



**FUTURES PLAN 20**  
Our 20 year vision

*your city  
your vision  
your lifestyle*

# FUTURES PLAN 20





## CONTENTS

Mayor's message	3
Looking to the future	4
About our City	5
The challenges we face	7
How was FuturesPlan20 created?	9
Reading the plan	11
A smart plan	12
Your vision for the City of Canada Bay	14
Theme 1 - Active and vibrant	15
Theme 2 - Sustainable spaces and places	16
Theme 3 - Innovative and engaged	17
Theme 4 - Thriving and connected	18
Your feedback	19



## MAYOR'S MESSAGE

*Since FuturesPlan20 was first developed in 2008, Canada Bay has, like all communities, faced many challenges.*

From financial uncertainty to climate change; from new technologies to population growth to name only a few, the world around us is changing, and it is happening quickly. Knowing this, it is our responsibility to respond just as quickly, but also to respond thoughtfully and to act with the long term interests of our community to ensure we all enjoy the city in which we live and work in twenty years' time.

Over the years since 2008, Council has worked hard to involve the many people who live, work and have an interest in our City to implement *FuturesPlan20* and now we want to reconfirm our shared vision. That shared vision is spelt out in this revised draft *FuturesPlan20* and ultimately, the success of *FuturesPlan20* will lie with all of us, not only Council. Through our collective ownership and dedication we can work together to create the future Canada Bay the plan envisages. I encourage you to consider this vision and to provide us with your support and your commitment. I look forward to working together to make the vision of *FuturesPlan20* a reality.

Mayor Angelo Tsirekas  
City of Canada Bay



## LOOKING TO THE FUTURE

---

*FuturesPlan20* is a 20 year vision that has been developed to take local action to ensure the City of Canada Bay and its people can respond in a positive and constructive way to the challenges ahead. Although Council has taken responsibility for working with the community to develop this plan, we all have a shared responsibility to come together to achieve the outcomes it incorporates. With this in mind, *FuturesPlan20* defines a direction for our City and all the people who have an interest in its future.

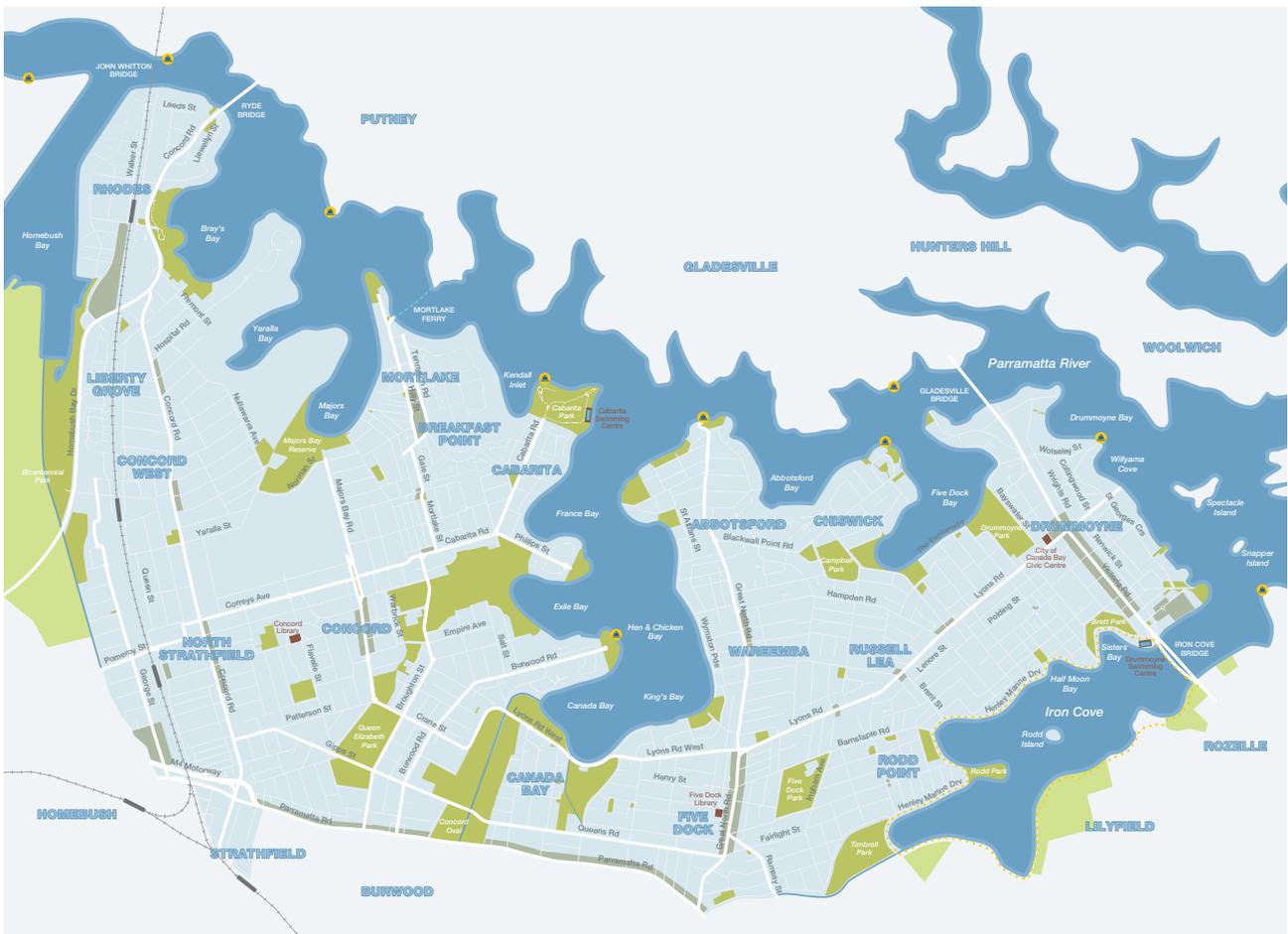
The plan sets out the strategic path on which we will seek to travel for the next 20 years to ensure the City of Canada Bay is active and vibrant; has sustainable spaces and places; is innovative and engaged; and is thriving and connected.



## ABOUT OUR CITY

The City of Canada Bay is located in the inner-west of Sydney, about 6-12 kilometres from Sydney's centre. 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 of Canada Bay 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 Waremba.





## ABOUT OUR CITY

Our City is a predominantly residential, but also has significant commercial and industrial areas. It encompasses a total land area of 20square kilometres, including many parks, reserves and foreshores.

The traditional owners of the area are the Wangal clan of the Dharug Aboriginal people with European settlement dating from 1793. From this time land use was mainly for farming until residential growth took place during the late 1800s and early 1900s, helped by improved access and industrial growth.

Significant development occurred during the post-war years followed by a period of stability in population growth between 1991 and 1996. The City's population has increased from nearly 54,000 in 1996 to about 79,000 in 2011. Recent growth has been largely due to the redevelopment of previous industrial sites into residential developments, and the pressure to accommodate the increasing population moving into cities and urban areas.





## THE CHALLENGES WE FACE

*In thinking about our long term future, it is important to consider not only the vision we want to realise, but also the factors that will influence or test us along the way. We have identified seven broad areas of challenges facing our city which FuturesPlan20 needs to take into account and address.*

### **Our community's infrastructure is critical**

Improvements in the infrastructure and assets which serve our community are required and must be prioritised in the future. The roads, footpaths, seawalls, kerbs, gutters, parks and playgrounds which we all use and enjoy require an ongoing financial commitment to renew and replace so they, and the services they provide to the community, can be continued. This ability to maintain our assets requires careful and long term financial planning but challenges in the sustainability of assets through legislative changes and financial demands continue. Numerous studies have documented the significant challenges facing communities to maintain and renew ageing infrastructure given the shifting of costs from one tier of government to local government. There is also a need to juggle rising and varied community expectations, within the constraints of the limited funds available to spend in this area.



### **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. New developments have and will continue to place pressure on local roads, adding to existing demand. Global trends are also likely to have an impact on transport, particularly the rising cost of petrol. As our population rises we will need a local road and transport network that serves our community well and responds to the long term transport plans of the NSW Government which are already being implemented. This will require us to not only focus on vehicle movements but also encourage greater use of public transport and walking or cycling as alternatives to car use.

### **Layers of responsibility are numerous**

Local residents want to be well informed about, and actively part of decisions that affect them and the processes through which these decisions are made. However the reality is that local government operates within a range of legislation which determines and restricts the functions we undertake on the community's behalf. Many of the wider aspirations incorporated within *FuturesPlan20* fall beyond the scope of this legislation and are therefore beyond the direct influence of Council. This means we are reliant upon partnerships and collaborations with other organisations, stakeholders and tiers of government to achieve the goals and directions we have worked together to identify.

### **Our lives are increasingly complex**

As a city we value health, wellbeing, personal connection, the diversity of our community and a feeling of safety, yet the increasing complexity of our day to day lives makes it difficult to meet many of the goals we individually and



## THE CHALLENGES WE FACE

collectively set. Engaging in a healthy lifestyle is important to us but conflicting time demands and responsibilities make it hard to do the things we often want to do. We want a productive and active community, but the level of choice and expectations we have mean we often experience higher levels of stress. Social isolation adds to this challenge as people spend more time using technology to communicate than face to face relationships. Multiculturalism in the city continues to flourish and in future we will need to find new ways to celebrate each of our diverse cultures. Family structures and sizes are changing. Gender roles are shifting and employers will increasingly be pressured to provide adequate leave and flexible work regimes to enable parents to share family responsibilities. Families are increasingly bypassing the traditional house and backyard in favour of the convenience and vibrancy of city living, and looking for community connection through a variety of means. All these changes require new ways of thinking about and providing for public spaces, activities and facilities to meet our community needs.

### **More and less**

As the population of our city grows and changes, new demands and pressures on the city will emerge. We will need to achieve more, for more people and meet more and higher expectations. We will want our small village and neighbourhood centres to remain and thrive but we will have to share these spaces with more people. The importance of a diverse housing stock will become even more critical but we will also need to consider the look and feel, heritage, affordability and accessibility of our city. Similarly, increasing urbanisation means that the demand for public open spaces grows as private space diminishes and careful planning and management of active and passive recreation and leisure resources will need to be prioritised for the future of the City.

### **The environmental challenge remains**

Our growing environmental sustainability provides an opportunity to change and influence practices in a personal and collaborative way. As community interest and knowledge grows and as the demand to manage and sustain precious resources increases, positive action in environmental protection and environmental education will be key. A good understanding of the issues and their importance will need to be developed and a commitment to responsible resource usage and protection of parklands, flora and fauna will need to be implemented. However positive environmental change in the future can only be achieved through influencing and altering our current lifestyle and behaviours which are unsustainable. Becoming more environmentally sustainable will require a significant financial commitment for the city and will also require the support of individuals and other levels of government.

### **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. We will need to pursue economic growth which is compatible with the area's social, cultural and environmental needs. This includes creating a positive, competitive and viable economic environment in which to grow sustainable businesses and increase employment opportunities. This will require a sound long term commercial vision which seeks to balance economic and social sustainability and to create a healthy and wealthy community with a mix of commercial and residential components.



## HOW WAS FUTURESPLAN20 CREATED?

*FuturesPlan20 was first developed in 2008 through significant consultation with community members, partners, stakeholders, Council staff and Councillors.*

To develop the vision it contained, we explored issues facing the City of Canada Bay, as well as thoughts about hopes and concerns for the next 20 years. We considered what was valued in the city, and what changes needed to be made to create the look and feel we wanted in 20 years' time. Consultation included community wide surveys, events, stakeholder meetings, a network forum, staff activities and much more. Broader plans and global trends were also been considered in the development of *FuturesPlan20* and following this extensive process and public exhibition, *FuturesPlan20* was formally adopted in December 2008.

Since then, it was reviewed in 2010 after the NSW Government passed legislation which required the City of Canada Bay to review *FuturesPlan20* and the first four year Delivery Plan that was created to implement *FuturesPlan20*'s vision. To help us do so, Council initiated further consultations with the community and our stakeholders, which included the establishment of the Canada Bay *FuturesPlan20* Community Panel which provided valuable feedback, opinions and ideas about the content of *FuturesPlan20* and its associated plans. An extended public exhibition was also undertaken to provide an opportunity for comment on *FuturesPlan20* and collective vision of the City of Canada Bay.

Following the local government elections in 2012, legislation required a further review of *FuturesPlan20* to commence. To redevelop the plan a two-stage review was designed. The first stage was based on community opinion and other pertinent information already available. This included:

- Community consultation reports from major projects including those associated with the development of the Rhodes Place Plan, the City of Canada Bay Library Services Strategic Plan, the City of Canada Bay Child and Family Needs Study and the City of Canada Bay Local Environment Plan.
- The August 2012 report of the outgoing Council on their progress in implementing *FuturesPlan20*;
- The 2012 Customer Satisfaction Survey undertaken by Council (2012); and
- The report of the 2012 Citizens' Panel which reviewed and provided 84 detailed recommendations on the range and level of services provided in the City of Canada Bay.

The NSW State Plan and other relevant state and regional plans were also reviewed to consider areas of potential





## HOW WAS FUTURESPLAN20 CREATED?



collaboration and mutual interest; and a review of broader environmental factors and their impact on our city's objectives and strategies was undertaken.

As a result of this review of *FuturesPlan20*, a number of structural and content changes were made to the plan and are reflected in this updated draft. This includes the simplification of the content included to ensure clarity and accessibility; the revision of the themed structure of the community's vision to address emerging priorities and needs; and the revision and simplification of the goals and directions under each theme to better express the intent of each area and focus on the most critical areas.

The draft version of *FuturesPlan20* was on public exhibition in February and March 2013, during which time initial community feedback was sought by Council. Following this, a second public exhibition took place in April and May 2013. Across these two stages of review and exhibition, a range of opportunities for community engagement were facilitated including through online, face to face and written means; a statistically valid telephone survey to confirm the broad vision and intent of FP20; a series of community workshops to explore and facilitate feedback; and targeted stakeholder engagement to ensure relevant government agencies, partners, and otherwise hard to reach community members were provided with appropriate means to consider Council's plans and strategies. The final *FuturesPlan20* was adopted by Council in June 2013.





## READING THE PLAN

*FuturesPlan20* is built around four theme areas. The themes are an expression of the desired look and feel of the city in twenty years' time; they are a summary of the aspirations and desires our community has.

Each theme has a number of goals within it. The goals paint a clearer picture of the theme, and are expressed as personal statements describing the future City of Canada Bay we are working toward.

Each goal is further defined by a number of directions; broad statements which indicate how collectively as a community we will achieve our goals.

The four themes are closely connected and should not be viewed in isolation. Together these themes, goals and directions will determine the priorities for our City and the services and projects delivered over the next 20 years. This will be achieved through a delivery plan and annual plans and budgets (see diagram below).

Council has a key role in shaping the future of our City however we do not have sole ownership of *FuturesPlan20* nor singular responsibility for its achievement. Everyone who has an interest in the City of Canada Bay has a part to play in achieving *FuturesPlan20*. This includes our residents, local business, community organisations and government agencies, both state and federal. Through cooperation it will be possible to achieve value for money and a coordinated approach to meeting our needs and priorities.





## A SMART PLAN

### Measuring our progress

In order to measure our progress at each tier of the City of Canada Bay's planning framework, Council has assessments methods to monitor our outputs and their collective outcomes. We know it is equally as important to assess our efforts in an integrated manner as it is to plan them in an integrated manner. Our method of measuring progress in achieving *FuturesPlan20* is an independent qualitative community survey undertaken every four years to assess whether community members believe the goal statements listed under each theme are an accurate reflection of life in the city. The first survey was undertaken in 2012 and established a starting point for us future comparison. The next survey will be undertaken in 2016.

### Achieving outcomes

As a means of ensuring the long term sustainability of the city, *FuturesPlan20* is framed to achieve outcomes in social, environmental, economic and civic leadership areas. This quadruple bottom line (QBL) helps us to plan in a balanced and holistic manner for the long term and we have loosely aligned the themes of *FuturesPlan20* to these outcomes. The table below shows how the themes relate.

FUTURESPLAN20 THEME	QBL ALIGNMENT
<i>Active and vibrant</i>	Social
<i>Sustainable spaces and places</i>	Environment
<i>Innovative and engaged</i>	Governance
<i>Thriving and connected</i>	Economic

Council also has an obligation to meet social justice outcomes on behalf of our community and with this in mind, the principles of equity, access, participation and equal rights are strongly reflected in *FuturesPlan20*.



## A SMART PLAN

### How does *FuturesPlan20* align with other government plans?

*FuturesPlan20* is a long term vision for the City of Canada Bay, but it is not the only document which will guide the future direction of our city. Plans and key documents which have been considered in the preparation of *FuturesPlan20* include:

- *NSW 2021: a plan to make NSW number one*, NSW Government 2009;
- *Eastern Sydney and the Inner West Regional Action Plan*, NSW Government 2012;
- *State Infrastructure Strategy: NSW Government's Response to Infrastructure NSW's Recommendations*, NSW Government 2012;
- *NSW Long Term Transport Master Plan*, NSW Government Department of Transport, 2012;
- *A New Planning System for NSW Green Paper*, NSW Government Department of Planning, 2012;
- *Inner West Subregion: Draft Subregional Strategy*, NSW Government Department of Planning, 2008;
- *Metropolitan Plan for Sydney 2036*, NSW Government Department of Planning, 2012;
- *Destination 2036: a path together*, NSW Government Division of Local Government (in partnership with Shires Association of NSW, Local Government Association of NSW and Local Government Managers Association), 2012;
- *Better, Stronger Local Government: the case for sustainable change*, Independent Local Government Review Panel, 2012;
- *State of Australian Cities*, Australian Government Department of Infrastructure and Transport Major Cities Unit, 2012;
- *Regional Plan for Sydney*, Regional Development Australia, 2012; and
- *Our Future World: global megatrends that will change the way we live*, CSIRO 2012.





## YOUR VISION FOR THE CITY OF CANADA BAY

*FuturesPlan20 is a twenty year plan developed to reflect the simple and clear vision that the people of the City of Canada Bay can enjoy where they live and work.*

Our community wants the City of Canada Bay to be 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.

Our community wants the City of Canada Bay to be a city of sustainable spaces and places; one whose residents recognise and act on their collective responsibility to protect their environment and to preserve it for future generations. It should be 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.

Our community wants the City of Canada Bay to be an innovative and engaged city, and one served by an effective local council that works with its community to balance the needs of its many and diverse stakeholders. It should be 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.

Our community wants the City of Canada Bay to be a thriving and connected city that has successful local economic development and is served by well functioning transport and roads. People should be able to get around easily in a variety of ways and have access to prosperous village centres and exciting destinations. There should be a range of employment, educational and residential options for its residents.



## THEME 1 - ACTIVE AND VIBRANT

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

OUR GOAL	OUR DIRECTION
<i>I feel a sense of health and wellbeing</i>	We will access projects and programs that improve health and wellbeing.
<i>There are places for me to participate in sport and other outdoor recreation</i>	We will support a range of local recreation facilities.
<i>There are services that meet my needs</i>	We will provide and advocate for accessible and relevant services.
<i>I have a great lifestyle and feel part of an active and vibrant community</i>	We will create and foster a range of local opportunities which encourage community connection and celebration.
<i>I feel like I belong and my story is celebrated</i>	We will celebrate our established and emerging communities.
<i>I have awareness and respect for local Aboriginal heritage and culture</i>	We will support a range of programs to encourage awareness of local Aboriginal culture.
<i>I live in a creative City, inspired by diverse cultures and innovative ideas</i>	We will champion opportunities for involvement in arts, culture and lifelong learning.



## 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 their 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.

OUR GOAL	OUR DIRECTION
<i>I am proud of and value my City's natural environmental assets</i>	We will facilitate and protect the environmental, cultural and social value of open spaces and foreshore areas.
<i>I have access to a biologically diverse natural environment near where I live</i>	We will protect and enhance biodiversity.
<i>I know what I can do to help the environment and make active day to day choices to support environmental sustainability</i>	We will inspire residents and business to be environmentally sustainable.
<i>I live in a clean, healthy local environment</i>	We will maintain and enhance streets and open spaces and operate an effective sustainable waste service.
<i>I feel safe and comfortable using community spaces</i>	We will support projects and programs that address crime and safety and contribute to a safe community.
<i>My City has attractive streets, village centres and public spaces</i>	We will enhance our local shopping centres, community spaces and residential streets and the infrastructure required to service them.
<i>My City has attractive landscapes with sustainable development and where heritage is conserved</i>	We will encourage sustainable design and conserve and celebrate local heritage.



## THEME 3 - INNOVATIVE AND ENGAGED

An innovative and engaged city is one 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.

OUR GOAL	OUR DIRECTION
<i>I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council</i>	We will openly communicate and collaborate clearly to respond to local issues.
<i>I know where to find the services I need and feel comfortable in accessing them</i>	We will promote local services in a variety of ways.
<i>I know about events in the community and feel welcomed and encouraged to participate</i>	We will promote local events in a variety of ways.
<i>My City is well managed and my needs are met through high quality services and well maintained facilities and infrastructure</i>	We will be innovative and apply good governance to meet community expectations and legislative obligations.



## 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.

OUR GOAL	OUR DIRECTION
<i>My City has a range of housing options</i>	We will encourage and support the provision of a diverse range of housing stock which responds to changing needs.
<i>I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City</i>	We will develop, enhance and promote walking and cycling facilities in the area.
<i>I can get where I need to go safely without too much delay</i>	We will maintain local roads and footpaths to ensure they are safe and accessible and lobby for better road networks.
<i>I have good day to day public transport options which take me to the places I need to go</i>	We will use and lobby for public transport and sustainable transport options.
<i>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</i>	We will use local shopping centres.
<i>I am able to expand my skills and strengths while still working close to home</i>	We will nurture opportunities for local employment, education and skills development.
<i>I live in a city with attractive tourist destinations</i>	We will create and maintain sustainable tourism destinations.
<i>I have access to local businesses of a high quality, global standard</i>	We will develop and support business parks and large enterprises based in our area.



