



End of Term Report

A report on the implementation of FuturesPlan20

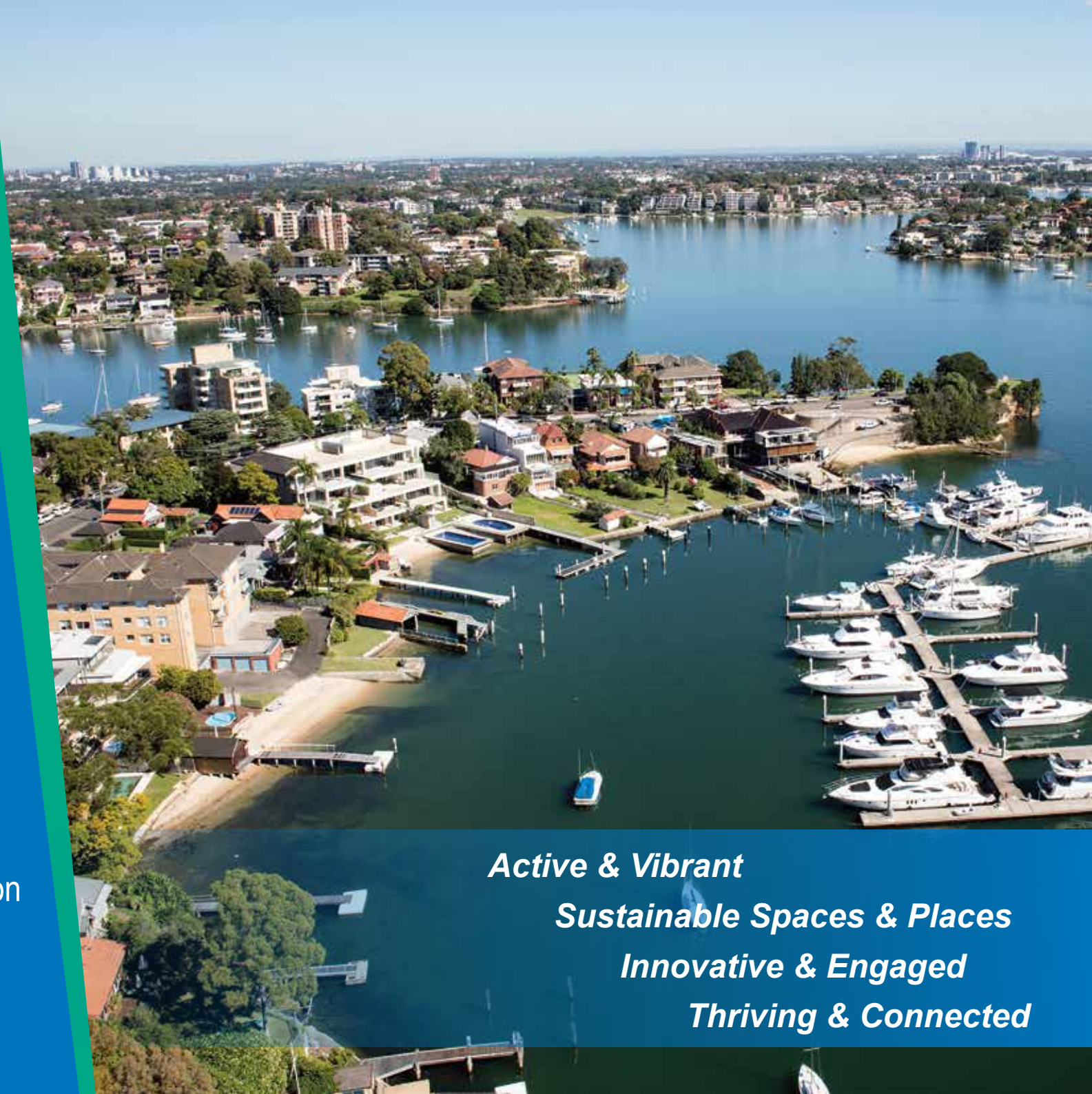
September 2012 - June 2017

Active & Vibrant

Sustainable Spaces & Places

Innovative & Engaged

Thriving & Connected



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End of Term Report

The NSW Local Government Act requires that at the last meeting of an outgoing Council a report be tabled that outlines how the Council has worked towards implementing its Community Strategic Plan. The City of Canada Bay's Community Strategic Plan is FuturesPlan20.

This End of Term Report sets out the Council's progress towards achieving outcomes aligned to the themes of FuturesPlan20 with reference to the goals and directions in the 2013-17 Delivery Plan that were developed to guide Council.

This End of Term Report was tabled at the Ordinary Meeting of the City of Canada Bay Council on 15 August 2017.





City of Canada Bay

Sustainable environment

Progressive organisation

Cultural & diverse

Buoyant economy

Innovative & awarded

Active & engaged

Growing population

Enviably lifestyle

Perfect location



Helen McCaffrey
Mayor

Mayor 2016 - 2017
Councillor 2004 - 2017

Mayor's message

I am proud to present this End of Term Report on progress since the last Council election in September 2012 and the adoption by Council of FuturesPlan20 in June 2013.

It's been a very busy and productive time with great changes to the community and many achievements.

- Between 2011 and 2016 Census periods, the City of Canada Bay grew rapidly with over 12,000 people welcomed to our community as residents. This was possible with the building of over 4,660 new dwellings across the City, particularly in the Rhodes Peninsula and Breakfast Point areas.
- Since 2012, 2,400 Development Applications were processed with an estimated \$1.95 billion invested in building and construction works. 80 per cent of this relates to residential dwellings.
- With such a rapidly growing community, Council has worked closely with the State Government so that, as the population grows, infrastructure and services are provided to ensure that we continue to have a quality lifestyle and that we can move around our own City and the Greater Sydney area with ease.
- Working closely with the NSW Department of Education and Sydney Local Area Health, the \$32 million Victoria Avenue Community Precinct was delivered. The Precinct includes a 600 student Primary School, Out of School Hours Care, Early Childhood Health Centre and Council's Victoria Avenue Children's Centre.
- The Connection, Rhodes, a \$21 million meeting, learning and recreation precinct was completed along

with The Conservatory in Cabarita, a \$1.1 million cultural and community facility. In total, approximately \$60.2 million in development contributions was collected and used to fund these facilities along with the upgrade of the public domain in the Five Dock Town Centre.

- Using a place-based approach to developing new spaces and places and reinvigorating existing ones, millions of dollars were spent on new and revitalised infrastructure. Cabarita Park, Chiswick, Concord and Concord West, Drummoyne, Five Dock, North Strathfield and the Rhodes Peninsula benefitted from the program.
- To ensure community views were represented, Council provided input into State Government initiatives such as the Parramatta Road Urban Transformation Strategy and the \$11 billion WestConnex project that will link Parramatta to Sydney City, Sydney Airport and Botany Bay Port.

I was first elected to Council in 2004 and I am very proud to serve this dynamic community along with my fellow Councillors.

As the City goes forward, I know that the City of Canada Bay is in an excellent position to take the lead in planning the future on behalf of the community.

Councillor Helen McCaffrey

Councillors



Tanveer Ahmed
2012 - 2017



Mirjana Cestar
2008 - 2017



Tony Fasanella
2004 - 2017



Neil Kenzler
2000 - 2017



Michael Megna
2004 - 2017



Marian Parnaby
2004 - 2017



Pauline Tyrrell
2000 - 2004
2008 - 2017



Angelo Tsirekas
2000 - 2016
Mayor 2000 - 2016
Resigned June 2016

Proudly serving

In 2000, Drummoyne and Concord Councils merged to form the City of Canada Bay Council. Since then the City has enjoyed a stable Council which has led the community through extensive growth in population, infrastructure and service delivery.

The nine Councillors, including the Mayor, have proudly served the community for more than one elected term, with the exception of Councillor Ahmed who first joined the Council in 2012.

The Council was last elected in September 2012. At each election, the Mayor is popularly elected by the community.

Deputy Mayors are elected by the Council in September each year. Since September 2012, the following Councillors have served as Deputy Mayor:

- 2012-2013 Councillor Pauline Tyrrell
- 2013-2014 Councillor Pauline Tyrrell
- 2014-2015 Councillor Tony Fasanella
- 2015-2016 Councillor Helen McCaffrey
- 2016-2017 Councillor Tony Fasanella.

Progressive organisation

Between the 2011 and 2016 Census periods, the City of Canada Bay increased in population from 75,763 to 88,015 (counted as part of the Census). This means that 12, 252 people have been welcomed to live and work in the Council area in this period. This has been largely driven by the ongoing development of high density residential dwellings.

To keep pace with this growth the organisation has adopted innovative and progressive ways of engaging with both existing and new community members to determine future needs, as well as engaging with other levels of government to ensure infrastructure and services are provided to meet those needs as the community grows.

The organisation has been widely recognised and awarded for its innovative and progressive approaches to ensuring the needs of all residents, businesses and visitors are met as far as possible.



General Manager's Message



Gary Sawyer
General Manager

2006-2017

As the City of Canada Bay enters a new chapter, I am very proud to say that our Organisation is in an excellent position to provide positive leadership and direction for the future.

Since 2012, we have achieved many positive outcomes that benefit the community including:

- By adopting a best practice approach to business and reviewing our services and infrastructure, we have improved business practices and financial management which resulted in the Council being declared Fit For the Future in October 2015.
- We are recognised nationally for our environmental sustainability programs which have resulted in reductions in greenhouse gas emissions, the reuse of hundreds of mega litres of water, and recycling that has seen the diversion of waste from landfill.
- We have modernised the Organisation ensuring our staff have the expertise and training required to keep pace with changing needs and expectations of our community.
- We have extensively updated our information technology systems to better serve the Organisation and community, which has resulted in more efficient work practices and easier access to our services by the community through our website and other electronic means.
- For adopting a place-based approach to the development and revitalisation of our town and village centres we received the Place Leaders Asia-Pacific Award. As part of the approach we worked extensively

with the communities of Five Dock, Drummoyne, Chiswick, Cabarita, Concord, Concord West, North Strathfield and Rhodes to ensure the communities have modern spaces and places to live, work and enjoy.

- We engage and consult to ensure that community views are represented in decision making.
- We celebrate our cultural diversity through the coordination of Ferragosto Festival and Concord Carnival along with supporting many community run events such as the Rhodes Moon Festival and Chinese New Year.
- We have been upgrading our physical assets including roads, drainage, parks and gardens, pedestrian and cycle paths, community buildings and public open spaces to ensure they enhance our quality lifestyle.

It has been a pleasure to work with Councillors and staff over the past five years. We have faced many challenges and many positive and lasting outcomes have been achieved for the community.

A handwritten signature in black ink that reads "Gary Sawyer". The signature is fluid and cursive.

Gary Sawyer
General Manager
2006-2017

Planning our Future

The City of Canada Bay is located in one of the major growth areas of Sydney and it is important that our future planning responds to the rapid changes occurring.

This change is driven by National and State needs to respond to rapid population increases, the need to sustain employment and business growth, the need to provide major infrastructure, and the need to protect the environment and lifestyle of our community.

The Council works closely with the local community and businesses to ensure that local interests are represented at Federal, State and other Local Government levels; and that the provision of infrastructure and services to cater to the community are in place in line with this growth.

State and Regional Strategies

In order to respond positively to change, both now and forecasted, Council works in partnership with other levels of government, the community and businesses to ensure State and Regional plans are in place relating to future planning for NSW, Greater Metropolitan Sydney and to local government areas between Sydney City and Parramatta.

Many of these plans relate specifically to the development of regional infrastructure and the provision of services that underpin healthy and sustainable communities. In particular, the following plans inform the development of the City of Canada Bay.

NSW 2021

Eastern Sydney and Inner West Regional Action Plan

State Infrastructure Strategy

NSW Long Term Transport Master Plan

A Plan for Growing Sydney

Greater Sydney Commission, Draft Central District Plan

Metropolitan Plan for Sydney 2036

Destination 2036

State of Australian Cities

Regional Plan for Sydney

Inner West Sub-Regional Strategy

Sydney Regional Environmental Plan (Sydney Harbour Foreshores 2005)

Better, Stronger Local Government

Fit For the Future

Parramatta Road Corridor Urban Transformation Strategy

Major Regional Projects

Council participates in major projects at the regional level that impact upon the City of Canada Bay, including:

Rhodes Peninsula

The redevelopment of the Rhodes Peninsula has resulted in millions of dollars worth of construction of new residential areas, commercial areas and upgrades to railway infrastructure, roads, bridges, community facilities and public spaces. Planning for the revitalisation of East Rhodes has commenced.

WestConnex

The \$11 billion WestConnex, currently under construction, will link Parramatta to Sydney City, Sydney Airport and the Botany Bay Port.

Parramatta Road Corridor Urban Transformation Project

Planning for the transformation of the Parramatta Road Corridor is in progress and its implementation will see an additional 70,000 residents living along the corridor as well as open up commercial opportunities.

Public Transport

Improvements to public transport, to cater to the growing population, has resulted in improved rail services to the Rhodes Peninsula, the upgrade of ferry wharves, the building of Bennelong Bridge across Homebush Bay and planning for the future link of the light rail between Sydney Olympic Park and Parramatta.

Parramatta River Catchment

The implementation of the Parramatta River Estuary Coastal Zone Master Plan (with the eight councils along the estuary) responds to rising sea levels associated with climate change.

2013 Challenges

In order to identify strategic directions for the City of Canada Bay, the community and Council considered the State and Regional strategies and, as well, identified the challenges to be faced by the City. The challenges identified in 2013 were:

Our community's infrastructure is critical

Improvements in infrastructure and assets are required and must be prioritised.

Moving in and around our City and Sydney is hard

The projections for continued population rises within the City place an obvious demand on an already challenged transport system.

Layers of responsibility are numerous

Local residents want to be well informed about, and actively participate in decision-making that affects them. However, local government works within legislative frameworks that determine and restrict functions of Councils. To achieve outcomes, Council depends upon partnerships and collaborations.

Our lives are increasingly complex

We value health, wellbeing, personal connection, the diversity of our community and a feeling of safety, yet we have increasing complexity in our day to day lives.

More and more

With the population growing, the Council will need to achieve more, for more people and meet more and higher expectations.

The environmental challenge remains

Achieving environmental sustainability provides an opportunity to change and influence practices in a personal and collaborative way.

The economy is uncertain

In a globalised economy the City of Canada Bay's prosperity is inextricably linked to that of the rest of the world and in particular Sydney's economy.

Reforming Local Government

In 2012, the NSW Government announced its agenda to look at ways of improving the efficiency and effectiveness of the 152 local government councils in NSW.

At that time the government convened the Independent Local Government Review Panel and tasked it with formulating options for a stronger and more effective system of local government. In October 2013, the Panel made 65 recommendations and concluded that wide-ranging and concerted action was essential to make NSW local government sustainable and fit-for-purpose into the mid 21st Century.

In September 2014, the NSW Government announced the Fit for the Future blueprint and proposed that the City of Canada Bay Council merge with Leichhardt, Marrickville, Ashfield, Strathfield and Burwood Councils. Council subsequently submitted its preferred positions to either stand alone or to merge with Auburn and Burwood Councils.

Despite being declared Fit for the Future in October 2015, in December 2015, the NSW Government announced the proposal that Canada Bay merge with Burwood and Strathfield Councils.

In February 2016, community consultation was undertaken by an independent arbitrator with his findings forwarded to the Boundary Commission for review. The Boundary Commission's report was then forwarded to the NSW Government for final decision.

In May 2016, Strathfield Council submitted a court challenge against the merger proposal which delayed a decision on whether the Council would merge.

On the 31 July 2017, the NSW Government announced that the proposed merger would not take place.



FuturesPlan20

FuturesPlan20 is Council's Community Strategic Plan that was developed in partnership with the community following Council elections in September 2012.

The process assessed State and Regional strategies and associated implications for the City of Canada Bay, the challenges to be faced locally, and the needs and aspirations of the community.

In collaboration with the community four Themes were identified. No Theme is more important than another as all Themes are considered in an integrated way to ensure maximum benefits for the community.

Each Theme also has goals and directions which have guided the Council's 2013 - 17 Delivery Program and annual Operating Plan.

These Themes, Goals and Directions are set out in the following columns and their progress of implementation is reported on throughout the document.



Theme 1 Active and Vibrant

An active and vibrant city that captures the energy, diversity, pride and potential of its community. It should be a place where there are strong community relationships, good social support and healthy residents. People should be able to enjoy a range of cultural and social opportunities, recreation facilities and be actively involved in the life of their City.

Focus of Goals and Directions

1. Health and Wellbeing
2. Recreation
3. Community Services
4. Connection and Celebrations
5. Belonging
6. Cultural Awareness
7. A Creative City



Theme 2 Sustainable Spaces and Places

A City of sustainable spaces and places is one whose residents recognise and act on their collective responsibility to protect the environment and to preserve it for future generations. It is a city where natural assets are cherished and where the built environment is equally critical in creating a sense of identity, history and community. The buildings, streets, public open spaces and natural environment are all safe, protected and well cared for.

Focus of Goals and Directions

1. Protecting the Environment
2. Biodiversity
3. Environmental Sustainability
4. Healthy Local Environment
5. A Safe Community
6. Attractive Public Spaces
7. Sustainable Design and Heritage



Theme 3 Innovative and Engaged

An innovative and engaged city served by an effective local council that works with its community to balance the needs of its many and diverse stakeholders. It is a city where collaboration and two-way flow of information between council and residents is transparent; where community infrastructure is prioritised and where community celebration is valued.

Focus of Goals and Directions

1. Communication and Collaboration
2. Promotion of Services
3. Promotion of Local Events
4. Innovation, Good Governance, Continuous Improvement



Theme 4 Thriving and Connected

A thriving and connected city has successful local economic development and is served by well-functioning transport and roads. People in a thriving and connected city can get around easily in a variety of ways and have access to prosperous village centres and exciting destinations. A thriving and connected city enjoys a range of employment, educational and residential options for its residents.

Focus of Goals and Directions

1. Housing Options
2. Walking and Cycling
3. Safe and Accessible Road Networks
4. Better Public Transport
5. Village and Shopping Centres
6. Local Employment, Education and Skills
7. Sustainable Tourism
8. Business Parks and Large Enterprises



Four Years of Progress

CULTURAL DIVERSITY

- Since August 2011 over 12,000 new residents now call the City of Canada Bay home. This has seen an increase in people with cultural backgrounds from the United Kingdom, China, Korea and India.
- Over 120,000 people annually celebrate cultural diversity at the Council coordinated Ferragosto Festival and Concord Carnival; as well, many more enjoy community-organised events such as the Rhodes Moon Festival and the Chinese New Year.

QUALITY SPORT AND RECREATION FACILITIES

- Five new parks with playgrounds have been created and twelve playgrounds upgraded to provide for the growing population and to ensure an active and healthy lifestyle.
- Significant upgrades to Cintra Park Netball Courts, the relocation of Cintra hockey field to St Lukes Park, the refurbishment of Powells Creek playing field and Saint Lukes Park North, along with continuing improvements to Drummoyne Oval, are examples of Council's commitment to quality playing fields.

COLLABORATION

- Council, Department of Education and Sydney Local Area Health planned and built the \$32 million Victoria Avenue Public School and Children's Centre. The facility is able to cater to over 600 students from the surrounding growing suburbs
- Thousands of pedestrians and cyclists enjoy the popular Bay Run. In partnership with the Inner West Council and Roads and Maritime Services, over \$3.2 million was spent on upgrades including the construction of the Iron Cove Creek Bridge.

IMPROVEMENTS IN HOW WE GET AROUND OUR CITY

- We lobbied hard for improved public transport that resulted in the upgrade of Rhodes and North Strathfield train stations and greater train passenger capacity, bus routes on the new Homebush Bay Bridge, the upgrade of Drummoyne and Chiswick ferry wharves, and a commitment to upgrade Cabarita and Abbotsford wharves as well as build a new ferry wharf at Rhodes.
- We significantly committed to linking up shared pathways across the City to allow for pedestrian and cyclists to move around easily.



SUPPORT FOR A GROWING CITY

- We have comprehensively reviewed our planning controls and urban design strategies to ensure infrastructure and services delivered respond to the growing population, enhance our quality of life, protect our environment and heritage and provide for local employment and industry opportunities.
- 2,400 Development Applications have been approved since September 2012. Worth an estimated \$1.95 billion investment in residential (80%) and commercial/retail (18%) developments, this is resulting in new residential housing, revitalised shopping and business centres, new sporting facilities and new community facilities such as a public school and centres for children.

ENVIRONMENTAL SUSTAINABILITY

- 188 mega litres of storm water is now being harvested and recycled to irrigate 220 hectares of open space. The Water For Our Communities project has received multiple awards for sustainability and excellence in storm water infrastructure.
- Love Food Hate Waste, Eat Taste Create, Treading Lightly, Bin Trim, WasteLess in the Bay and Bushcare programs, which involve many businesses and residents, are contributing to Canada Bay being recognised as the most sustainable local government area in NSW and Australia.
- Council takes reducing greenhouse gas emissions seriously and made a reduction of 23% in the three years from 2011-12 in the areas of fuel, gas and energy emissions under its control; this is a significant contribution to climate change mitigation.

WELL MAINTAINED INFRASTRUCTURE

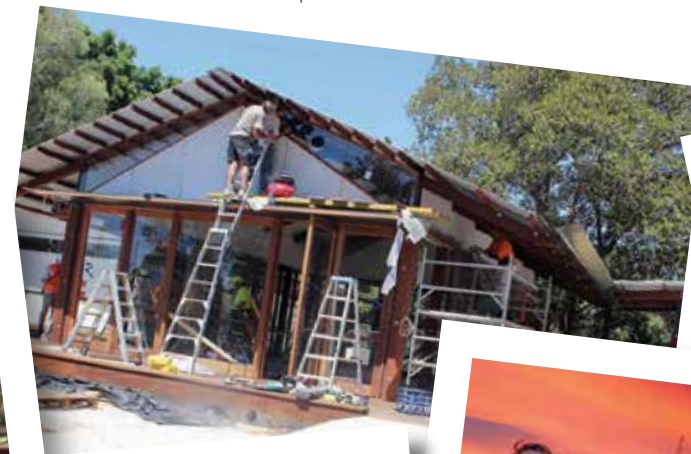
- Council commits over \$3.3 million annually to local roads, footpaths, drainage, street trees and related works. This commitment, along with over \$17 million from grants since 2012, has ensured that this infrastructure is maintained to a high standard for the use and safety of all.
- Road pavements on all major roads have been renewed including Majors Bay Road, Great North Road, Nullawarra Road, Norman Street and Queen Street.
- Council has increasingly invested in infrastructure renewal and has reduced its infrastructure backlog by 32% since 2013.

MODERN ORGANISATION RESPONSIVE TO THE COMMUNITY

- Over the past five years we have consulted widely with our community. This has been with our five Advisory Committees, Citizen Panels, resident satisfaction surveys, at events and festivals and in day to day involvement within the community.
- To maintain a modern, responsive organisation, we have ensured staff have the training they need, and have upgraded our technology systems to streamline processes and to ensure friendly, efficient and accessible customer services and information.

URBAN TRANSFORMATION

- The redevelopment of the Rhodes Peninsula has resulted in millions of dollars' worth of construction of new residential areas, commercial areas, the upgrade of railway infrastructure, roads, bridges, community facilities and public spaces.
- Over \$60.2 million of Developer Contributions have contributed to the development of parks, walking and cycling paths, new public spaces, public art and major community facilities. For example, The Connection, Rhodes, a \$21 million community meeting, learning and recreation precinct, opened in January 2017 and The Conservatory, Cabarita Park, a \$1.1 million adaptive cultural facility opened in May 2017.





Today the City of Canada Bay enjoys a culturally diverse community with people from all corners of the World. Traditionally the home of the Wangal tribe, the City has seen a number of migration waves including from Italy and Greece after World War II, and in more recent times from China, Korea and India. All of these cultures are celebrated through many festivals and events held throughout the year.



- 2 libraries
- 1 learning space and meeting and event spaces
- 1 cultural event space
- 2 childrens centres
- 10 community centres
- 1 leisure centre
- 2 swimming pools
- 2 golf courses
- 26 tennis courts
- 38 netball courts
- 1 synthetic hockey field
- 3 baseball/softball fields
- 30 full sized fields
- 8 junior fields
- 150 parks
- 40 playgrounds
- 17 picnic and BBQ areas
- 15 dog off-leash areas
- 4 boat ramps

Theme 1

Active and Vibrant

An active and vibrant city that captures the energy, diversity, pride and potential of its community. It should be a place where there are strong community relationships, good social support and healthy residents. People should be able to enjoy a range of cultural and social opportunities, recreation facilities and be actively involved in the life of their City.

Residents enjoy a wide range of both passive and active sporting and recreational facilities that cater to all ages and levels of ability.





Many members of the community actively volunteer to provide a range of community services.



Highlights Active and Vibrant

Health and Wellbeing

AV1 **Goal:** I feel a sense of health and wellbeing
Direction: We will access projects and programs that improve health and wellbeing

Achievements

- Committed over \$1.2 million since July 2012 to the upgrade of, and new, **playgrounds** including in: Taplin and Drummoyne Parks and Alexandra Reserve (Drummoyne), Allison Park (Chiswick), Battersea Park (Abbotsford), Halliday and Sibbick Parks (Five Dock), Bayview, Edwards and Goddard Parks (Concord), Prince Edward Park and Cabarita Park which is a \$240,000 regional playground (Cabarita), Mcllwaine Park (Rhodes), Hoskins Park and the \$8 million Phoenix Park (Rhodes).
- Conducted free skate clinics and youth week events at **Five Dock skatepark**.
- Established new **Community Gardens** at Concord, Chiswick and Rhodes.
- Implemented the **Scores on Doors** program to promote high levels of food safety in food-related businesses and to educate consumers on food hygiene standards. All food premises were inspected and given a star rating using the Food Authority Food Premises Assessment Report. The results, at June 2017, were 44 five-stars, 75 four-stars and 46 three-stars ratings.
- Carried out **food premises inspections** biannually on high risk food premises and annually on low risk food premises. 590 food premise inspections were carried out in 2013/2014, 590 in 2014/2015, 610 in 2015/2016 and 636 in 2016/2017.

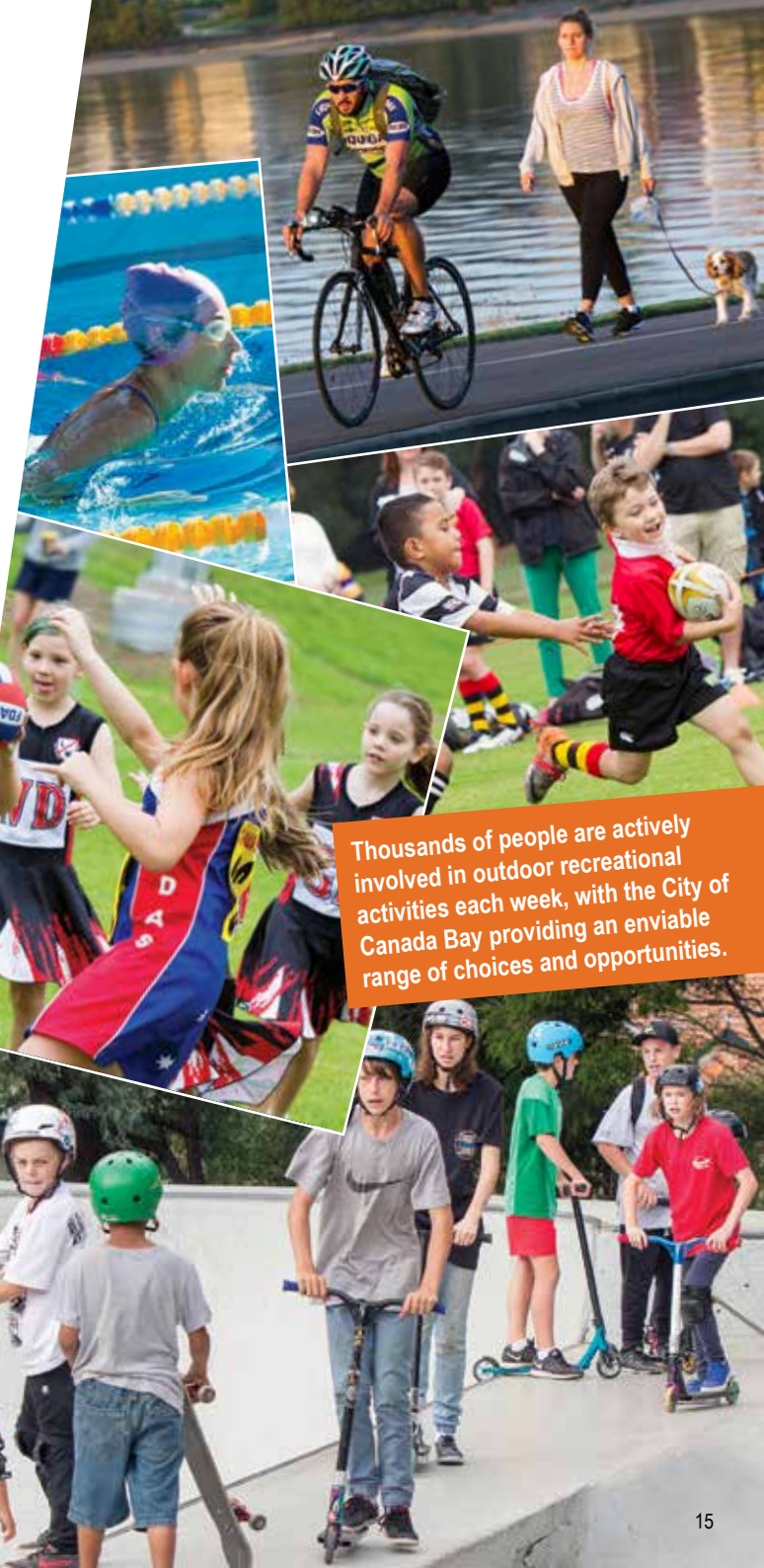
- Carried out annually health related inspections on **skin penetration** businesses and **cooling towers** that could be potential habitat for Legionella disease. No reports of skin penetration related infections or Legionella outbreaks were reported.
- Supported the development of **Livvi's pop up café** in Timbrell Park Five Dock which opened in July 2014. The social enterprise project, developed by the Touched by Olivia foundation, became a national success by providing a blueprint for employing and training, each year, up to 10 people with a disability to Certificate Level in hospitality.
- Continued **support for seniors** including: upgraded the Concord Senior Citizens' Centre, maintained Drummoyne Community Centre, coordinated weekly bus trips for over 55s, and provided policy direction relating to access to facilities and services in the Positive Ageing Strategy.
- Partnered with the NSW Government and NSW Sydney Local Health District to deliver a **\$32 million community precinct** to cater for increasing population growth in Concord West, Liberty Grove and Rhodes. The precinct, opened in 2015, consists of a new primary school, early childhood health centre, a long day care centre for 47 children, an outside school hours care facility, new multi-purpose hard courts for shared use, new amenities block for the playing fields, upgraded sports field, improved parking and road improvements.
- Continued operation of a **Youth Outreach Program** two days per week at Five Dock Library for School Years 6-12. The free chill out space provides a mix of food, air hockey, YouTube, gaming, pool table and more. Over 1,900 visits were made to the program by young people in the 2016/17 financial year.

Recreation

AV2 **Goal: There are places for me to participate in sport and other outdoor recreation**
Direction: We will support a range of local recreation facilities

Achievements

- Reviewed **Strategies and Plans of Management for sporting facilities** to ensure they meet existing and growing population needs.
- Reviewed **sporting facilities in the Concord Community and Recreation Precinct**, a 43 ha site accommodating Concord Oval, St Lukes and Cintra Parks, Concord Community Centre, Five Dock Leisure Centre and Barnwell Park Golf Course. This was in response to the proposed urban renewal of Parramatta Road which will see an additional 70,000 people living along the corridor. Associated with this, the following improvements were achieved:
 - Increase in the area of St Lukes Park with the addition of 1.7 ha of public open space with the return of the former golf driving range to parkland
 - Increase in car parking spaces from 450 to 800
 - Relocation of the hockey field in Cintra Park to St Lukes Park
 - Upgrades to lighting at Cintra and St Lukes Parks' Sports Fields
 - Council endorsement of a vision for the redevelopment of Concord Oval, planned to become a multi-use indoor and outdoor sport and community destination known as Inner West Central, a 'place to raise the heart rate and restore the soul'.
- Continued provision, at **Five Dock Leisure Centre**, of programs including group fitness classes, gymnastics, indoor soccer, badminton, netball, basketball and table tennis which attracted 450,000 visits each year.



Thousands of people are actively involved in outdoor recreational activities each week, with the City of Canada Bay providing an enviable range of choices and opportunities.



Council manages two Childrens Centres, Wellbank and Victoria Avenue. Both run at 100% capacity.



- Upgraded, at a cost of \$150,000, the **gymnastics hall at Five Dock Leisure Centre** which has seen continued growth and now has over 1,200 registered participants annually.
- Facilitated many sporting events at Drummoyne Oval including frequent local club matches and annual State, national and international events such as AFL matches between the Sydney Swans and another club, cricket matches between State teams, cricket matches in which a Governor-General's XI played an overseas team, and junior rugby championships in which more than 20 teams from NSW, the ACT and Victoria took part.
- Upgraded **Cintra Park Netball Courts** with an additional 16 sealed courts, new lighting and car park upgrades to the value of over \$1 million. The facility now provides 32 sealed courts and 16 grass courts.
- Refurbished **Powells Creek playing field 1**.
- Continued provision of services at **Drummoyne and Cabarita Swimming Centres** resulting in over 50,000 swimmer visits each season. In addition Council reopened the netted tidal baths at Chiswick and an un-netted area at Cabarita Beach. Both have been monitored as Beachwatch sites for the last decade as part of the Make Parramatta Swimmable Program.
- Upgraded **public amenities** including:
 - Edwards Park (Concord) – new club rooms and amenities block
 - Quarantine Park (Abbotsford) – accessible toilet
 - Formosa Street (Drummoyne) and Fred Kelly Place (Five Dock) – self-cleaning toilets.
 - Rothwell Park (Concord) – club room, change rooms and amenities
 - St Lukes Oval (Five Dock) – amenities upgrade.
- Upgraded **lighting in recreation areas** to improve safety, amenity and increase venue usage times, including at: Campbell Park (Russell Lea), Timbrell Park (Five Dock), Edwards Park, Dunlop Reserve and Taplin Park (Drummoyne), St Lukes Park fields 1, 2 and 3, St Lukes Oval, St Lukes North and Exile Bay Park (Concord). Wiremills Park (Abbotsford), Goddard Park (Concord West), and Prince Edwards Park and Massey Park Golf Course car park (Cabarita).

Community Services

AV3	Goal: There are services that meet my needs
	Direction: We will provide and advocate for accessible and relevant services

Achievements

- Achieved 100% capacity at both **Wellbank Children's Centre**, which caters to 51 children in long day care, and **Victoria Avenue Children's Centre**, which caters to 47 children and which opened in March 2015.
- Developed a **partnership agreement**, to ensure flexibility in the ongoing provision of community services, with **Drummoyne Community Centre**, to which Council provides financial and in-kind support.
- Provided support for the establishment of **Harry's Men Shed** which opened its doors at the Concord Community Centre in August 2013 and now has over 50 regular members.
- Provided over \$278,000 in **community grant funding** since 2012 to approximately 45 local community organisations each year. Projects funded included equipment upgrades, community programs expansion, educational resources and new community development activities.
- Facilitated the **Access Advisory Committee** which provided input into Development Applications, and new and reconditioned facilities of Council such as playgrounds and bus shelters.
- Worked closely with the growing community in Rhodes Peninsula to develop **The Connection**, a \$21 million multi-functional community precinct, that opened in January 2017. The Connection Precinct includes:
 - A restaurant/café on the waterfront
 - The Learning Space: supporting community creativity and innovation through collaboration
 - The Event Space: 2 large multipurpose rooms accommodating up to 350 people
 - The Meeting Space: small, self-serving meeting rooms
 - External spaces for the whole community including seating, toilets and parking

- Public artwork featuring connection between the river and community.
- Completed **The Conservatory**, an adaptive cultural facility in Cabarita Park that complements the Federation Pavilion. This arts and cultural facility offers a range of opportunities for workshops, events, exhibitions and programs for health and wellbeing. The \$1.1 million project was funded from developer contributions and the Community Enhancement Fund.
- Provided other **facilities used extensively by community-based organisations** including: Drummoyne, Concord, Rhodes and Chiswick Community Centres; Drummoyne and Concord Senior Citizen Centres; Drummoyne Oval Community Facility; Concord and Drummoyne Halls; and meeting spaces at Concord and Five Dock libraries.

Connection and Celebrations

AV4 **Goal: I have a great lifestyle and feel part of an active and vibrant community**
Direction: We will create and foster a range of local opportunities which encourage community connection and celebration

Achievements

- Conducted **ceremonies** for Australia Day and Citizens of the Year Awards, Volunteer Awards and Sustainability Awards.
- Hosted annual **Anzac Day ceremonies**, with major events held in 2015 to recognise the centenary of the ANZACs landing at Gallipoli.
- Conducted **Australian Citizenship ceremonies** with over 600 people each year receiving citizenship, with the top four regions represented being China, India, United Kingdom and South Korea.
- Coordinated, to celebrate cultural diversity, **Ferragosto Festival** with over 80,000 attendees and **Concord Carnival** with over 40,500 attendees each year. Both Council and businesses support the events with financial and in-kind support.

- Supported community groups that organise **community events** such as the Rhodes Moon Festival which welcomes in the Chinese New Year, and Christmas celebrations with Christmas carols being sung in various locations.
- Hosted **Mayoral Golf and Bowls Day** events to raise funds for local schools and charities.

Belonging

AV5 **Goal: I feel like I belong and my story is celebrated**
Direction: We will celebrate our established and emerging communities

Achievements

- Facilitated, so people could feel part of the community, the **Harmony Strategy** that identifies the way in which Council can assist people from Culturally and Linguistically Diverse (CALD) communities to access Council's services and facilities. One major campaign to promote harmony was 'Racism. It Stops With Me'. Part of a national strategy, Council erected banners at Rhodes train station, on Massey Park Golf Course fence, and on Parramatta Road along the Concord Oval Fence. The campaign received significant media coverage.
- Prepared the **Cultural Plan, Public Art Strategy, Rhodes Art Plan and the Riverside Cultural Scoping Study** that identify a comprehensive range of cultural activities and places to celebrate the City's cultural diversity.
- Installed **significant public art**, highlighting cultural diversity and heritage in many public places. For example:
 - Refresh Drummoyne in the shopping centre precinct (Drummoyne),



Celebrations take place all year round and range from festivals and carnivals to Christmas Carols and local community celebrations.





- Neighbourhood Stories (North Strathfield), Livvi's Place at Timbrell Park (Five Dock), Piazza Eolie to celebrate Aeolian Migration in Fred Kelly Place (Five Dock), the first Aboriginal artwork, the Rainbow Serpent on the Bay Run (Drummoyne) and The Reformers (Five Dock), commemorating the convict work gangs
- Major public art in new developments at Rhodes including: Cumulus, Cartwheeling Youngster, Wonderwalk, Faces of Rhodes, Lewis Steps shared stories, an art ping pong table, Wangal Wall, In Motion, which references communities that once used the site as well as the current and future communities, was installed at The Connection
- A number of murals and laneway artworks were installed in villages and town centres in partnership with local businesses.
- Encouraged **developers and public authorities to incorporate public art** into developments in Rhodes such as the Sydney Water Mural and at the Monaco Apartments.

Cultural Awareness

AV6	<p>Goal: I have awareness and respect for local Aboriginal heritage and culture</p> <p>Direction: We will support a range of programs to encourage awareness of local Aboriginal culture</p>
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Achievements

- Council continued to acknowledge the Wangal Clan of the Eora tribe and Darug language group as the **Traditional Owners** of the area.
- Maintained an **Aboriginal Cultural Heritage Study** and Management Plan that guides Aboriginal input into environmental, social, cultural and economic planning for the City.

- Supported **NAIDOC Week Inner West Festival** in July each year.
- Interpreted many **stories of Aboriginal cultural significance**, particularly relating to the Parramatta River, in public art throughout the City, including:
 - The Serpent, on the Bay Run, which is inspired by the rainbow serpent, or the eel, which created the waterways and thus life
 - Wangal Wall, Phoenix Park in Rhodes, which celebrates the mullet feast held in Homebush Bay by local and regional Aboriginal people every three to five years
 - In Motion, at The Connection, references communities that once used the site as well as current and future communities.
- Facilitated **educational workshops relating to Aboriginal heritage** including: Treating Lightly Bush Tucker and Corroboree for Kids workshops, a Sustainable Childcare Network Indigenous Education for Pre-Schoolers workshop and a Sustainable School Network Indigenous Education in Schools workshop.

A Creative City

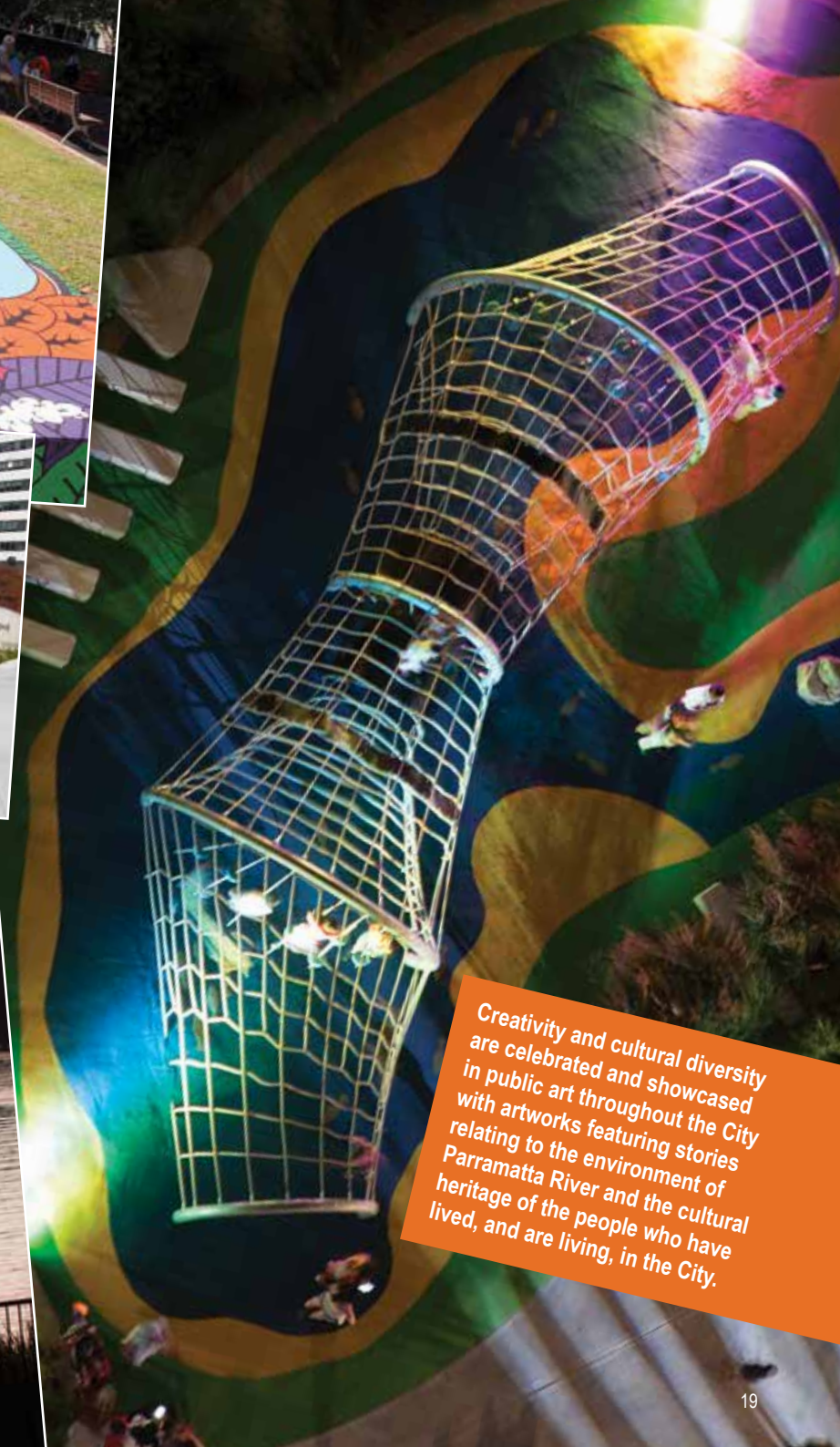
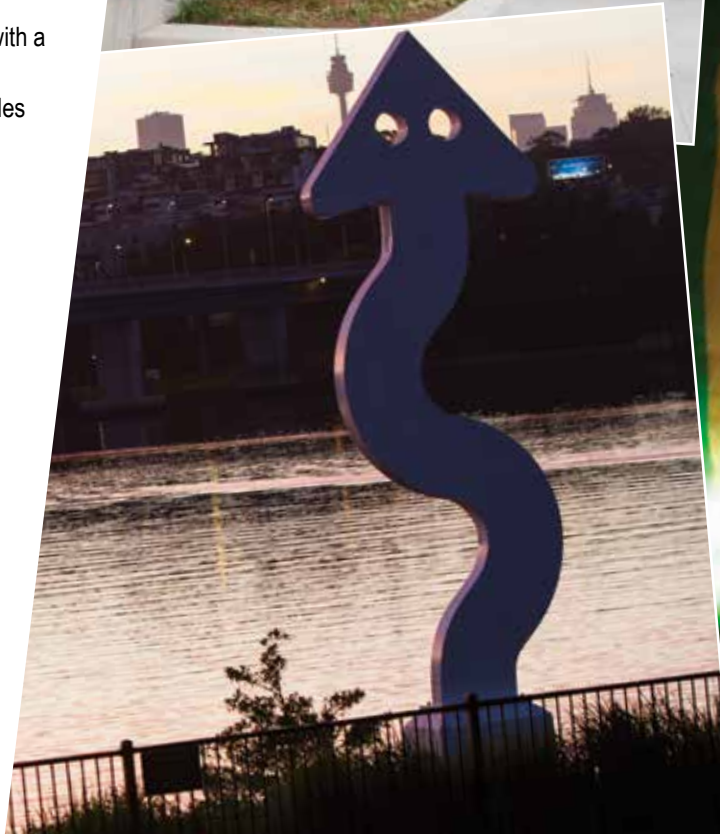
AV7	<p>Goal: I live in a creative City, inspired by diverse cultures and innovative ideas</p> <p>Direction: We will champion opportunities for involvement in arts, culture and lifelong learning</p>
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Achievements

- Delivered **library services at Five Dock and Concord** which, combined, have over 38,000 members. While visits remained stable with an average of 330,000 visits each year, loans increased from 457,000 items in 2012/13 to 480,000 in 2016/17.
- Provided library services for members to enjoy including:
 - book launches and author talks
 - summer reading clubs for kids

Concord and Five Dock Libraries provide a large number of services from book clubs to programs for children, youth and seniors. Library Services also manage The Learning Space, which supports innovation and creativity, at The Connection, which opened in December 2016.

- school holiday programs
- toddler time, baby rhyme time and pre-school story time
- Chinese and Korean story time
- seniors morning teas
- Home Library Service delivered to housebound community members
- Seniors' computer classes
- HSC talks and support for students through extended hours at Libraries before exams.
- Improved **services and infrastructure at the libraries** including:
 - Upgraded the youth space in 2013
 - Introduced e-magazines services in April 2014
 - Set up a portable multimedia lab with a grant from Library Council NSW in 2014
 - Refurbished the Five Dock Library with new carpet, a fresh layout for the collections, and more study and casual seating, in December 2015
 - Refreshed children's area at Concord Library with a new layout and furnishings in 2015
 - Introduced Press Reader in 2016, which provides digital access to over 5,000 international newspapers and magazines
 - Upgraded technology at both Five Dock and Concord libraries to implement a self-service system for the public to manage PC bookings, print management and fee payments.
- Commenced operations at **The Learning Space**, operated by the Library at **The Connection** in Rhodes, in December 2016. It offers access to digital resources, places to study, work and gather, and a broad program of workshops and events in digital and creative making to support community learning at all levels.
- Celebrated, in March 2014, the **Five Dock Library's Ten Year Anniversary**.
- Committed each year an average of \$400,000 to the **purchase of books, e-resources and other resources for the libraries**.



Creativity and cultural diversity are celebrated and showcased in public art throughout the City with artworks featuring stories relating to the environment of Parramatta River and the cultural heritage of the people who have lived, and are living, in the City.



Council coordinates many programs that promote sustainability and in which members of the community can participate. Some of these programs are:

- Treading Lightly
- Love Food Hate Waste
- Sustainable Business
- Bin Trim
- Eat Taste Create
- Wasteless in the Bay
- Bagless in the Bay
- Bushcare
- Riverkeeper
- Kids at Play
- Compost Revolution
- Community Recycling



19.8 km² City of Canada Bay
33 km of Parramatta River shoreline
12.3 km of seawalls



Theme 2

Sustainable Spaces and Places

A City of sustainable spaces and places is one whose residents recognise and act on their collective responsibility to protect the environment and to preserve it for future generations. It is a city where natural assets are cherished and where the built environment is equally critical in creating a sense of identity, history and community. The buildings, streets, public open spaces and natural environment are all safe, protected and well cared for.

Highlights

Sustainable Spaces and Places

Protecting the Environment

SSP1	Goal: I am proud of and value my City's natural environmental assets
	Direction: We will facilitate and protect the environmental, cultural and social value of open spaces and foreshore areas

Achievements

- Adopted in 2014 the **Environmental Strategy, Sustaining Our Environment**, which sets out the following environmental targets:
 - Reduce greenhouse gas emissions by 35% based on 2011/12 levels, by 2023
 - Reduce organisational energy consumption by 30% based on 2011/12 levels, by 2023
 - Increase waste diverted from landfill to 75% of total waste, by 2021/22
 - Reduce potable water consumption by 50% based on 2011/12 levels, by 2023
 - Deliver projects that protect the biodiversity of our natural areas
 - Deliver community programs promoting sustainable food to increase community access, lifestyle and health (e.g. the creation of community gardens, food waste reduction workshops).
- Adopted, in consultation with the community, a further **seven community focused measures** in the areas of: renewable energy usage, water and energy usage, litter minimisation, sustainable food, waste diversion from landfill, sustainable transport usage, and community engagement and education.

- Adopted, along with the Environmental Strategy, a **Greenhouse Action Plan** to:
 - Reduce emissions from Council operations
 - Reduce operating costs
 - Reduce exposure to rising utility costs
 - Manage natural resources responsibly
 - Demonstrate energy efficiency to staff and the community
 - Contribute to the mitigation of climate change.

Note: achievements relating to the above Strategy and Plan are described in the following Goals and Directions of Sustainable Spaces and Places.

- Set out in Council's own **Foreshore Asset Management Plan** a 20 year projection for upgrading the 12.3 km of seawalls within the Council area which saw seawalls upgraded in Prenton Avenue (Five Dock), Walton Lane (Drummoyne), Wiremills Park (Chiswick) and Werrell Reserve (Abbotsford).
- Endorsed, in 2012, a \$3.7 million **stormwater harvesting project** to irrigate 220 hectares of open space. The **Water For Our Community Project** was made possible by a \$1.89 million grant from the Australian Government's Water for the Future initiative, \$937,000 from the NSW Climate Change Fund and Council funding. Launched in December 2015, the program, based at Cintra Park, is now treating up to 188 Mega Litres per year from the St Lukes Canal at Concord to irrigate 15 sports fields and two golf courses. The project was awarded the 2015 Stormwater NSW Excellence Award in the category of Excellence in Infrastructure.
- Maintained **active and passive parks** to a high standard and in line with their usage as set out in their Plans of Management.
- Transferred the **Cintra Park hockey field to St Lukes Park** and added the 1.7 ha of the former golf driving range to St Lukes Park.
- Launched, in 2015, a **telephone wet weather advisory service**, which provides information to users on the availability of parks and sporting venues during wet weather.

Biodiversity

SSP2	Goal: I have access to a biologically diverse natural environment near where I live
	Direction: We will protect and enhance biodiversity

Achievements

- Adopted the **Parramatta River Estuary Coastal Zone Management Plan** in 2013, which was approved by the NSW Minister for Environment in 2016. Some of the projects achieved over the past four years along the River include:
 - Coordinated the **Native Habitat Recovery** in the **Parramatta River Catchment Program**, which involves the seven other Councils in the catchment. The Program saw the regeneration of 39,500 m², improvement of 50,000 m² of vegetation corridor and the planting of 17,000 plants
 - Received, in December 2013, a grant of \$99,000 from the Office of Environment and Heritage. The **Waste and Sustainability Improvement Payment (WaSIP)** Program, run in collaboration with other River Councils, Sydney Olympic Park Authority and Birdlife Australia, saw Native Habitat Recovery Programs implemented in the Parramatta River Catchment
 - Provided **Mangrove Protection**, supported by the Office of Environment and Heritage's Estuary Management Program
 - Erected new signage at Rodd Point along the Bay Run to provide information about the **importance of mangroves** to biodiversity
 - Launched, in December 2014, the **Parramatta River Catchment Group - Our Living River** initiative, which attracted great attention within and beyond the City. The mission, to make the River swimmable again by 2025, gained momentum with increased support from Sydney Water and the Environmental Protection Authority which

saw the introduction of the **Riverkeeper Project**. Since its launch, Council has hosted two community events to celebrate the River, one in 2015 at Bayview Park, Concord, and another in 2016 to celebrate the upgrade of facilities at the Chiswick tidal baths.

- Delivered the **Flora and Fauna Report**, a strategy to achieve the protection and conservation of Canada Bay's native fauna and habitat. The information is being integrated with existing environmental restoration initiatives and has significantly increased the knowledge base of Canada Bay's Biodiversity Inventory.
- Created a **Nature Strip Policy** in response to Council's Sustainable City Committee. The Policy, successfully tested by a local resident who built a pilot nature strip garden as a case study for the wider community, identifies opportunities for nature strip gardening.
- Facilitated over 45 volunteers who put in over 950 hours per year in taking care of native bushland as part of **Bushcare Groups**. Figtree Reserve (Chiswick), Quarantine Reserve (Abbotsford), Lovedale Reserve (Rhodes) and Prince Edward Park (Cabarita) all received regular attention and changes are now evident with native grasses, shrubs and trees starting to flourish.
- Received funding from the Greater Sydney Local Land Services for work undertaken by the Yaralla (Concord West) and Queen Elizabeth Park (Concord) Bushcare Groups on the protection of the endangered ecological community known as the **Sydney Turpentine Ironbark Forest bushland remnant**.
- Facilitated Bushcare groups participating in planting trees on **National Tree Day** in July each year.
- Received, in 2015, a Coles Junior Landcare Garden Grant for the establishment of a **Bush Tucker Garden** at Wellbank Children's Centre.



A wide cross-section of the community participates in sustainability projects coordinated by Council.



Environmental Sustainability

SSP3 **Goal: I know what I can do to help the environment and make active day to day choices to support environmental sustainability**

Direction: We will inspire residents and business to be environmentally sustainable

Achievements

- Put in place strategies for **Climate Change Adaption and Mitigation**, which has seen:
 - Cooling by 15 degrees and ambient temperatures by two degrees of pavement surfaces, due to capital works in the Concord West Sustainable Village. This extends usage on hot days
 - Consideration of CO² emissions, fuel consumption and operational suitability of all plant and equipment purchases. Council has two hybrid cars in the light vehicle fleet.
- Developed a leading practice **Manual for Climate Change Adaption**, in conjunction with the Australian Centre of Excellence in Local Government. Recognised nationally, this manual has been distributed to all Councils in Australia.
- Set a target of a 35% **reduction in greenhouse gas emissions** by 2023 over the baseline year of 2011-2012 rates (excludes street lights and waste not under Council control). A 23% reduction was achieved within the first three years in fuel, gas and energy emissions.
- Put in place **energy efficiency management practices** for Council infrastructure and facilities, including:
 - Installed energy efficient LEDS in Council buildings and facilities, and upgraded heating, ventilation and cooling systems. Sub-metering was installed at top consuming energy sites to improve management. These initiatives saw savings of \$110,000 per year
 - Installed a 9.36 kW solar system at Concord Senior Citizens Centre, upgraded lighting at Cabarita Swimming Centre, Concord Senior Citizens Centre, Concord Community Centre and installed variable Speed Drives at Drummoyne Swimming Centre

The Sustainable Schools Network, Sustainable Childcare Network and Guardians of the Future — Urban Nature Camp, along with Council, join together to ensure that people of all ages can learn about, and participate in, sustainability programs.

- Upgraded lighting at Five Dock and Concord Libraries and Concord Senior Citizens Centre
- Continued to monitor greenhouse gas emissions through the Envizi platform to reduce energy consumption at Council's libraries, The Connection, swimming pools, depot, Five Dock Leisure Centre, Civic Centre, and Drummoyn Oval.
- Engaged with seven other Councils in the southern Sydney region and the Institute of Sustainable Futures at the University of Technology Sydney to develop a regional **Renewable Energy Master Plan – Our Energy Future**. The vision for the project is to see an increase in the use of renewable energy across the area by residential, business and government sectors. This resulted in the **Our Solar Future** Project which was launched in December 2014.
- Launched **Our Energy Future**, a free service to assist our community to reduce energy consumption through an increase in solar uptake and efficiency outcomes.
- Held annual **Community Sustainability Awards** to recognise the community's commitment to social, economic and environmental projects that achieve sustainable outcomes
- In 2015, won the Local Government NSW Excellence in the Environment Award for Local Sustainability for Division C.
- Introduced **environmental education programs** covering many topics including:
 - Held, over the past six years, 103 Treading Lightly workshops to promote sustainable living. These workshops included worm farming and composting, balcony gardening, cycling, food tours, film nights, biodiversity, bee keeping, recycled art classes, farm gate trail tour, vertical and balcony gardening, backyard biodiversity, garage sale trail weekends, and possum, bird and native bee box making. Ran, in 2016, a targeted workshop series 'Revel in Rhodes'
 - Launched at Ferragosto in June 2013, Love Food Hate Waste, an Environment Protection Agency program. The Love Food Hate Waste - Waste Less \$ave More Program encouraged businesses to reduce food waste. This involved working with 18 local food-based businesses to help them gain a better understanding of their food waste and to reduce that waste. A short film was made available in English, Mandarin, Korean and Cantonese showcasing six participating businesses sharing their food waste avoidance tips and ideas
 - Undertook audits on energy, water and waste usage with 43 businesses who joined the Resourcewise Sustainable Business Program during the period 2012-2014; and provided recommendations that could deliver potential cost savings of around \$150,000
 - Assisted local business to reduce waste through the BinTrim Program. For example, the first round saw 158 businesses recruited with a diversion of 739 tonnes per annum from landfill. In Rhodes Waterside, some 30 food businesses were set to recycle over 260 tonnes of food waste each year
 - In the final round of BinTrim, which ended in March 2017, Council recruited 172 businesses resulting in an increase of 865.8 tonnes of recycling
 - Assisted Kids at Play in Five Dock to achieve a 50% reduction in waste by recycling food scraps to compost bins and worm farms
 - Received a grant from the NSW Environmental Trust, which will be rolled out in 2017-2018 and which is aimed at engaging residents to protect our mangroves. In early 2017, a local school was engaged about the importance of mangroves using a local artist to create moving art pieces that will be located throughout the City
 - Received a grant of \$26,460 in September 2015 for the Eat, Taste, Create Project. This Project saw six local restaurants host six sustainable dinner events to promote the reduction of food waste in restaurants and in the home. Around 200 people attended, with attendees encouraged to share their tips on how to avoid food waste. Over 200 tips were collected, with the best ones released in an online cook book. A short film, showcasing one of the events, in which diners and the chef share tips and recipes on how to reduce food waste, was produced
 - Ran a project, Cookluck, in partnership with the Youth Food Movement. The project promoted avoiding food waste and engaged 60 local residents
 - Supported community gardens in Hoskins Reserve (Rhodes) and Blackwall Point Reserve (Chiswick)
- Supported schools in a Refugee Council Australia program, giving students an opportunity to hear from a refugee and their experience of settling in Australia.
- Developed initiatives as part of **WasteLess in the Bay**, a program to reinvigorate, revitalise and re-engage with the community regarding resource recovery and waste minimisation, including:
 - Received a grant of \$172,000 in 2015 from the NSW Environment Protection Authority to build a community recycling centre in Five Dock for problem waste items that cannot be left in kerbside bins, for example batteries, gas, lights, paint, etc
 - Ran 22 free workshops each year for residents. During 2015/16, 675 residents participated. Included were free composting and worm farming workshops which complemented the Compost Revolution program in which Council participated with twelve other Councils in the Southern Sydney Regional Organisation of Councils that received a \$1 million grant to subsidise Compost Bins and Worm Farms, which are available to residents at 50% off recommended retail price
 - Introduced the MyWaste app for residents, which is free for download on an apple or android mobile device and is available in nine languages. The app contains translated information found on Council's waste webpages, bin and bulk household collection calendars, reminders to put bins out and a facility to 'report a problem' to Council
 - Expanded Culturally and Linguistically Diverse community education promoting Council's resource recovery and waste services with the launch of English, Cantonese, Mandarin, Korean and Hindi videos on Council's youtube channel
 - Diverted thousands of tonnes of concrete, asphalt, sand, soil and rubble due to road renewal from the landfill to car park reconstructions such as at Concord Oval, Crane Street, Cintra Park Tennis Court, Ron Routely Oval, Massey Park Golf Course and to projects such as for the foundation of the Water For Our Community water tanks which used over 7,500 tonnes of recycled road base.

- Supported the **Sustainable City Committee**, which provides a community voice on environmental and sustainability issues and has been the driver of community initiatives including the Concord community garden project and the Bagless in the Bay campaign. In 2016-17 the group advocated for a ban on plastic bags and ran a coffee cup reduction project with 30 cafes.
- Delivered **Bagless in the Bay** to Five Dock in partnership with the Sustainable City Committee. The program, aimed to reduce the number of plastic bags used and washed into the Parramatta River, involved business partnerships, the development of education and campaign material and face to face engagement with community members.
- Encouraged and supported the **Sustainable Schools Network**, established in 2012. Seventeen schools participate in the network, which meets four times a year. The network is a platform for sharing knowledge about environmental and sustainability issues. The network also provides professional skills development opportunities through workshops and guest speakers. A staff member attended earth watch training and disseminated it to other teachers.
- Awarded since 2013, 41 grants totalling \$55,000, to 14 schools through the Council's **Small Environmental Grants Program**. These grants have been used to implement a variety of projects from native gardens, bush tucker gardens, vegetable gardens, rainwater tanks, recycling bins, bicycle parking and outdoor learning experiences.
- Established the **Sustainable Childcare Network** in 2014. The network met three times per year and provided a place for childcare staff members to share ideas and network, gain knowledge on a wide range of environmental sustainability topics and access to resources, professional development and in-house environmental workshops especially designed for early childhood development. Childcare and professional development workshops included: Creative Composting, Emergency Evacuation, Get Your Garden Started, Nature Play and Splash Into Marine Life.
- Partnered, in 2015, with Sydney Olympic Park to deliver a pilot project, **Guardians of the Future – Urban Nature Camp**, with local students recruited through the Sustainable Schools Network. The project encouraged and equipped young people to be leaders in their schools and communities

and empowered and inspired efforts to protect valuable natural resources.

- Provided funding to Rosebank College and Victoria Avenue Public School for **student leaders to implement environmental projects** at their schools.
- Assisted Burwood Council by providing **plant and equipment**. Due to operational issues, a truck-mounted road sweeper was hired to Burwood Council to ensure they were able to maintain their commitments to their community.

Healthy Local Environment

SSP4 Goal: I live in a clean, healthy local environment
Direction: We will maintain and enhance streets and open spaces and operate an effective sustainable waste service

Achievements

- Completed the Five Dock Town Centre improvement works inclusive of landscaping, under-grounding of overhead cables, street lighting and footpath renewal at a cost of \$5.2 million.
- Managed **stormwater and its quality** with major initiatives including:
 - Improved stormwater drainage at a cost of \$1.6 million with the key project being Massey Park Trunk Drainage project at a value of \$1.1 million, which resulted in a twin pipe renewal. Other projects included Richards Place, Moore Street, Tranmere Street, Polding Street, Marmian Lane, Russell Street, Pine Avenue, Ramsay Road, Spencer Street, Greenlees Avenue, Victoria Avenue, Cabarita Park Drainage, Ian Parade Culvert, Brewer Street, St Albans Crescent, Wrights Road, Kingston Avenue and renewal of gross pollutant traps at St Georges Crescent and Barnstaple Road
 - Continually inspected the drainage system with CCTV cameras to ensure it was well maintained
 - Prevented, each year, over 110 tonnes of pollutants (litter, leaves and sediment) from reaching waterways through their collection from 21 gross pollutant traps





Council's extensive range of sustainability programs, run in partnership with the community, has resulted in it being recognised as the most sustainable Council in Australia.

- Recycled over 180 Mega Litres of stormwater as part of the Water For Our Community project.
- Operated an effective and sustainable **domestic and commercial waste collection service** including:
 - Commenced a new waste collection contract in October 2015. A fleet of 11 brand new vehicles with state-of-the-art technology, which includes 360 degree live camera viewing around the truck, collected over 35,000 bins every week
 - Provided 75,000 bulk household collection services each year including recycling 3,500 mattresses each year
 - Introduced a 'report a problem' function on the MyWaste app, which allows residents to quickly report a problem with Council's waste services at any time.
- Concentrated on **recycling and the diversion of waste from landfill** in achieving a target of 75% of waste diverted from landfill. The following initiatives were put in place:
 - Each year, approximately 8,500 tonnes of commingled recyclables collected kerbside were recycled
 - WasteLess in the Bay workshops (22 each year) were run for free for residents. During 2016/17, 675 residents were engaged face-to-face as a means to directly reduce food waste to landfill
 - Compost Revolution has, since October 2014, engaged over 2000 residents and diverted over 35 tonnes of food waste from landfill
 - Education about waste minimisation saw the introduction of free Bin Trim waste assessments for small to medium sized businesses. The assessments help business owners identify ways to increase recycling and reduce waste.
- Adopted a **Regional Waste Strategy** which included a section on litter. Council has also adopted a new Litter Strategy and Action Plan for litter prevention across the City, including a target to reduce litter by 50% in hot spot areas over the next five years. Council is also part of a working group developing a Regional Litter Strategy with Southern Sydney Regional Organisation of Councils.
- Introduced a number of programs that put an **emphasis on litter reduction**, including:
 - Team Up to Clean Up on Clean Up Australia Day, part of the WasteLess in the Bay program. In 2017, the event recorded 583 volunteers at 27 sites with 5.6 tonnes of litter being collected from parks, foreshores and waterways
 - The Bin Your Butts campaign, which started in 2015, made strong headway with over 370,000 cigarette butts, or 212kg, being recycled into various plastic products. The program is being rolled out City-wide to include Rhodes, Concord – Majors Bay Road, Five Dock, Warremba, Drummoyne and the three train stations at Rhodes, Concord West and North Strathfield. In March 2015, an 87% reduction was reported at two sites in Rhodes.
 - Adopted a litter strategy that set out 89 priority actions for the next five years along with a the brand 'Lets put litter in its place'.
 - Received two Environment Protection Authority Grants for litter prevention. One engaged 45 businesses in managing their bins behind their premises, the other tackled litter at bus stops which saw five bin cages installed. At Strathfield Station this resulted in a 90% reduction in litter
 - Ran a 'Bin Shot' program to engage youth in litter prevention.
- Delivered a number of **litter focused education programs** which teach students about the impacts of litter and pollution on our local waterways and habitats:
 - 2013 – Mortlake Public School students participated in a 'Healthy waterways, litter education workshop' creating an upcycled mosaic tile art installation at Cabarita Park
 - 2013 – The Stop Litter in the Bay project targeted the local community with chalk art litter messages around the Bay Run
 - 2014 – A \$125,000 Environment Protection Authority grant targeting hot coal-bead littering in parks resulted in the provision of hot coal-bead bins and education about the dangers of leaving hot coal-beads in parks. The project was delivered in partnership with Friends of Cabarita Park.



Council provides many services that ensure that the environment is as safe as possible and provides open space and recreational areas for everyone's use and enjoyment.



- 2014 and 2015 – Take 3 for the Sea were engaged to work with eight schools to deliver litter education and develop litter plans for their schools
- 2013 to 2015 – Keep Australia Beautiful's school education program EnviroMentors was provided free to schools each year, educating hundreds of students with their Litter, Catchment Action and Lunches Unwrapped Modules
- 2015 – Abbotsford Public School created a mural made out of recycled art, in a workshop ran by The Bower Reuse Centre
- 2015 – Students in Years 7 to 9 at Concord High School, designed art works themed around waterways, native flora and fauna, and displayed as pathway floor stickers and water bubbler signage that enhances knowledge and awareness of the impacts of litter
- Russell Lea Infants School and Friends of Cabarita Park and Wharf were awarded community litter grants of up to \$5,000 to tackle littering behaviour in selected local parks
- Stop Litter in the Bay campaign in Cabarita Park and Don't be a Tossler was funded by the Environment Protection Authority.

- Received, in 2015, a \$50,000 grant from the NSW Department of Justice to protect residents from mailbox theft and identify fraud. The funding resulted in the 'Lock it Up' mailbox lock project where 2,000 letter boxes in the Rhodes and Liberty Groove area were upgraded.
- Encouraged the inclusion of **Crime Prevention Through Environmental Design** principals in new developments and major upgrades of infrastructure and public space.
- Provided space and support for **State Emergency Services** at the Council depot.
- Conducted **local law enforcement** including parking patrols, promoted microchipping to ensure animal management, undertook building inspection and compliance services, investigated any unauthorised building and construction and inspected swimming pools.
- Offered a **free graffiti removal service** for private and commercial property.
- Removed over 143 Camphor Laurel **street trees**, with the objective being planting of more suitable species that reduce the possibility of trip hazards and damage to public infrastructure and private property.

A Safe Community

SSP5 Goal: I feel safe and comfortable using community spaces
 Direction: We will support projects and programs that address crime and safety and contribute to a safe community

Achievements

- Maintained a **Community Safety and Crime Prevention Plan** which identifies seven priority areas for Council. The focus was to reduce the incidence of identity fraud, reduce the incidence of theft from retail stores, and actively pursue Crime Prevention Through Environmental Design (CPTED).

Attractive Public Spaces

SSP6 Goal: My City has attractive streets, village centres and public spaces
 Direction: We will enhance our local shopping centres, community spaces and residential streets and the infrastructure required to service them

Achievements

- Over the five-year reporting period, processed **2,400 Development Applications**, which has and will result in an estimated \$1.95 billion of development with over 80% of these applications providing additional residential accommodation in the area and approximately 18% involving commercial/retail activities.
- Prepared, processed and implemented a range of **Planning Studies** to guide development. Some of these included:

- Processed Planning Proposals that sought to deliver housing on former industrial sites in Concord West. The Planning Proposals were assessed against the Concord West Master Plan. The Canada Bay Development Control Plan and Canada Bay Development Contributions Plan were also updated to ensure the objectives and actions contained within the Master Plan were achieved
- Commenced the implementation of the Station Precinct Master Plan in Rhodes. The Master Plan seeks to deliver new housing, shops and community facilities adjacent to Rhodes Railway Station. A Public Domain Plan was also prepared to ensure that the streets and public spaces surrounding the precinct achieve high quality design for existing and future residents
- Worked with the Future Cities Collaborative of Sydney University and the Department of Planning and Environment to investigate opportunities for urban renewal in Rhodes East. Background studies about transport, urban design, sustainability, affordable housing and infrastructure were prepared to inform how the area may grow into the future
- Responded to the NSW Government's Agenda to renew the Parramatta Road Corridor which outlines plans to bring new life to Parramatta Road and adjacent communities. The draft Strategy identifies three precincts in the City of Canada Bay – Homebush, Kings Bay and Burwood. The Council has been working with Burwood and Strathfield Councils to prepare urban design and traffic/transport reports to inform future rezonings
- Implemented the Five Dock Town Centre Urban Design Study by amending the Canada Bay Local Environmental Plan and Development Control Plan, which will encourage high quality development and revitalise the town centre
- Assessed Planning Proposals in accordance with the Local Planning Strategy, which seeks to increase densities in locations that have good access to public transport and services
- Collected approximately \$60.2 million in **Development Contributions** and used them to fund facilities such as The Connection, Rhodes, The Conservatory, Cabarita Park,

- Rothwell Park amenities building, sports field lighting and upgrades to the public domain in the Five Dock Town Centre.
- Ensured **public areas and footpaths** were maintained to a high level and are attractive to users. Council cleaned bins, swept footpaths and roads in shopping centres daily and gave a major steam clean to shopping centre footpaths four times per year.
- Spent over \$9 million on **footpath renewals** including in Cabarita Park, Lyons Road, Figtree Reserve, Henley Marine Drive at Neild Park, Blaxland Road, Concord Shared Path, The Esplanade, Bay Run (Thompson Street to Iron Cove Bridge), Bay Run Iron Cove Creek Pedestrian Bridge and Bay Run along Timbrell Drive.

Sustainable Design and Heritage

SSP7	<p>Goal: My City has attractive landscapes with sustainable development and where heritage is conserved</p> <p>Direction: We will encourage sustainable design and conserve and celebrate local heritage</p>
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Achievements

- Contributed significantly to **heritage** conservation including:
 - Provided a free heritage advisory service including the review of Development Applications and other projects. Approximately 3,750 meetings, site inspections and enquiries were provided through the Heritage Advisory Service in the last five years
 - Provided heritage grants towards the preservation of heritage buildings through the Local Heritage Assistance Fund. In the past five years over \$125,000 in funding was provided to facilitate over \$350,000 worth of heritage conservation work
 - Maintained and developed a local studies collection that ensures digitisation of local studies images for the community; and collected oral histories in partnership with the City of Canada Bay Museum

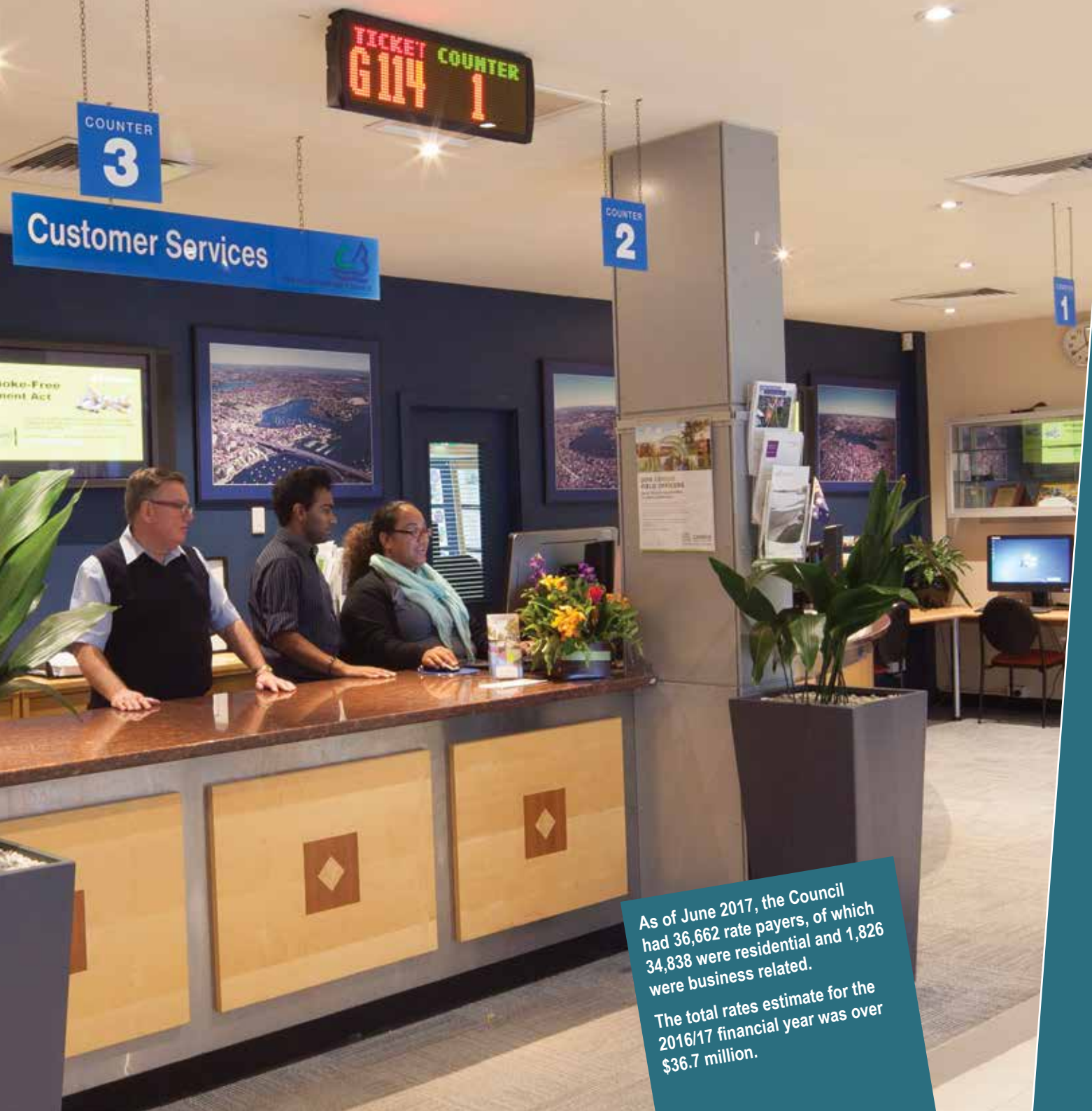
- Ensured that heritage is embedded in parks, gardens, streetscapes and along pathways. For example, the Kokoda Track Memorial Walkway wanders along both river foreshores and through open space; and The Serpent public art which recognises Aboriginal cultural heritage on the Bay Run.
- Moved, in 2016, the **Berger Memorial** back to Berger Park in Rhodes from Concord.
- Recognised the **contributions of the ANZACs** each year, with an emphasis in 2015 on the Centenary of the ANZACs' landing in Gallipoli. Significant projects as part of the Centenary included:
 - The compilation of a list of around 2,000 local men and women who served in the First World War
 - On 19 April 2015, 100 years after the day ANZACs landed at Gallipoli, a special service was held at The Kokoda Track Memorial
 - Restoration of the Queen Elizabeth Park War Memorial, Concord, at a cost of \$150,000. This included restoring marble tablets which honour those who served post WWI. Funding was received from ANZAC Centenary grants, Concord RSL and Council
 - Working in partnership with the Kokoda Track Memorial Board to ensure that the bushland and paths were maintained and provided support for arts program and for More Than Just a Name, a short video project
 - Upgrading street sign blades and installation of pavement plaques in Liryclea Estate at Russell Lea, where key battles from WWI such as Mons, Reims, Liege are recognised
 - Engaging school students to research local service men and women who served in World War 1 to produce 56 videos commemorating their service.



As of June 2017, the Council had 335 full time equivalent staff carrying out a range of services in the Directorates of:

- Executive Services
- Corporate Services
- Community Development
- Environment and Planning
- Technical Services and Operations





Theme 3 Innovative and Engaged

An innovative and engaged city served by an effective local council that works with its community to balance the needs of its many and diverse stakeholders. It is a city where collaboration and two-way flow of information between council and residents is transparent; where community infrastructure is prioritised and where community celebration is valued.

As of June 2017, the Council had 36,662 rate payers, of which 34,838 were residential and 1,826 were business related.

The total rates estimate for the 2016/17 financial year was over \$36.7 million.



Over the past five years, Council has significantly upgraded its technology enabling the community to access a great deal of information on the Council's website. At the same time face-to-face Customer Services remain important with information being distributed at local events as well as at the administration building in Drummoyne.



Highlights Innovative and Engaged

Communication and Collaboration

IE1 **Goal: I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council**

Direction: We will openly communicate and collaborate clearly to respond to local issues

Achievements

- The **Mayor and eight Councillors** are elected by the community to identify and oversee the implementation of the community's vision and strategic directions. As elected representatives they:
 - Were publicly available to members of the community with regards the Council's decision making processes
 - Ensured the community was engaged and consulted in developing the long term vision outlined in FuturesPlan20
 - Held accessible meetings which the public could attend.
- Maintained and implemented a **Communications Policy and Strategy** and communicated by:
 - Providing comprehensive information on its website
 - Maintaining a corporate brand that identified the City and its services
- Publishing media releases, newsletters such as Bayside Brief and Good Living@Rhodes, Council's column in the local newspaper and a number of e-newsletters to which the community can subscribe.
- Council maintained a **Community Engagement Policy and a Strategy** which clearly defined how Council would consult with and engage the community. For example, Council:
 - Established, in 2012, a Citizens' Panel which assisted with the review of all of Council's services and which provided input into the development of FuturesPlan20. In 2014/15, a Citizen Panel looked at best ways to manage and subsidise Council's buildings and facilities
 - Consulted on the development and implementation of major planning proposals, strategies and plans including the annual Operating Plan and Budget.
- Maintained **five Advisory Committees** including Access, Community Association, Sustainable City, Rhodes Residents and the Traffic Committees.
- Worked, over the past three years, to extensively upgrade **information technology systems** to allow for better customer services and communications with the community as well as for improved internal processes. This included:
 - The Council's website home-page now allows the community to click on an e-services button to make payments (rates, debtors and applications), make property enquiries and track progress of Development Applications
 - Appointments can be booked on line with the Duty Officer or the Justice of the Peace service and work is underway to provide an online community halls and facilities booking service
 - Library customers can access e-books, e-magazines, streaming, music and videos as well as access online data bases, printers, make a booking for public computers and pay library fines
 - A re-engineered customer request management system has been implemented so that there is one port of call providing a more seamless customer experience.
- Updated the **asset knowledge system** to better track asset management and maintenance so that hot spots requiring urgent renewals can be easily identified.

- Provided multiple services via the **Customer Services Team** through various communication channels in response to the diverse communication preferences of residents. These services included: counter functions at the Administration Centre in Drummoyne and Concord Library; via phone through the Customer Contact Centre; direct email; and web chat, the newest service offering that is increasingly popular.
- Promoted services and **communicated with the public** with the Customer Services Team, the Resource Recovery and Waste Services Team and Library Team taking their Pop-up Information Centres to major events.

Promotion of Services

IE2 **Goal: I know about events in the community and feel welcomed and encouraged to participate**

Direction: We will promote local events in a variety of ways

Achievements

- Actively **promoted many community services** to ensure the community could access them. This included through:
 - extensive information on its website
 - fact sheets available at Council owned and run venues
 - regular newsletters and e-mail blasts
 - various social media platforms.
- Maintained the **LINCS Community Information Database** at the library which provides a listing of local community services and groups within and around the area. It is handy for those looking for schools, childcare centres, scout groups, organisations and other community organisations. LINCS is free to use and is available to access at all times via Council's website.

Promotion of Local Events

IE3 **Goal: I know about events in the community and feel welcomed and encouraged to participate**

Direction: We will promote local events in a variety of ways

Achievements

- Maintained an extensive **events calendar** that can be accessed on the Council's web-site.
- Coordinated **major events such as the Concord Carnival and Ferragosto** each year, and supported many community events through the Community Sponsorship Program, which allocated on average \$60,000 each year towards events and initiatives including:
 - Breakfast Point Spring Fair
 - The Rhodes Moon Festival
 - Opera Night at Rivendell
 - Communities for Communities Carols in the Park
 - Lunar New Year's celebrations at Rhodes
 - San Bartolomeo Fiesta.
- Coordinated the **Mayor's golf and bowls days** that brought business and community members together to raise thousands of dollars for charities and local schools. For example, the golf day held in 2015 raised over \$50,000 for All Hallows, St Mary's and St Ambrose Primary Schools.
- Worked closely through the **Place Making Team with Chambers of Commerce**, businesses and the community to activate both private and commercial spaces. Activities such as concerts, street art, public art consultations, markets, workshops, yoga and tai chi in parks, walking tours, community consultations and business expos all add to the vibrancy of spaces. All of these activities were widely promoted to targeted markets.



FuturesPlan20

FuturesPlan20 is Council's **Community Strategic Plan** that was developed in partnership with the community following Council elections in September 2012. It guides the Council's directions for four years and is implemented through the four year Delivery Plan and annual Operating Plans.

To ensure that Council had the resources to implement FuturesPlan20, a Resourcing Strategy was developed that made assumptions about the key impacts and drivers influencing Council's finances, assets and workforce. These assumptions included:

- Population Growth – the City's population is projected to increase to 120,761 people by 2036. Associated increases in rateable properties will be commensurate with increases in service provision.
- Business as Usual – service levels will be maintained.
- Efficiencies – will be made through the ongoing adoption of service delivery process improvements so that rates remain within capped levels.
- Strategic Direction – there is confidence that the broad themes of FuturesPlan20 are unlikely to change over time.
- External Funding – fixed term external funding will be linked to specific services so that future changes can be well managed.
- Infrastructure – asset renewal investment will occur as required to maintain Council infrastructure.
- Financial Sustainability – Council will be financially sustainable by having a fully funded operational position, maintenance of sufficient cash reserves, a fully funded capital program and a well maintained asset base.

These assumptions were then used to develop scenario options for how Council could resource service delivery. Three resource planning scenarios were developed:

- **Scenario 1 - Base Case**

Modelled the continuation of services as currently provided without addressing the asset renewal backlog. This would shift the burden of asset renewal to future residents.

- **Scenario 2 – Basic Assets and Services**

Modelled continuation of services currently provided and included an increased level of asset renewal expenditure based on Asset Management Strategies.

- **Scenario 3 – Sustainable Community**

Modelled continuation of services currently provided, increased asset renewal expenditure, and recommended an application for a special rate variation of up to 9% to fund increased levels of asset renewal.

Council included consideration of Scenario Three into the Resourcing Strategy and, following community consultation through a Citizen's Panel, resolved to not increase rates but to look at further avenues to find savings or generate income. Through an organisational review and a number of individual service reviews, more efficient and effective processes were implemented. Operational planning and delivery has continued through a revised version of Scenario Two with the inclusion of an increased level of asset renewal expenditure outlined in the Asset Management Strategy. The revised Scenario Two then informed the detailed resource plans which are:

- **Resourcing Strategy: Our Finances**

This Strategy considered future financial needs, potential income and economic growth and affordability of community needs. It modelled the financial implications of the strategies in FuturesPlan20, with consideration to the ability to maintain existing facilities and infrastructure.

- **Resourcing Strategy: Our Assets**

This Strategy predicted infrastructure consumption, renewal needs and additional infrastructure requirements to meet future community service expectations as identified in FuturesPlan20.

- **Resourcing Strategy: Our Workforce**

This Strategy identified the human resources and skills required to deliver on the medium to long-term strategic direction of the community, as identified in FuturesPlan20.

Innovation, Good Governance, Continuous Improvement

IE4	Goal: My City is well managed and my needs are met through high quality services and well maintained facilities and infrastructure
	Direction: We will be innovative and apply good governance to meet community expectations and legislative obligations

Achievements

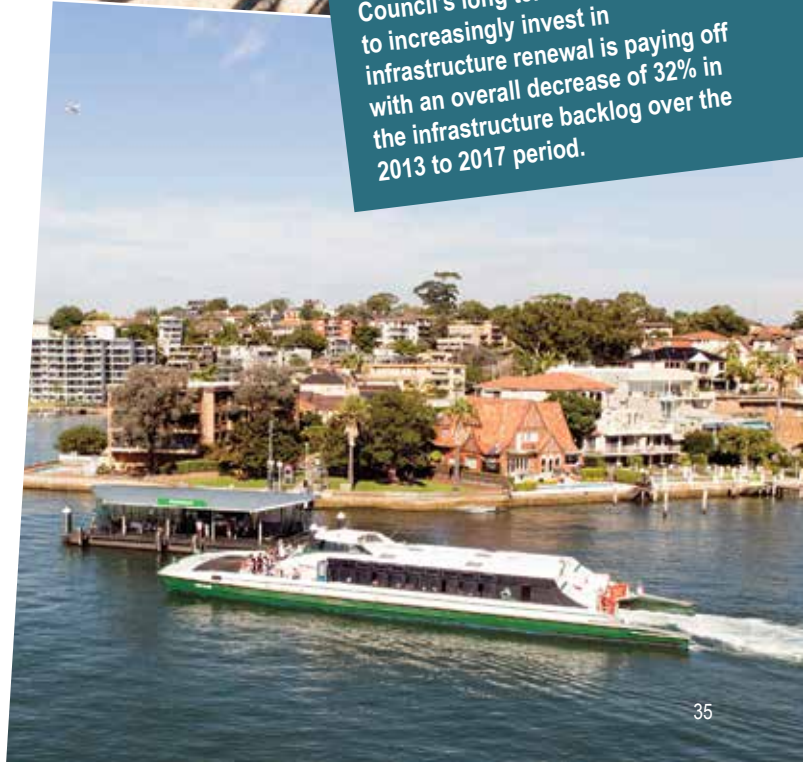
Resourcing Strategy: Our Finances

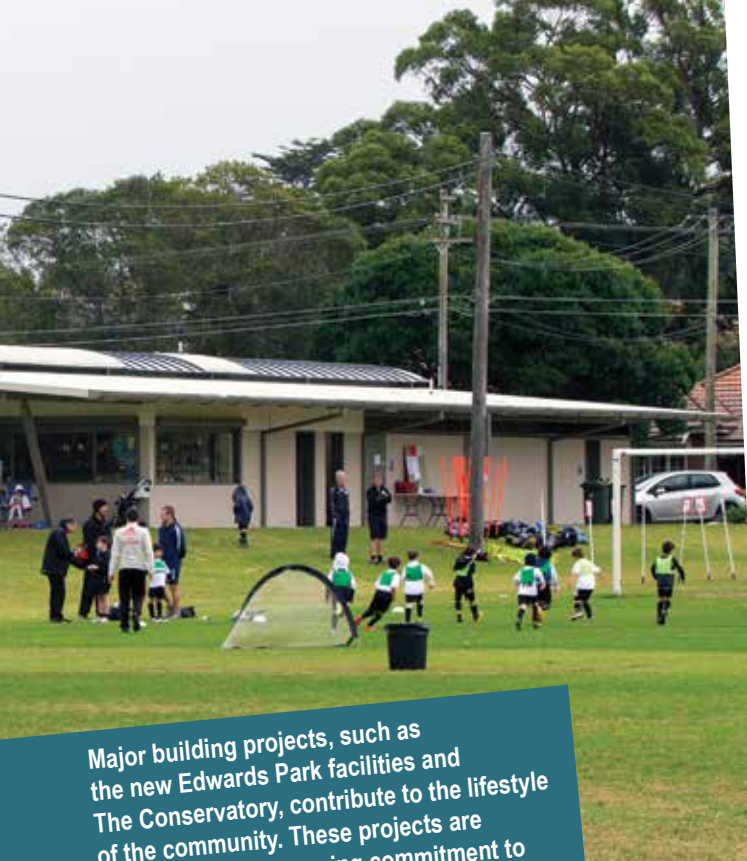
- Enhanced **financial capacity** and strengthened **future sustainability** based on the performance of the past four years, Council's current financial position, its positive long term financial forecasts and its benchmark results against key financial ratios. The past five years' consolidated financial results show the following:
 - Total revenue increased by 16.8% from 2013 to 2017 whilst total expenses increased by 12%
 - Operating results (excluding capital grants and contributions) have been trending towards a break even position with a surplus result achieved in 2016.
- Built up **Cash Reserves** from \$55.8 million in 2013 to \$83.4 million as at 30 June 2017. These reserves will be used to fund future capital expenditure programs, including the Capital Works program adopted for 2018 as well as works commenced during 2017 and not yet completed.
- Continued to exceed the benchmarks set out in **Key Financial Indicators** used by the Office of Local Government to assess Financial Sustainability. In most instances the indicators have improved, for example:
 - The Operating Performance Ratio, which measures Council's achievement of containing operating expenditure within operating revenue, has been trending towards and exceeded the benchmark in 2016. Positive operating results have strengthened the financial position of Council

- Council's Own Source Operating Revenue is well above the 60% benchmark, averaging 75%. This indicates a capacity for financial flexibility independent of State and Federal Government Grants and an ability to manage external shocks or challenges
- Rates and annual charges have grown from \$42.9 million in 2013 to \$50.2 million in 2017. Council has operated within rate pegging constraints during this period and has grown its revenue base as a result of higher density development
- The Unrestricted Current Ratio has exceeded the 1.5 times benchmark each year, averaging approximately 2.5 times current assets as compared to current liabilities. This ratio indicates Council's liquidity capacity to meet all of its short term obligations
- Liquidity is impacted by Council's ability to collect Rates and Annual Charges. From 2013 through to 2017 Council's uncollected rates and annual charges averaged 1.8% of total collectible. This is significantly better than the industry benchmark of 5% and reflects positively on Council's management of its most significant revenue source.
- Council's **debt levels of \$3.6 million are relatively low** and Council has capacity to undertake further debt should it be required. The borrowings were taken up by Council in 2014 in response to the low interest rate environment and a loan interest subsidy paid by the State Government. Funds were used to renew stormwater pipes at Concord and for infrastructure upgrades planned for the Strathfield Triangle.
- Demonstrated success of Council's strategy to increasingly invest in **infrastructure renewal** and to reduce the infrastructure renewal backlog.
 - In 2013, Council reported \$26.1 million of infrastructure backlog that represented 6.4% of its infrastructure asset value of \$407.4 million (\$14.2 million, 54.4%, of the backlog related to buildings and structures; \$7.3 million, 28.0%, of the backlog related to public road assets)
 - In 2016, Council reported \$17.6 million of infrastructure backlog which represented 3.5% of its infrastructure asset value of \$493 million (\$10.5 million, 59.6%, of the backlog related to buildings and other structures; the backlog in buildings and other structures assets has declined by 26% since 2013; the overall backlog has declined by 32% since 2013)
 - Overall, in excess of 96% of Community's Assets are being maintained to a satisfactory standard with programmed renewal works targeting the remaining assets.
- Expended, from 2013 to 2016, over \$67 million on **upgrading, replacing and constructing new assets** for the growing population resulting in:
 - The Annual Capital Expenditure ratio has exceeded the 1.1 times ratio benchmark in each of the past four years, averaging around 1.5 times per year. These results confirm that Council has been expanding its asset base to service its growing community as well as ensuring that current asset quality and service levels have been maintained
 - The Building, Infrastructure and Other Structures Renewal Ratio was initially under the 100% benchmark in 2013 but has exceeded the benchmark in 2014 and 2015. It is expected that 2016 results will also be better than benchmark. This ratio indicates Council's effectiveness in replacing existing assets at a rate equal to or better than their consumption as measured by depreciation.

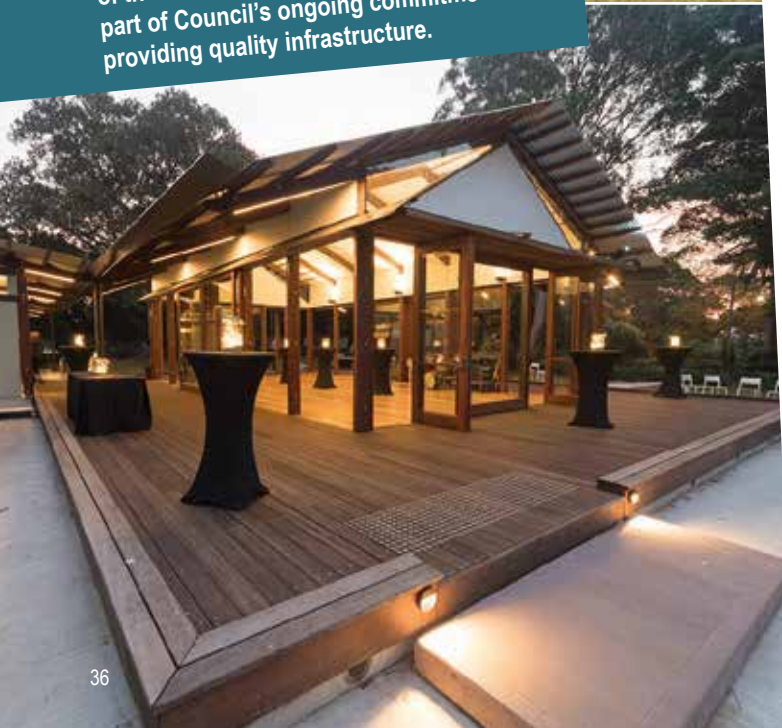


Council's long term strategy to increasingly invest in infrastructure renewal is paying off with an overall decrease of 32% in the infrastructure backlog over the 2013 to 2017 period.





Major building projects, such as the new Edwards Park facilities and The Conservatory, contribute to the lifestyle of the community. These projects are part of Council's ongoing commitment to providing quality infrastructure.



Resourcing Strategy: Our Assets

- Reviewed the **strategic property portfolio** to ensure a better return from investment properties and better service from community facilities.
- Improved **property maintenance inspections** and long term maintenance strategies to lower the whole of life cost and reduce long term maintenance issues.
- Improved long term **whole of life costs** for all road, footpaths and kerb and gutter assets, reducing long term cost, reducing the impact of high cost years and reducing future risk profile.
- Carried out regular, repeatable and measurable **inspections of assets** including footpaths, playgrounds, playing fields to identify and repair minor maintenance issues and therefore reduce risk and long term costs.
- Improved **fleet management** to reduce long term cost, emissions and energy consumption.
- Developed **major building projects** including:
 - The Connection, Rhodes
 - The Conservatory, Cabarita Park
 - Edwards Park, Concord West
 - Timbrel Park, Five Dock.

Resourcing Strategy: Our Workforce

- Conducted an **organisational review** in 2012/13 resulting in a revision of the organisational structure to eliminate duplication, rationalise reporting lines and streamline functions and processes. Twenty positions were removed from the structure and seven new positions created to introduce skills identified as strategically critical to the organisation.
- Undertook further **structural reviews** in 2015 to support customer orientation in the areas of Finance, Information Systems and Human Resources.
- Invested in a **Leadership Development Program** incorporating values based management and leadership style programs to enhance leadership and team capabilities.

- Implemented a comprehensive **training program** incorporating change readiness programs and accredited courses in business administration and project management.
- Upgraded **internal technology** in the areas of Human Resources and Payroll to support employee self service and streamlining of processes.
- Maintained **sustainable workers compensation premium costs** as benchmarked against industry trends and standards.
- Significantly increased, since 2014, **training spend** per full time equivalent employee, ensuring currency of staff skills and the transition to technology driven processes.
- Began **regeneration of the workforce** as the proportion of baby boomers steadily declined and the proportion of younger Gen Y employees increased.
- Promoted, through **recruitment processes**, the benefits, flexibility and professionalism of working in local government.

Local Government Reform

- Actively participated in the **NSW Government's local government reform agenda** to look at ways of improving local government. Since 2012 there have been many key milestones, some of which are listed below.
 - April 2012, the Independent Local Government Review Panel was convened and tasked with formulating options for a stronger and more effective system of local government
 - October 2013, the Panel made 65 recommendations and concluded that wide-ranging and concerted action was essential to make NSW local government sustainable and fit-for-purpose into the mid-21st Century
 - September 2014, the NSW Government announced the Fit for the Future blueprint and proposed that the City of Canada Bay Council merge with Leichhardt, Marrickville, Ashfield, Strathfield and Burwood Councils. The Government also asked the Independent Pricing and Regulatory Tribunal (IPART) to perform the role of the Expert Advisory Panel to assess how council proposals met the Fit for the Future criteria

- September 2014 - June 2015, as part of Council's proposal to merge with Auburn and Burwood, a community survey was undertaken on the views of local residents regarding council mergers and merger partners. The survey found that 87% of respondents supported Council standing alone. The survey also found that 93% of Canada Bay residents were satisfied with Council's performance, a positive outcome which was consistent across the whole community
- October 2015, Council was declared Fit for the Future by IPART
- 18 December 2015, the NSW Government announced the proposal that the City of Canada Bay merge with Burwood and Strathfield Councils
- February 2016, community consultation was undertaken by an independent arbitrator with his findings forwarded to the Boundary Commission for review. The Boundary Commission then forwarded their findings to the NSW Government for final decision
- 30 May 2016, Strathfield Council submitted a court challenge against the proposal which was first heard on 30 May 2016
- 31 July 2017, the NSW Government Premier announced that the proposed merger would not proceed.

Council has been recognised Nationally for excellence in Sustainability, Stormwater Infrastructure and Customer Services, and won the Place Leaders Asia Pacific Award for its place-based approach to community building.

Responding to the Merger Proposal

In early 2016, Council resolved to proceed with investigating **processes for merging** with Burwood and Strathfield Councils and set up a **Unification Review Group** with them. This Group investigated processes required should the merger proceed.





The Rhodes Peninsula, situated on the Parramatta River, has undergone major changes over the past decade. Considerable effort has been made to ensure that residents, businesses and the natural environment can all be sustainable into the future.



Theme 4 Thriving and Connected

A thriving and connected city has successful local economic development and is served by well-functioning transport and roads. People in a thriving and connected city can get around easily in a variety of ways and have access to prosperous village centres and exciting destinations.

A thriving and connected city enjoys a range of employment, educational and residential options for its residents.



Between the 2011 and 2016 Census, 4,660 new private dwellings have been constructed, with many of these being apartments. Planning for future housing continues in order to respond to continuing population growth.

Highlights

Thriving and Connected

Housing Options

TC1 **Goal:** My City has a range of housing options
Direction: We will encourage and support the provision of a diverse range of housing stock which responds to changing needs

Achievements

- Facilitated a **sustained period of high growth**. From 2001 to 2011, the City of Canada Bay experienced an increase in 6,874 dwellings, representing 27% growth. Between the 2011 and 2016 Census an additional 4,660 private dwellings were constructed. Based on existing development forecasts, it is expected that the population of Canada Bay will continue to grow by a further 30,000 people by 2036.
- Processed Planning Proposals that seek to deliver housing on former industrial sites in Concord West. The Planning Proposals were assessed against the **Concord West Master Plan**. The Canada Bay Development Control Plan and Canada Bay Development Contributions Plan were also updated to ensure the objectives and actions contained within the Master Plan are achieved.
- Commenced the implementation of the **Station Precinct Master Plan** in Rhodes, which seeks to deliver new housing, shops and community facilities adjacent to Rhodes Railway Station. A Public Domain Plan was also prepared to ensure that the surrounding streets and public spaces achieve high quality design for existing and future residents.

- Worked with the Future Cities Collaborative of Sydney University and the Department of Planning and Environment to investigate opportunities for **urban renewal in Rhodes East**. Background studies in relation to transport, urban design, sustainability, affordable housing and infrastructure were prepared to inform how the area may grow into the future.
- Provided input into Parramatta Road Corridor Urban Transformation Strategy to ensure that new developments proceed in a coordinated manner and deliver good quality outcomes for existing and new communities.
- Continued involvement in the provision of **affordable housing** to assist people earning low to moderate incomes and who work in local services in and around Canada Bay. Council has acquired 27 units since 2009 with 25 being acquired through funds from Voluntary Planning Agreements and two being acquired in April 2016 in Drummoyne from funds raised through income from the existing portfolio. Council:
 - Oversaw the management of the Portfolio by St George Community Housing, which is guided by eligibility criteria associated with the National Rental Affordability Scheme (NRAS) that allows the properties to qualify for incentives
 - Worked with the NSW Government Department of Planning and Environment (DPE) that identified Rhodes East as a priority precinct for incorporating affordable housing requirements in the precinct; and, in 2015, prepared, in collaboration with the Future Cities Collaborative at the University of Sydney, an Affordable Housing Communique to determine how affordable housing could be delivered in future plans that are being prepared for Rhodes East
 - Committed, in April 2016, to continuing to provide and advocate for affordable housing in the City through the update of the Affordable Housing Policy.
 - Entered into an agreement, in 2016, with Bridge Housing to manage the affordable housing portfolio.

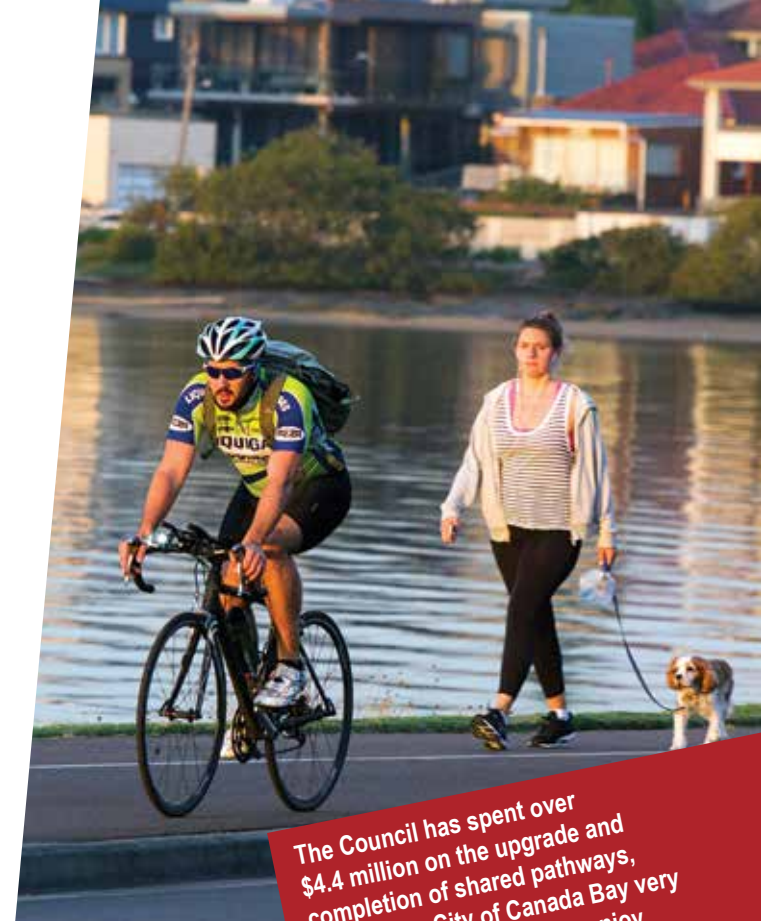
Walking and Cycling

TC2 **Goal: I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City**

Direction: We will develop, enhance and promote walking and cycling facilities in the area

Achievements

- Linked up commercial, recreational and open space areas with **walking and cycling paths, footpaths and associated facilities**, with a commitment of over \$200,000 per year on recurrent footpath maintenance and renewals.
- Upgraded **major shared pathways** including:
 - Concord Shared Pathway (\$800,000), a five year project completed in 2015 connecting the parklands through Concord
 - Between Five Dock and the shopping strip at Concord through Greenlees and Edwards Parks
 - Five Dock Bay Foreshore Pathway (\$300,000) and Lysaght Park Pathway (\$100,000)
 - The Bay Run around the foreshores of Iron Cove, with a grant of over \$2 million from Roads and Maritime Services (RMS) in 2014-15. Council also committed funds from Section 94 Contributions; and a further \$1.7 million was committed by RMS to widen the Bay Run along Henley Marine Drive in 2016
 - The 4.5 metre wide, 30 metre long, Iron Cove Creek Bridge, officially opened in December 2015, with a grant of \$1.2 million from RMS
 - The construction, in 2014, of the bicycle path, from north of the Rhodes Railway Station to Leeds Street to link with the John Whitton Bridge Cycle Path. At a cost of \$2.8 million, this also included the upgrade of the pedestrian footpath, road resurfacing and installation of new traffic lights on the corner of Leeds Street and Blaxland Road



The Council has spent over \$4.4 million on the upgrade and completion of shared pathways, making the City of Canada Bay very easy to get around and to enjoy.





The building and maintenance of Council's roads and associated assets is ongoing with over \$3.3 million spent on these assets each year.

- The shared path on Byrne Avenue between Russell Park and Lysaght Park, which completed the cycle network around Russell Lea and Chiswick in June 2014.
- Upgraded **footpaths and pedestrian crossings** such as on the Great North Road at Halley Street and Coranto Street.
- Raised pedestrian crossings at Blaxland Road, Great North Road, Wareemba, Five Dock, Hamden Road and Concord Road.
- Reviewed, in 2014, the 2005 **Bike Plan** with a primary aim of rationalising the existing bike route network and prioritising short and medium term works to improve and extend the network. Some seven main bike routes along with 17 secondary routes were identified. A four-year priority list with funding of \$200,000 per year commenced in 2014/15.
- Provided land for the **Bennelong Bridge**, Homebush Bay, which allows access for pedestrians and cyclists along with public transport between Rhodes and Wentworth Point.

Safe and Accessible Road Networks

TC3 **Goal: I can get where I need to go safely without too much delay**

Direction: We will maintain local roads and footpaths to ensure they are safe and accessible and lobby for better road networks

Achievements

- Spent over \$3,324,000 per annum on **local roads, footpaths, drainage, street trees and related works**. The following provides an overview.

Capital Works — Major Recurrent Programs	Average Expenditure Per Year
Roads re-sheeting	\$835,000
Road pavement renewal	\$810,000
Regional roads	\$105,000
Roads to Recovery (funded program)	\$269,000
Kerb and Gutter upgrades	\$180,000
Footpath renewals	\$200,000
Traffic facilities	\$135,000
Street trees	\$250,000
Stormwater Drainage	\$300,000
Drainage renewal	\$240,000
TOTAL	\$3,324,000

- Undertook **major road works**, funded through section 94 contributions, voluntary agreements, or other government grants as funds become available. Since July 2013, this included:
 - \$2,862,000 on road and footpath upgrades in Blaxland Road, Cavell Avenue and Leeds Street, Rhodes
 - \$250,000 on upgrading of Victoria Avenue to improve access to the new primary school in Concord West
 - Renewal and upgrading car parks at Concord Oval, Crane Street, Cintra Park Tennis Courts, Massey Park Golf Course and Ron Routley Oval.
- Won a **landscaping award** for the decorative lighting and interpretive, industrial-style, open space abatement at the John Whitton Bridge.
- Renewed and revitalised the streetscape at the important local shopping, services and eatery area at **North Strathfield shopping village** on Concord Road (\$500,000)
- Renewed **road pavements on all of the major roads**, including:
 - Majors Bay Road
 - Great North Road
 - Nullawarra Road

- Norman Street
- Queen Street.
- Upgraded and improved **car parks** in Waterview Street, Five Dock, and Formosa Street, Drummoyne. Improved parking at Concord Oval by sealing the Loftus Street car park and by providing 40 additional spaces.
- Regularly reviewed and developed **traffic management strategies in new development areas**; considered parking options across the City for residents, visitors and businesses; and, considered issues relating to pay parking, car sharing, mobility and parking in parks.
- Consulted with the local **Traffic Committee** and implemented upgrade works as identified.
- Installed **parking meters** at a number of locations to support commercial activities and maintained five residential parking schemes to protect local residents from commuter parking.
- Continued to **represent the community's interest** with the WestConnex project. This included providing a comprehensive response to the WestConnex Environmental Impact Statement including impacts to traffic congestion, changes to public transport arrangements, concerns of land acquisition, air pollution, vibration impacts from tunnel drilling and noise pollution. As well, Council highlighted a host of social, economic and heritage impacts that may impact upon the community and the amenity of the environment. The NSW Government provided a response to the issues raised in January 2016 and Council sent a second submission in response.
- Worked with UrbanGrowth NSW to transform the Parramatta Road Corridor into a more attractive place to live, work and visit. The NSW Government released its draft **Parramatta Road Urban Transformation Strategy** which outlines plans to bring new life to Parramatta Road and adjacent communities. The draft Strategy identifies eight Precincts to be the focus of growth and renewal. Three of these precincts are located in the City of Canada Bay – Homebush, Kings Bay and Burwood Precincts. Plans include active main streets, new housing choices, employment opportunities and improved public and active transport connections.

Better Public Transport

TC4 **Goal: I have good day to day public transport options which take me to the places I need to go**

Direction: We will use and lobby for public transport and sustainable transport options

Achievements

- Lobbied for improved **public transport services and infrastructure**. This resulted in:
 - Increased and improved bus, rail and ferry services to the new residential and business centres in Rhodes
 - The Bennelong Bridge, opened in May 2016, now provides valuable pedestrian, cyclist and bus connections across Homebush Bay from Rhodes to Wentworth Point
 - Advocacy for the light rail connection to Westmead Hospital, via Parramatta and Sydney Olympic Park
 - Upgrades to Rhodes, North Strathfield and Concord West Railway Stations and a new freight line that freed up capacity for passenger trains
 - Upgrade of Drummoyne ferry wharf with commitments made for the upgrade of Chiswick, Abbotsford and Cabarita wharves along with the building of a new wharf at Rhodes.
- Implemented the following **public transport initiatives**:
 - Upgrade of 61 bus shelters and built 20 new bus shelters
 - New Transport Access Guides for Five Dock and Rhodes
 - New bike paths around Rhodes
 - Continuation of community transport services to seniors and community groups
 - Car share schemes in all major town centres and high density residential areas
 - Installation of a free electric car fast charger in George Street, North Strathfield, at a cost of \$120,000



Since July 2013, Council has upgraded over 60 bus shelters to make them more accessible as well as upgraded many footpaths to remove trip hazards and improve pedestrian safety.





Alfresco dining places have increased by 30 since July 2012 and provide more opportunities for leisure, employment and business development.



- Upgrade of public boat ramps at John Whitton Bridge Reserve, Taplin Park and Bayview Park
- Installation of water filling stations and dog bowls on shared paths.
- Assessed **Planning Proposals** in accordance with the Local Planning Strategy that seeks to increase densities in locations that have good access to public transport and services.
- Encouraged **public transport orientated development** to reduce reliance on private motor vehicles and pressure on the local road network.

Village and Shopping Centres

TC5 **Goal: I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need**

Direction: We will use local shopping centres

Achievements

- Ensured, through a **place-based approach** that village hubs are accessible with the infrastructure required of modern town centres, and are dynamic and active places to be. Following extensive consultation and collaboration key place-based programs have and are being carried out in the following areas:
 - Cabarita Park
 - Chiswick
 - Concord and Concord West
 - Drummoyne
 - Five Dock
 - North Strathfield
 - Rhodes Peninsula.
- Delivered the Plan of Management and Open Space Master Plan for the Rhodes Peninsula.
- Implemented a park naming program for Rhodes.
- Commenced wayfinding programs in Rhodes and Cabarita Park.

- Established and supported community leadership groups, heritage and community gardens, beachcombers, business networking, running, reading, events management and other programs.
- Delivered 300 community activations and events to engage targeted communities and neighbourhoods that engaged thousands of local residents annually in programs from running clubs to reading groups, cultural celebrations and community committees.
- Established five target communications channels for local areas.
- Developed four façade improvement programs engaging business in improving the look of four town centres.
- Established trial free fitness in the park sessions through the Canada Bay Active program in partnership with Five Dock Leisure Centre.
- Introduced adult play facilities in five key centres including table tennis, hopscotch and giant chess.
- Delivered ambient street tree illumination in Majors Bay Road, Rhodes, Drummoyne and Concord West.
- Introduced food truck and pop up programs in Rhodes, Five Dock and Cabarita.

Local Employment, Education and Skills

TC6 **Goal: I am able to expand my skills and strengths while still working close to home**

Direction: We will nurture opportunities for local employment, education and skills development

Achievements

- Coordinated the **Doing Business in Canada Bay Program**, which supports local business development and the attraction of new businesses and investment.
- Produced and distributed an **Investment Prospectus** that promotes the City as the fastest growing local government area in NSW, with a confident business and investment

environment, high labour productivity, well located business precincts, superior amenities, sustainable future planning, a progressive award winning Council, all set within the environment along the Parramatta River foreshore and with a wide range of residential choice to encourage working close to home. This was supported by the development of an app to support new businesses and investors.

- Worked with **local businesses** to:
 - Improve business hubs in the key economic centres with improvements to streets, public spaces, street facades, and landscaping
 - Coordinate, in partnership with Chambers of Commerce and other networks, training and educational programs including retailing and merchandising
 - Activate centres with special events
 - Engage businesses in sustainability initiatives including, 'Love food, hate waste', 'bin trim' and 'bin your butts'
 - Introduce food truck trials to activate areas.
- Partnered with **Sydney Metro Business Enterprise Centre** (Clearly Business Group) to provide local services that assist existing businesses to grow, as well as provide advice, mentoring, training and networking to residents who are considering starting or improving their business.

- Glove box tour map and online assets for the Canada Bay area of the Great North Road Convict Trail which links to video histories and dramatisations
- Audio walking tours for Cabarita along with an interactive app for walking trails in Rhodes
- Series of tourism videos, Hidden Gems, to promote Concord, Cabarita, North Strathfield, Abbotsford and Drummoyne.
- Staged large scale events, including Ferragosto Festival, Concord Carnival and Rhodes Moon Festival; as well as sporting events including major cricket, rugby league and union games.
- Attracted world class events including VIVID ideas to the Rhodes Peninsula.

Business Parks and Large Enterprises

TC8 **Goal: I have access to local businesses of a high quality, global standard**
Direction: We will develop and support business parks and large enterprises based in our area

Achievements

- Developed a range of **Planning Proposals, Masterplans and Place Plans** for infrastructure development and renewal.
- **Revitalised major centres** including Five Dock, Rhodes, and Concord to assist with the support and attraction of businesses.
- Continued to **work with existing and potential businesses** in the City's business hubs.
- Monitored **WestConnex** developments along with **Parramatta Road Corridor Urban Transformation** developments that will support access to, and potentially provide, business parks and large enterprises in the Council area.

Sustainable Tourism

TC7 **Goal: I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need**
Direction: We will use local shopping centres

Achievements

- Supported **sustainable tourism** by developing the:
 - Colours of Canada Bay Visitor Program, a map with walking and public art trails
 - Mobile-enabled Public Art website with information about all public art installations in the City



The development of parks and facilities for recreation and leisure, such as Phoenix Park (this page) and The Connection (back cover), both in Rhodes, have been built into planning and development of new residential areas.

Perfect location

The City of Canada Bay is located about 6-12 kilometres west of Sydney's Central Business District. The City is bounded by the Parramatta River in the north and east and Parramatta Road, Homebush Bay and Bicentennial Park on the south and west.

The City includes the suburbs of Abbotsford, Breakfast Point, Cabarita, Canada Bay, Chiswick, Concord, Concord West, Drummoyne, Five Dock, Liberty Grove, Mortlake, North Strathfield, Rhodes, Rodd Point, Russell Lea, Strathfield (part) and Waremea.



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