

PLACE MANAGEMENT FRAMEWORK 2023



City of
Canada Bay

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The City of Canada Bay is a local government area in Sydney serving nearly 90,000 residents. We acknowledge the Aboriginal and Torres Strait Islander peoples, in particular the Wangal people of the Eora nation, as the first inhabitants of the nation and the traditional custodians of these lands.

The City's Council pays respect to elders past and present and extends this respect to all Aboriginal people living in or visiting the City of Canada Bay.

The City of Canada Bay is a child safe community that recognises and advocates for the rights of children and young people. The Council is committed to being a child and family friendly place.

The Place Management Framework 2023 was adopted by Council on XX/MONTH/YEAR. © City of Canada Bay

Disclaimer: The information contained in this document is based on knowledge and understanding at the time of writing (January 2023) and may not be accurate, current or complete.

MAYOR'S MESSAGE

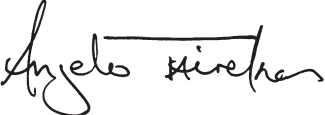


The City of Canada Bay is a vibrant community known for its picturesque landscape, rich history and its 35km of foreshore connecting to the Parramatta River.

Our diverse community is set to grow over the next twenty years by approximately 37,000 people. To ensure we continue to provide places and facilities where people love to work, learn and live, the City of Canada Bay has adopted a Place Management Framework to guide the work we do.

This framework allows for an agile approach to our work, with its application

shaped by the current needs of a place and the people within it, allowing places to grow, change and withstand changes both locally and nationally.


Angelo Tsirekas
Mayor City of Canada Bay

INTRODUCTION

The Place Management Framework provides an overview of Place at the City of Canada Bay in 2022, methods of operation, overall principles which guide Place Management and rationales for selecting a place to focus on in the City of Canada Bay.

Place Management is a complex area combining the knowledge and skills of many disciplines – this document aims to provide a clear overview of how we operate.



WHAT IS A PLACE?

Places are geographical areas defined by physical boundaries and built form. Most people within Council delineate spaces according to suburb boundaries, however they are also communities into which different people are attracted for a variety of reasons.

For some people, the selection they make is for work and economic reasons. For others, Place is defined as their home and is fundamental to their sense of comfort, community, safety and identity.

Place is becoming more important as the world's economies are transformed by knowledge intensive activities.

What is a Place Plan?

Place Plans are created for areas in need of change. The "place" is analysed across a series of axis shown in the diagram on the right.

The outcome of these investigations (which involve a deep engagement with the people who live and work in a place as well as agencies and organisations that can affect the place) is then formed into:

- An overview of the place
- A vision created for the place
- Steps to create that place over time.



Improvements may be made on some or all the axis above. To see this in action, go to bit.ly/chiswickplan to watch a review of the completed Chiswick Place Plan 2014–2019 or bit.ly/rhodesplan to watch a video of the Rhodes Place Plan delivery up to 2019. Place Plans enable a coordination of services both

to and with the community to effectively create a Place which meets the needs and aspirations of the people within it. They can provide a rapid response to issues and, in some cases, provide a longer timeframe to tackle "stretch goals". For example, funding secured for new infrastructure to meet growing demand.



A CITY OF GREAT PLACES

We are a City of great places, with the foreshore a real drawcard to the area along with our eat streets and other facilities.

As a Council we have the opportunity to enhance the public spaces we regulate and maintain across the area.

We all have a role

Our Future 2036 is the Community Strategic Plan (CSP) for the future of the City of Canada Bay. The plan reflects the aspirations and priorities of our community. It includes a vision for the whole of the City. It outlines where we were in 2021 and where we want to be in 2036.

No one entity can deliver all the outcomes we need for our future. All levels of government, business, community groups, and residents have a level of responsibility to work together and contribute to the goals of Our Future 2036. This is where Place Management, with its collaborative approach, really adds benefit to creating that future.

Our community is set to grow by 30 per cent by 2036. There will be challenges ahead. Being clear on what Council can achieve and the principles the Place Management Team use will ensure we continue to provide great places.

Open spaces and foreshore



Civic spaces

(Libraries, cultural centres, community centres, schools and indoor public sports facilities)



Economic attractors

(Cinemas, local businesses, clubs)



Eat Streets



Culture and Art



PLACE MANAGEMENT

The managing of places as a collaborative endeavour is a fundamental shift in the standard project management approach of Local Government. The City of Canada Bay was an early adopter and has over 12 years knowledge and experience in creating meaningful places utilising Place Management practices and techniques.

Central to this practice is shared leadership with deep engagement of stakeholders to deliver places which meet economic, physical, environmental, social and cultural needs. It involves a deep understanding of a place, the interactions within it and the possibilities available. This combined with holistic delivery from across Council can lead to a flourishing place.

This approach provides:

- Potential cost savings for programs
- Benefits residents, visitors, businesses and property owners
- Ameliorates small problems before they become big ones
- Ensures ownership by local leadership in the community
- Means delivery dovetails with other activities in an area.

Place was introduced as a program in 2011 and has grown as both a function and role within the City. Through the program the Place Management Team deliver key parts of Council's culture program,

tourism, smart city initiatives, events, community funding and economic development. The team also leads community engagement.

Our Place Managers deploy Place Management tools depending on the requirements of the place. By adopting place-based approaches, Place Management delivers a range of benefits to Council. These can include:

- Investment in programs with partners
- Sweat equity in programs
- Management and maintenance of spaces by locals
- Pilots for Smart Cities
- Codesign of public spaces
- Trialling management of businesses and services in the public domain
- Innovation in the way Council delivers services and building community in a new way
- Co-ordinated and integrated Council approaches to management
- Increased efficiency and reduction of costs.

Place Management is the coordinated management for the wide range of issues, challenges and opportunities that face a centre every day. It enables coordination of competing and conflicting priorities.

Place making goes beyond simply planning and project management into the resourcing of social, physical, cultural and economic needs of the local community. It is a holistic and practical approach to the planning, design and management of places.

Place activation is a tool to create a sense of place, enliven an area socially and culturally and is a way to bring people to a place. Public art, events and supporting community groups are all methods used.

Embracing complexity

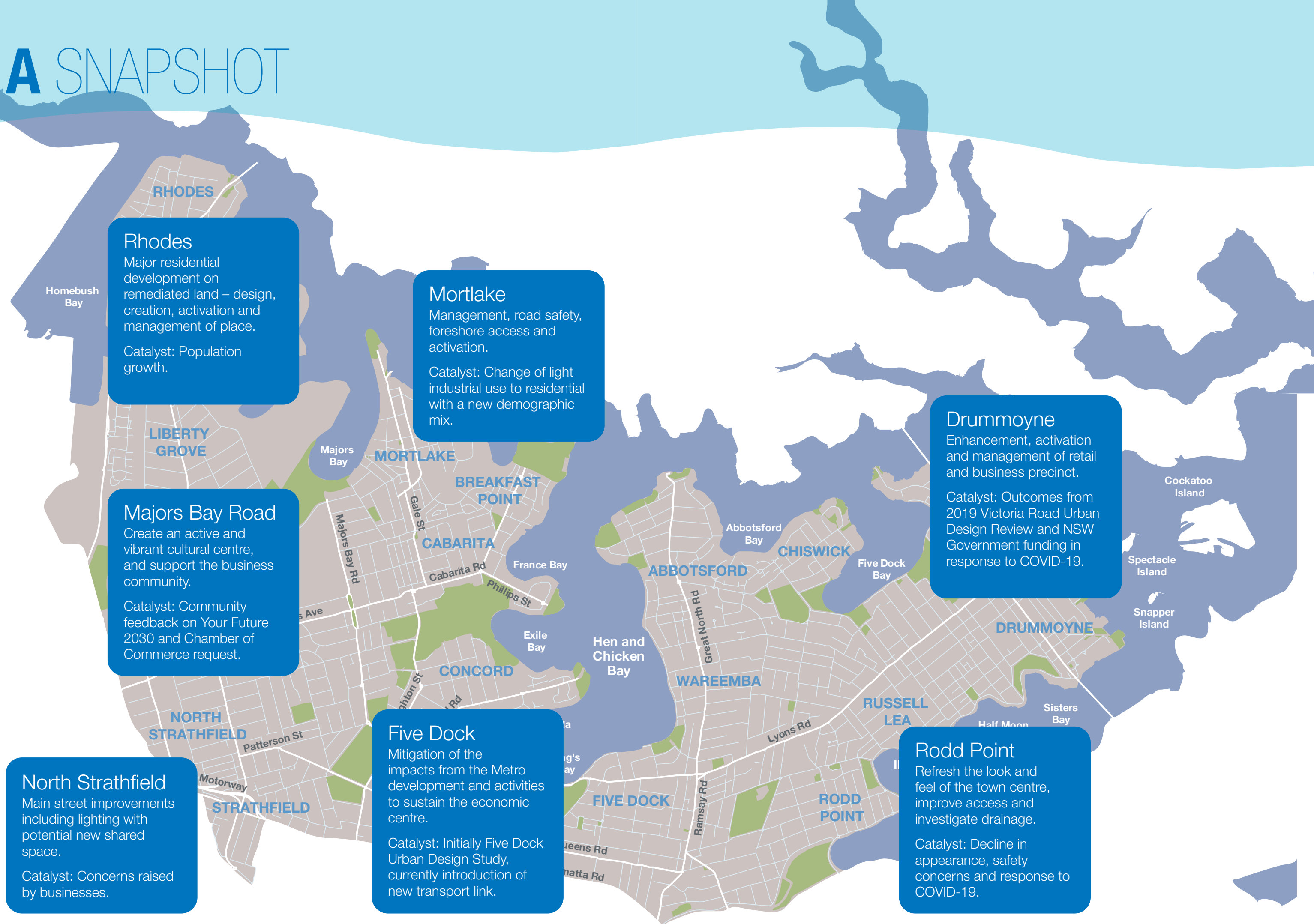
Place Managers are in a unique position to have oversight of an area. With this comes the responsibility to ensure all the stakeholders in the space are consulted with and responded to. As part of this, a Place Manager can educate and inform stakeholders of the broad vision for the area and what is potentially achievable.

Expectations have to be managed effectively both internally within Council and externally.

The Place Manager walks their space regularly to review and check in as well as mitigate any issues. Having one person as the “face” of a place often leads to more engagement with Council programs and activities.



A SNAPSHOT



Rhodes

Major residential development on remediated land – design, creation, activation and management of place.

Catalyst: Population growth.

Mortlake

Management, road safety, foreshore access and activation.

Catalyst: Change of light industrial use to residential with a new demographic mix.

Majors Bay Road

Create an active and vibrant cultural centre, and support the business community.

Catalyst: Community feedback on Your Future 2030 and Chamber of Commerce request.

North Strathfield

Main street improvements including lighting with potential new shared space.

Catalyst: Concerns raised by businesses.

Five Dock

Mitigation of the impacts from the Metro development and activities to sustain the economic centre.

Catalyst: Initially Five Dock Urban Design Study, currently introduction of new transport link.

Drummoyne

Enhancement, activation and management of retail and business precinct.

Catalyst: Outcomes from 2019 Victoria Road Urban Design Review and NSW Government funding in response to COVID-19.

Rodd Point

Refresh the look and feel of the town centre, improve access and investigate drainage.

Catalyst: Decline in appearance, safety concerns and response to COVID-19.

PRINCIPLES OF PLACE MANAGEMENT

Over the past 12 years the Place Management Team have developed evidence-based approaches to working in our communities.

They are premised on an understanding that there is no one-size-fits-all. Each place program responds to the local stakeholders, features, and community assets. The principles the team works to are:

- ✓ Create a shared vision
- ✓ Agree actionable outcomes
- ✓ Address problem solving holistically
- ✓ Value a systems approach which recognises the interactions and how change impacts the culture in a place
- ✓ Collaborate across the community to lead the place approach
- ✓ Own the decisions
- ✓ Respond rapidly and follow through on commitments made
- ✓ Create value for the community by pooling public and private resources
- ✓ Iterate, evaluate and engage in local strategies and solutions.

Approach

The overall approach for Place Management is shown below. At various stages evaluation and measurement tools are used to ensure the place program is on track or if it requires refining or changing.

APPOINT	Appoint a Place Manager to coordinate and interface between internal and external project and link to partners and projects to deliver against an agreed plan
BUILD	Build stakeholder relationships
CREATE	Create a shared vision
CARRY OUT	Carry out a meaningful community engagement
ADAPT	Adapt plans as actions are trialled to ensure the shared visions is met

All Place Plans investigate the area they cover and embed the five directions from the Community Strategic Plan. Place Management generally addresses the following themes:

1. Empower local stakeholders to deliver projects and programs that improve the place
2. Enhance community connection, cohesion and inclusiveness
3. Create a vibrant place
4. Be future focused and provide smart solutions
5. Support attractive and sustainable public space
6. Lead village centre design to support residents, business, and visitors.

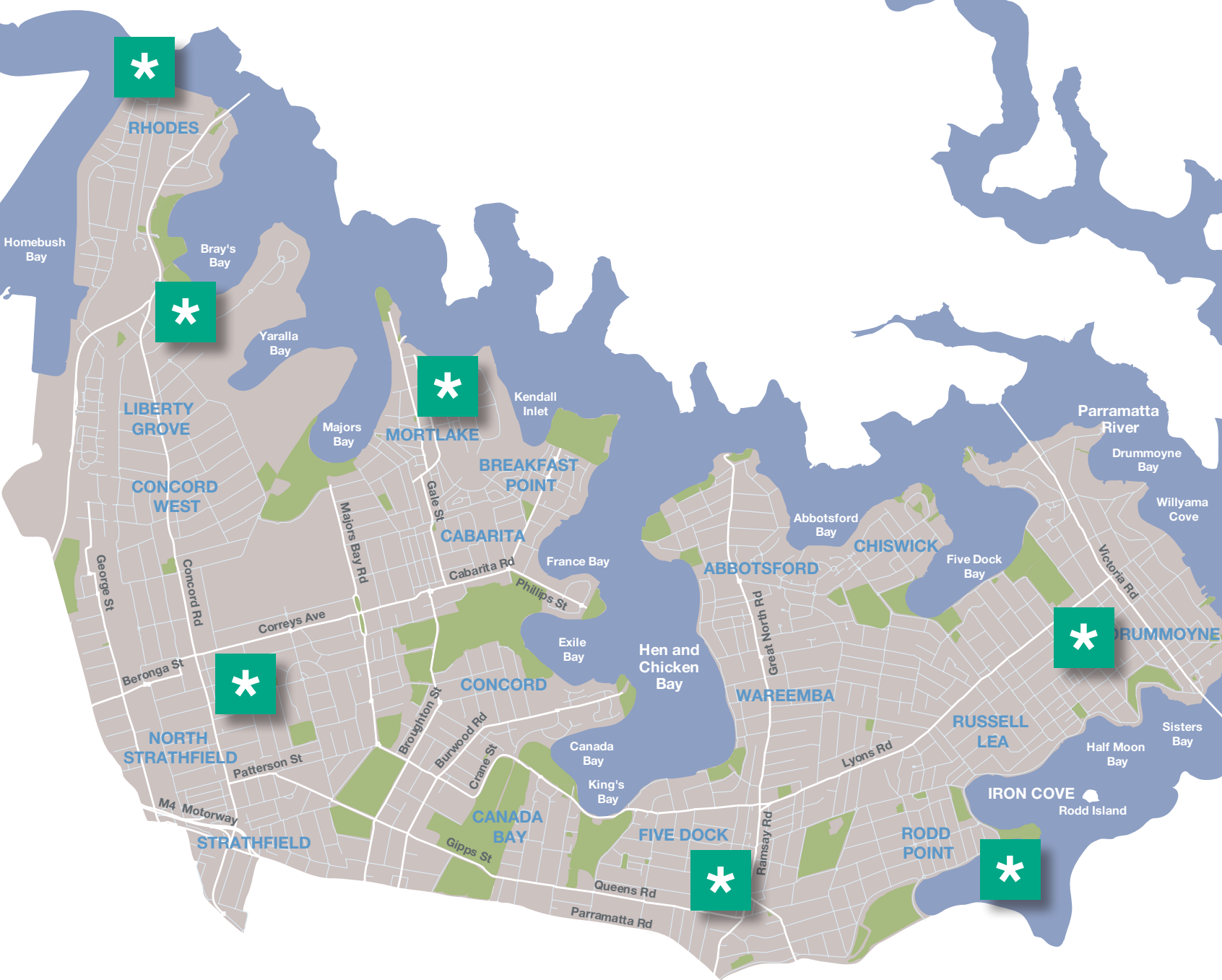
Place Management in 2023

Place Management at the City of Canada Bay is widely recognised by residents, property and business owners as a key agent of effective change. The early adoption of Place Management by the City of Canada Bay has also positioned us as a leader in the field with several industry awards and recognition of the work we do.

Currently the Place Management Team has two and a half people dedicated to Place Management in addition to time dedicated by the manager. The approach is collaborative, with the team working with experts, stakeholders across government, local business and the community. Programs are often delivered by cross-departmental teams in the City of Canada Bay. We have found the success of a Place Plan rests on effective community engagement, sound analysis of the issues and a response to issues and concerns in a quick and timely manner.



PLACES ACROSS THE CITY IN 2023



These places are ranked in terms of current priority reflective of current resourcing and are open to change.

Priority places *

Place	Focus	Current plan/status	Catalyst	Current rationale for resourcing
Drummoyne	Established place – physical enhancement, activation and management of place.	2019 Victoria Road Urban Design Review priorities. Heart of Drummoyne program/Drummoyne Shared Spaces Pilot (currently in construction).	Grant funds for area.	Community feedback through design review process. Funding secured from NSW Government.
Five Dock	Support a shopping precinct.	Five Dock Urban Design Study.	Initially revitalisation of existing town centre. Currently extra support during the introduction of Metro station.	Mitigation of Metro development impacts and sustaining the village centre as a destination for the community.
Kokoda Track Memorial Walkway	Significant war memorial.	Rhodes Peninsula Plan of Management.	Commemorations, services and educational facility.	Working with KTMW board to achieve national significance.
Mortlake	Respond to changing urban landscape from light industrial to residential.	Mortlake Place Plan 2019-2025.	Physical urban change and new demographic mix.	Population growth and urban renewal development. Partnering with Peninsula Action Groups.
North Strathfield	Main street support.	Our Place, Concord Road, North Strathfield Place Plan (completed). Currently investigating concerns raised by businesses and the creation of a Shared Space.	Need to improve the village centre. Metro development.	Impacted by Metro developments. Local business working group seeking support.
Rhodes Peninsula	To create a place – a major new development on remediated land. Design, creation, activation, engagement and management.	Rhodes Peninsula Place Plan (currently in review). Rhodes East Place Plan (DPE).	Population growth and urban renewal development.	Designated a priority precinct by NSW Government. Strong local leadership and partnership opportunities. Funding provided through Voluntary Planning Agreements (VPAs).
Rodd Point	Main street support.	Refresh Rodd Point.	Responding to COVID-19 and the need for business support.	Completing action plan and leveraging sweat equity and support.



Maintain (previous priorities) *

Place	Focus	Current plan/status	Catalyst	Current rationale for resourcing
Cabarita Park	Provision of infrastructure and programs to activate place and address anti-social behaviour.	Plan of Management.	User group lobbying. Population growth and increased usage of the park.	Implement Plan of Management
Chiswick	Established place – enhance community connections, improve accessibility and upgrade local facilities and amenities.	Our Chiswick! 2014 – 2019 (completed).	Political motivation to connect community. Improve social connection. Increased use of open spaces requiring upgrade to facilities. Increasing population size.	Support current community group connecting residents post COVID-19.
Concord – Brewer Street	Residential support.	Brewer Street Precinct Action Plan 2021*.	Community requests to Council.	Identified need to address resident concerns.
Concord – Majors Bay Road	Main street support – encourage customers and support local business community.	Majors Bay Road Place Plan 2019 – 2029.	Community feedback on Your Future 2030, Council's Community Strategic Plan.	A major eat street precinct in need of revitalisation.
Concord West	Support a shopping precinct and create a sustainable village.	Concord West Retail Precinct Action Plan 2016*.	Loss of trade during station upgrade. Road resurfacing using a cooling treatment and sustainable technologies.	Support local businesses post COVID-19.
Concord West – Concord Road	Refresh a shopping strip.	Let's Refresh Concord West 2017 – 2018 (completed)*.	Business community request. Trip hazards identified in investigations. Infrastructure renewal identified.	Support local businesses post COVID-19.
	Shared Space initiative.	Improve attractiveness, support local business to enhance trading in Currawong Lane Car Park, Concord.	Change in rules during COVID-19 allowed for temporary shared spaces.	Support local businesses post COVID-19. Capitalising on the opportunity to support local business and enhance our centres.
Livvi's Place – Five Dock	Social Enterprise Café and Living Room.	Council reports.	Support the social enterprise program as defined in Let's All Play Strategy.	Completing actions from Council reports.
Wareemba	Shared Space initiative.	Improve attractiveness, support local business to enhance trading at junction of Coranto Street and Great North Road.	Change in rules during COVID-19 allowed for temporary shared spaces.	Capitalising on the opportunity to support local business and enhance our centres.

*Some areas have short-term requirements in a small geographical area. These usually do not warrant a full Place Plan which involves in-depth analysis, extensive consultation and funding with a long term commitment. Where required, these areas are usually provided an Action Plan.

More detailed case studies on some of our Places can be found in the appendix.



Potential *

Place	Focus	Current plan/status	Catalyst	Current rationale for resourcing
Abbotsford	Business support. Public Domain.	None.	Issue emerges.	Not required at this time.
Bakehouse Quarter/ Parramatta Road North Strathfield	New residential development. Place Identity. Community engagement.	<ul style="list-style-type: none">• Strategic direction• Parramatta Road Urban Amenity Improvement Program• Proposed Council site redevelopment.	Planning approvals. Funding approvals.	Horizon planning.
Cabarita Village	Place identity. Public domain. Vacant shops.	None.	Resident calls for investment. Issue emerges.	Need to identify funding.
Foreshore area around Massey Park and Bayview Park	Significant investment over next 5-10 years. Bushell's development intensifying area. Foreshore walk upgrades. Seawall upgrades. Action groups.	<ul style="list-style-type: none">• Foreshore Access Strategy• Parramatta River Catchment Strategy• Bushell's Planning Proposal.	Investment in the foreshore. Creek restoration.	\$20 million commitment in capital works and grant funding.
Parramatta Road – Burwood North	New residential development. Place Identity. Community engagement.	<ul style="list-style-type: none">• Strategic site• Parramatta Road Urban Amenity Improvement Program.	Planning approvals. Funding approvals.	Horizon planning.
Parramatta Road – Kings Bay	New urban development. Place identity. Community engagement.	<ul style="list-style-type: none">• Strategic site• Parramatta Road Urban Amenity Improvement Program• Proposed Council site redevelopment.	Planning approvals. Funding approvals.	Horizon planning.
Russell Lea	Place identity. Business support. Public domain.	None.	Issue emerges.	Not required at this time.
Strathfield Triangle	Place identity. Community engagement. Lack of public domain.	<ul style="list-style-type: none">• Strategic land acquisition• Further development.	Issue emerges.	Not required at this time.

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More detailed case studies on some of our Places can be found in the appendix.

Why a place may be given priority?

Demand for change and growth across the City inevitably outstrips resourcing abilities which leads to tough decision making. When assessing which places can be prioritised several criteria are taken into consideration:

- ✓ Rapid response required e.g. a sudden disaster like the COVID-19 pandemic would focus resources on the places impacted
- ✓ Strategic significance to the overall City
- ✓ Funding opportunities
- ✓ Anticipating future changes e.g. the introduction of Metro to the City
- ✓ A change of indicators e.g. economic, population growth, shifting satisfaction ratings
- ✓ Infrastructure renewal required
- ✓ Current community leadership and desire for change

- ✓ Add support and broaden the major projects in an area
- ✓ Outcomes arising from plans and strategies created across Council
- ✓ Strong partnership opportunity and stakeholder engagement
- ✓ Leadership commitment from Council

A place can therefore shift in the rankings according to changes in the criteria above and new places can be introduced. This flexible approach allows for response to disasters as well as unforeseen impacts to an area.

How do we know a place program is working?

From the outset of a Place Plan, data is gathered through a variety of methods including place audits, behavioural analysis of the space, desktop research and through community consultation. As a Place Plan progresses or is finalised these data points can be reassessed and evaluated against the original benchmark. In addition, other key metrics are used throughout. These are

dependent on the initiatives delivered but can include:

- Completion of initiatives
- Positive and visible changes in the place
- Stakeholder and resident satisfaction levels
- Number and quality of partnerships developed
- Return on investment indicators and the value of leverage achieved.

At the City of Canada Bay, we deploy a variety of tools to help evaluate places, contingent on the size and issues presented in an area. Tools that can be utilised include:

- The NSW Public Spaces Charter evaluation tool for public spaces and public life
- Destination audits – audit of a space from a visitor viewpoint
- Culture Counts – an event or culture measuring tool
- Place Score – a national benchmarking tool that assesses how a place is performing and places it against equivalent spaces
- Spendmapp by Geografica – an economic expenditure tool for analysis of an area.

The Place Management Team also adopt an agile approach, testing concepts quickly to ascertain take-up and success. Only when a trial is successful is an approach fully adopted.

What can't be delivered in a Place Plan?

Place Managers invest in stakeholder relationships and work to manage expectations and test assumptions made in the plans so they are deliverable. If stretch goals are included there is a pathway to achievement identified.

Place Managers recognise that operationally there are many calls on resources at Council and as such it is not possible to deliver on all the possibilities identified during the planning. In many areas the ideal outcome is simply not feasible (e.g. a new square in a town centre which has a regional road traversing the space).

The place approach looks at the motivations behind community requests and works collaboratively to look at how this might be better achieved with the available resources. Successful programs have been those where the Place Team is involved at the inception of projects to support and focus community engagement around shared priorities avoiding binary conflicts.



Policies and place

This framework speaks to and is informed by the policies of Council and has been built on the research done when setting up Place Management as the City of Canada Bay's preferred approach.

In addition, relevant policies from State and Federal Government levels are also incorporated where required.

Council's policies can be found at bit.ly/ccbpolicies.

Amongst the key ones are the following:

- Community Strategic Plan
- Aboriginal Cultural Heritage Study and Management Strategy
- Smart City Plan
- Cultural Plan
- Our City After 5
- Local Approvals Policy
- Community Engagement Policy
- Community Events Policy
- Sustainable Event Management Policy
- Business Use of Public Footpath Policy
- Various Place Plans
- Various Masterplans
- Local Strategic Planning Statement
- Local Environmental Plan
- Development Control Plan

Future development

Given the rapidly changing fabric of society with shifting work patterns due to the pandemic, the rise of digital intelligence both in the population and in program capabilities, the increased pressure on housing as population estimates increase and the impact of environmental changes, there is a need for a flexible, principle-based framework for looking after and improving our spaces.

As needs change so too does Place Management. This Framework allows for this change.



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References: 1 Population forecast. Figures provided are approximate <https://forecast.id.com.au/canada-bay/population-households-dwellings?SexKey=2&WebID=130&Year=2031&AgeTypeKey=3>





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