

Summary

Feedback largely reflected concerns about the potential redevelopment or disposal of the reserve. Some respondents suggested retaining the site as public open space and undertaking further community consultation. Only one submission expressed support for Council's review of its assets.

Draft Revenue Improvement Strategy

A total of 19 submissions were received during the public exhibition period. Feedback focused on how Council should improve its financial sustainability while minimising impacts on residents. Participants discussed a range of potential revenue measures, including paid parking, visitor contributions, asset sales, rates increases, fees and charges and opportunities to reduce expenditure.

Many submissions emphasised that revenue generation should be accompanied by stronger cost-control measures and operational efficiencies.

Two issues emerged consistently throughout the feedback: paid parking and property sales. Supporters of paid parking generally viewed it as a way for visitors to contribute to the cost of local infrastructure and services, while opponents questioned its effectiveness and implementation costs. Feedback on property sales highlighted differing views, with some participants supporting the sale of underutilised assets to fund future initiatives, while others opposed asset sales and favoured alternative approaches to improving Council's financial position.

Theme	Summary
Paid parking and visitor contributions	The most frequently raised theme related to paid parking for non-residents and visitors. While views differed regarding implementation, many participants supported paid parking for non-residents on the basis that visitors should contribute towards the cost of maintaining infrastructure, facilities and services they use. Support was commonly contingent on resident exemptions and careful management of potential impacts on local businesses and surrounding residential streets.
Opposition to rates increases and Special Rate Variations	Many submissions expressed strong opposition to any future Special Rate Variation (SRV) or significant increases in rates and charges. Participants highlighted previous rate increases experienced over recent years and questioned whether further increases would address underlying financial and structural issues within Council. Concerns were also raised about housing affordability, rental costs, cost-of-living pressures and the impact on younger residents and fixed-income households. Several respondents indicated that alternative revenue sources and cost-saving measures should be fully explored before additional financial burdens are placed on residents.
Cost reduction, efficiency and financial management	A significant number of submissions focused on expenditure reduction, organisational efficiency and operational improvements. Participants suggested Council should undertake further reviews of staffing levels, service delivery models, commercial operations, asset management and workplace productivity. Some respondents questioned whether all opportunities for internal savings had been exhausted and called for greater accountability and transparency regarding Council's financial position. Several submissions specifically referenced the need to examine non-core services, improve utilisation of existing assets and pursue efficiency measures before seeking higher rates or charges.

Asset sales and property development	Views on asset sales and development opportunities were mixed. Some participants supported the investigation of underutilised catalyst sites and development opportunities as a means of generating revenue and expanding the future rate base. Others expressed strong opposition to the sale of community-owned land and public open space and argued that Council should retain public assets wherever possible. Where development opportunities were discussed, respondents also highlighted the need to carefully consider environmental constraints, flooding risks and broader community impacts.
Tourism, visitor economy and revenue diversification	Many submissions linked Council's financial sustainability to the growing visitor economy. Participants acknowledged the economic importance of tourism but noted that visitors create additional demand on public infrastructure and services. Several respondents advocated for a broader revenue diversification approach that captures more value from tourism through mechanisms such as visitor levies, accommodation-based contributions, commercial user fees and partnership opportunities with local businesses. Some respondents also argued that visitor-related revenue measures should align with Council's longer-term Visitor Economy Strategy. Participants also suggested a range of additional revenue diversification opportunities, including visitor levies, accommodation-based contributions, short-term rental levies, commercial user fees, advertising opportunities, renewable energy projects and fees associated with commercial use of public land.
Local business and economic impacts	A number of submissions discussed potential impacts on local businesses, particularly in relation to paid parking proposals. While some participants considered paid parking unlikely to affect visitation levels, others expressed concern that additional costs could discourage people from visiting the Kiama CBD and reduce spending at local businesses. Several respondents emphasised the importance of consulting local business operators and considering economic impacts as part of future feasibility studies and decision-making processes.
Governance, transparency and community confidence	Some participants raised broader concerns regarding Council's financial management and governance. Comments included calls for greater transparency around past financial decisions, clearer explanations of Council's financial challenges and stronger evidence that all available savings opportunities had been explored before introducing new charges or increasing rates. Several respondents indicated that building community confidence would be an important factor in gaining support for future revenue initiatives.

Summary

Feedback acknowledged Council's financial challenges and the need to strengthen long-term financial sustainability. Most respondents preferred visitor-funded initiatives, operational efficiencies, better use of existing assets and alternative income sources over increasing rates and charges for residents. Many participants emphasised that new revenue measures should be accompanied by ongoing efficiency improvements, demonstrated cost control and transparent financial management.

Paid parking generated the most discussion, attracting both support and concern, particularly regarding implementation, business impacts and potential spillover parking in surrounding residential areas

There was also a strong expectation that Council continue pursuing efficiency improvements, cost-control measures and improved asset utilisation alongside any future revenue-raising initiatives.

Fund It activity results

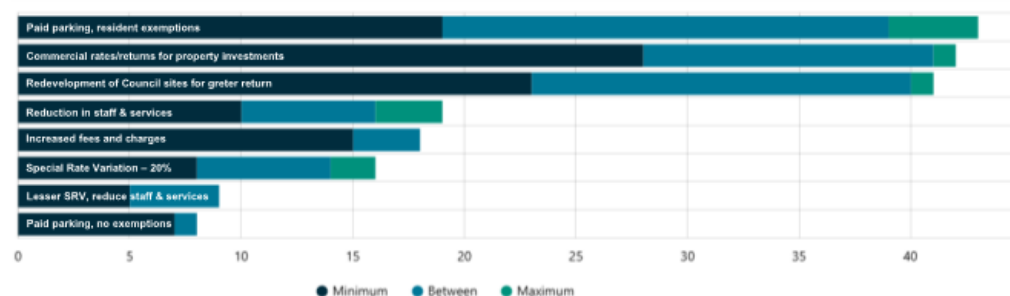
Community Funding Priorities

The Fund It activity invited participants to allocate a limited budget across a range of potential actions designed to improve Council's long-term financial sustainability. A total of 60 participants submitted 69 contributions, resulting in 203 votes across eight funding options.

Detailed voting results are provided in attachment three.

Highest-ranked options

1. Paid parking for visitors with resident exemptions (44 votes, 63.77%)
2. Seeking commercial rates of return from property investments (44 votes, 63.77%)
3. Redevelopment of Council sites for greater revenue return (41 votes, 59.42%)



Summary

The results indicate a clear community preference for revenue-generating initiatives that leverage visitor contributions and Council assets, rather than measures that increase costs for residents or reduce services. Paid parking with resident exemptions, improved property investment returns and redevelopment opportunities received the strongest support, while a Special Rate Variation, fee increases, staff and service reductions, and paid parking without resident exemptions attracted comparatively low levels of support.

Pop-up Conversations and Community Feedback

Two community pop-ups were held at high-traffic locations during the exhibition period: Kiama Farmers Market on 30 September 2026 and Kiama Village Shopping Centre on 13 October 2026. Both sessions provided an opportunity for residents to speak directly with Council officers and subject matter experts in an informal setting, supporting open discussion and questions about the draft documents.

Attendance at the Farmers Market pop-up was relatively low, likely influenced by the school holiday period and a higher proportion of visitors than local residents. In contrast, the Kiama Village session attracted strong interest and generated a high volume of conversations. The format was well received, although some participants suggested that future pop-ups be scheduled outside standard business hours to better engage younger residents and working community members.

One younger r the pop-up and shared views discussed among a group of peers. Feedback included questions about executive salary and legal expenditure, concerns about the impact of potential rate increases on younger residents and families facing cost-of-living pressures, and a preference for more personalised responses to community feedback.

A long-term local resident suggested a park-and-ride model for visitors, involving a multi-storey car park at Bombo Quarry and electric shuttle buses into town. The participant noted the importance of ensuring accessibility for people with mobility needs, families and carers.

Several participants expressed interest in visitor-generated revenue opportunities and generally supported approaches that place a greater financial contribution on visitors rather than residents. Concerns were also raised about community safety, particularly in relation to e-bike use, with some participants suggesting that increased police presence should be a focus of Council advocacy.

Dotmocracy results indicated that paid parking with resident exemptions was the highest-ranked funding priority. This was followed by support for seeking commercial rates of return from Council-owned property and investments. While some participants identified a Special Rate Variation as an acceptable option, discussions suggested that support was generally cautious. Increases to fees and charges received comparatively lower support.



Findings / Outcomes / Recommendations

Engagement finding	Staff response
Strong support for visitor-funded revenue options, particularly paid parking with resident exemptions and other visitor contribution measures.	Council will continue to investigate visitor-funded revenue opportunities as part of its ongoing financial sustainability planning and will undertake further assessment of potential impacts, feasibility and implementation requirements.
Concerns about the potential sale or redevelopment of Mathoura Reserve and other community assets.	Council acknowledges the concerns raised regarding Mathoura Reserve and recognises the importance of this land to local residents and visitors as an open space area used for informal recreation, including walking, exercise, passive leisure activities and dog walking. The feedback received through the exhibition of the Draft Strategic Asset Review highlights the community value of this parcel and the role it plays in supporting local amenity, environmental outcomes and neighbourhood character. Council will take these matters into consideration as part of its ongoing strategic planning and asset management processes. As part of Council's broader review of its Community Land holdings, Council will assess the long-term requirements for community infrastructure, open space and recreation facilities across the municipality. In response to community feedback received regarding Mathoura Reserve, Council will further investigate the potential for an off-leash dog park within this locality as part of future planning considerations. Any future proposals associated with the site would be subject to detailed assessment, community consultation and consideration of environmental, recreational and operational factors to ensure the land continues to meet the needs of the community.
Strong opposition to further rate increases and Special Rate Variations, with a preference for alternative revenue sources.	While the strong opposition to the SRV is acknowledged, the community also voiced strong opposition to service reductions. The only short-term option that ensures retention of services and breaks the habit of adopting deficits budgets is an SRV.
Calls for greater cost control, operational efficiencies and transparency in financial decision-making.	Council will continue to identify efficiency measures and communicate progress on financial sustainability initiatives through regular updates to the community.

What's next

The revised Draft Revenue Improvement Strategy and Draft Strategic Asset Review will be presented to Council for consideration at the Ordinary Meeting on 20 October 2026. Subject to Council's decision, the adopted strategies will inform future financial sustainability and asset management planning.

Appendices

- One: Overview Draft Strategic Asset Review
- Two: Overview Draft Revenue Improvement Strategy
- Three: Fund It activity results
- Four: Visioner activity results

One: Overview Draft Strategic Asset Review

Kiama Council's Your Say platform

Report Type: Project

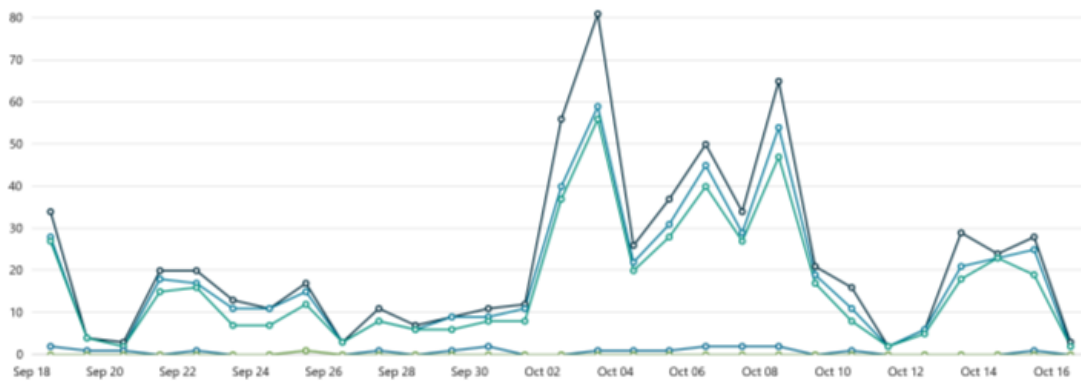
Project Name: Revenue Improvement Strategy

Date Range: 18-09-2026 - 16-10-2026

Exported: 16-10-2026 09:27:42

Performance Summary

Information regarding key visitation and utilisation metrics for your Site or projects.



653

Views

541

Visits

390

Visitors

21

Contributions

19

Contributors

1

Followers

Views - The number of times a Visitor views any page on a Site.

Visits - The number of end-user sessions associated with a single Visitor.

Visitors - The number of unique public or end-users to a Site. A Visitor is only counted once, even if they visit a Site several times in one day.

Contributions - The total number of responses or feedback collected through the participation tools.

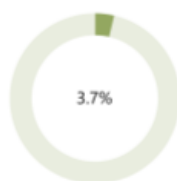
Contributors - The unique number of Visitors who have left feedback or Contributions on a Site through the participation tools.

Followers - The number of Visitors who have 'subscribed' to a project using the 'Follow' button.

Conversions

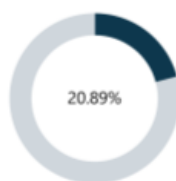
Information regarding how well your engagement websites converted Visitors to perform defined key actions.

Feedback



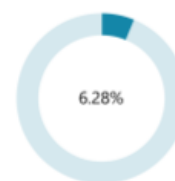
Percentage of visits where at least **1 contribution** was made.

Attention



Percentage of visits that lasted at least **1 active minute**.

Actions



Percentage of visits where at least **2 actions** were performed.

Participation

Information regarding how people have participated in your projects and activities.

Contributions by Activity			
Contributions by Activity is a breakdown of contributions across each tool			
Activity	Contributions		%
 Form	21		100%

Top Activities			
Top Activities is the top 5 tools that received the highest contributions			
Activity	Page Name	Contributions	Contributors
 Form	Revenue Improvement Strategy	19	17
 Form	Revenue Improvement Strategy	2	2

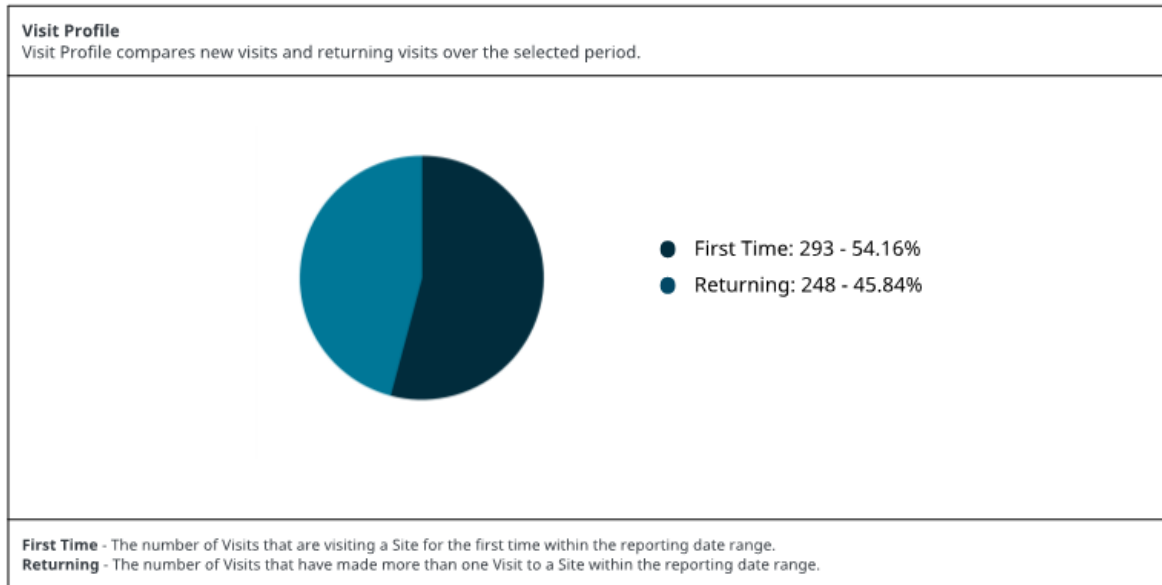
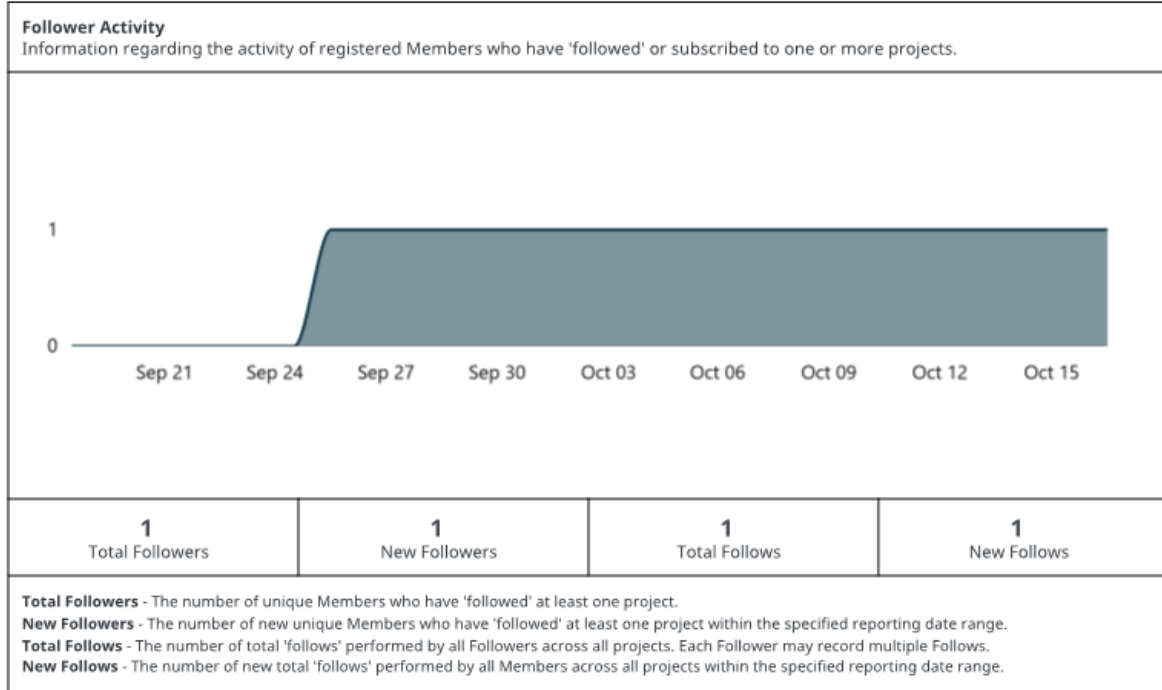
Projects

The current number of published projects on your site

Engagement Time			Top Visited Pages			
			Summary information for the top five most visited Pages.			
0 Days	10 Hours	57 Minutes	Page Name	Visitation %	Visits	Visitors
			Revenue Improvement Strategy	100%	539	389
Sep 30th 2026 Peak Visitation Date		Friday Peak Visitation Day				

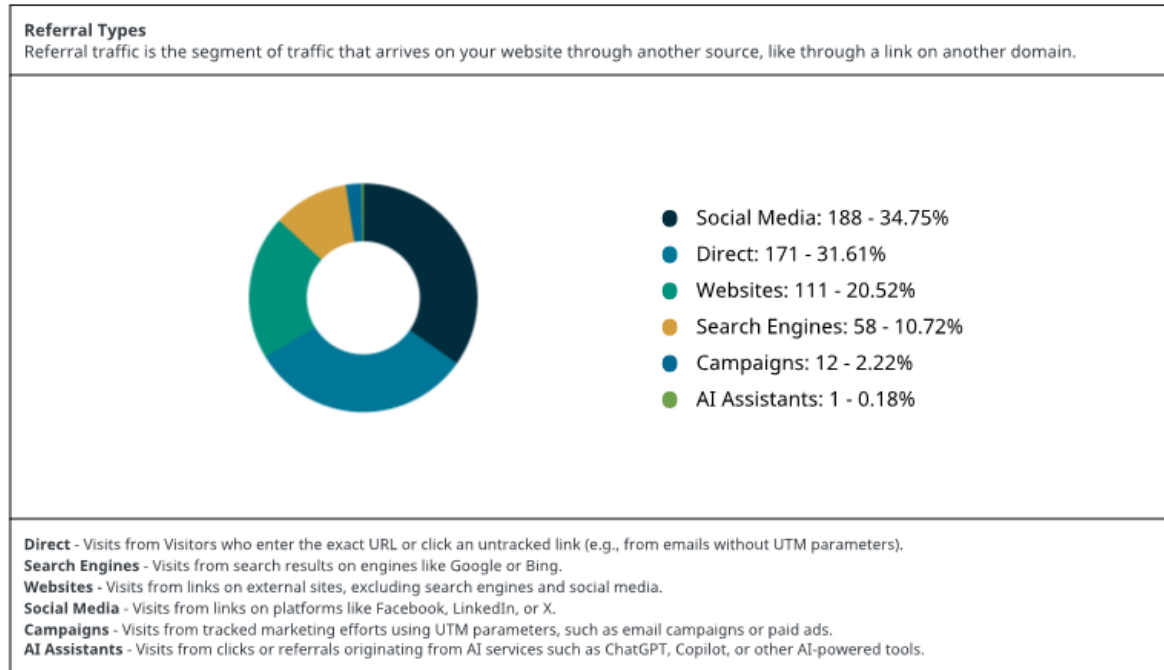
People

Information regarding who has participated in your projects and activities.



Acquisition

Information regarding the method by which Visitors arrived to your Site or projects.



Item 18.2

Attachment 3

Downloads

Information regarding your downloads, the total set of unique documents downloaded, total downloads of all files, and your top downloads.



318

Total Downloads

Top Downloads		
Top file downloads in your selection, ordered by the number of downloads.		
File Title	File Type	Downloads
DRAFT Revenue Improvement Strategy.PDF	PDF	246
KMC Ordinary Meeting of Council - Item 13.6 - 15 September 2026.pdf	PDF	72

Email Campaigns

Information regarding your email campaigns, your total campaigns, the total number of recipients, and your top campaigns by click-through rate (clicks as a percentage of total recipients).



0

Email Campaigns Sent



0

Total Recipients



0%

Click-through Rate

No Data Available

Item 18.2

Attachment 3

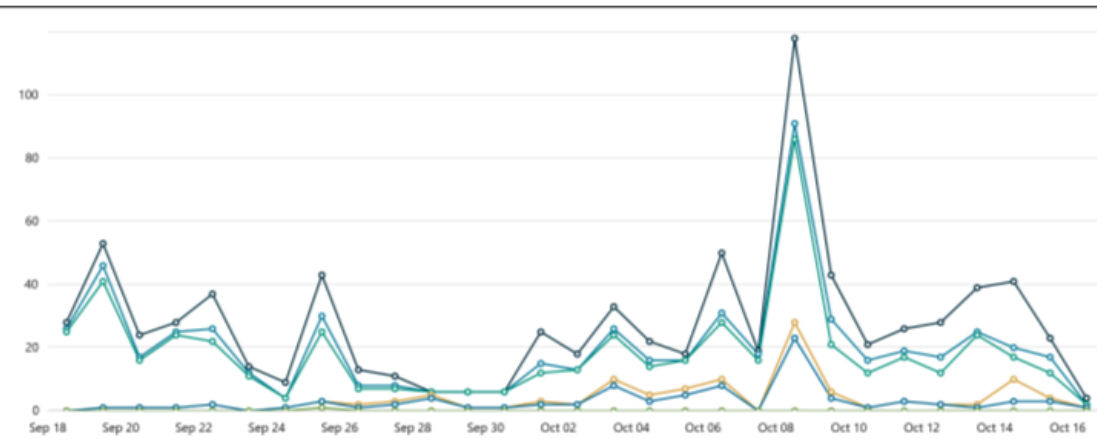
Two: Overview Draft Revenue Improvement Strategy

Kiama Council's Your Say platform

Report Type: Project
Project Name: Strategic Asset Review
Date Range: 18-09-2026 - 16-10-2026
Exported: 16-10-2026 09:27:18

Performance Summary

Information regarding key visitation and utilisation metrics for your Site or projects.



806

Views

591

Visits

441

Visitors

115

Contributions

80

Contributors

1

Followers

Views - The number of times a Visitor views any page on a Site.

Visits - The number of end-user sessions associated with a single Visitor.

Visitors - The number of unique public or end-users to a Site. A Visitor is only counted once, even if they visit a Site several times in one day.

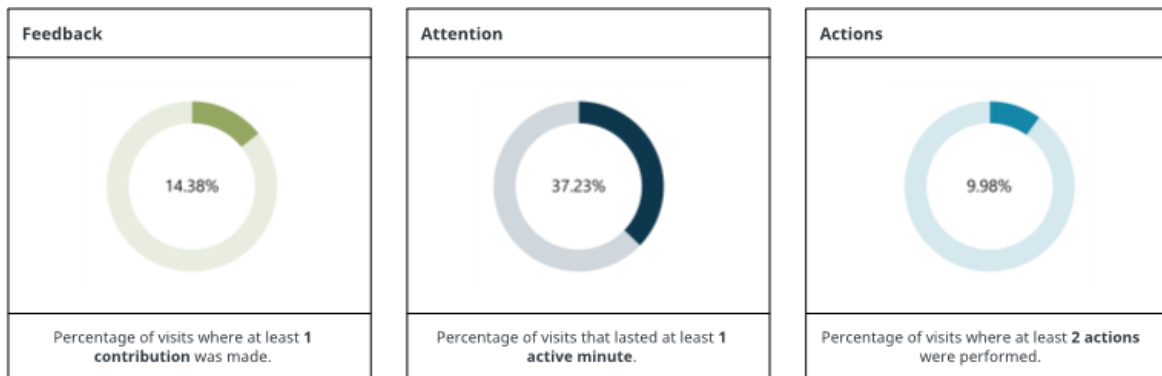
Contributions - The total number of responses or feedback collected through the participation tools.

Contributors - The unique number of Visitors who have left feedback or Contributions on a Site through the participation tools.

Followers - The number of Visitors who have 'subscribed' to a project using the 'Follow' button.

Conversions

Information regarding how well your engagement websites converted Visitors to perform defined key actions.



Information regarding how people have participated in your projects and activities.

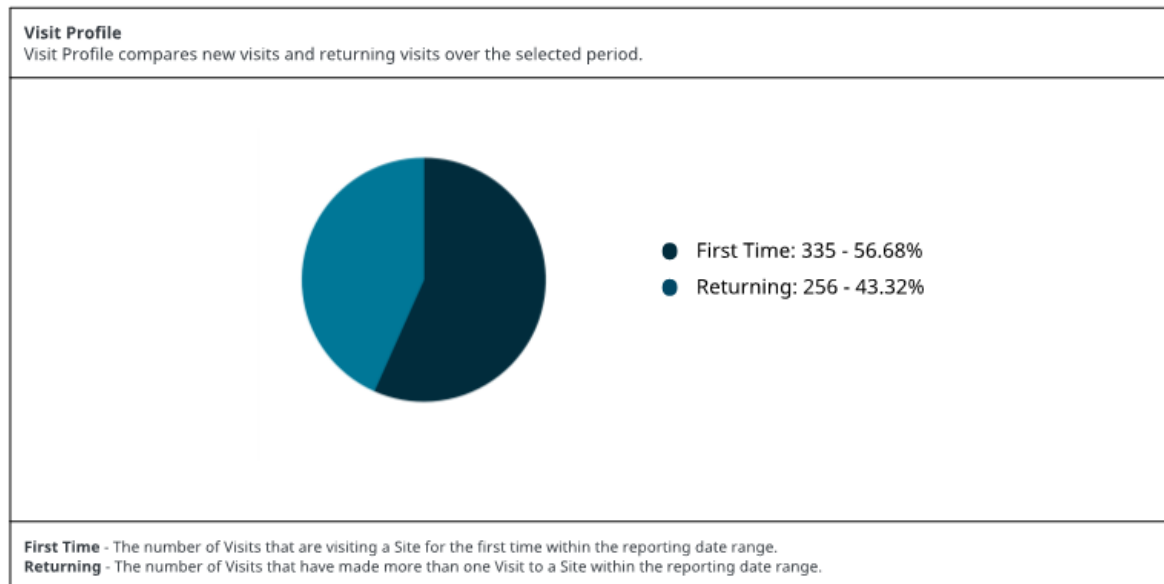
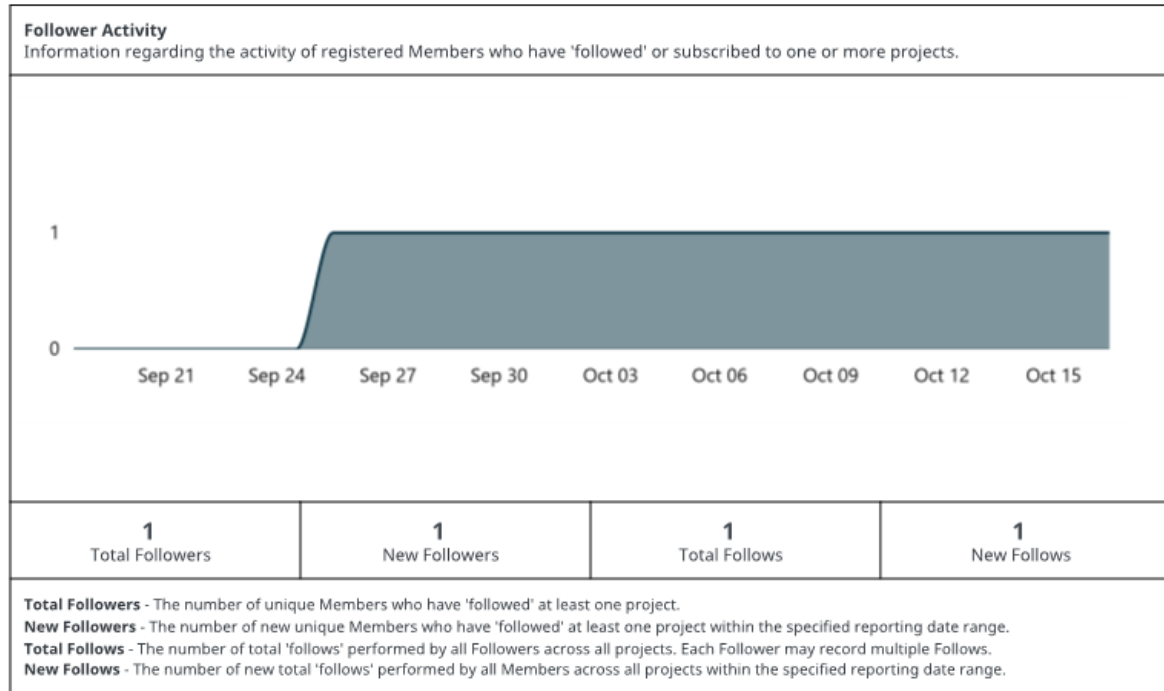
Top Activities				
Top Activities is the top 5 tools that received the highest contributions				
Activity		Page Name	Contributions	Contributors
	Fund It	Vote on funding priorities	69	60
	Visioner Input	Vote on funding priorities	34	26
	Form	Strategic Asset Review	10	10
	Form	Test berbel 2	2	2
	Fund It	Strategic Asset Review	0	0

The current number of published projects on your site

Engagement Time		Top Visited Pages			
0 Days 18 Hours 31 Minutes		Summary information for the top five most visited Pages.			
		Page Name	Visitation %	Visits	Visitors
		Strategic Asset Review	59.42%	350	260
		Vote on funding priorities	48.9%	288	236
Oct 8th 2026	Thursday				
Peak Visitation Date	Peak Visitation Day				

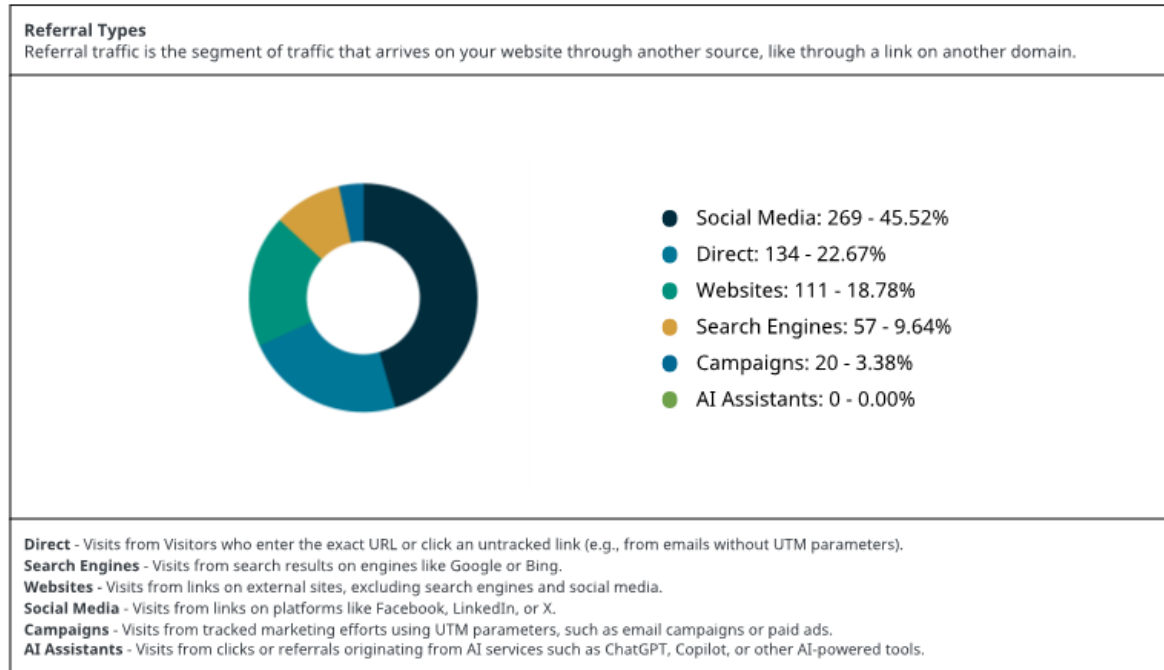
People

Information regarding who has participated in your projects and activities.



Acquisition

Information regarding the method by which Visitors arrived to your Site or projects.



Item 18.2

Attachment 3

Downloads

Information regarding your downloads, the total set of unique documents downloaded, total downloads of all files, and your top downloads.



204
Total Downloads

Top Downloads		
Top file downloads in your selection, ordered by the number of downloads.		
File Title	File Type	Downloads
26 83482 DRAFT Strategic asset review - 15 09 2026 council meeting.pdf	PDF	204

Email Campaigns

Information regarding your email campaigns, your total campaigns, the total number of recipients, and your top campaigns by click-through rate (clicks as a percentage of total recipients).



0
Email Campaigns Sent



0
Total Recipients



0%
Click-through Rate

No Data Available

Item 18.2

Attachment 3

Three: Fund it activity results

Kiama Council's Your Say platform

Report Type: Fund It Results Summary
Date Range: 24-09-2026 - 16-10-2026
Exported: 16-10-2026 09:24:31

Closed

How should Council improve financial sustainability?
[Strategic Asset Review](#)

60
Contributors

69
Contributions

Key Statistics

Top-level information about the activity.



5 points
Average Spend
5 points total budget



8
Projects
0 sponsors



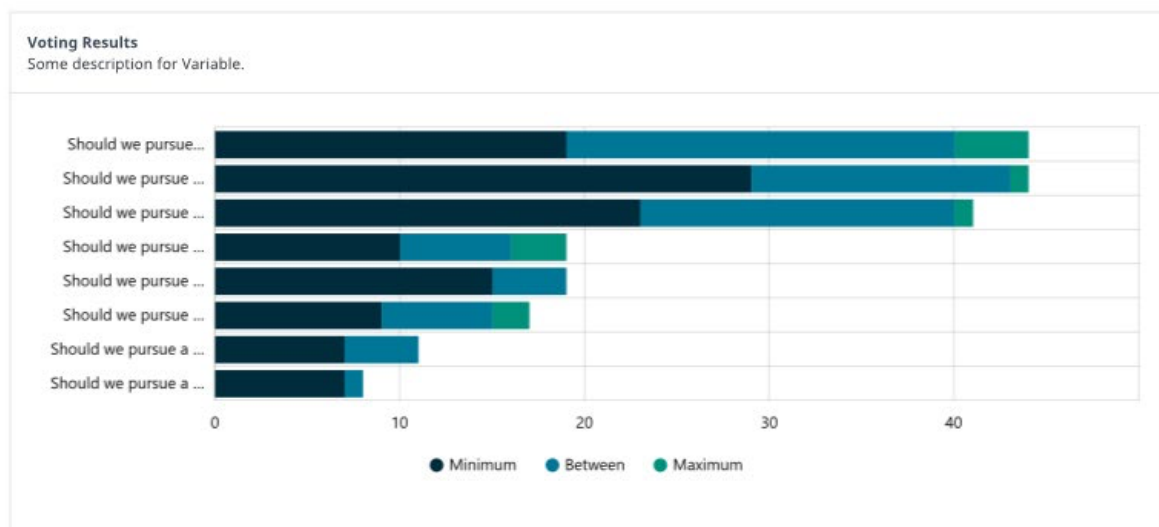
203
Total Votes
2.94 avg. projects funded / contribution

Contribution Summary

Summary of the activity including details of the included projects, voting results and more.

Project Details				
Information on the projects included for potential funding including the name, cost, voting and other details.				
Project Name	Funded (Total)	Funded (Min)	Funded (Above Min.)	Funded (Max)
Should we pursue paid parking for visitors with exemptions for residents?	44 (63.77%)	19 (27.54%)	21 (30.43%)	4 (5.8%)
Should we pursue seeking commercial rates/returns for property investments?	44 (63.77%)	29 (42.03%)	14 (20.29%)	1 (1.45%)
Should we pursue redevelopment of Council sites for greater revenue return?	41 (59.42%)	23 (33.33%)	17 (24.64%)	1 (1.45%)
Should we pursue reductions in staff and services?	19 (27.54%)	10 (14.49%)	6 (8.7%)	3 (4.35%)
Should we pursue increasing fees & charges to meet escalating costs?	19 (27.54%)	15 (21.74%)	4 (5.8%)	0 (0%)
Should we pursue options for an application to IPART on a 20% SRV?	17 (24.64%)	9 (13.04%)	6 (8.7%)	2 (2.9%)
Should we pursue a lesser SRV and only slightly reduce services & staff?	11 (15.94%)	7 (10.14%)	4 (5.8%)	0 (0%)

Project Name	Funded (Total)	Funded (Min)	Funded (Above Min.)	Funded (Max)
Should we pursue a paid parking model without exemptions for residents?	8 (11.59%)	7 (10.14%)	1 (1.45%)	0 (0%)



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Attachment 3

Votes by Project Tag Comparison showing the number of times a project tag was included on a funded project. Vote totals may exceed the total number of project votes.
No Data Available

Item 18.2

Attachment 3

Votes by Project Sponsor Comparison showing the number of times a project sponsor was included on a funded project. Vote totals may exceed the total number of project votes.
No Data Available

Item 18.2

Attachment 3

Suggested Priorities

A prioritised list of projects based on the voting results that maximises the value of the defined budget.



Four: Visioner activity results

Thirty-four participants shared ideas for alternative revenue sources through the Visioner activity, including seven ideas generated during community pop-up sessions. The tool provided a simple and interactive way for participants to contribute and explore ideas submitted by others.

ID	Screen Name	Comment	Up Votes	Down	Total
3276	LP	Please prioritise retaining staff and avoiding rate increases for residents. Paid tourist parking could provide an alternative revenue stream.	0	0	0
3269	Cat	Instead of staff layoffs, move them onto projects that can help generate substantial revenue. I.e. in tourism and community development.	0	0	0
3259	Pop-up participant	Plant long-term native flowers in Kiama's garden beds to save cost of redoing them every season	3	0	3
3258	Pop-up participant	Stop demolishing big beautiful old homes and building ugly blocks of flats	0	0	0
3257	Pop-up participant	Daisy the cow merchandise	0	0	0
3256	Pop-up participant	Paid parking on Terralong Street. One side longer parking than the shop side.	0	0	0
3255	Pop-up participant	Communal bins for small strata	0	0	0
3254	Pop-up participant	A 50m performance pool at the Leisure Centre	0	0	0
3245	Read_the_manual	Entire PIO response is flawed. The Community Strategic Plan and Integrated Planning Guidelines (legal status) principles have been ignored.	0	0	0
3208	michael.m	Charge higher non resident parking fees for high demand tourist areas such as the blow hole, and all beach areas and park areas.	0	0	0
3195	Keith D	Review council expenditure line by line item to reduce costs and non core services. Do not use asset sales to fund recurrent expenditure.	0	0	0
3164	sarah	Consolidate user groups in Council buildings with low use & maximise long term Commercial revenue through Assets and reserve hire.	0	0	0
3162	A	better decision making, do things in house first. Don't charge ratepayers extra, due to previous councils money mismanagement!	0	0	0
3147	Rebecca	Install CCTV, so those damaging property can be identified, future offences decreased and therefore less spending needed to fix property.	1	0	1
3143	Gail M	Blowhole Point could charge a fee for entry- automated gate. Licences could be granted for temporary stalls and vendors.	0	0	0
3139	Michael	Share services and purchasing with neighboring councils. LED light upgrades dimming night lights	0	0	0
3136	Maddie	Advocate for holiday home property levy. Get tough with developers on s138 permits. Day Cap on short-term rentals reduces strain	2	0	2
3128	Meee	Lower the CEO pay	3	0	3
3119	Edward	We should reduce cost, introduce paid parking for non residents, and expand greenfield sites west of Kiama hights, jambaroo, and Kiama downs	0	0	0
3114	NM	boom gate entry to Kiama similar to National Parks pay per car per day number of vehicles can be capped	0	0	0
3102	Nate	Sell off blue haven	2	0	2
3089	Ricky	pavilion income review & lease spaces out. Hot desk for staff 4 lower outgoings & get rid of planning hub rent. Increase commercial income	2	0	2

3088	sezzy	Charge tour buses & commercial tour vans to park at major tourist sites eg Kiama Blowhole & Tasman Drive. Keep CBD parking free & enforce it	4	0	4
3086	Kristen	The Pavillion is under utilised. No longer desirable as a wedding venue, perhaps trial short term lease of spaces for other business use?	3	0	3
3076	Beachside	Paid parking for visitors free for residents. Biyearly pick up bulky waste not all resident have access to large vehicles.	0	1	1
3072	Cassia	In addition to the depot merge, sell all other council sites except for 11 Manning (Admin building) and move the Planning team back in there	3	0	3
3051	Justin C	Explore voluntary premium services for those willing to pay more, raising revenue while protecting lower-income residents from higher costs.	2	0	2
3049	M	Definitely not paid parking if any kind you will kill the town, we have already seen less people coming to town	1	1	2
3046	Neece	A levy on short term rentals and bnb properties.	5	0	5
2965	Denise	There should be a yearly charge for dog licence due to only 1/2 residents owning dogs.	2	0	2
2963	Britt J	Increased rates/levies for residential properties that are short term/holiday rentals. Special paid access/designated zones for NYE	1 2	0	1 2
2957	Ralph	Paid parking exceptions for residents, for our most popular beaches such as Minnamurra. Annual dog registration fee to fund Rangers.	2	1	3
2955	Louise	Cut admin/casuals for walk ins. Reduce directors. Max \$ of assets income. Consolidate community groups with minimal use of council buildings	3	1	4

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Attachment 3