



# **YOUR** **future** **2030**

Community Strategic Plan  
2018-2030

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YOUR future 2030 was adopted by the City of Canada Bay on 12 June 2018.

## Acknowledgement

The development of this community strategic plan was facilitated by the City of Canada Bay Council.

Council wishes to acknowledge and thank the many people who contributed to its development.

Participation in the engagement processes through surveys, workshops, postcards from young people, pop-up sessions, meet the Mayor sessions and at some events has identified the aspirations and priorities of the community for the future.





# YOUR future 2030

Community Strategic Plan  
2018–2030

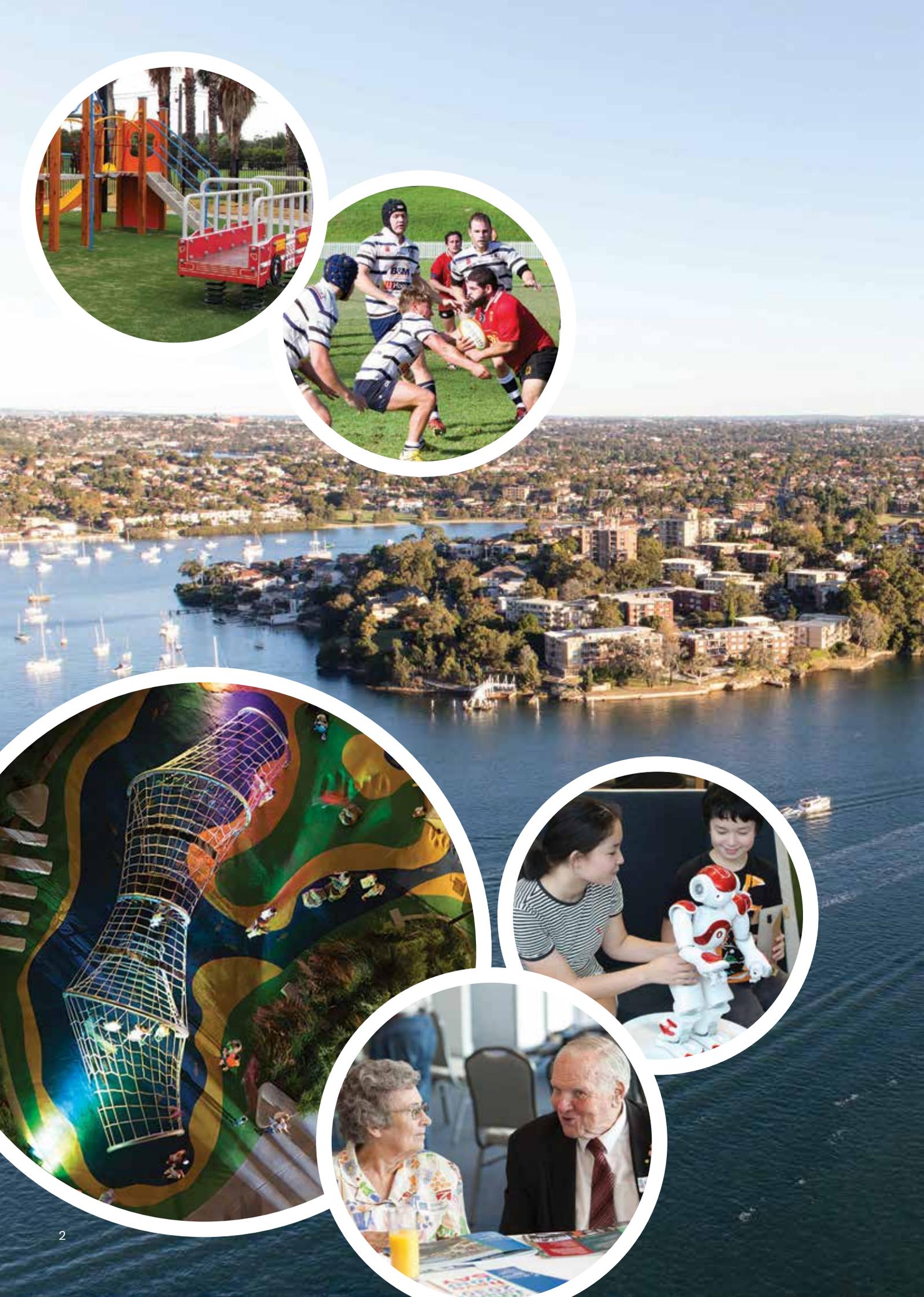
**YOUR future 2030** is the Community Strategic Plan for the future of the City of Canada Bay.

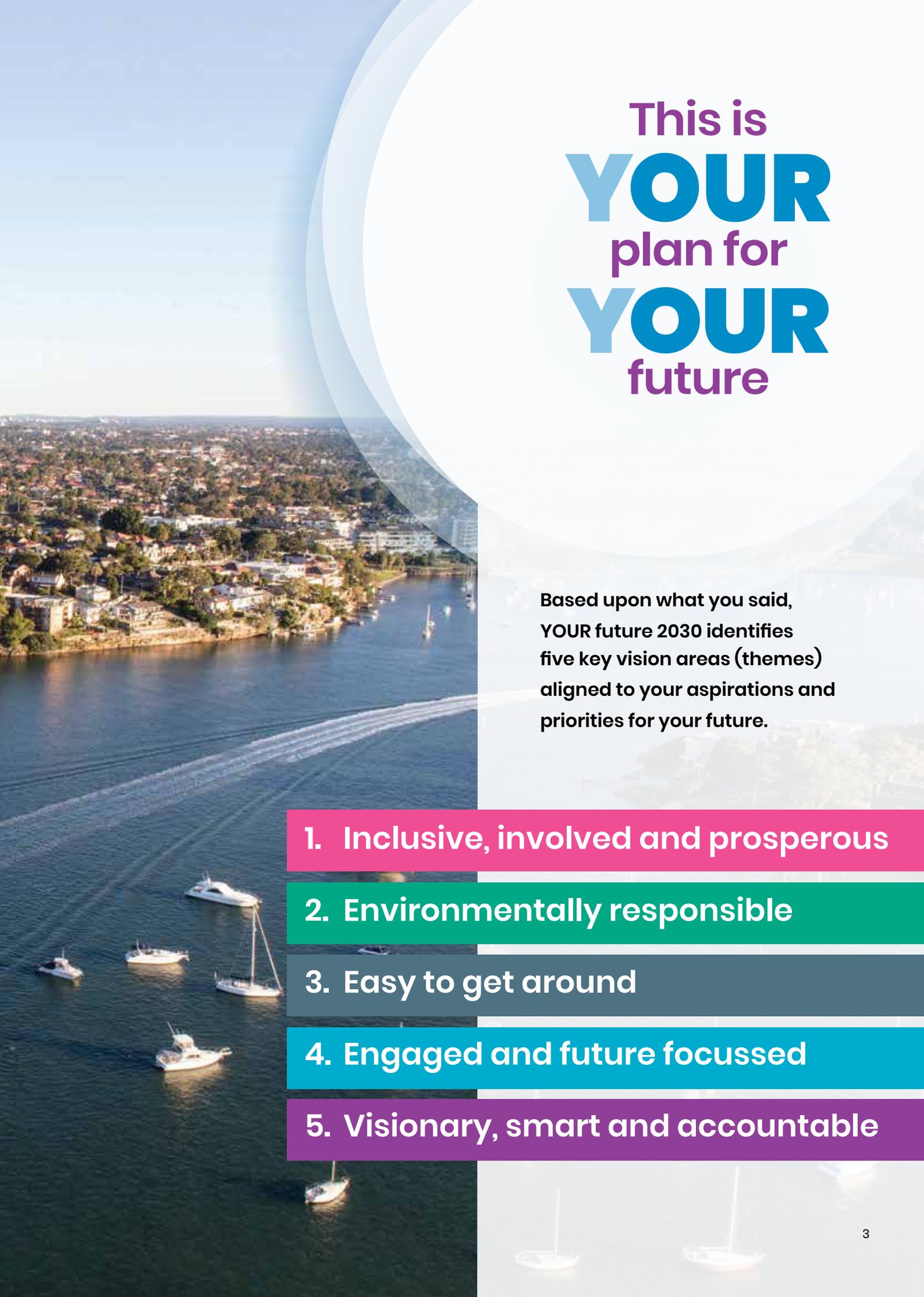
The plan reflects the aspirations and priorities of the community that were identified following extensive engagement, using a variety of methods, from September 2017 until February 2018. The Community Engagement Strategy, adopted for this process, was based on social justice principles of equity, access, participation and rights to ensure as many people as possible could participate.

It identifies themes, goals and strategies that will provide direction for the delivery of outcomes from 2018 until 2030.

In effect, this document provides information on where we are now, where we want to be in ten years' time, how we will get there and how we will know when we have arrived.

No one entity can deliver all of the outcomes we need for our future. All levels of government, businesses, community groups and residents have a level of responsibility to work together and contribute.





# This is **YOUR** plan for **YOUR** future

Based upon what you said, YOUR future 2030 identifies five key vision areas (themes) aligned to your aspirations and priorities for your future.

**1. Inclusive, involved and prosperous**

**2. Environmentally responsible**

**3. Easy to get around**

**4. Engaged and future focussed**

**5. Visionary, smart and accountable**

# Councillors



Stephanie Di Pasqua



Andrew Ferguson



Charles Jago



Julia Little



Michael Megna



Marian Parnaby



Daniela Ramondino



Nick Yap

**Council is just one of the entities that will implement YOUR future 2030. Council is committed to working with you, other levels of government and our neighbouring councils to implement the plan.**

The Mayor and eight Councillors were elected in September 2017 for a three year term. The Mayor, being popularly elected, will be Mayor for the Council term. The Deputy Mayor is elected annually by the Council.

The next election will be held in September 2020 with the following elections to be held every four years.

Following each election, the community strategic plan is reviewed for, at least, the following ten years.



## The City of Canada Bay has a bright future

It is with pride that Council has endorsed YOUR future 2030, your Community Strategic Plan.

From September 2017 through to February 2018 many people, who live and work in our community, provided their time to participate in workshops and surveys and talk to us at community events and pop-up sessions.

From Rhodes to Drummoyne, Concord to Five Dock, the Council area is undergoing unprecedented change. The 2016 Census saw our population reach over 88,000 and it is forecast that we will grow to 115,500 by 2030.

We heard a wide range of perspectives from residents across all suburbs in the City of Canada Bay and overwhelmingly people are positive about their community. You told us that green spaces, local parks and opportunities to be near the water were most valued, while the interactions between different members of the community contribute to our area's friendly village atmosphere.

Maintaining a quality natural and built environment, and mobility and access will be our focus as our community grows and changes.

Council will work hard to ensure that all of its services and infrastructure will contribute to achieving the aspirations and priorities of the community and, in doing so, this will contribute to the health and wellbeing of our community. We will do this in collaboration with you and our major partners and stakeholders.

YOUR future 2030 sets out YOUR vision, aspirations and priorities for the City of Canada Bay. Let's work together to build our future.

A handwritten signature in black ink that reads "Angelo Tsirekas". The signature is fluid and cursive, written in a professional style.

Mayor Angelo  
Tsirekas

# Our City - now and forecast



## Location

The City of Canada Bay is located in the inner-western suburbs of Sydney, about six kilometres from the Sydney CBD. It is bounded by the Parramatta River to the north, the Inner West Council to the east, Burwood and Strathfield Council areas to the south and the City of Parramatta to the west.

The traditional owners of the area are the Wangal clan of the Dharug Aboriginal people with European settlement dating from 1793.

Significant development occurred during the post-war years followed

by a period of stability in population growth between 1991 and 1996. The City's population increased from nearly 54,000 in 1996 to about 88,000 in 2016. The population is forecast to grow to 115,500 by 2030.

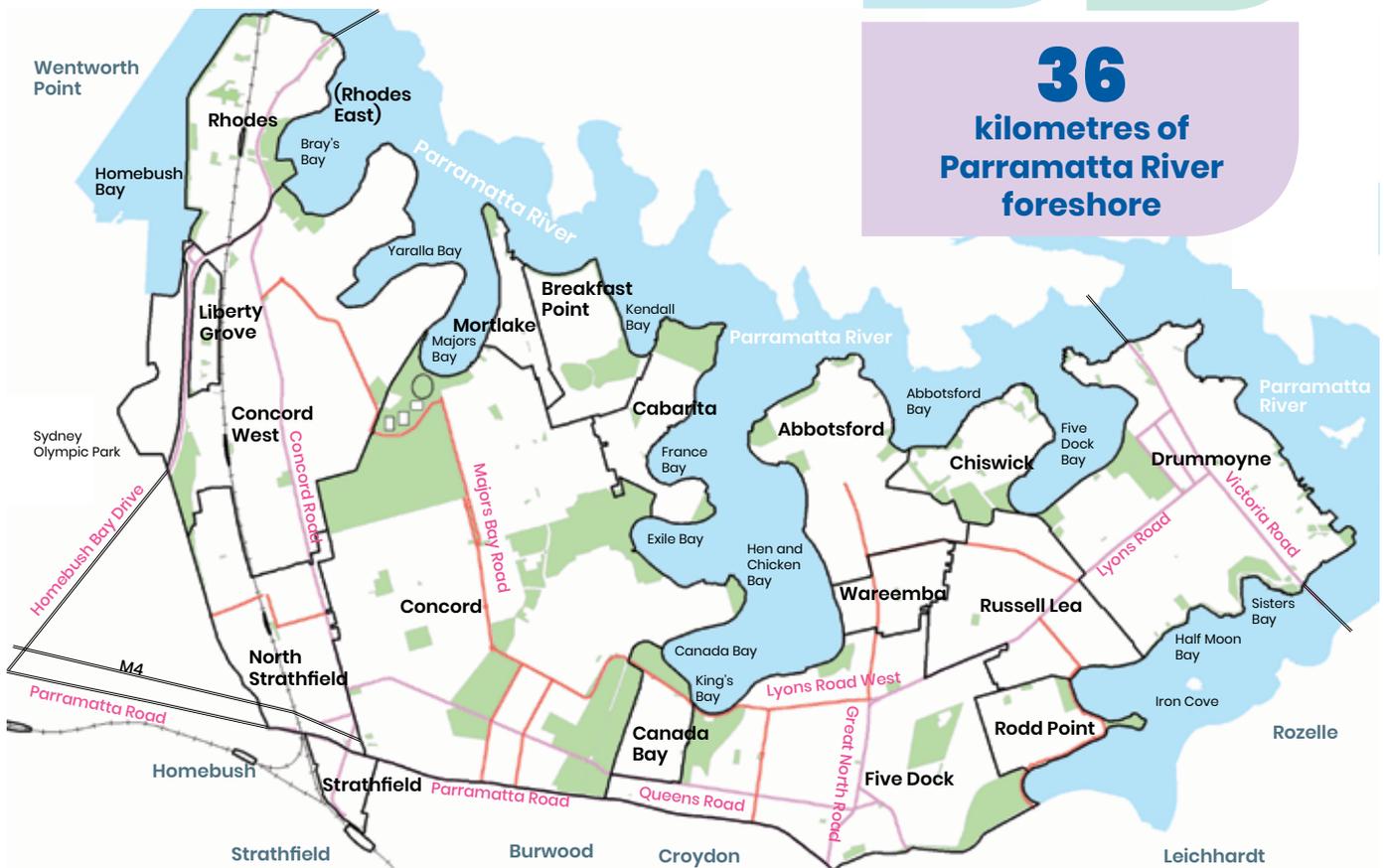
Recent growth has been largely due to the redevelopment of previous industrial sites into residential developments, and the pressure to accommodate the increasing population moving into cities and urban areas.

### City of Canada Bay

**19.9**  
sq km

**16**  
suburbs

**36**  
kilometres of  
Parramatta River  
foreshore



## Census 2016

Information from the Australian Bureau of Statistics' 2016 Census provides an overview of where we are now in terms of our population. The information is based upon place of usual residence of those who participated in the Census.

### Population



**88,015**

(2011 Census: 75,763)

### Families

**23,631**

(2011 Census: 20,559)

### Lone-person households

**7,068**

(2011 Census: 6,463)

### Private dwellings



**36,767**

(2011 Census: 32,108)

**36**

median age

youngest  
Rhodes 29  
oldest  
Cabarita 48

**2.6**

people per  
household

**1.7**

children per  
family with  
children

**1.5**



average vehicles per household

### Gender

- 51.9% Female
- 48.1% Male

### Country of birth

- 53.3% Australia
- 9.8% China
- 4.2% Italy
- 3.1% Korea

### Ancestry - parents born

- 22.5% English/Irish
- 13.8% Australia
- 13.3% China
- 11.6% Italy

### Households

- \$2,061 median weekly household income
- \$2,500 median monthly mortgage
- \$564 median weekly rent

### Private dwellings

- 38.6% separate houses
- 9.3% semis or townhouses
- 50.7% units/apartments

### Private dwelling tenure

- 30.8% owned outright
- 29.4% mortgaged
- 37.1% rented

### Need assistance due to disability

4.2% (3,675) people

### Workers place of residence

- 33,499 total number of jobs in City of Canada Bay
- 8,050 people live and work in the area
- 25,449 people work in the area but live outside
- 35,197 people live in the area but work outside.
- 44,677 residents are employed

## Our forecast for 2030

### Population

**2016: 88,015**  
**2030: 115,500**



### Private dwellings

**2016: 36,767**  
**2030: 46,700**



Our forecast provides information on what our population is likely to be by 2030. It is based upon likely development of dwellings between 2016 and 2030. The rate and scale of development will determine the final population capacity of the City.

Between 2011 and 2016, half of the population growth in the City of Canada Bay occurred in Rhodes, with the majority of the population being in the 29-34 year age group and of Asian descent. It is predicted that this population profile will continue into the future.

Future growth will be facilitated predominantly by major projects such as the continuing redevelopment of the Rhodes Peninsula, some urban infill and the planned urban transformation of the Parramatta Road Corridor.

Table: Forecast population growth by suburb between 2016 and 2036.

Area	2016	2021	2026	2031	2036	Change
<b>City of Canada Bay</b>	<b>89,000</b>	<b>100,817</b>	<b>109,612</b>	<b>115,523</b>	<b>120,761</b>	<b>31,761</b>
Abbotsford - Wareemba	7,243	7,261	7,339	7,476	7,632	389
Cabarita	2,121	2,209	2,284	2,377	2,450	329
Chiswick	2,677	2,820	2,880	2,947	3,011	334
Concord	15,331	15,836	17,114	18,217	19,617	4,286
Concord West	6,407	6,713	7,265	8,112	8,952	2,545
Drummoyne	12,265	13,264	13,403	13,525	13,669	1,404
Five Dock - Canada Bay	10,902	11,982	12,813	13,957	15,637	4,735
Liberty Grove	2,089	2,061	2,041	2,028	2,022	-67
Mortlake - Breakfast Point	6,167	7,426	7,407	7,351	7,353	1,186
North Strathfield - Strathfield	7,173	9,624	11,088	12,595	13,343	6,170
Rhodes	10,093	14,958	19,196	20,040	20,069	9,976
Russell Lea - Rodd Point	6,532	6,663	6,781	6,897	7,006	474

For further information on the population of the City of Canada Bay, visit Council's Community Profile on [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au).

# Major partnerships and projects



## State Government priorities

In developing YOUR future 2030, consideration has been given to NSW State Government priorities and strategies for the area. The Greater Sydney Region Plan is the 40 year vision the State Government has developed for Greater Sydney. Implementation of this document is through a series of district plans and the City of Canada Bay is included in the Eastern City District Plan.

Some of the 20 State priorities identified in the Eastern City District Plan in which we can be involved are:

- Providing services and social infrastructure
- Fostering healthy, creative, culturally rich and socially connected communities
- Providing housing supply, choice and affordability
- Growing investment, business opportunities and jobs
- Protecting and enhancing bushland and biodiversity
- Delivering high quality open space
- Reducing carbon emissions and managing energy, water and waste.

## Major partnerships

Services are provided to the community by a number of government and non-government agencies. The City of Canada Bay, together with businesses, community groups and residents, works with all levels of government to deliver the aspirations and priorities expressed by the community.

Just some of the major partners who are involved include:

- NSW State Government and its agents
- Greater Sydney Commission
- WestConnex

- Southern Sydney Regional Organisation of Council (SSROC)
- Parramatta River Catchment Group
- Burwood Police Area Command
- Sydney Local Health District
- NSW Land and Housing Corporation
- Neighbouring Councils
- Business and Business Groups
- Community Members and Groups
- Non-Government Agencies
- Media.

## Major transformational projects

Some areas within the City of Canada Bay are undergoing major urban transformation to cater for population growth.

Some of the major projects that will transform areas of our City will be:

- New residential areas along the Parramatta Road corridor including around Strathfield and North Strathfield, Concord and Concord West and Five Dock
- New residential areas in Rhodes and East Rhodes
- Some new residential areas along Victoria Road in Drummoyne.

To support these developments consideration is underway for:

- WestConnex
- Sydney Metro West
- Expansion of the Concord Repatriation General Hospital
- Provision of affordable housing in new development areas
- The building of the Rhodes Recreation Centre
- Redevelopment of the Concord Community and Recreation Precinct with priority consideration for the redevelopment of the Concord Oval precinct.

# Known challenges and opportunities

With population growth comes both challenges and opportunities.

By identifying the challenges we can see opportunities that will enable us to build a positive future.



## State requirements

The State Government has identified the need to cater for a further 30,000 people in our local government area in the next 20 years. This means that more schools, health and government services will be required.

## Planning with neighbours

Our neighbouring council areas will also experience population growth. It will be important that we work together to have facilities and services for our communities without unnecessary duplication.

## Urban transformation

With new residential developments expected to be mostly high-rise units, parts of our urban environment will experience change. It will be important to plan for shared facilities and public spaces that provide quality places to enhance our lives.

## Major roads and public transport

Improved public transport is a big challenge. Opportunities need to be sought for more buses and ferries, the proposed light rail to Parramatta and the Metro West, the proposed new rail corridor which may see more stations catering to us. Our local roads need to link with major road networks such as WestConnex.

## Housing affordability

There is a need to supply housing for purchase and rental across a range of income levels to ensure a broad cross-section of the community can enjoy living and working in the City.

## More people, same space

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

## Sustainable environment

With population growth and new infrastructure, it will be important to ensure that we maintain a sustainable future by considering our impacts on our natural surrounds and on climate change.

## Young and older

Some of our suburbs have a young age profile while others are much older. This means that we need to plan facilities and services to suit both younger and older people.

## Services and facilities accessible for all

3,675 (4.2%) people were identified in the 2016 Census as needing assistance due to disability. This is up from 3.9% in 2011. This trend is likely to continue particularly in the over 65 years of age population.

## Welcoming new communities

It is expected that population growth will continue to bring people from many cultural backgrounds. Continuing to welcome people to our community and celebrating diversity will be important.

## Smart technology

Technology is increasingly changing the way we do business and live our lives. We need to identify and encourage innovation, and look for ways that we can embrace its usage to better our lives.

## Employment close to home

Many people like to work close to home so they can spend as much time as possible with family and friends.

# Community engagement – you said

From September 2017 until February 2018 you had your say into your future.

We heard a wide range of perspectives from a diverse cross-section of residents, workers and visitors.

A number of recurring themes arose. These recurring themes inform the final five themes and associated goals and delivery strategies that will guide implementation.



**80**

residents and community groups attended the launch event

**41**

children at childcare centres completed activities

**1089**

community surveys in two languages received

**19**

advertisements and Council newsletters

**83**

intercept surveys completed at five pop-ups

**12**

focus groups with residents and special interest groups

**224**

children's postcards and youth surveys completed

**23**

social media posts about the process

**3**

major local events attended by Council staff

**8**

Meet the Mayor sessions held across the area

# Recurring themes for our future

The following key recurring themes are listed in no particular order.

## Open space, recreation and access to the water

***Our community identified green spaces, local parks and opportunities to be near the water as our most valued local assets.***

Green spaces like Drummoyne Oval, the Bay Run, Cabarita Park and Parramatta River foreshore areas are integral to our local identity and critical to our physical and mental health and wellbeing.

Maintaining the quality and amount of open space under growing population pressures is identified as a significant challenge.

## Sustainable City

***Our community feels that the City of Canada Bay is a leader in sustainability.***

Our community wants the focus to continue through: maintaining green open spaces and protecting our natural environment; increasing public transport and encouraging walking and cycling to reduce car use; improving energy conservation and using renewable energy; reducing water consumption; reducing waste by reusing and recycling; minimising noise, air, water and litter pollution; and, encouraging the development of more sustainable buildings.

## Diverse community

***Our cultural and socio-economic diversity is very important.***

Residents feel the mix of people works well and contributes to our distinct local identity. Celebrating local diversity through festivals and events is seen as important to promote cross-cultural learning and interactions.

Some feel that there has been a reduction in socio-economic diversity recently with some people being 'priced out' by increased housing costs.

## Friendly village ambience

***Our area's local character and friendly village ambience are highly valued.***

The friendly interactions that community members have in their neighbourhoods, at parks and local centres are seen to be central to our area's atmosphere.

Many expressed concern that high-rise developments are eroding our character. Protecting heritage buildings and significant trees, and providing more 'green and open' spaces are considered critical to maintaining character.

# Your contribution

When asked the question, “*How will you personally contribute?*”, your most frequent responses reflected your interest in establishing or enhancing involvement with community organisations, services, events and places, as well as the wider City of Canada Bay community.

You also provided a variety of suggestions to support:

- local businesses and employment, education and sporting institutions
- environmental and sustainability initiatives
- use of more active and public transport options
- promotion of local heritage and history.

By far the most common comment was that people are willing to **volunteer** for their community.

## Functional local centres

***Our community wants vibrant local centres with a mix of retail and services.***

Whilst current local businesses are deeply valued, residents and visitors believe that our area may benefit from a greater variety of local businesses.

The provision of local services is considered as a way to reduce traffic and to encourage walking and cycling. Parking in and around local centres is identified as key to encouraging more vibrant centres.

## Community facilities and services

***Our community facilities and services are highly valued and well used.***

Libraries are consistently our most highly valued services. Residents identify that The Connection at Rhodes gives our community access to leading technology and programs such as ‘learn to code’ lessons.

Providing services locally for older residents and increasing residential aged care to help people stay in our area are vital to building community connections and reducing social isolation.

An increase in the supply of affordable housing is a priority for maintaining socio-economic diversity, particularly for local workers and young families.

## Community safety

***Our community feels our area is safe and believes it is important for it to remain so.***

Safety for people with a disability to get around, supporting night-time activities at local centres, introducing traffic calming measures on residential streets, and improving cycle lanes, footpaths and street lighting are some ways we can work towards maintaining and improving safety.

## Public transport, traffic, and parking

***Improving public transport, across the City of Canada Bay area and beyond, is consistently identified as a key priority to assist with reducing traffic congestion and parking issues.***

Many residents say the reason they drive is because of the lack of public transport options. Encouraging walking and cycling are identified as positive measures to 'get people out of their cars'.

## Infrastructure and services for a growing population

***Our community feels that the provision of infrastructure and services is not keeping pace with our population growth.***

Public transport, schools, open space, recreation and health infrastructure and services are commonly identified as priorities.

Community members want Council to work with the State Government to ensure the delivery of infrastructure is aligned to population growth.

## Future development

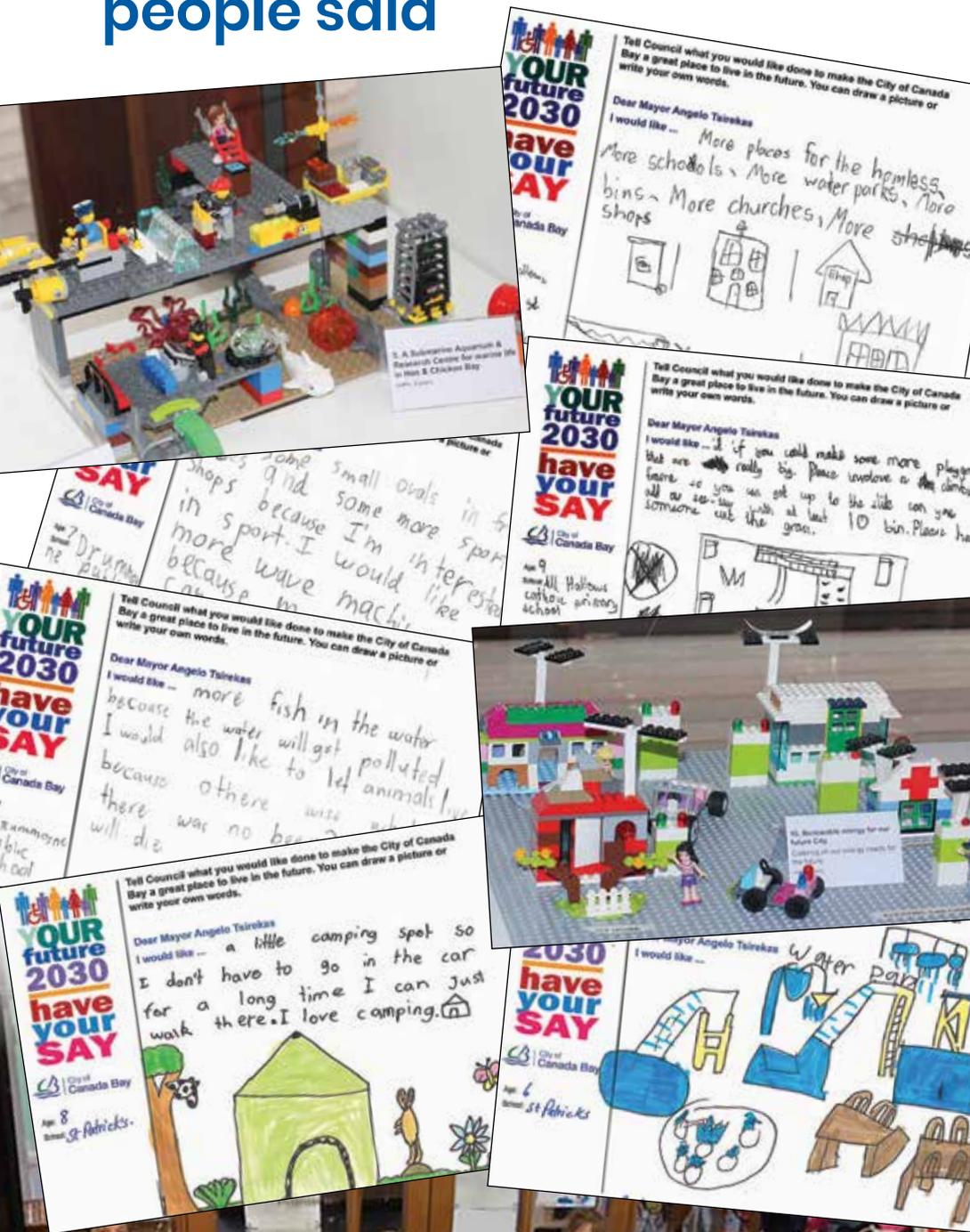
***Our community sees development across our area as both a challenge and a priority.***

When considering future development, our community wants:

- Consideration of the sustainability of new developments in terms of the water and energy efficiency of buildings, renewable energy, traffic, parking and transport
- The amenity, design and attractiveness of new developments and renewal areas to fit with existing suburbs
- A balance in housing mix (low, medium and high-density) with appropriate transitions between
- An improvement in housing affordability and the provision of affordable housing
- Council to advocate to and influence State Government decisions and directions for population growth, infrastructure and service provision
- The relationship between developers and government agencies, including State Government and Council, to be transparent, independent and non-political.

**Thank you  
for having  
your say**

# What some young people said



# YOUR future 2030

Community Strategic Plan  
2018–2030

## Themes, visions goals and delivery strategies

The following five themes have been determined from the recurring themes that arose from the engagement.

A **VISION** for each theme summarises the aspirations and priorities identified by the community for our future.

The goals and delivery strategies will guide how we will go about collectively achieving long term outcomes for our community.

## You said

*“Many people would like to stay living in the area but can’t afford to. This is particularly an issue for older people and younger generations.”*

*“Suitable housing options are needed for older people as their needs change.”*

*“We need more pedestrian refuges on busy roads to improve safety.”*

*“Sport now is all year round and spaces need to adapt to accommodate this.”*

*“We need innovative thinking about how we can create industry, like a tech park to provide local employment.”*

*“We need more schools ... and there are more schools for girls than boys.”*

*“Conscious of the value of art and creativity in public places.”*

*“Ageing issues - dementia and mental health - familiar landmarks should be retained to support people to continue living in their local neighbourhood as they age.”*

*“The area satisfies many but not all of people’s local needs. It needs more facilities within walkable distance for residents.”*





# Theme 1

## Inclusive, involved and prosperous

### *Vision*

*Our diverse community enjoys a range of inclusive and accessible social, recreational and cultural opportunities and is actively involved in the life of our City. People have a sense of belonging, share strong relationships in friendly neighbourhoods and our local town centres are vibrant and prosperous.*



## Goal: 1.1.

*All residents have full access to high-quality services that facilitate inclusion and participation in community life.*

### Delivery strategies

- 1.1.1. Promote **Disability Inclusion** to enhance positive community attitudes and behaviours and improved access to create a more liveable community for people with disability.
- 1.1.2. Provide **Children and Family** services and facilities to support children's and families' health, education and welfare.
- 1.1.3. Provide services and a range of facilities for **Seniors** to harness the skills and wisdom of our ageing population and to support their participation in our community.
- 1.1.4. Support **Young People** by providing information and services, which promote connection with the community, safe spaces, and participation in active and passive recreation.
- 1.1.5. Ensure **Grant Programs** support local community development outcomes.
- 1.1.6. Implement a range of **Community Safety** programs to make the physical environment safer, raise awareness of safety and minimise crime.
- 1.1.7. Participate in **Emergency Management** planning and service provision to ensure readiness in times of emergencies.

## Goal 1.2.

*The community has a diverse range of opportunities to engage in recreation and lifelong learning that promotes health and wellbeing.*

### Delivery strategies

- 1.2.1. Provide **Library Services** that engage the community in lifelong learning and provide recreational and social opportunities in accessible and people-friendly surrounds.
- 1.2.2. Provide quality active and passive **Recreation Services and Facilities** that contribute to health and wellbeing.
- 1.2.3. Provide **Community Facilities** that are accessible and available for use by all members of the community.
- 1.2.4. Plan for a diversity of housing across the full range of income levels, including **Affordable Housing** to support people who work in essential services.

## Goal 1.3.

*Our sense of place and of belonging is strong with our diversity respected and celebrated and local heritage and character promoted in friendly village neighbourhoods and vibrant and prosperous centres.*

### Delivery strategies

- 1.3.1. Provide **Place Management** to enhance spaces and places and bring communities and businesses together.
- 1.3.2. Coordinate and facilitate **Arts and Cultural Development** and recognise our heritage and connection to place.
- 1.3.3. Coordinate and support high quality **Community Events** to celebrate diversity, showcase creativity and recognise sporting achievements.
- 1.3.4. **Economic Development** activities are provided in partnership between businesses and governments to stimulate the economy and visits.

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## Community involvement

- Celebrate diversity and create an inclusive and accessible environment.
- Be active, use facilities and participate in events, programs and activities.
- Volunteer to support each other.
- Look out for each other in your neighbourhoods and local centres.
- Participate in business initiatives.

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## Measures

- Improved inclusiveness and accessibility of spaces and places.
- Increased use of Council run facilities.
- Satisfaction with Council run facilities and services.
- Increased participation in Council events.
- Increased percentage of affordable housing in new developments.
- Increased proportion of households that pay no more than 30 per cent of household income for housing.
- Increased number of businesses participating in economic initiatives.

## You said

*“Abundant green corridors and unbroken public access to foreshores.”*

*“Staying as green and leafy as it currently is.”*

*“Residents committed to a clean, green environment.”*

*“Integrate healthy sustainable environments that support active living.”*

*“Future proofing: white solar reflective paint on tops of high rises or artwork to negate heat sinks and urban heat have been shown to lower electricity by up to 30%.”*

*“Sydney deserves a world-class river. Let’s make the Parramatta River swimmable by 2025.”*

*“The City of Canada Bay is a stand out council – a high achiever in environmental sustainability (e.g. with ground breaking waste water system). It’s an honour to be a resident of this area.”*

*“Retain local biodiversity and replace vegetation.”*

*“Protect parks and green areas at all costs. Provide more parks to support our growing population.”*





## Theme 2

# Environmentally responsible

### *Vision*

*Our community shares a collective responsibility to protect our environment and actively participates in innovative programs to mitigate climate change. These programs, along with our well cared for and cherished, active and passive open spaces and waterways, are sustaining our future.*



## Goal 2.1.

*Working together, we adopt practices that sustain our environment.*

### Delivery strategies

- 2.1.1. Respond to the impacts of **Climate Change** through planning for environmental sustainability and implementing energy, water, and greenhouse gas mitigation and adaptation programs.
- 2.1.2. Engage with the community through innovative **Community Environment Programs** to provide long term sustainable solutions.
- 2.1.3. Protect and enhance **Natural Resources** and biodiversity to ensure resources are there for future generations.

- 2.1.4. Provide efficient and effective **Waste and Resource Recovery** services.
- 2.1.5. Manage **Drainage and Stormwater** infrastructure to prevent local flooding and to provide for harvesting of stormwater for water recycling.

## Goal 2.2.

*Attractive, well maintained and accessible parks and open spaces provide for a range of active and passive recreation uses.*

### Delivery strategy

- 2.2.1. Plan for, and maintain, **Parks and Open Space** to provide active and passive recreation opportunities for everyone's enjoyment.

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## Community involvement

- Volunteer to protect the natural environment.
- Take action at home to recycle and minimise waste.
- Preserve trees and grow plants in your garden or on your balcony.
- When using public space, take your rubbish home or place it in bins provided.
- Learn how to be more sustainable in your own home.
- Help create and use community gardens.

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## Measures

- Level of greenhouse gas emissions and the use of energy and water by Council.
- Improved quality of water in Parramatta River.
- Less littering in parks, open space and foreshore areas.
- Minimised waste to landfill and recycling.
- Community participation in environment programs and projects.
- Increased vegetation cover.
- Community satisfaction with parks and sporting fields.

## You said

*“Concern infrastructure isn’t keeping up with development.”*

*“Good public transport and the means to get there via more buses. Otherwise we need more parking for cars.”*

*“More frequent public transport.”*

*“With building height increases, what will be done about the increase in traffic with additional cars on the road due to more people?”*

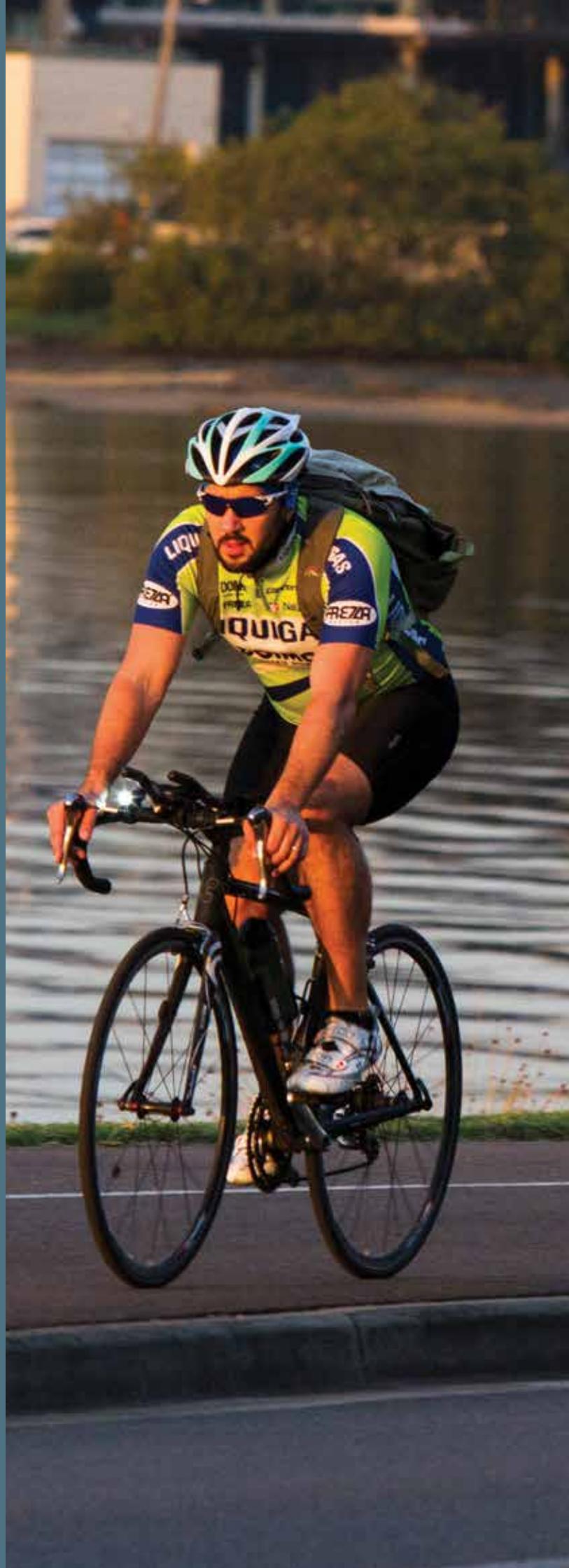
*“Establish facilities to support increased use of electric cars.”*

*“Rethink the way we plan our roads – making the majority of our roads push bike friendly so that they are a transport option for more people.”*

*“...water front and being able to access it through bike and walking paths.”*

*“Plan for a foreshore trail around the entire Canada Bay boundary to Parramatta River and the harbour.”*

*“Develop a beach and harbour pool at Cabarita Park Point.”*



# Theme 3

## Easy to get around

### *Vision*

***It is easy to get around our City and wider Sydney region via a network of well-functioning and connected public transport, pathways and roads.***





## Goal 3.1.

*Regional and local infrastructure is well planned and resourced to enable connectivity across our City.*

### Delivery strategy

- 3.1.1. Adopt an integrated approach to the provision of **Major Regional Infrastructure** to meet community need.

## Goal 3.2.

*A connected network of quality active and public transport routes and services minimise traffic and make it easier to get around.*

### Delivery strategies

- 3.2.1. Advocate and provide for accessible **Public Transport** and related infrastructure that meets the community's needs.
- 3.2.2. Provide linked **Footpaths and Cycleways** to enable ease of movement around our City and beyond.

- 3.2.3. Provide efficient **Lighting** for streets, public spaces, parks and sporting fields to ensure a safer environment and to contribute to reducing energy use and greenhouse gas emissions.

## Goal 3.3.

*Traffic, parking, roads and marine infrastructure provide for safe and efficient travel.*

### Delivery strategies

- 3.3.1. Deliver **Traffic and Parking** infrastructure that supports the use of active and public transport and safe use of roads.
- 3.3.2. Provide quality **Roads, Bridges, Kerbs and Gutters** infrastructure that caters for current and future road transport needs.
- 3.3.3. Provide **Marine Structures** to cater for water-based transport and recreational activities.

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## Community involvement

- Lobby State Government for improved public transport.
- Use public transport and our footpaths and cycleways.
- Report safety and maintenance issues.
- Always drive safely and consider other road users including people crossing the roads and cyclists.

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## Measures

- More public transport and improved public transport connections.
- More linked footpaths and cycleways within City of Canada Bay and beyond.
- Satisfaction with the condition of roads and pathways.
- Increased number of people walking or cycling to work.

## You said

*“Work more with community groups on projects. This way, community members are more involved in decision making processes.”*

*“Really important that Council and the government understand what the community needs.”*

*“Consulting regularly can also help members of the community to build relationships and networks.”*

*“Keeping a sense of community with large scale development.”*

*“Population level to not be above a manageable level relative to local facilities, especially roads and transport services.”*

*“Development occurring in one area... puts too much pressure on that particular community. They feel their quality of life is being sacrificed for the benefit of others. It should be shared.”*

*“Sensitive large scale residential development.”*

*“Architecturally aware and design conscious.”*

*“Providing proper facilities, green space, schools and catering for people to work and live in the area are priorities.”*

*“Protect our heritage.”*





# Theme 4

## Engaged and future focussed

### *Vision*

*With our population continuing to grow, our community is engaged in planning for our future. The planning results in services that support our enviable lifestyle, quality open spaces, a range of housing types, commercial centres and infrastructure and developments that enhance and complement existing suburbs.*



## Goal 4.1.

*The community participates in setting directions for the future.*

### Delivery strategies

- 4.1.1. **Community Engagement** provides direction for planning and the two way flow of information contributes to decision making.
- 4.1.2. When planning for our future, ensure the community's aspirations and priorities are embedded in **Corporate Strategy**.

## Goal 4.2.

*High quality sustainable urban design results in innovative development sensitive to existing local character.*

### Delivery strategies

- 4.2.1. Provide **Strategic and Land Use Planning** to ensure the built and natural environment is highly liveable with quality and sustainable development incorporating best practice design.

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## Community involvement

- Have your say during engagement and consultation events.
- Provide feedback on public exhibitions of policies, strategies and plans.
- Participate in community groups and advisory committees.
- Have your say on new development areas.

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## Measures

- Increased community participation in engagement.
- Diversity of housing stock to meet needs.
- Development in existing neighbourhoods considers heritage values.
- Community satisfaction with planning processes.

## You said

*“Transparency, honesty, integrity in the Council and its staff.”*

*“Where something isn’t Council’s responsibility like with public transport – Council needs to advocate on behalf of the community and tell us what they’re doing on those issues.”*

*“Bolder Council, more progressive voice.”*

*“Leadership from Council on social issues.”*

*“Build another public high school with Department of Education – maybe a combined project.”*

*“Organisational efficiencies to realise financial opportunities directed to community.”*

*“We need a council that looks after ALL its constituents in a similar manner.”*

*“Let the community be aware of the amount Council’s subsidise services provided, i.e. pools, sportsfields/lighting.”*





# Theme 5

## Visionary, smart and accountable

### *Vision*

*Our City has strong leadership and is served by an effective and transparent local government. Smart processes and systems support both Council and the community to be more resilient, sustainable and efficient, connect easily, share knowledge, work together and be creative in finding solutions.*



## Goal 5.1.

*The elected Council provides strong leadership for the community that is underpinned by open and transparent governance.*

### Delivery strategies

- 5.1.1. The **Council** governs efficiently and effectively on behalf of the Community.
- 5.1.2. Provide **Civic Events and Citizenship** ceremonies to celebrate the diversity and achievements of the community and to welcome newcomers.

## Goal 5.2.

*Leadership of the organisation inspires best practice in everything in which Council is involved.*

### Delivery strategies

- 5.2.1. Provide **Organisational Leadership** that is inspirational, promotes a culture of working with and for the community, delivers continuous business improvement and empowers staff.
- 5.2.2. Provide **Governance and Risk** services to ensure compliance with the Local Government Act and other relevant Acts.
- 5.2.3. Ensure Council's long-term financial sustainability by providing effective **Financial Management**.
- 5.2.4. Provide quality **Customer Services** that reach out and positively connect with customers.
- 5.2.5. Manage **Information Systems** to support the operations of the Council and its interaction with the community.

- 5.2.6. Ensure **Procurement** services provide best value outcomes.
- 5.2.7. Manage Council's **Property Portfolio** to ensure best value returns and to ensure properties are developed, renewed and maintained for the benefit of the community.
- 5.2.8. Ensure **Workforce Management** practices provide for a collaborative workplace culture and efficient workforce processes.
- 5.2.9. Ensure **Workplace Health and Safety** programs to provide for a safe and healthy work environment.

## Goal 5.3.

*The City is well promoted and our community is well informed of the business of Council.*

### Delivery strategy

- 5.3.1. Ensure Council's **Communications** provide easily available information to promote the City and its community and to promote the business of Council.

## Goal 5.4.

*Compliance services encourage and contribute to quality developments, public health, animal welfare and parking management.*

### Delivery strategies

- 5.4.1. Provide transparent and informative **Statutory Development** services to assure approval processes are streamlined and timely and effective compliance is achieved.
- 5.4.2. Offer a cost effective and efficient **Building Inspection** service to ensure buildings are safe and comply with Standards.
- 5.4.3. Provide services and encourage the community to take pride in their city to ensure **Public Health** for all.
- 5.4.4. Provide **Animal Compliance** and encourage responsible animal ownership practices.
- 5.4.5. Provide and enforce **Parking Controls** to provide for and maximise use of parking spaces in the City.

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## Community involvement

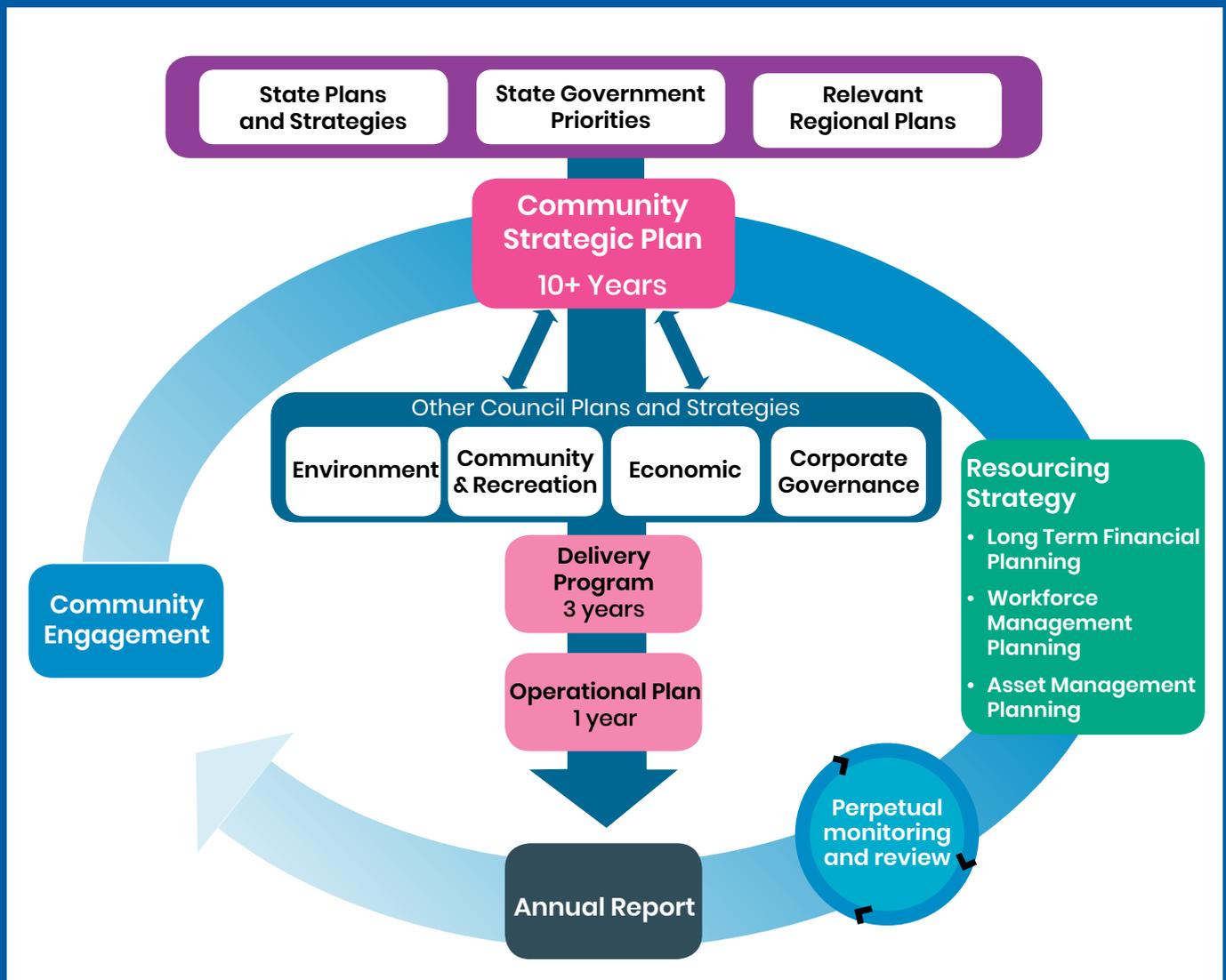
- Talk to your elected representatives about your ideas.
- Attend Council meetings and State Government forums.
- Keep up to date through Council's website, become a 'friend' on social media and register to receive newsletters via email.
- Comply with legislation relating to public health, parking and animal welfare.

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## Measures

- Improved Council operational processes.
- Continued development of communication tools and increased participation in social media.
- More efficient processes for adoption of Development Applications.
- Satisfaction with Council's services.

# Implementing YOUR future 2030



## Integrated Planning and Reporting

This Community Strategic Plan has been prepared in accordance with the requirements of the NSW Local Government Act 1993 and the NSW Integrated Planning and Reporting Guidelines.

## Community Strategic Plan

The purpose of this plan is to identify the community's aspirations and priorities for the future and to identify goals and strategies for achieving the priorities and aspirations.

The plan guides Council, as well as other levels of government, local organisations and residents who may live, work and visit the area.

The development of the plan follows an extensive community engagement and research process.

Implementing the plan is the responsibility of all levels of government, non-government agencies, businesses and the community.

The plan guides the directions and operations of Council towards 2030.

The plan is reviewed after every council election, with the next election to be held in September 2020.

## Resourcing Strategy

The Resourcing Strategy identifies the resources required to achieve the planned outcomes for which it is responsible, while maintaining the long term sustainability of the organisation.

The Resourcing Strategy has three components:

**Long term financial plan:** a 10 year plan that identifies the Council's current and future financial capacity to deliver outcomes while continuing to deliver high quality services, facilities and infrastructure to the community.

**Asset management strategy:** a 10 year plan that identifies all of Council's assets, including land under its care and control, and the current status and resourcing requirements for each asset area to ensure their maintenance and renewal to acceptable standards.

**Workforce strategy:** a three year plan that ensures the workforce has the capacity, culture and capability to deliver the outcomes identified.

## Delivery Program

The Council's Delivery Program outlines how Council will implement the Community Strategic Plan between the 2018–2019 and 2020–2021 financial years. The Delivery Program and Operational Plan are combined in the one document and updated annually.

## Operational Plan

The Operational Plan, including budget, is developed annually and identifies the actions that Council will carry out during the financial year to implement the Delivery Program.

## Reporting on progress

Progress towards delivering YOUR future 2030 will be reported on through an End of Term Report prior to the next Council election in 2020.

Council will report yearly in its Annual Report on outcomes of its Delivery Program and Annual Operational Plan and Budget.

# More Information



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Drummoyne NSW 2047  
Telephone: 9911 6555  
Email: [council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au)  
Web: [canadabay.nsw.gov.au](http://canadabay.nsw.gov.au)

## ACCESSIBLE FORMAT

If you need this information in an accessible format, please telephone 9911 6555 or email [council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au).

This document can also be found in large print format on [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au).

## ENGLISH

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

## ITALIAN

Se hai difficoltà nel capire la presente comunicazione, presentati al Council, oppure rivolgiti al Tis (Servizio telefonico interpreti) chiamando il 13 14 50 e chiedi di essere messo in contatto con il Council al 9911 6555. Cercheremo di rispondere alle tue domande con l'aiuto dell'interprete.

## GREEK

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

## SIMPLIFIED CHINESE

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

## KOREAN

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